

PUBLIC SERVICE COMMISSION
ANNUAL REPORT
2013/2014



Custodian of Good Governance

Vision

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

Mission

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



PUBLIC SERVICE COMMISSION

Annual Report 2013/2014

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31 August 2014

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

Dear Mr Mthembu

I have the honour of submitting to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2013 to 31 March 2014.

The report reflects the overall performance of the PSC during the period under review and the strides made in fulfilling its mandate. Key achievements and challenges that the organisation faced in executing its mandate are also highlighted in the Report.

Kind regards

A stylized, handwritten signature in black ink, appearing to read 'R. Levin'.

PROF. RICHARD M LEVIN
DIRECTOR-GENERAL

Table of Contents

PART A:	GENERAL INFORMATION	1
1.	DEPARTMENT GENERAL INFORMATION	2
2.	LIST OF ABBREVIATIONS/ACRONYMS	2
3.	FOREWORD BY THE CHAIRPERSON	3
4.	REPORT OF THE ACCOUNTING OFFICER	5
5.	STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT	8
6.	STRATEGIC OVERVIEW	8
6.1	Vision	8
6.2	Mission	8
6.3	Values	8
7.	LEGISLATIVE AND OTHER MANDATES	8
7.1	Constitutional Mandate	8
7.2	Legislative Mandates	9
7.3	Policy Mandates	11
7.4	Relevant Court Rulings	12
8.	ORGANISATIONAL STRUCTURE	13
9.	ENTITIES REPORTING TO THE MINISTER	14
PART B:	PERFORMANCE INFORMATION	15
1.	AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES	16
2.	OVERVIEW OF DEPARTMENTAL PERFORMANCE	16
2.1	Service Delivery Environment	16
2.2	Service Delivery Improvement Plan	17
2.3	Organisational Environment	22
2.4	Key Policy Developments and Legislative Changes	23
3.	STRATEGIC OUTCOME-ORIENTED GOALS	23
4.	PERFORMANCE INFORMATION BY PROGRAMME	24
4.1	Programme 1: Administration	24
4.2	Programme 2: Leadership and Management Practices	39
4.3	Programme 3: Monitoring and Evaluation	45
4.4	Programme 4: Integrity and Anti-Corruption	54
5.	TRANSFER PAYMENTS	65
5.1	Transfer Payments to Public Entities	65
5.2	Transfer Payments to all Organisations other than Public Entities	65
6.	CONDITIONAL GRANTS	65
6.1	Conditional Grants and Earmarked Funds Paid	65
6.2	Conditional Grants and Earmarked Funds Received	65
7.	DONOR FUNDS	65
7.1	Donor Funds Received	65
8.	CAPITAL INVESTMENT	66
8.1	Capital Investment, Maintenance and Asset Management Plan	66

PART C:	GOVERNANCE	67
1.	INTRODUCTION	68
2.	RISK MANAGEMENT	68
3.	FRAUD AND CORRUPTION	68
4.	MINIMISING CONFLICT OF INTEREST	68
5.	CODE OF CONDUCT	68
6.	HEALTH SAFETY AND ENVIRONMENTAL ISSUES	68
7.	PORTFOLIO COMMITTEES	68
8.	SCOPA RESOLUTIONS	69
9.	PRIOR MODIFICATIONS TO AUDIT REPORTS	69
10.	INTERNAL CONTROL UNIT	69
11.	INTERNAL AUDIT AND AUDIT COMMITTEES	69
12.	AUDIT COMMITTEE REPORT	70
PART D:	HUMAN RESOURCE MANAGEMENT	72
1.	INTRODUCTION	73
2.	OVERVIEW OF HUMAN RESOURCES	73
3.	HUMAN RESOURCES OVERSIGHT STATISTICS	73
3.1	Personnel Related Expenditure	73
3.2	Employment and Vacancies	75
3.3	Filling of SMS Posts	76
3.4	Job Evaluation	78
3.5	Employment Changes	79
3.6	Employment Equity	80
3.7	Signing of Performance Agreements by SMS Members	82
3.8	Performance Rewards	82
3.9	Foreign Workers	84
3.10	Leave Utilisation	84
3.11	HIV/AIDS and Health Promotion Programmes	86
3.12	Labour Relations	87
3.13	Skills Development	88
3.14	Injury on Duty	89
3.15	Utilisation of Consultants	89
3.16	Severance Packages	91
PART E:	FINANCIAL INFORMATION	92
1.	REPORT OF THE AUDITOR-GENERAL	93
2.	ANNUAL FINANCIAL STATEMENTS	95

PART A:

GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

Full name:

Public Service Commission (PSC)

Physical address:

Commission House,
cnr Hamilton & Ziervogel Streets, Arcadia, 0083

Postal address:

Private Bag X 121, Pretoria, 0001

Telephone number:

(012) 352 1100

E-mail address:

info@opsc.gov.za

Website address:

www.psc.gov.za

2. LIST OF ABBREVIATIONS/ ACRONYMS

AAPSComs	Association of African Public Services Commissions
AGSA	Auditor-General of South Africa
CCC	Case Conference Committee
CMS	Case Management System
CVPs	Constitutional Values and Principles
DBC	Departmental Bargaining Council
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
EA	Executive Authority
ENE	Estimates of National Expenditure
EPM	Enterprise Project Management
EWP	Employee Wellness Programme
EXCO	Executive Committee
FDF	Financial Disclosure Framework
GIZ	Gesellschaft für Internationale Zusammenarbeit
HDI	Historically Disadvantaged Individual
HOA	Home Owners Allowance
HoD	Head of Department
HRD	Human Resource Development
HRM	Human Resource Management
IEC	Independent Electoral Commission
M&E	Monitoring and Evaluation
MANCO	Management Committee
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NACF	National Anti-Corruption Forum

NACH	National Anti-Corruption Hotline
OHS	Occupational Health and Safety
OPSC	Office of the Public Service Commission
PA	Performance Agreement
PALAMA	Public Administration Leadership and Management Academy
PMDS	Performance Management and Development System
PERSAL	Personnel and Salary System
PFMA	Public Finance Management Act
PILIR	Policy on Incapacity Leave and Ill-Health Retirement
PPP	Public-Private Partnership
PSC	Public Service Commission
PSCBC	Public Service Coordinating Bargaining Council
PWDs	People with Disabilities
RDP	Reconstruction and Development Programme
SAMEA	South African Monitoring and Evaluation Association
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SITA	State Information Technology Agency
SMS	Senior Management Service
SOPS	State of the Public Service
SSA	State Security Agency
VCT	Voluntary Counselling and Testing

3. FOREWORD BY THE CHAIRPERSON



Mr BM Mthembu
Chairperson

The PSC is pleased to submit its Annual Report for the 2013/14 financial year. During the reporting period, the terms of office for the Deputy Chairperson, Ms Phelele Tengeneni and Commissioners Sellinah Nkosi (National Office), Singata Mafanya (Eastern Cape), and Paul Helepi (Free State) expired. The term of office for Commissioner David Mkhwanazi (Mpumalanga) also expired in April 2014. I am however satisfied that Parliament and the Provincial Legislatures acted swiftly in the reappointment of Commissioners Nkosi, Mafanya and Mkhwanazi. Dr Henk Boshoff was also appointed as Commissioner resident in the Free State.

In order to strengthen the PSC's mandate, the PSC commenced with the process of amending the PSC Act. The PSC Amendment Bill was published for public comment and submitted to Cabinet. Due to the timing of the Bill, it was decided that a comprehensive review of the Bill will be undertaken in the new financial year. The PSC also influenced policy changes in public administration. A case in point is the prohibition of public servants from doing business with government. In March 2014, the National Assembly passed the Public Administration Management Bill, which prohibits public servants from doing business with government. Failure to comply with this prohibition constitutes serious misconduct that could result in dismissal from the Public Service.

The PSC identified the need to strengthen its capacity in order to effectively execute its legislative mandate. In this regard, the PSC received additional funding of R29 million from National Treasury through Policy Options for the creation of an additional 38 posts at National Office and Provincial Offices.

In order to improve efficiency, the PSC re-engineered some of its business processes and introduced the Case Conference Committee (CCC) as well as the Panel on Grievances. Although these two re-engineered processes are still in their infancy, they have improved the finalisation rate of cases, despite challenges that often arise when new processes are introduced.

As part of our stakeholder outreach programme, the PSC hosted a stakeholder engagement in Gauteng under the theme: *"Intensifying collective action in promoting the values and principles as enshrined in our Constitution, in achieving sound public administration in the Gauteng Province"*. Similarly another stakeholder engagement was hosted in the North West under the theme: *"Intensifying collective action in promoting the values and principles as enshrined in the Constitution of the Republic of South Africa, Act 108 of 1996"*. The objectives of these engagements were to promote the work of the PSC.

The PSC successfully co-hosted the 4th Biennial Monitoring and Evaluation Conference with the Department of Performance Monitoring and Evaluation (DPME) and the South African Monitoring and Evaluation Association (SAMEA) under the theme: *"Meaningful Evaluation: Improving Use and Results."* Likewise, the PSC in partnership with the Public Service Coordinating Bargaining Council (PSCBC) co-hosted the 3rd Biennial Labour Relations Conference under the theme: *"The changing world of work: key issues for labour relations and employment relations in the Public Service, enhancing social dialogue and accelerating developments"*.

The PSC is proud to be the Chairperson of the Forum for Institutions Supporting Democracy. The aim of this Forum is to provide a platform for institutions supporting democracy to pursue cooperation, collaboration and an alliance while maintaining their independence and autonomy. The Forum has already established working groups which are responsible for undertaking various initiatives that will assist in raising the profile of this Forum.

On the continental front, the PSC together with the African Union Commission hosted the 3rd General Assembly of the Association of African Public Services Commissions (AAPSComs) from 28-29 October 2013 in Addis Ababa, Ethiopia. The theme for the General Assembly was *"Human*

Resource Development and the challenges of the state capacity for service delivery in Africa". At the General Assembly, the PSC of South Africa was re-elected as President of the AAPSComs. Furthermore, the PSC attended the 60th anniversary celebration of the Civil Service Commission of Nigeria from 31 March–1 April 2014. As the Chairperson of the PSC, I had the privilege of being invited as a special guest in my capacity as President of the AAPSComs. The theme of the celebration was "*Civil Service Core Values: The Sine-Qua-Non for National Development*".

In conclusion, I would like to thank my fellow Commissioners for the hard work and strategic direction they demonstrated during the reporting period. I am also grateful to the former Minister for Public Service and Administration, Ms Lindiwe Sisulu and the Deputy Minister, Ms Ayanda Dlodlo for their support and guidance during the reporting period. I would also like to express my gratitude to the Chairperson of the Portfolio Committee on Public Service and Administration

during the 4th Parliament, Ms Joyce Moloi-Moropa and the committee members for their fruitful interaction with the PSC during the period under review.

Lastly, I would like to thank the former Deputy Chairperson, Ms Phelele Tengeneni and former Commissioner Paul Helepi for their contribution towards the improvement of the work of the PSC and transformation of the Public Service.



MR BM MTHEMBU
CHAIRPERSON: PUBLIC SERVICE
COMMISSION
31 AUGUST 2014

4. REPORT OF THE ACCOUNTING OFFICER



Prof. RM Levin
Director-General

I am honoured to submit the PSC's Annual Report for the 2013/14 financial year. The submission of this Annual Report comes at a time when South Africa is celebrating 20 years of democracy. The PSC is proud to be an institution that has contributed towards this achievement by promoting the democratic values and principles enshrined in the Constitution. The Annual Report serves as an account of the work that the PSC conducted in carrying out its constitutional mandate during the reporting period.

Overview of the operations

The PSC has over the years evolved into a key and effective player in the resolution of grievances in the Public Service and in promoting sound labour relations. In this regard, the PSC continued to witness an increase in the number of grievances lodged by public servants. This increase is due to aggrieved employees lodging their grievances with the PSC as a result of failure by departments to investigate grievances within the prescribed time frame. Through its re-engineered business process, the PSC finalised more grievances compared to the previous financial year. In order to achieve its desired service standard, the PSC will continue to review its current re-engineered work processes on an ongoing basis.

In the previous financial year, Cabinet made a decision to transfer the Head of Department (HoD) evaluation

function to DPME, but due to challenges, Cabinet decided to transfer the function back to the PSC towards the end of the 2013/14 financial year. This had an impact on the timely evaluation of HoDs.

During the reporting period, the PSC introduced the Public Service Barometer Dashboard. It was used by the Portfolio Committees and provincial legislatures to hold departments accountable. In response to the National Development Plan, the PSC commenced with work that will contribute towards building a capable state by developing discussion papers on the characteristics of a developmental state.

Citizens remain the most important stakeholders of government. In order to ensure that the needs of citizens are heard and addressed, the PSC continued to host its Citizens Forums. The Citizens Forum held in the Msukaligwa Municipality was a tremendous success as the PSC witnessed the building of Reconstruction and Development Programme (RDP) houses and the electrification of more than 100 households.

The fight against crime and corruption remains a priority to government. In contributing to this fight, the PSC continued to deal with complaints from the public on public administration matters. As a result of a re-engineered work process, the PSC was able to finalise more complaints compared to the previous financial year. Through the marketing campaign of the National Anti-Corruption Hotline (NACH), the PSC also witnessed an increase in the number of cases reported. However, the PSC still remains concerned with the low number of cases that are resolved by departments.

Overview of the financial results

The spending focus was on strengthening the PSC's capacity to monitor and evaluate departments' compliance with the nine constitutional values and principles. As at 31 March 2014, the PSC had spent 99.90% of its total budget.

Table 1: Departmental receipts

Departmental Receipts	2013/2014			2012/2013		
	Estimate R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000
Sale of goods and services other than capital assets	49	49	-	49	49	-
Interest, dividends and rent on land	3	3	-	5	5	-
Financial transactions in assets and liabilities	99	99	-	226	226	-
Total	151	151	-	280	280	-

The departmental revenue mainly includes parking fees and recoverable revenue from previous financial years.

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

Table 2: Programme expenditure

Programme Name	2013/2014			2012/2013		
	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Administration	102 803	102 804	-1	85 150	85 150	0
Leadership and Management Practices	29 520	29 425	95	24 804	24 793	11
Monitoring and Evaluation	29 253	29 211	42	22 262	22 234	28
Integrity and Anti-Corruption	39 564	39 505	59	29 901	29 899	2
Total	201 140	200 945	195	162 117	162 076	41

The Adjusted Estimates of National Expenditure (ENE) for the 2013/14 financial year amounted to R201 million. The spending has increased significantly compared with the previous financial years. Between the 2010/11 and 2013/14 financial years, the spending increased by an average of 14.5% due to the additional funding received for strengthening capacity that was required to execute the PSC's mandate.

Virement was applied during the 2013/14 financial year, and approval was granted by the Accounting Officer. The virement applied is explained in detail in the Annual Financial Statements. No funds were rolled over from the previous financial year.

Unauthorised, fruitless and wasteful expenditure

No unauthorised and fruitless and wasteful expenditure was incurred during the period ending 31 March 2014. However,

two cases of irregular expenditure were incurred and are recognised as expenditure in the statement of financial performance.

Future plans

The PSC is in the process of developing its Medium Term Strategic Plan for the period 2015–2020.

Public-Private Partnerships

The PSC did not enter into any Public-Private Partnership during the 2013/14 financial year.

Discontinued activities/activities to be discontinued

The PSC did not discontinue any of its planned activities.

New or proposed activities

The approved Annual Performance Plan, as well as the Workplan provides detail on the projects and activities that the PSC will embark upon in the 2014/15 financial year. These projects are grouped according to the key performance areas of the PSC.

Supply chain management

The following bids were listed on the Procurement Plan for the 2013/14 financial year, but they were not advertised and awarded:

- Asset Management with Radio Frequency Identification
- Procurement of a venue for the 3rd Biennial Labour Relations Conference
- Storage Access Network and backup devices for the Data Centre and the Disaster Recovery Site.

The bid for the supply and delivery of office furniture for a period of two years was advertised, and proposals for this bid were received. The bid was cancelled due to non-responsiveness by bidders.

As part of Supply Chain Management (SCM) processes and systems in place to prevent irregular expenditure, the PSC strives to ensure that all requests have been properly authorised and approved before an official order is issued. Some of the challenges experienced were as a result of late submission of requests for quotations, resulting in the non-adherence to the time frames of the service standards. In order to address the challenges, the following measures were implemented:

- SCM processes were re-engineered, and this resulted in the merging of the different adjudication committees into one committee; this has improved the turnaround time in finalising matters.
- The SCM Policy was reviewed, and the threshold for matters to be dealt with by the Bid Adjudication Committee has been increased to R50 000.
- Managers are now required to submit their procurement needs for inclusion in the demand management plan in order for SCM to ensure the clients' needs are met on time.

Gifts and donations received in kind from non-related parties

No goods and services in kind were received or provided to non-related parties.

Exemptions and deviations received from National Treasury

No exemption from the Public Finance Management Act (PFMA) or Treasury Regulations or deviation from the financial reporting requirements was received for the current and/or prior financial year.

Events after the reporting date

There were no material events that occurred after 31 March 2014.

Other

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

Acknowledgements and appreciation/ Conclusion

I would like to express my sincere gratitude to the PSC for its continued leadership and strategic guidance. Thank you to all the stakeholders for their cooperation and contribution in ensuring that the PSC was able to produce this body of work. I would also like to express appreciation to the Audit Committee under the leadership of the former Chairperson, Mr Paul Streng, for its continued support and guidance.

Team PSC, thank you for all the efforts placed in delivering this body of work. This Annual Report is a reflection of your hard work and dedication towards contributing to the development of the Public Service.

Approval and sign off

I approve and sign off the Annual Report as a true reflection of the work undertaken during the reporting period.



PROF. RICHARD M LEVIN
ACCOUNTING OFFICER
OFFICE OF THE PUBLIC
SERVICE COMMISSION
31 AUGUST 2014

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.

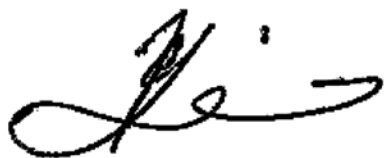
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, performance information, human resources information and the financial affairs of the department for the financial year ended 31 March 2014.

Yours faithfully



**ACCOUNTING OFFICER
PROF. RICHARD M LEVIN
31 AUGUST 2014**

6. STRATEGIC OVERVIEW

6.1 Vision

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

6.2 Mission

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

6.3 Values

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

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

7. LEGISLATIVE AND OTHER MANDATES

7.1 Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Sections 195 and 196 of the Constitution, 1996¹, which set out the values and principles governing public administration which should be promoted by the PSC, as well as the powers and functions of the PSC. It is important to note that the Constitution distinguishes between public "administration" (Section 195) and public "service" (Section 196 and 197). In respect of public administration, Section 195 (2) makes it explicitly clear that the principles of public administration apply to administration in "every sphere of government"². The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice. The Constitution links the PSC's independence firmly with its impartiality, and no organ of state may interfere with the functioning of the PSC.

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directives regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable to the National Assembly and must

¹ The Constitution of the Republic of South Africa, 1996 (promulgated by Proclamation No. 108 of 1996).

² Legal Opinion obtained from Advocate Nasreen Rajab-Budlender, representing Advocate Gilbert Marcus SC.

annually report to the National Assembly on its activities and performance, and to provincial legislatures on its activities in a province.

Given the broad mandate of the PSC, which covers all areas of public administration and the limited resources at its disposal, the PSC has elected to focus on six key performance areas:

- a. leadership and human resource reviews;
- b. labour relations and labour practices;
- c. governance monitoring;
- d. service delivery and compliance evaluations;
- e. public administration investigations; and
- f. professional ethics.

The PSC's specific responsibilities in terms of the Constitution are set out in the table that follows.

Table 3: PSC responsibilities in terms of the Constitution

SPECIFIC RESPONSIBILITY	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service	196 (4)(a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service	196 (4)(b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service	196 (4)(c)
The PSC must 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	196 (4)(d)
The PSC must report on its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with	196 (4)(e)
<p>The PSC may either of its own accord or on receipt of any complaint,</p> <ul style="list-style-type: none"> investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature; investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies; monitor and investigate adherence to applicable procedures in the Public Service; and 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 	196 (4)(f)
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament	196 (4)(g)
The PSC is accountable to the National Assembly	196 (5)
The PSC must report at least once a year to the National Assembly	196 (6)(a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province	196 (6)(b)
The PSC must exercise its powers and perform its functions without fear, favour or prejudice	196 (2)

7.2 Legislative Mandates

The PSC is a constitutional oversight body, established in 1996, primarily to promote “a high standard of professional ethics in the Public Service”³. The PSC operates in terms of the *Public Service Commission Act, 1997*⁴. The Act provides for the regulation of the PSC with regard to:

- a. the constitution of the PSC;

³ Certification of the amended text of the Constitution of the Republic of South Africa, 1996 (Case CCT 37/96, para 142).

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

- 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 (OPSC); and
- i. transitional arrangements with regard to service commissions (created under the Interim Constitution).

The responsibilities of the PSC in terms of domestic principal legislation are set out in the table that follows.

Table 4: PSC's responsibilities in terms of domestic principal legislation

LEGISLATION	SPECIFIC RESPONSIBILITIES	SECTION
PSC Act, 1997	The PSC may exercise the powers and shall perform the duties entrusted to it by the Constitution, the PSC Act and the Public Service Act	8
	The PSC may inspect departments and other organisational components in the Public Service	9
	The PSC has access to official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act	9
	The PSC may conduct an inquiry into any matter authorised by the Constitution or the Public Service Act	10 (1)
	The PSC may summons any person who may be able to give information of material importance concerning the subject matter of the inquiry	10 (2)(a)
	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry	10 (2)(b)
	The PSC may examine or require any person to produce any book, document or object which may have a bearing on the subject of the inquiry	10 (2)(c)
	The PSC may make rules as to the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relate	11 (a)
	The PSC may make rules as to the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the Commission by the PSC Act, the Constitution or the Public Service Act to provincial commissioners	11 (b)
	The PSC may make rules as to the manner in which meetings of the Commission shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in which minutes should be kept	11 (c)
Public Service Act, 1994 ⁵ (as amended)	The PSC may investigate compliance with the Public Service Act	5 (8)(a)
	The PSC may issue directions contemplated in Section 196 (4)(d) of the Constitution in order to ensure compliance with the Public Service Act	5 (8)(a)
	The PSC may investigate and consider grievances of employees and Heads of Department under certain circumstances	35
	The PSC may recommend that executive authorities act in terms of a particular provision(s) of the Public Service Act or any other law	35

Section 5 (8) of the Public Service Act, 1994⁶, (as amended), reiterates the PSC's constitutional power to issue directions as contemplated in Section 196 (4)(d) of the Constitution, 1996. Amongst others, it stipulates that an Executive Authority (EA) or HoD must implement a direction as soon as possible after receipt of the written communication, conveying the direction within 60 days after the date of such receipt. Section 35 provides for the PSC to investigate and consider the grievances of employees and HoDs under certain circumstances.

In line with the PSC's mandate to promote and monitor the efficient, economic and effective use of resources, Section 85 (1)(a) and (e) of the PFMA⁷, 1999, read with Treasury Regulation 4.3, determines that the Accounting Officer must, as soon as the disciplinary proceedings are completed, report to, amongst others, the PSC on the outcome, including:

⁵ Republic of South Africa. Public Service Act, Act 1994 (promulgated by Proclamation No. 103 of 1994), as amended.

⁶ Republic of South Africa. Public Service Act, Act 1994 (promulgated by Proclamation No. 103 of 1994), as amended.

⁷ Republic of South Africa. The Public Finance Management Act, 1999. (promulgated by Proclamation No. 1 of 1999), as amended.

- (a) the name and rank of the official against whom the proceedings were instituted;
- (b) the charges, indicating the financial misconduct the official is alleged to have committed;
- (c) the findings;
- (d) any sanction imposed on the official; and
- (e) any further action to be taken against the official, including criminal charges or civil proceedings.

7.3 Policy Mandates

The outcomes approach as developed by Government⁸ provides a framework used by the PSC to assist in the prioritisation and strategic development of the Commission. In particular, the PSC contributes to Outcome 12: *“An efficient, effective and development-oriented Public Service and an empowered, fair and inclusive citizenship”*.

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:

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

The Grievance Rules, 2003, is one of the sets of prescripts that gives effect to the mandate of the PSC as provided for in the Constitution of the Republic of South Africa, Section 196 (4)(f)(ii), as well as the provisions of Section 35 of the Public Service Act, 1994 (as amended). Both laws provide the PSC with powers to investigate grievances of employees in the Public Service and make recommendations on appropriate remedies. The Grievance Rules, 2003, apply to employees on salary levels 1 to 12 and determine the process that should be followed by a department in investigating grievances, and the circumstances under which grievances should be referred to the PSC. Once the PSC has finalised its investigation, the relevant EA is informed of its findings and recommendations. The latter is expected to inform the PSC and aggrieved employees about his or her decision based on the PSC's recommendations. The PSC also reports on the outcome of its investigations in respect of grievances to the National Assembly and Provincial Legislatures on at least an annual basis.

7.3.2 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

The mandate of the PSC to issue summonses, is contained in Section 10 read with Section 11 of the PSC Act, 1997, as well as Section 196 (3) of the Constitution of the Republic of South Africa. In order to manage the process in terms of which witnesses can be summonsed, the PSC published Rules for the summoning of witnesses during 2002. The Rules provide for the process that should be followed when a person is summonsed to appear before an inquiry of the PSC.

7.3.3 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 the EAs. 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. Upon receipt of complaints lodged in terms of the Complaints Rules, such complaints are investigated and reported on by the PSC in terms of its constitutional mandate.

7.3.4 Rules for dealing with grievances of members of the Senior Management Service, including Heads of Department, published in Government Gazette No. 33540 of 17 September 2010

In order to comply with its constitutional mandate to deal with grievances of all employees in the Public Service, as well as the provisions of Section 35 of the Public Service Act, 1994 (as amended), the PSC published Grievance Rules for dealing with grievances of members of the Senior Management Service (SMS) as well as HoDs. The Grievance Rules are included in Chapter 10 of the SMS Handbook. The Grievance Rules provide for the procedure to be followed by a department as well as the PSC in dealing with grievances of SMS members. These Rules also provide for the direct lodging of grievances with the PSC by HoDs. The PSC makes recommendations in respect of its findings to the EA.

⁸ <http://www.info.gov.za/issues/outcomes/index.html>.

7.3.5 Rules of the Public Service Commission: Managing Conflicts of Interest identified through the Financial Disclosure Framework for Senior Managers, published in Government Gazette No. 32298 of 12 June 2009

These Rules provide for a procedure to identify and manage potential conflicts of interest disclosed through the Financial Disclosure Framework (FDF) for the SMS as prescribed in Chapter 3 of the Public Service Regulations, 1999, as amended. This chapter requires the PSC to verify that Financial Disclosure Forms submitted are correctly completed and to scrutinise the contents of the Forms in order to establish whether potential conflicts of interest exist and to alert EAs accordingly.

7.3.6 Policy mandates emanating from Cabinet decisions

In addition to the above-mentioned Rules, the PSC also performs the following functions, emanating from Cabinet decisions:

- Management of the NACH
- Evaluation of HoDs.

7.4 Relevant Court Rulings

The following three judgments have helped to clarify the role and functions of the PSC:

- Certification of the Constitution of the Republic of South Africa, 1996 (CCT 23/96) [1996] ZACC 26; 1996 (4) SA 744 (CC); 1996 (10) BCLR 1253 (CC) (6 September 1996). In terms of the Constitution of the Republic of South Africa, the Constitutional Court was tasked to consider, evaluate and certify whether the new constitutional text was aligned to the constitutional principles as contained in the 1993 Constitution. With regard to the PSC, it dealt with the certification of the formulation of the wording of the role and functions of the PSC. It also ruled that the independence and impartiality of the PSC shall be provided for and safeguarded in the Constitution.
- Certification of the Amended Text of the Constitution of the Republic of South Africa, 1996, in re: Ex parte Chairperson of the Constitutional Assembly 1997 (2) SA 97 (CC) at paragraphs 142-144. In the ruling, the Court confirmed the primary function of the PSC as being to promote “a high standard of professional ethics in the public service”. It was also confirmed that the PSC

has important supervisory and watchdog functions. The PSC's functions should thus be construed and discharged within the context of ruling, i.e. supervisory, monitory and advisory in the main.

- Premier, Western Cape v President of the Republic of South Africa 1999 (3) SA 657 (CC). In this case, the Western Cape Government sought an order declaring certain provisions of the 1998 Amendment of the Public Service Act to be inconsistent with the Constitution. The outcome of the case confirms that financial independence is a key component of institutional independence and it is for Parliament and not the Executive to determine what funding is available to the PSC to enable it to carry out its constitutional mandate.

The ruling in the case of Independent Electoral Commission (IEC) v the Langeberg Municipality⁹ also has relevance for the PSC in that the Court confirmed the independence of the IEC as articulated in Section 181 (2) of the Constitution. The Court held that “the very reason the Constitution created the Commission was that it should be and manifestly be seen to be outside government” and “the Commission is accordingly not an organ of state in the national sphere of government”. Given its standing as an Institution Supporting Democracy, as in the case of the IEC, the PSC would therefore also be regarded as an institution outside government.

⁹ Independent Electoral Commission v the Langeberg Municipality (as successor to the Stilbaai Municipality). Case CCT 49/00.

8. ORGANISATIONAL STRUCTURE

Members of the Public Service Commission



Mr BM Mthembu
(Chairperson)



Ms PM Tengi
(Deputy Chairperson and Commissioner,
KwaZulu-Natal, until January 2014)



Ms SS Nkosi
(Commissioner, National Office -
reappointed in May 2014)



Ms PC Nzimande
(Commissioner, National Office)



Ms LV Sizani
(Commissioner, National Office)



Adv. RK Sizani
(Commissioner, National Office)



Mr S Mafanya
(Commissioner, Eastern Cape -
reappointed in February 2014)



Mr P Helepi
(Commissioner, Free State, until
January 2014)



Dr WH Boshoff
(Commissioner, Free State, from
March 2014)



Mr MH Seloane
(Commissioner, Gauteng)



Mr MZ Mawasha
(Commissioner, Limpopo)



Mr DS Mkhwanazi
(Commissioner, Mpumalanga -
reappointed in May 2014)



Ms MA Marais-Martin
(Commissioner, Northern Cape)

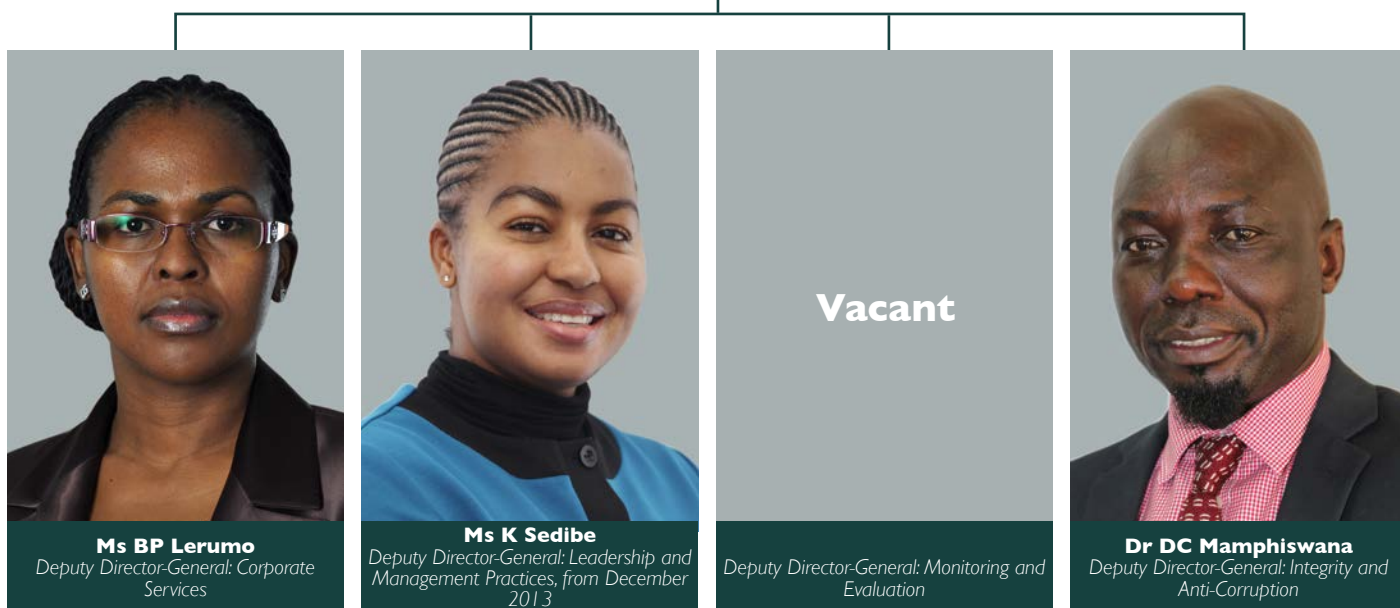


Ms MD Sejosingoe
(Commissioner, North West)



Dr GG Woods
(Commissioner, Western Cape)

Members of the Executive Management of the Office of the Public Service Commission



9. ENTITIES REPORTING TO THE MINISTER

Not applicable.

PART B:

PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on performance information on predetermined objectives. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the report on other legal and regulatory requirements section of the Auditor's Report.

Refer to page 93 of the Report of the Auditor-General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The PSC is accountable to Parliament and regularly provides Parliament and the provincial legislatures with feedback on the implementation of its mandate. Over the years, the PSC has witnessed an increase in the demand for engagement with various Portfolio Committees and Legislatures and also requests to conduct research on public administration matters. Some of the requests involve the PSC undertaking research in areas that have not been previously researched. The PSC cannot predict the number and nature of requests it will receive; therefore it has to take such requests into consideration when planning for the forthcoming financial year. As a consequence, these requests place additional strain on the limited capacity and resources of the organisation.

The PSC continued to monitor compliance with the implementation of the Human Resource Management (HRM) framework in the Public Service. The research and engagements undertaken have revealed that the level of compliance is gradually improving as a result of interventions by the PSC and the Department of Public Service and Administration (DPSA). Despite the PSC's concerted efforts to follow up and encourage departments to implement its recommendations from various reports, implementation of the recommendations continues to be uneven across departments. It is however encouraging that the PSC received requests for guidance and workshops on the implementation of various aspects of the HRM framework from departments.

In terms of its management of grievances, the PSC has observed an upward trend in the number of grievances reported in the Public Service. Although the number of

grievances reported by national and provincial departments increased, there was a decline in the number of grievances concluded by these departments. While many of these grievances are dealt with closest to the point of origin, there has also been an increase in the number of grievances that are referred to the PSC, of which more than 90% are referred by aggrieved employees. This is due to the failure by departments to investigate the grievances within the prescribed time frames. Through the introduction of the Panel on Grievances, the PSC was able to conclude more grievances than in the previous financial years.

In 2012, Cabinet took a decision to reassign the HoD performance management function to DPME in The Presidency. DPME was expected as of 1 April 2013 to receive the Performance Agreements (PAs) of HoDs and facilitate all future performance evaluations of HoDs. Due to difficulties in finalising the enabling policy framework, DPME was unable to take over the function. Given Cabinet's decision to reassign the function to DPME, the PSC was also unable to assist departments. Even though PAs for the 2013/14 financial year were submitted to the PSC, there was no formal feedback to Executive Authorities on the PAs submitted and evaluations for the 2012/13 cycle. The PSC however continued to assist departments with outstanding evaluations for the 2010/11 and 2011/12 cycles. In February 2014, Cabinet rescinded the decision to reassign the function to DPME and agreed that the PSC should receive and manage PAs of HoDs for the 2014/15 financial year as well as facilitate performance evaluations.

Through a resolution of Parliament, a need for the PSC to annually evaluate the performance of all departments against the nine values in Section 195 of the Constitution was identified. The evaluation would be done in such a manner that trends in performance over time could be shown and key weaknesses in public administration could be identified to enable government to have a clearer indication of what needs to be done to ensure excellence in public administration. Parliament expressed the expectation that the PSC's report on the governance and performance of departments could complement the Auditor-General's financial, regularity and performance information audits, and should be inserted in the annual report of a department such as the AGSA's report. The PSC currently does not have the capacity to meet this need.

The findings of the PSC's Monitoring and Evaluation (M&E) System have stalled at the level of monitoring compliance problems, recommending compliance with regulations/prescripts and producing reports. As a result, the M&E reports have had a limited impact on the performance/administrative practices of departments assessed, while

an enormous amount of effort and institutional capacity is utilised for these assessments. Based on this, the PSC decided to focus on diagnostic assessments that will provide a deeper understanding of the reasons for departments' problems and then providing support to at least two departments in addressing these problems. This support is provided in the form of facilitating the development of solutions in collaboration with the departments. This model not only provides departments with the required support to address challenges and limitations experienced, but it also creates a learning environment within the PSC to develop skills and capacity, and to transfer knowledge. In addition, the PSC is reviewing the form that the institutional assessments of departments will take. Parliament has also expressed a need for these types of assessments for all departments. The PSC is currently assessing its tools and capacity to do this and has provided Parliament with a roadmap of how to arrive at this.

The PSC conducted participatory evaluations through the application of its Citizens' Forum toolkit. The Citizens' Forum is educational, empowering and entails partnership-based intervention in which ordinary people speak out about their experiences as recipients of government services. The Forum delivered very meaningful and powerful results and brought immeasurable benefits to the community as the recipients of the services. Through the Forum, the PSC has, amongst others, facilitated the construction of 22 houses, improvement of health services, and registration of birth and identity documents in Msukaligwa Municipality. Furthermore, the PSC is working with the Lekwa Municipality to identify service delivery challenges that could be resolved through the Citizens' Forum methodology.

In carrying out its constitutional mandate, the PSC also responds to requests for investigations regarding complaints lodged through the Complaints Rules and the NACH. Up until 31 March 2013, the PSC referred most of its cases to the departments concerned for the relevant documentation to be provided in order for a desktop investigation to be conducted. In a majority of the cases, departments did not submit the required information within the stipulated time frame. In instances where information was submitted, the information was incomplete, and this would therefore necessitate the PSC to conduct several follow ups. This resulted in delays in the timely finalisation of investigations. Consequently, the PSC revised its methodology in conducting investigations. Most of the investigations conducted are led by Commissioners, which expedites the obtaining of documentation from the departments. This process was further modified to make provision for the identification of early resolution cases which could be closed/finalised within 30 days. Provision was also made for cases to be

presented to a CCC comprising Commissioners who could provide guidance and advice with the formulation of terms of reference and who could also speed up the approval process of completed reports. This process was introduced in April 2013. The introduction of this process has positively resulted in an increase in the number of complaints closed. The revised process is continuously being monitored.

2.2 Service Delivery Improvement Plan

The PSC has an approved Service Delivery Improvement Plan (SDIP) for the 2013/14 to 2015/16 financial years. The tables that follow highlight the service delivery plan and the achievements during the reporting period.

Table 5: Main services provided and standards

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Provide resolutions and advisory support on governance matters	<ul style="list-style-type: none"> Legislatures Government departments Local government Community Based Organisations General community Portfolio Committees 	<p>Quantity:</p> <p>The closure rate of complaints lodged was 56,3%, which is far from the desired achievement of 100%, which is the ideal required</p>	<p>65% of complaints lodged should be investigated, finalised and submitted to the PSC for approval within 3 months from the date of receipt of all documents</p> <p>All complaints handled in terms of Early Resolution are to be closed within 30 days of receipt</p> <p>Research projects will be completed by the target date published in the OPSC Workplan</p>	<p>82,1% of complaints (NACH and Complaints Rules complaints) lodged were finalised within 3 months from the date of receipt of all documents</p> <p>21,3% of all complaints (NACH and Complaints Rules complaints) that were handled as Early Resolution, were closed within 30 days of receipt</p> <p>The majority of the research reports were completed by the target date published in the OPSC Workplan</p>
		<p>Quality:</p> <p>Investigation of complaints lodged will be conducted with due regard to the Guidelines for conducting public administration investigations by the PSC and other relevant prescripts, e.g. Public Service Act, Public Service Regulations and departmental Policies</p> <p>Findings will be made following proper analysis of all the facts after consulting with the department concerned</p> <p>Advice on good practice will be given after proper research has been conducted</p> <p>Monitor the implementation of recommendations made and directions issued within 90 days and 60 days, respectively</p>	<p>Investigation of complaints lodged will be conducted with due regard to the Guidelines for conducting public administration investigations by the PSC and other relevant prescripts, e.g. Public Service Act, Public Service Regulations and departmental policies</p> <p>Findings will be made following proper analysis of all the facts after consulting with the department concerned</p> <p>Advice on good practice will be given after proper research has been conducted</p> <p>Monitor the implementation of recommendations made and directions issued within 90 days and 60 days, respectively</p>	<p>Investigation of complaints lodged were conducted with due regard to the Guidelines for conducting public administration investigations. Adherence to the applicable prescripts was in all instances assessed</p> <p>Subsequent to the investigation of complaints, findings were made following thorough analysis of all information and documentation obtained</p> <p>Where appropriate, advice on good practice was provided (supplementary to recommendations made and directions issued)</p> <p>EAs and HoDs were requested in writing to provide progress on the implementation of recommendations made and directions issued within 90 days and 60 days, respectively</p>

Table 6: Batho Pele arrangements with beneficiaries

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Consultation:</p> <p>To liaise with the complainant on the lodging and handling of the complaint, as and when required</p> <p>Consultation to take place with DPSA on the interpretation of prevailing prescripts as and when required</p> <p>Liaison to take place with identified departmental contact persons as and when required</p> <p>Approved draft report submitted to EA/HoD to comment on the findings</p> <p>Final investigation report containing findings and recommendations/directions to be issued once comments on the findings are received from the EA or HoD</p>	<p>To liaise with the complainant on the lodging and handling of the complaint, as and when required</p> <p>Consultation to take place with DPSA on the interpretation of prevailing prescripts as and when required</p> <p>Liaison to take place with identified departmental contact persons as and when required</p> <p>Approved draft report submitted to EA/HoD to comment on the findings</p> <p>Final investigation report containing findings and recommendations/directions to be issued once comments on the findings are received from the EA or HoD</p>	<p>Complainants were assisted as and when requested regarding the different mechanisms, format and process followed during the lodging of complaints</p> <p>DPSA was consulted in writing, telephonically as well as electronically on the interpretation of prevailing prescripts, as and when required</p> <p>Contact persons identified by the respective departments were consulted in order to:</p> <ul style="list-style-type: none"> • facilitate the gathering of information and documentation • arrange meetings with identified employees where appropriate <p>Approved reports were submitted to the relevant EA/HoD to comment on the findings made by the PSC</p> <p>Final reports, containing findings, recommendations, directions and advice were issued once comments on the findings were received from the EA or HoD and processed</p>
<p>Access:</p> <p>Complaints are lodged via the NACH or by completing complaints forms in terms of the Complaints Rules</p> <p>Complainants to be assisted by an official when lodging a complaint (e.g. completion of the forms and type of information to be provided)</p> <p>The outcome of the investigation reports is made available to complainants (either in writing, by uploading it onto the PSC website and/or by updating the Case Management System (CMS) of the NACH without divulging third-party information)</p> <p>Role players are given access to information, research project reports and advice through e-mail, internet, website and telephone</p> <p>PSC published research reports are tabled in Parliament and distributed to stakeholders</p> <p>PSC published research project reports are posted on the PSC website</p> <p>Final investigation report to be forwarded to the relevant EA/HoD or stakeholder</p>	<p>Complaints are lodged via the NACH or by completing complainants forms in terms of the Complaints Rules</p> <p>Complainants to be assisted by an official when lodging a complaint (e.g. completion of the forms and type of information to be provided)</p> <p>The outcome of the investigation reports is made available to complainants (either in writing, by uploading it onto the PSC website and/or by updating the CMS of the NACH without divulging third-party information)</p> <p>Role players are given access to information, research project reports and advice through e-mail, internet, website and telephone</p> <p>PSC published research reports are tabled in Parliament and distributed to stakeholders</p> <p>PSC published research project reports are posted on the PSC website</p> <p>Final investigation report to be forwarded to the relevant EA/HoD or stakeholder</p>	<p>All complaints handled during the reporting period were lodged via the NACH or in terms of the Complaints Rules (i.e. by completing complaints forms or submitting a written complaint)</p> <p>Complainants were assisted, as and when requested, regarding the different mechanisms, format, type of information required and process followed during the lodging of complaints</p> <p>The outcome of investigations were made available:</p> <ul style="list-style-type: none"> • to complainants by means of a letter (in cases where the details of complainants were provided and is known to the PSC) • to EAs/HoDs in writing • by updating the CMS of the NACH <p>Investigation reports are submitted to the relevant EA/HoD and requests for access in this regard should be directed to the relevant EA/HoD</p> <p>PSC published research reports were tabled in Parliament and distributed to stakeholders</p> <p>PSC published research project reports were posted on the PSC website</p> <p>Investigation reports are submitted to the relevant EA/HoD and requests for access in this regard should be directed to the relevant EA/HoD</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Courtesy:</p> <p>Conduct of officials to be governed by the Code of Conduct</p> <p>Identification during interviews/ meetings by wearing identification cards and/or name tags</p>	<p>Conduct of officials to be governed by the Code of Conduct</p> <p>People lodging complaints in person to be attended to immediately</p> <p>Receipt of complaints lodged in terms of the Complaints Rules to be acknowledged within 48 hours via e-mail/fax/SMS</p> <p>Identification during interviews/meetings by wearing identification cards and/or name tags</p> <p>Protocols to be observed during the conducting of investigations</p>	<p>Conduct of officials was governed by the Code of Conduct as contained in the Public Service Regulations as well as the Handbook for the SMS</p> <p>Complainants lodging complaints in person were attended to immediately by available investigators</p> <p>Receipt of complaints (lodged in terms of the Complaints Rules) was acknowledged within 48 hours via e-mail/fax/SMS</p> <p>Investigators were sensitised on an ongoing basis to identify themselves during interviews/meetings by wearing identification cards and/or name tags</p> <p>Protocols contained in the Guidelines for conducting public administration investigations were observed during the conducting of investigations</p>
<p>Openness & Transparency:</p> <p>Role players to be informed about the Terms of Reference</p> <p>Complaints lodged and referred for investigation to be regularly followed up to facilitate feedback</p> <p>Once a final investigation report is issued to an EA/HoD, a summary of the findings, recommendations, directions and advice without divulging third-party information, should be forwarded to complainants (either in writing or by updating the CMS of the NACH)</p> <p>Research reports tabled in Parliament/issued to the relevant EA/HoD</p>	<p>The Complainant and the EA/Accounting Officer to be informed about progress regarding investigations/research reports</p> <p>Complaints lodged and referred for investigation to be regularly followed up to facilitate feedback</p> <p>Once a final investigation report is issued to an EA/HoD, a summary of the findings, recommendations, directions and advice without divulging third-party information should be forwarded to complainants (either in writing, by uploading it onto the PSC website and/or by updating the CMS of the NACH)</p> <p>Research reports tabled in Parliament/issued to the relevant EA/HoD</p>	<p>Complainants and/or the EA/Accounting Officer were informed about progress regarding investigations as and when enquiries were received</p> <p>Complaints lodged and referred to departments for investigation were regularly followed up by means of electronic/telephonic interaction or during meetings</p> <p>The outcome of investigations were made available:</p> <ul style="list-style-type: none"> to complainants by means of a letter (in cases where the details of complainants were provided and known to the PSC) to EAs/HoDs in writing by updating the CMS of the NACH <p>Once issued, reports are regarded as the property of the relevant EA/HoD and requests for access in this regard should be submitted to the relevant EA/HoD</p> <p>Approved research reports were tabled in Parliament and issued to the relevant EA/HoD</p>
<p>Information:</p> <p>-</p>	<p>Information on the mandate/services of the PSC to be available on its website</p> <p>Information to be provided to the role players through workshops and roundtable discussions</p> <p>Findings are made based on information obtained from the department concerned</p> <p>Liaison to take place with identified departmental contact persons as and when required</p> <p>Final investigation reports to be drafted in a user-friendly and understandable language</p> <p>Investigation reports to be made available to role players in printed or electronic format</p> <p>Published research reports to be available on the PSC's website</p>	<p>Information on the mandate/services of the PSC is posted on the PSC's website</p> <p>Information was shared with role players during roundtable discussions</p> <p>Subsequent to allegations investigated, findings were made based on information and documentation obtained from the department concerned</p> <p>Contact persons identified by the respective departments were consulted in order to:</p> <ul style="list-style-type: none"> facilitate the gathering of information and documentation arrange meetings with identified employees where appropriate <p>Final investigation reports were drafted in a user-friendly and understandable language</p> <p>All investigation reports were made available to role players in printed or electronic format</p> <p>All published research reports were posted on the PSC's website</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Redress:</p> <p>Complaint about the conduct of an officer of the OPSC or the scope of investigations and projects to be addressed to the Director-General: OPSC</p>	<p>Complaint about the conduct of an officer of the OPSC or the scope of investigations and projects to be addressed to the Director-General: OPSC</p> <p>Revised methodology to be followed to ensure that standards set in the Service Delivery Improvement Plan are met</p>	<p>No complaint on the conduct of an investigator was reported. The terms of reference of investigations were approved by the CCC</p> <p>In order to expedite the finalisation of complaints investigated, the Protocol Document on conducting public administration investigations was replaced during 2013 with the Guidelines for conducting public administration investigations</p>
<p>Value for money:</p> <p>Investigations to be completed by the target date set in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Individual performance ratings of fully effective or higher to be achieved by all employees within the Chief Directorate: Public Administration Investigations</p> <p>No over/under expenditure</p>	<p>Investigations to be completed by the target date set in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Individual performance ratings of fully effective or higher to be achieved by all employees within the Chief Directorate: Public Administration Investigations</p> <p>No over/under expenditure</p>	<p>All investigations were completed within 90 days of receipt of the last information or documentation</p> <p>Majority of the research reports were completed by the target date published in the OPSC Workplan</p> <p>Employees within the Chief Directorate achieved ratings of fully effective or higher during the previous performance assessments</p> <p>No over/under expenditure occurred</p>
<p>Time:</p> <p>Investigations to be conducted in accordance with the time schedule in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p>	<p>Proper advice offered by the CCC to enhance the completion of investigations within the stipulated time frames</p> <p>Investigations to be conducted in accordance with the time schedule in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Timeous communication to complainants via e-mail/fax/SMS</p>	<p>Proper advice was offered by the CCC, thereby enhancing the completion of investigations within 90 days of receipt of the last information or documentation</p> <p>Investigations were conducted in accordance with time frames stipulated in the approved Investigation Plan and finalised within 90 days of receipt of the last information or documentation</p> <p>Majority of the research reports were completed by the target date published in the OPSC Workplan</p> <p>Receipt of complaints were acknowledged within 48 hours of receipt thereof (complaints lodged in terms of the Complaints Rules) as well as updating complainants about progress as and when requested</p>
<p>Cost:</p> <p>To operate within the Medium Term Expenditure Framework (MTEF) financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationery Printing of research reports 	<p>To operate within the MTEF financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationery Printing of research reports 	<p>Operated within the MTEF financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationery Printing of research reports <p>Expenditure was monitored on a monthly basis</p>
<p>Human resources:</p> <p>17 employees (i.e. 1 State Administration Officer; 1 Data Administrator & 2 Administration Secretaries)</p> <p>Duties and responsibilities to be equally distributed amongst officials on the same level</p>	<p>38 posts (i.e. 1 Director; 31 Deputy Directors and 6 Assistant Directors)</p> <p>Duties and responsibilities to be equally distributed amongst officials on the same level</p>	<p>17 posts were filled (i.e. 1 Chief Director; 4 Directors, 8 Deputy Directors, 1 State Administration Officer; 2 Administration Secretaries and 1 Data Administrator). 5 posts were vacant</p> <p>Duties and responsibilities were equally distributed amongst officials on the same level</p>

Table 7: Service delivery information tool

Current/Actual Information Tool	Desired Information Tool	Actual Achievements
In order to ensure wider accessibility, PSC reports are distributed to stakeholders	*	All PSC reports were distributed in accordance with the distribution strategy. All published reports were placed on the PSC website (www.psc.gov.za) for easy access. Furthermore, hard copies were distributed to stakeholders outside government
Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically	*	All PSC reports were distributed in accordance with the distribution strategy. All published reports on inspections and citizens satisfactory survey were placed on the PSC website (www.psc.gov.za) for easy access

* Item is not part of the SDIP

Table 8: Complaints mechanism

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievement
All complaints are recorded and responded to within the allocated time frames	*	All complaints handled during the reporting period were lodged via the NACH or in terms of the Complaints Rules (i.e. by completing complaints forms or submitting a written complaint)
		In order to expedite the finalisation of complaints investigated, the Protocol Document on conducting public administration investigations was replaced during 2013 with the Guidelines for conducting public administration investigations
		Investigations were conducted in accordance with time frames stipulated in the approved Investigation Plan and finalised within 90 days of receipt of the last information or documentation
Complaints from the public are referred to the Public Protector		Complaints from the public were referred to the Public Protector in accordance to the Memorandum of Understanding (MoU)

* Item is not part of the SDIP

2.3 Organisational Environment

During the reporting period, the term of office of the Deputy Chairperson, Ms Tengen and Commissioners Helepi, Mafanya and Nkosi came to an end. The term of office for Commissioner Mkhwanazi also came to an end in April 2014. Commissioners Mafanya, Nkosi and Mkhwanazi were reappointed. Dr Boshoff was appointed as Commissioner based in the Free State.

The post of Deputy Director-General: Leadership and Management Practices was filled in December 2013, and the post of Deputy Director-General: Monitoring and Evaluation remained vacant. In addition, the PSC continued to experience high staff turnover, which had a negative impact on the timely finalisation of projects. In order to deal with the capacity challenges, the PSC acquired the services of employees additional to the establishment and employees from the Special Investigative Unit were seconded to the PSC to deal with backlogs in investigations. Towards the end of the 2012/13 financial year, the PSC received additional funding from National Treasury for the Medium Term Expenditure Framework period. This additional funding was made available to, amongst others, intensify work in the area of anti-corruption, enhance the grievance management system as well as in anticipation of the PSC's mandate to include local government. Challenges were experienced in filling the 38 newly created posts. This was due to the need to engage with organised labour and the high number of applications received during the recruitment process.

In our efforts to deliver services in a more efficient manner as well as improve on our performance, the PSC piloted two mapped process flows for Recruitment and Selection and for the Performance Management and Development System.

2.4 Key Policy Developments and Legislative Changes

There have been no significant changes to the PSC's legislative and other mandates.

3. STRATEGIC OUTCOME-ORIENTED GOALS

The following are the PSC's strategic outcome-oriented goals:

- Good governance in developmental public administration
- Improved service delivery
- Institutional development of the PSC.

In terms of government's outcomes, the PSC contributes to Outcome 12: *"An efficient, effective and development-oriented Public Service and an empowered, fair and inclusive citizenship"*.

During the reporting period, the PSC made progress towards achieving its strategic outcomes-oriented goals as well as contributing to government's Outcome 12 by, amongst others, promoting best practice in Public Service leadership and human resource management through quality research reports, undertaking public administration investigations and promoting a high standard of ethical conduct amongst public servants through the management of the FDF and NACH.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 Programme 1: Administration

Purpose:

The programme provides overall management of the PSC and centralised support services.

Sub-programmes:

- Public Service Commission
- Management
- Corporate Services.

Strategic objectives:

- Provide strategic support and administrative services to the PSC
- Assist the HoD with the delivery of functions and responsibilities assigned either by legislation and/or by the PSC
- Provide continuous and adequate support service to the PSC and its Office towards achieving its strategic and operational goals.



Ms Bontle Lerumo

Deputy Director-General: Corporate Services

4.1.1 Strategic Objectives

Programme: Administration					
Strategic Objectives	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Provide strategic support and administrative services to the PSC	100% support provided	100% support provided	100% support provided	Target achieved	-
Assist the HoD with the delivery of functions and responsibilities assigned either by legislation and/or by the PSC	100% support provided	100% support provided	100% support provided	Target achieved	-
Provide continuous and adequate support service to the PSC and its Office towards achieving its strategic and operational goals	100% support provided	100% support provided	100% support provided	Target achieved	-

4.1.2 Performance Indicators

Programme: Administration					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Internal Audit					
Develop and implement a risk based annual and three year audit plan in consultation with stakeholders	3 year audit plan was approved by the Audit Committee in May 2012 and the Internal Audit Coverage Plan was implemented on an ongoing basis	Provide effective and efficient internal audit services to the OPSC by March 2014	Annual and three year audit plan was developed and the Internal Audit Coverage Plan was implemented on an ongoing basis	Target achieved	-
Updated Gift Register	Gift Register was updated on a regular basis and reviewed by the Fraud Prevention and Risk Management Committee	Gift Register maintained and assessed for potential conflicts of interest by March 2014	Gift Register was updated on an ongoing basis	Target achieved	-
Implement the risk management strategy that promotes and upholds a culture of risk awareness within the OPSC	<p>Fraud Prevention and Risk Management Committee meetings were held in April, June and October 2012, and February 2013</p> <p>Risk registers were updated on a regular basis</p> <p>Top Ten Risk Register was reviewed and discussed at the Plenary held in May and December 2012, and February 2013</p> <p>Reviewed Risk Management Framework and Fraud Prevention Plan were approved in December 2012</p>	An integrated risk management system implemented by March 2014	<p>Fraud Prevention and Risk Management Committee held regular meetings</p> <p>Fraud Prevention and Risk Management awareness implementation plan was approved in May 2013</p> <p>Top Ten Risk Register and Whistle-Blowing Log was maintained</p> <p>Ethics Survey was conducted in November 2013</p> <p>Comprehensive risk assessment was conducted in February 2014</p>	Target achieved	-
Legal Services					
<p>Number of legal opinions provided</p> <p>Number of contracts drafted/vetted</p>	Continued advice and legal support was provided on request and when there was a need identified	Legal support to the Office and the PSC provided by March 2014	<p>16 legal opinions were provided</p> <p>9 contracts were drafted/vetted</p> <p>2 service level agreements were finalised</p>	Target achieved	-
Document developed within the set time frame	Draft Annotated review developed and submitted to the Plenary in March 2013	Annotated review of the Constitutional and Legislative mandate of the PSC by July 2013	Document was developed in July 2013 and approved by the PSC in August 2013	Target achieved	-
Amendment Bill produced within the set time frame	Draft PSC Amendment Bill obtained from the Chief State Law Advisor in November 2012 and February 2013	The PSC Amendment Bill developed and liaison with stakeholders by March 2014	The PSC Amendment Bill was produced in June 2013 and considered by Cabinet in December 2013	Target achieved 9 months earlier than planned	Consultation finalised earlier than planned

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved booklet within the set time frame	-	Booklet on the mandate of the PSC developed by March 2014	Booklet was approved by the PSC in March 2014	Target achieved	-
Delegations framework developed within the set time frame	-	Delegations framework for the PSC developed by November 2013	Delegations framework was developed in August 2013	Target achieved 3 months earlier than planned	Consultation finalised earlier than planned
Approved MoU with 4 stakeholders	MoU with the Public Protector and Auditor-General is being reviewed Draft MoUs with the Financial and Fiscal Commission and the University of Limpopo were developed	MoU with stakeholders reviewed or developed by July 2014	MoU with the Financial and Fiscal Commission signed in May 2013	Output on track to meet planned target date	Target date is July 2014

International and Regional Integration

2 Executive Committee (EXCO) meetings held and the General Assembly convened	The EXCO met in April 2012 in South Africa, minutes were drafted and decisions implemented A meeting of Secretaries of the EXCO was held in November 2012 in Addis Ababa, Ethiopia and minutes drafted Preparations for the hosting of the meeting of the EXCO to be held in Uganda in April 2013 commenced	Preparations for the General Assembly finalised by March 2014	The EXCO was held in April 2013 and the General Assembly was held in Ethiopia in October 2013	Target partially achieved, as 1 EXCO was not held	Limited resources resulted in delays in hosting the meeting
Website updated quarterly	Website was updated on a regular basis	Effective and operational AAPSComs website by March 2014	Website was updated on a regular basis	Target achieved	-
Continuous liaison maintained	A communiqué was circulated to members in May 2012	Liaison with stakeholders on AAPSComs activities by March 2014	Liaison with stakeholders was maintained	Target achieved	-
Development of AAPSComs projects	-	Projects of AAPSComs coordinated by March 2014	Projects were adopted by the General Assembly, and mandates were provided to member countries and the Secretariat	Target achieved	-
International Relations Strategy document approved within the set time frame	-	International Relations Strategy document produced by March 2014	Draft Internal Relations Strategy was produced	Target partially achieved	Additional research had to be conducted to strengthen the strategy
Approved Donor Strategy within the set time frame	-	Norms and standards for donor co-ordination and interaction developed by March 2014	Approved Donor Relations Strategy already in place	Target achieved	-

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
I Donor Roundtable hosted	-	Roundtable discussions on donor support for international programmes and interactions by March 2014	Roundtable discussion held with the United Nations Development Programme Resident Representative and United Nations Resident Coordinator in February 2014 Participated in consultative sessions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) support programme in South African government departments	Target achieved 1 month earlier than planned	Consultation finalised earlier than planned

Planning and Reporting

Approved Annual Report that adheres to National Treasury Guidelines	Annual Report for the 2011/12 financial year, which was compiled in line with Treasury Guidelines, was approved in June 2012 and tabled in Parliament in September 2012	PSC Annual Report produced by August 2013	PSC Annual Report for the 2012/13 financial year that adheres to National Treasury Guidelines was approved by the PSC in July 2013	Target achieved 1 month earlier than planned	Sufficient time for printing had to be allocated
Annual Report to Citizens produced within the set time frame	Annual Report to Citizens was approved by the PSC in September 2012 and placed on the PSC website. In addition, it was translated into all the official languages	PSC Annual Report to Citizens produced by September 2013	Annual Report to Citizens was produced in August 2013 and approved by the PSC in October 2013	Target achieved 1 month earlier than planned	Report was produced immediately following the approval of the annual report
Report on performance information submitted to National Treasury on a quarterly basis	3 quarterly reports were submitted to National Treasury in July and October 2012, and January 2013	Quarterly report on the workplan produced by March 2014	Quarterly reports were submitted to National Treasury and DPME in July and October 2013, and January 2014	Target achieved	-
Quarterly Management Committee (MANCO) minutes drafted and approved	MANCO meetings were held in July, October and December 2012. Minutes of the meetings were approved Special MANCO meetings were held in February and March 2013 Workshop to discuss PSC projects for the 2013/14 financial year was held in August 2012 Strategic Planning Session was held in July 2012	Secretariat support provided to MANCO and other OPSC events by March 2014	MANCO meetings and the Provincial Directors Forum were held in July, October and November 2013, and January 2014. Minutes of the meetings were approved OPSC Strategic Planning Session was held in September 2013	Target achieved	-

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Annual Performance Plan produced within the time frames set by National Treasury	Annual Performance Plan was submitted to National Treasury in February 2013	Annual Performance Plan produced by March 2014	Annual Performance Plan was produced and approved by the PSC in January 2014	Target achieved 2 months earlier than planned	Final plan had to be submitted to National Treasury and DPME in January 2014
Approved manual produced which adheres to the Promotion of Access to Information Act	<p>Access to Information Manual and Section 15 Notice were approved by the PSC in August 2012 and submitted to the Department of Justice and Constitutional Development</p> <p>The Manual and Section 15 Notice were gazetted in October 2012. In addition, Section 15 Notice was translated into 8 official languages and placed on the PSC website</p> <p>Promotion of Access to Information Manual was translated into 8 official languages and placed on the PSC website</p>	Annual Review of Section 15 Notice and Promotion of Access to Information Manual conducted by December 2013	<p>Promotion of Access to Information Manual approved by the PSC in August 2013 and submitted to the South African Human Rights Commission</p> <p>Section 15 Notice was approved by the PSC in December 2013 and submitted to the South African Human Rights Commission and the Department of Justice and Constitutional Development</p>	Target achieved 4 months earlier than planned	A review of the manual must be conducted once a year

Financial and Asset Management

Funds surrendered to the National Treasury do not exceed 2%	Funds surrendered to National Treasury amounted to R41 000, which translated to 0.03% of the total budget allocation	Expenditure against budget properly monitored by March 2014	Funds surrendered to National Treasury amounted to R195 000, which translated to 0.10% of the total budget	Target achieved	-
Budget submissions submitted to National Treasury in line with reporting formats and requirements	-	<p>The following budget submissions were submitted to National Treasury by March 2014:</p> <ul style="list-style-type: none"> • Original budget • MTEF • Adjustment budget • ENE 	4 budget submissions were submitted to National Treasury	Target achieved	-
All financial transactions accurately recorded	<p>12 State of Expenditure reports and 12 Compliance Certificates were submitted to National Treasury</p> <p>In addition, 4 Interim Financial Statements were submitted to National Treasury</p>	Ensure that financial reports fairly and accurately presents the financial position of the OPSC by March 2014	12 In-Year Monitoring and 12 Compliance Certificates were submitted to National Treasury	Target achieved	-

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
100% reduction of all audit findings relating to financial prescripts	Clean audit report without any matters of emphasis was received for the 2011/12 financial year	Clean audit report by March 2014 <ul style="list-style-type: none"> Financial governance compliance and sound control environment ensured Payments processed within 30 days of receipt of invoice Review financial policies as and when necessary 	Clean audit was received for the 2012/13 financial year All payments were processed within 30 days of receipt of invoice Financial delegations were approved in February 2014	Target achieved	-
Asset Register updated on a daily basis	Asset Register was updated on a regular basis. Redundant and obsolete assets were disposed throughout the financial year Annual physical verification for all assets was conducted at Head Office and the provincial offices	Efficient and effective asset management by March 2014	Asset Register was updated on a regular basis. Redundant and obsolete assets were disposed of throughout the financial year Annual physical verification of all assets was conducted at both national and provincial offices	Target achieved	-

Supply Chain Management

Approved SCM policy that adheres to national norms and standards	Revised SCM Policy was approved in May 2012 and implemented Revised Cellphone Policy was approved in September 2012	SCM policy reviewed in compliance with prescripts and guidelines, updated and implemented by March 2014	Reviewed SCM policy was approved in March 2014	Target achieved	-
All service level agreements signed within three months of contract award	Five service level agreements and one addendum to an existing service level agreement were signed	Service level agreements in place and monitored by March 2014	8 service level agreements were signed, of which 1 was signed after 3 months of contract award	Target partially achieved	1 service level agreement emanated from the previous financial year, and it was not a requirement that it be signed within 3 months

Facilities and Logistics Management

Office accommodation leases procured three months before the expiry of lease agreements	Lease renewal for Head Office and the following provincial offices were approved between May and September 2012: Mpumalanga, Eastern Cape, Gauteng, Free State, Western Cape and Parliamentary Office	OPSC leased immovable properties properly maintained by March 2014	Due to the expansion of the provincial offices, the Department of Public Works (DPW) was requested to procure alternative accommodation based on the revised specification for the Mpumalanga, Limpopo, North West, Northern Cape, KwaZulu-Natal, Eastern Cape and Free State provincial offices	Target achieved	-
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Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
	<p>The sourcing of alternative accommodation for Head Office, Limpopo, Northern Cape and North West provincial offices were approved between May and July 2012</p> <p>The sourcing of additional office space for the Western Cape Provincial Office and Parliamentary Office was approved in January 2013</p>	Alternative accommodation for Head Office, Limpopo, Northern Cape, North West and Mpumalanga Regional Offices sourced by March 2014	DPW was also requested to procure additional office space for the Gauteng Provincial Office		
Monthly rental of leased buildings paid within 30 days upon receipt of invoice	All monthly rentals of lease buildings were paid within 30 days upon receipt of invoices		Payments were made within 30 days upon receipt of invoice	Target achieved	-
Monthly municipal levies paid within 30 days upon receipt of invoice	All monthly municipal levies were paid within 30 days upon receipt of invoices		Payments were made within 30 days upon receipt of invoice	Target achieved	-
All identified problems reported with the landlord and DPW within 24 hours	Maintenance issues and problems identified were reported to the landlord and the DPW within 24 hours		All identified problems were reported within 24 hours to the landlord and DPW	Target achieved	-
Business Continuity Plan tested	Draft Business Continuity Plan was compiled in July 2012	Business Continuity Plan implemented, monitored and tested by March 2014	Business Continuity Management was approved in February 2014	Target not achieved	The approval process took longer than anticipated as the document had to be tabled at the Departmental Bargaining Council (DBC)
Approved Logistics Management policies	-	Logistics Management Policies reviewed in compliance with prescripts and guidelines, updated and implemented by March 2014	<p>Revised Telephone Policy was approved in February 2014</p> <p>Received a mandate to table the newly developed Parking Policy at the DBC</p>	Target achieved 1 month earlier than planned	Target achieved earlier as the policy review process commenced earlier in the year
Approved Records Management Policy that adheres to national norms and standards	-	Records Management Policy reviewed in compliance with prescripts and guidelines, updated and implemented by March 2014	Records Management Committee was established	Target not achieved	Delay in the finalisation of the policy was as a result of the inputs that were being awaited from the National Archives

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Security Services					
Incident free and secured working environment provided	<p>Appropriate physical security was provided to employees and assets on a daily basis</p> <p>Physical Security Audits for the Gauteng and Northern Cape provincial offices were received from the South African Police Service (SAPS) in April and July 2012, respectively</p> <p>SAPS conducted a Physical Security Audit at Mpumalanga Provincial Office in February 2013</p> <p>OPSC Security Services conducted physical security assessments at the North West, Eastern Cape, Northern Cape, Free State and Mpumalanga provincial offices between April and November 2012</p> <p>Technical Surveillance Counter Measure exercise was conducted by the State Security Agency (SSA) in the Office of the DG and the Strategic Boardroom in April 2012</p> <p>Pre-Technical Surveillance Counter Measure was conducted by the SSA at the Western Cape Provincial Office and Parliamentary Office in February 2013</p> <p>Security clearance forms for employees were submitted to the SSA for background checks</p> <p>Security Induction Programme was conducted for newly appointed officials in August 2012</p>	<p>Security Policy and Procedure manuals reviewed and implemented by March 2014</p> <p>Upgraded security systems at Head Office and Regional Offices as and when there is a need by March 2014</p>	<p>Appropriate physical security for employees, visitors, contractors and assets provided on a daily basis</p> <p>Reviewed Security Policy for submission at the DBC</p> <p>Security Committee members were appointed in November 2013</p> <p>Accompanied SAPS members during their audit of the Northern Cape Provincial Office in compliance with Minimum Physical Security Standards. In addition, 4 Minimum Physical Security Standards audit reports for the National Office, Mpumalanga, KwaZulu-Natal and North West provincial offices were submitted to the PSC</p> <p>2 investigations conducted in respect of a burglary and theft in the North West Provincial Office</p> <p>Coordinated the submission of 21 Security Clearance forms of employees to the SSA and the receipt of 9 Security Clearance Certificates of vetted employees as well as 136 pre-employment background check results</p> <p>2 security induction presentations were done during the induction programme of newly appointed employees on salary levels 2-12</p> <p>Consolidated information in respect of the status of security clearance conducted for all employees</p>	Target achieved	-

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
	<p>Lift news article addressing Clean Desk Policy in line with the requirements of the Minimum Information Security Standards was posted</p> <p>Electronic security systems maintenance was conducted at Head Office in March 2012</p>		Intercom system and 20 security patrol clocking system points were installed at the National Office. Quarterly maintenance was conducted on security systems and equipment		

Communication and Information Services

Bi-monthly newsletters produced	6 internal newsletters were produced and distributed	Internal PSC newsletter developed by March 2014	6 internal newsletters were produced and distributed	Target achieved	-
4 Information and Learning Sessions held	5 Information Sessions were held	Information and Learning sessions held by March 2014	5 Information and Learning Sessions were held	Target achieved	An additional Information and Learning Session was held
Intranet updated monthly	PSC intranet site was updated on an ongoing basis	PSC intranet managed by March 2014	PSC intranet site was updated on a regular basis	Target achieved	-
Uniform branding in all PSC offices	-	PSC Offices branded by March 2014	<p>As part of branding, the following were procured:</p> <ul style="list-style-type: none"> • Branded table cloths • Centenary celebration banners • Corporate pens and bags • Diaries, calendars, and seasons greeting cards 	Target achieved	-
<p>Online research support provided to line function within 4 hours of request</p> <p>Relevant material secured within 30 days of request</p>	<p>Online research support and purchasing of library material for line function was done on a need basis and within 4 hours of receiving a request</p> <p>Information Resource Centre hosted a book exhibition in September 2012 and March 2013</p> <p>Relevant material was secured within 30 days of receipt of request</p>	Information Resource Centre equipped with relevant material by March 2014	<p>Online research support was provided to line function within 4 hours of request</p> <p>Purchasing of library material was procured within 30 days of receipt of request</p> <p>As part of celebrating National Book Week, a book exhibition was hosted in September 2013</p>	Target achieved	-
Media liaison activities successfully coordinated	22 media advisories were issued, and the PSC received good media coverage for its events such as, amongst others, public hearings on government's compliance with the 30 days payment to service providers and the roundtable discussions on human	Media relations managed by March 2014	<p>Media coverage was received as a result of the following:</p> <ul style="list-style-type: none"> • Stakeholder engagement sessions • Centenary celebrations • SAMEA Conference • Roundtable discussion on Policy on Incapacity Leave and Ill-Health Retirement (PILIR) 	Target achieved	-

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
	resource practices and the management of grievances and discipline in the Public Service		<ul style="list-style-type: none"> 3rd Biennial Labour Relations Conference Factsheet on Financial Disclosures 		
Stakeholder Management Framework approved and implemented	-	Stakeholder Management Framework developed and implemented by March 2014	Stakeholder management framework was implemented on an on-going basis	Target achieved	-
PSC Magazine published and distributed within the set time frame	The 7 th edition of the PSC Magazine under the theme: "Effective oversight – the key towards excellence in public administration" was approved in March 2013. The magazine was distributed to stakeholders	PSC Magazine produced by March 2014	The 8 th edition of the PSC Magazine which focused on papers presented at the SAMEA Conference was approved in March 2014	Target achieved	-
PSC website updated monthly	PSC website was updated on a regular basis	PSC website managed by March 2014	PSC website was updated on a regular basis	Target achieved	-
4 events hosted	-	Centenary celebrations held by March 2014	As part of celebrating PSC's 100 years of existence, stakeholder engagement sessions were held in Gauteng, Eastern Cape, Mpumalanga and the national conference in the Western Cape province	Target achieved	-
Work of the PSC marketed to stakeholders	Participated in 8 exhibitions and provided support during PSC events	Work of the PSC marketed by March 2014	<p>Advertorials announcing the PSC centenary celebrations were placed in different newspapers. In addition, the PSC exhibited in 14 events</p> <p>An e-mail marketing system was introduced to facilitate uniform branding of all organisational e-mails and also to promote organisational products and services, PSC and other government events to all stakeholders. Furthermore, e-mail marketing enhanced traffic on the PSC website</p>	Target achieved	-

Information Technology

95% network connectivity uptime	Network connectivity uptime of 96% was achieved	Information technology infrastructure, systems and services maintained by March 2014	Network connectivity uptime of 97% was achieved	Target achieved and exceeded by 2%	Network was very stable
Invoice Tracking System developed to enable internal tracking of invoices	Invoice tracking system was developed and deployed in March 2013	Invoice Tracking System developed to assist with effective management of invoices by September 2013	Invoice Tracking System was developed in February 2014	Target achieved 1 month earlier than planned	More resources were allocated to the project and therefore led to early completion

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Invoice Tracking System developed to enable service providers to track the status of their invoices	Invoice tracking system was developed and deployed in March 2013	Invoice Tracking System developed to assist with effective management of invoices by March 2014	Invoice Tracking System was developed in February 2014	Target achieved 1 month earlier than planned	More resources were allocated to the project and therefore led to early completion
Complaints Management System fully developed in response to the business needs	-	Complaints Management System developed by March 2014	Complaints Management System was developed in March 2014	Target achieved	-
Enterprise Project Management (EPM) tool rolled out to all the users	-	EPM System tool implemented by June 2013	EPM tool was implemented on the production servers in March 2014	Target not achieved	Appointment of a service provider took longer than anticipated due to poor response from the service providers that are listed on the State Information Technology Agency (SITA) contract 570
Users trained on EPM tool and PRINCE 2 methodology	-	EPM System tool implemented by September 2013	30% of users trained on the EPM tool and 80% on PRINCE 2 methodology	Target achieved	-
All assets tagged and tracked in real-time	-	Asset Management System with radio frequency identification implemented by March 2014	Approval of the need for the implementation of the system was obtained in February 2014	Target not achieved	Radio frequency identification was combined with the new Asset Management System
Video conference and Internet Protocol Telephony implemented in all PSC offices	-	Video conference and Internet Protocol Telephony sourced by March 2014	Service provider was appointed in March 2014, and site visits were conducted in the North West, KwaZulu-Natal, Northern Cape and Free State provincial offices	Target not achieved	Delays experienced due to budgetary constraints as well as delays in the appointment of a service provider

Human Resource Management

Retention strategy implemented	-	Reduced staff turnover rate by March 2014	4 counter-offers were made to officials, and 1 declined	Target achieved	-
Vacancies filled within 4 months after becoming vacant	17.5% of the vacant posts were filled within 3 months after becoming vacant	Vacancies timeously filled by March 2014	Out of 12 vacant posts, 11 were filled within 4 months after becoming vacant	Target partially achieved, as 1 post was not filled within 4 months after becoming vacant	Delays experienced due to the approval process
People with Disabilities (PWDs) to comprise at least 2% of staff employed	The OPSC has 5 PWDs which translates to 2.04% of the staff complement	PWDs employed by March 2014	As at 31 March 2014, the OPSC had 3 PWDs which translated to 1.27% of the staff complement	Target partially achieved, as target was not achieving by 0.73%	PWDs did not apply for posts, and departments have to compete amongst themselves

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Women to comprise at least 50% of staff employed at management level	Women at management level comprise 48.2% of the staff complement	Women employed in management levels by March 2014	As at 31 March 2014, women at management level comprised 43.6% of the staff complement	Target partially achieved, as target was not achieved by 6.4%	Potential female candidates interviewed were not suitable for appointment
6 approved new/ reviewed HR Policies within the set time frame	2 policies were approved	HR Policies revised and implemented by March 2014	3 policies were approved	Target partially achieved, as 3 policies were outstanding	Delay in the finalisation of the 3 policies was due to the unavailability of some members of the DBC
2 mapped process flows	-	Organisational efficiency assessed by March 2014	Recruitment and Selection, and the Performance Management and Development System processes were re-engineered in May 2013, and piloting is underway	Target achieved	-

Human Resource Development

Mentorship programme in place	7 interns were placed	Mentorship programme in the OPSC implemented by March 2014	Mentorship programme was implemented on an ongoing basis	Target achieved	-
Interns and learners equal to 5% of the total staff establishment placed in the OPSC	-	The following targets by March 2014: <ul style="list-style-type: none"> Graduate interns placed Student interns (Further Education and Training certificates) placed Learners enrolled in a learnership programme 	As at 31 March 2014, 16 interns and 5 graduate learners were placed, which translated to 8% of the staff establishment	Target achieved and exceeded by 3%	Certain Directorates requested additional learners
Workplace Skills Plan and Annual Training Report	Workplace Skills Plan and Annual Training Report was approved and submitted to the Public Service Sector Education and Training Authority in June 2012	Workplace Skills Plan and the Annual Training Report implemented by March 2014	Workplace Skills Plan and the Annual Training Report was approved and submitted to the Public Service Sector Education and Training Authority in June 2013. In addition, it was implemented on an ongoing basis	Target achieved	-
60% identified training programmes conducted	175 employees received training		176 employees received training	Target achieved	-
Approved Human Resource Development (HRD) Implementation Plan submitted to DPSA	-	HRD Implementation Plan developed to address human capacity development and national skills development agenda by March 2014	HRD Implementation Plan Report was approved in May 2013 and submitted to DPSA in June 2013	Target achieved 6 months earlier than planned	Submission was in line with DPSA directive

Programme: Administration

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Employee Wellness Programme (EWP) utilisation	The utilisation of the EWP was monitored on a quarterly basis and its average usage for the financial year was 37%. The annual utilisation of the EWP by employees has increased from 12% to 16% during the period under review. Referrals were done as and when the need arises	EWP promoted, monitored and evaluated on a quarterly basis by March 2014	The utilisation of the EWP was monitored on a quarterly basis, and its average usage for the financial year was 2.75%	Target achieved	-
Providing an incident free working environment	-	Occupational Health and Safety Policy reviewed and implemented by March 2014	Occupational Health and Safety Policy was implemented on an ongoing basis 1 incident reported was reported to the Compensation Commissioner	Target not achieved	Delay in the review of the policy was due to capacity constraints
10 events hosted	14 events were commemorated	National and international special events and programmes commemorated in line with the National Calendar of Events from The Presidency (Special Programmes) by March 2014	16 events were commemorated	Target exceeded by 6 events	Target exceeded due to ad hoc events identified that needed to be hosted
Performance agreements and workplans submitted by all employees	26 SMS members submitted their mid-term review forms and 146 employees on salary levels 2 to 12 submitted their bi-annual review forms	EPMIS and Performance Management and Development System linked to the OPSC's objectives, and applied in a sound, reliable and objective manner by October 2013 and March 2014	41 performance agreements and 194 workplans were submitted	Target partially achieved	Not all performance agreements and workplans were received, as some employees were appointed during the performance cycle
Half-yearly and annual performance reports submitted by all employees	Performance assessments for the 2011/12 financial year were conducted and finalised in November 2012		177 half-yearly performance reports were submitted Annual performance evaluation process for the 2012/13 financial year was completed in September 2013	Target partially achieved	Not all half-yearly performance reports were received timeously from employees

Programme: Administration					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Grievances resolved within 30 days	5 grievances were lodged and all were resolved within the set time frame. In addition, the 2 grievances that were pending from the 2011/12 financial year were resolved	Discipline and grievances in the OPSC managed by March 2014	10 grievances were lodged, of which 1 was resolved, and 1 was referred to the EA	Target not achieved	None of the grievances were resolved within 30 days due to, amongst others, 8 were only lodged during the last month of the financial year
2 approved labour relations policies within the set time frames	-	<ul style="list-style-type: none"> Labour relations policies developed and implemented (Grievance Policy and Management of Discipline) by March 2014 Workshops to promote sound labour relations conducted by March 2014 	Grievance Resolution Policy and Policy on Management of Substance Abuse (Alcohol and Drugs) in the Workplace were approved by the DBC in March 2014	Target achieved	-
3 workshops conducted			No workshops were conducted	Target not achieved	Workshops could not be conducted before the approval of the Grievance Resolution Policy
Quarterly consultations with organised labour on matters of mutual interest conducted	5 DBC meetings and 1 Annual General Meeting was held	OPSC Departmental Bargaining Chamber supported by March 2014	8 DBC meetings were held	Target achieved	-

Sound financial management continues to be a hallmark in the operations of the PSC, and the PSC is proud to have received a trophy from the AGSA for its clean audit reports over the past years. This achievement was attained through, amongst others, the operations of the internal control structures such as the Budget and Loss Control as well as the improved expenditure trends. During the reporting period, the PSC successfully spent 99.90% of its total budget allocation.

It is of utmost importance that goods and/or services procured for the PSC adhere to prescripts and legislative requirements. Adherence to these requirements contributes towards the PSC achieving a clean audit outcome. Various Procurement Committees that have been established within the PSC have assisted in ensuring that the procurement of goods and services was compliant with prescribed norms and standards.

As part of strengthening internal communication, a monthly publication from the Director-General titled *Mafhungo* was introduced with the primary aim of communicating key organisational developments to staff. *Mafhungo* is a Venda word which means news. Likewise, breakfast sessions with the Director-General were also introduced to provide the Director-General with a platform to interact with members of staff.

As part of celebrating the PSC's 100 years of existence, the PSC held stakeholder engagement sessions in Gauteng, Eastern Cape, and Mpumalanga, and a national conference in Cape Town. Likewise, a booklet tracing the history of the PSC over the past 100 years was also published and distributed to stakeholders during the stakeholder engagements.

In line with cost-cutting measures, the PSC commenced with the implementation of the IP Telephony and Video conference solution. The solution will drastically reduce the expenditure that the PSC incurs on travelling as well as on telephones. In improving its operational efficiencies and enhancing reporting on projects, the PSC also commenced with implementing the Enterprise Project Management solution. Once fully implemented, the PSC will be able to monitor project deliverables against expenditure as well as real-time reporting on project milestones.

4.1.3 Strategy to overcome Areas of under Performance

No strategy was developed during the reporting period, as the majority of the projects were achieved timeously.

4.1.4 Changes to Planned Targets

The PSC approved the extension of the target dates of the

following outputs on the Workplan:

- Booklet on the mandate of the PSC (May 2013 to March 2014)
- Annual Review of Section 15 Notice and Promotion of Access to Information Manual (August to December 2013).

4.1.5 Linking Performance with Budgets

Sub-Programme Name	2013/2014			2012/2013		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Corporate Services	68 457	68 468	-11	58 137	58 160	(23)
Management	11 988	11 979	9	8 592	8 584	8
Commission	22 358	22 357	1	18 421	18 406	15
TOTAL	102 803	102 804	-1	85 150	85 150	0

4.2 Programme 2: Leadership and Management Practices



Purpose:

The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.

Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.

Strategic objectives:

- Enhance labour relations in the Public Service through timeous investigation on all properly referred grievances
- Promote best practice in Public Service leadership and human resource management through quality research reports
- Provide advice on all PAs received and HoDs evaluated.

4.2.1 Strategic Objectives

Programme: Leadership and Management Practices					
Strategic Objectives	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Enhance labour relations in the Public Service through timeous investigation of all properly referred grievances	727 cases were received of which 377 (52%) were investigated and concluded	100% of all grievances received investigated	785 grievances were received of which 498 (63%) were concluded, and a further 48 (6%) were not formally lodged and therefore were not investigated	Target partially achieved, as 239 (30%) of the grievances were pending	Delay in the finalisation of grievances were due to, amongst others, failure by departments to timeously provide the PSC with the necessary documentation to investigate the grievance
Promote best practice in Public Service leadership and human resource management through quality research reports	4	4	4	Target achieved	-
Provide advice on all PAs received and HoDs evaluated	85%	100% of the documents received	90% of PAs received	Target partially achieved, as 10% of the PAs were outstanding	Delay in the reassignment of the function from DPME to the PSC resulted in the PSC not being in a position to follow up on outstanding PAs and provide advice to EAs on the PAs

4.2.2 Performance Indicators

Programme: Leadership and Management Practices					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Sub-programme: Labour Relations Improvement					
Grievances finalised within 3 months from date of receipt	<p>The PSC had 727 grievances on its database, of which 399 were received during the 2012/13 financial year. Of the 399 grievances, 4 (1%) were finalised 3 months from date of receipt</p> <p>Of the 727 grievances, 377 (52%) were concluded as finalised, closed or withdrawn by the aggrieved, and 350 (48%) were pending</p> <p>A total of 24 complaints were received, of which 1 was carried over from the previous financial year. Of these, 13 (54%) were closed, 2 (8%) were finalised, and 9 (38%) were pending</p>	<p>Grievance management in the Public Service by March 2014</p> <ul style="list-style-type: none"> Grievances and complaints investigated 	<p>As at 31 March 2014, the PSC had 785 grievances on its database, of which:</p> <ul style="list-style-type: none"> 363 were carried over from the 2012/13 financial year; and 422 were received during the 2013/14 financial year <p>Of the 363 grievances carried over, 302 were concluded. Of the 422 grievances lodged during the 2013/14 financial year, 196 were concluded, 74 (18%) finalised within 3 months from date of receipt</p> <p>In total, from the 785 grievances, 498 (63%) were concluded, and a further 48 (6%) were not formally lodged and therefore were not investigated. 239 (30%) grievances were pending</p> <p>No complaints were received</p>	Target partially achieved, as 239 (30%) cases were pending	Delays in the finalisation of grievances were due to, amongst others, failure by departments to timeously provide the PSC with the necessary documentation to investigate the grievance
Monthly reports on status of grievances to the PSC	Monthly reports on grievances and complaints were produced	<ul style="list-style-type: none"> Database on grievances and complaints managed 	Monthly reports on the status of grievances were submitted to the PSC	Target achieved	-
6 monthly reports (technical briefs) produced within the set time frames	Technical briefs approved in August 2012 and March 2013	2 six monthly reports on departmental grievance resolution compiled by August 2013 and February 2014	<p>1st technical brief was produced in August 2013 and approved by the PSC in September 2013</p> <p>2nd technical brief was produced in February 2014 and approved by the PSC in March 2014</p>	Target achieved	-

Programme: Leadership and Management Practices					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved factsheet within the set time frame	Factsheet was approved in December 2012	Trends analysis on grievance resolution in the Public Service and local government for the 2012/13 financial year conducted by December 2013	Factsheet was finalised by the OPSC in December 2013 and approved by the PSC in January 2014	Target achieved	-
Conference hosted	Conference was deferred to the 2013/14 financial year	Labour Relations Conference in the Public Service hosted by March 2014	Conference was hosted in October 2013, and the report was approved in March 2014	Target achieved 5 months earlier than planned	Conference was held prior to the 4 th quarter to enable the report to be finalised by the end of the financial year
Sub-programme: Leadership and Human Resource Reviews					
3 roundtable discussions hosted	11 roundtable discussions were held in October and November 2012	National and provincial roundtable discussions based on the key HR practices (Blockages in the filling of posts, Occupational Specific Dispersations and the PILIR) by March 2014	Roundtable on PILIR was held in October 2013 Roundtable on the Occupational Specific Dispensation was held in March 2014	Target partially achieved as 1 roundtable was not hosted	Due to the non-availability of critical stakeholders, the roundtable on blockages in the filling of posts was hosted after the reporting period
2 workshops conducted	-	National and provincial workshops conducted on topical issues (issues to be identified from previous PSC research reports and the National Development Plan) by June 2014	Project incorporated as part of the 2014/15 Workplan	-	The PSC approved that the project be incorporated as part of the 2014/15 Workplan
Approved induction and orientation manual for HoDs and EAs	Manual was finalised by the end of the financial year	Produce an induction and orientation manual for compulsory use by all newly appointed HoDs and EAs by June 2014	Draft manual was developed	Output on track to meet planned target date	Target date is June 2014
Approved report within the set time frame	-	Assessment of the effectiveness of training provided by the Public Administration Leadership and Management Academy (PALAMA) in improving skills and competencies of Public Service leadership by May 2014	Project proposal was approved by the PSC in January 2014	Output on track to meet planned target date	Target date is May 2014

Programme: Leadership and Management Practices

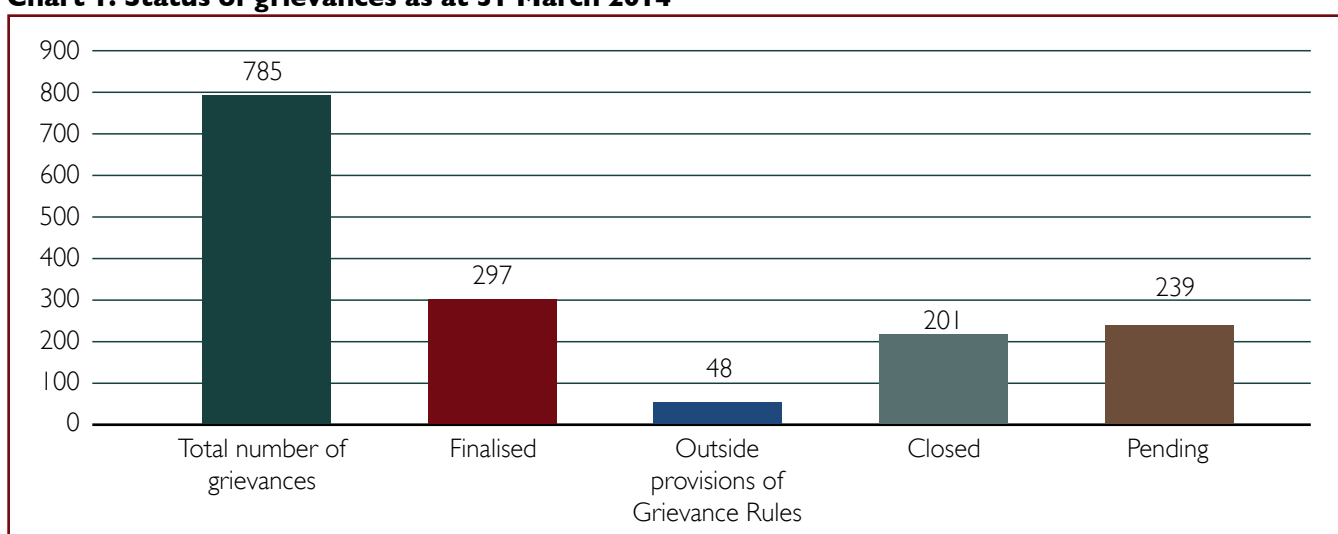
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
All qualifying HoDs evaluated	31% of qualifying HoDs in the 2010/11 financial year and 18% in the 2011/12 financial year were evaluated by the end of the reporting cycle	Outstanding national and provincial HoD evaluations for the 2010/11 and 2011/12 financial years concluded by March 2014	27 out of 81 (33%) HoDs were evaluated for the 2010/11 financial year and 36 out of 104 (35%) HoDs were evaluated for the 2011/12 financial year	Target partially achieved, as 67% of the qualifying HoDs were not evaluated for the 2010/11 financial year and 65% for the 2011/12 financial year	Not all qualifying HoDs could be evaluated due to, amongst others, the redeployment of some HoDs
Approved compliance report within the set time frames	There was an 85% submission rate of PAs. All PAs received were quality assured and advice provided to EAs Factsheet was approved in September 2012 and forwarded to the relevant stakeholders	Compliance with the requirement for HoD PAs monitored by March 2014 Report on progress to Parliament and Legislatures by February 2014	There was a 90% submission rate of PAs Drafting of the report is in progress	Target achieved Target not achieved	10% of PAs were not filed. No quality assurance and advice were provided, as the PSC had no mandate for the function Delay in the transfer of the function to the PSC resulted in the report not being finalised timeously
Approved factsheet within the set time frame	6 interviews with national departments and 6 departments in the Western Cape were conducted	Blockages in the filling of posts in the Public Service determined and assessed by February 2014	Factsheet was approved by the PSC in February 2014	Target achieved	-
Approved report within the set time frame	8 interviews with national departments were conducted, and interviews were finalised in 6 provincial departments	The appointment of ministerial staff in national and provincial departments assessed by December 2013	Report was finalised by the OPSC in November 2013	Target achieved	-
Approved report within the set time frame	Questionnaires were received from 16 national and 46 provincial departments	The implementation of the DPSA HR delegations framework assessed by March 2014	Report was approved by the PSC in March 2014	Target achieved	-
Approved report within the set time frame	Report was not finalised by the end of the financial year	The implementation of the Performance Management and Development System for Senior Managers in the Free State assessed by November 2013	Report was finalised by the OPSC in December 2013 and approved by the PSC in January 2014	Target achieved 1 month later than planned	Delay was due to the need for additional research and analysis to be conducted in order to enhance the quality of the report

Programme: Leadership and Management Practices					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved report within the set time frame	-	Joint project with the Financial and Fiscal Commission on the analysis of the public service wage bill by December 2015	Project proposal was approved by the PSC in March 2014	Output on track to meet planned target date	Target date is December 2015

Sub-programme: Labour Relations Improvements

Chart I below reflects the PSC's performance in relation to the investigation of grievances during the reporting period.

Chart I: Status of grievances as at 31 March 2014



The PSC concluded 498 (63%) grievances through the re-engineered Panel on Grievances that was introduced during the 2013/14 financial year. A total of 239 grievances (30%) could not be finalised due to the increasing number of grievances referred by aggrieved employees as a result of failure by departments to investigate grievances within the prescribed time frame. This placed additional constraints on the capacity of the PSC to deal with grievances. The nature of grievances with the highest rankings were salary-related dissatisfactions (275), unfair treatment (175) and performance assessment (131). In terms of gender, 56% of the grievances were lodged by males and 42% by females. A determination regarding the gender in relation to the remaining 2% of the cases could not be made due to incomplete information provided.

The PSC produced a Factsheet on Grievance Trends in the Public Service and Local Government. Furthermore, the PSC held the 3rd Biennial Labour Relations Conference under the theme: *"The Changing World of Work: Key Issues for Labour Relations and Employment Relations in the Public Service,*

Enhancing Social Dialogue and Accelerating Development". The conference was attended by approximately 460 delegates, including 30 specialists who made presentations on various topics ranging from social dialogue and collective bargaining, temporary incapacity leave and Occupation Specific Dispensation, skills, human capital management and essential services.

Sub-programme: Leadership and Human Resource Reviews

The PSC continued to monitor the implementation of the HRM framework and to identify best practices through research, roundtable discussions and continuous engagements with departments. Based on the Report on the Roundtable Discussions on the State of Human Resource, Grievance and Discipline Management in the Public Service, the PSC hosted a roundtable to afford departments an opportunity to share their experiences on the implementation of PILIR. The second roundtable held created an opportunity for departments to engage on the

success and challenges experienced with regard to the implementation of the Occupations Specific Dispensations.

Furthermore, a Factsheet on Blockages in the Filling of Posts as well as a Report on the Assessment of the Implementation of the Human Resource and Financial Management Delegations Frameworks were produced.

4.2.3 Strategy to overcome Areas of under Performance

The PSC continued to enhance its internal process for dealing with grievances of employees in the Public Service. During the 2013/14 financial year, the PSC introduced the Panel on Grievances, which comprises a panel of Commissioners to consider grievance investigation reports and make appropriate recommendations. The process has resulted in an increase in the number of grievances finalised. In comparison with the previous financial year, where a total of 52% grievances were finalised, a total of 63% grievances were finalised during the 2013/14 financial year. The PSC is in the process of reviewing the re-engineered process in order to further improve on the management of grievances.

On the performance evaluation processes of HoDs, the challenge was that the PSC did not have a mandate, as Cabinet had reassigned the function to DPME. However in February 2014, Cabinet reversed its decision and reassigned the function back to the PSC, thus leaving the organisation with only one month before the end of the financial year to prepare itself to resume with this function. The PSC has commenced with the process of reviewing the management of HoD PAs to ensure that all HoDs submit their Performance Agreements for the 2014/15 financial year and that those qualifying are evaluated for the 2013/14 cycle.

4.2.4 Changes to Planned Targets

The PSC approved the extension of the target dates of the following outputs on the Workplan:

- National and provincial workshops on topical issues (March to June 2014)
- Induction and orientation manual for compulsory use by all newly appointed HoDs and EAs (March to June 2014)
- Assessment of the effectiveness of training provided by PALAMA in improving skills and competencies of Public Service leadership (March to May 2014)
- Report on progress to Parliament and Legislatures (September 2013 to February 2014)
- Blockages in the filling of posts in the Public Service (August 2013 to February 2014)
- The appointment of ministerial staff in national and provincial departments (August to December 2013)
- The implementation of the DPSA HR delegations framework (August 2013 to March 2014)
- The implementation of the Performance Management Development System for Senior Managers in the Free State (August to November 2013).

The following ad hoc output was incorporated into the Workplan:

- Joint project with the Financial and Fiscal Commission on the analysis of the public service wage bill.

The title of the project: "Assess the usage of the Public Service training budget allocated to PALAMA and the effectiveness of the training on the skills and competencies of Public Service employees" was revised to "Assessment of the effectiveness of training provided by PALAMA in improving skills and competencies of Public Service leadership".

4.2.5 Linking Performance with Budgets

Sub-Programme Name	2013/2014			2012/2013		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Labour Relations Improvement	18 252	18 223	29	14 234	14 229	5
Leadership and Human Resource Reviews	11 268	11 202	66	10 570	10 564	6
TOTAL	29 520	29 425	95	24 804	24 793	11

4.3 Programme 3: Monitoring and Evaluation

Purpose:

The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.

Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations.

Strategic objectives:

- To diagnose performance problems and provide advice to five departments in order to improve their performance
- Promote Public Service delivery through annual citizens focused evaluations, monitoring of service delivery mechanisms/ processes and organisational reviews.

4.3.1 Strategic Objectives

Programme: Monitoring and Evaluation					
Strategic Objectives	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
To diagnose performance problems and provide advice to 5 departments in order to improve their performance	18	5	15	Target exceeded by 10	Outstanding reports from the previous financial year were approved
Promote Public Service delivery through annual citizens focused evaluations, monitoring of service delivery mechanisms/processes and organisational reviews	17	5	7	Target exceeded by 2	Outstanding reports from the previous financial year were approved, and additional work was undertaken

4.3.2 Performance Indicators

Programme: Monitoring and Evaluation					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Sub-programme: Governance Monitoring					
Approved Barometer within the set time frame	Draft PSC Barometer was produced and consulted with various stakeholders in September 2012. Data from the Barometer was used in presentations to stakeholders. Barometer updated on a regular basis with new information obtained	Public Service Barometer produced by March 2014	Approval of the Barometer is in progress	Target not achieved	Delay was as a result of, amongst others, the standardisation of templates and capacity constraints
	-	<ul style="list-style-type: none"> Establish a data centre for the needs of the PSC by March 2014 	Data supporting the Barometers was captured on Excel spreadsheets	Phase I of the target achieved	Output will be implemented in 3 phases
Approved report within the set time frame	Report was not finalised by the end of the financial year	State of the Public Service Report produced by June 2014	Draft report has been compiled	Output on track to meet planned target date	Target date is June 2014
Approved report within the set time frame	Report was not finalised by the end of the financial year	Annual report on the tracking of the PSC's recommendations produced by March 2014	Approval of the report is in progress	Target not achieved	Delay due to poor feedback from departments
	-	<ul style="list-style-type: none"> Review the current Protocol on Tracking the recommendations of the PSC by March 2014 	Review was included as part of the re-engineering process	Target not achieved	Project was included as part of re-engineering process and new time frames have been developed
Approved assessment framework and research guide	-	M&E Assessment Framework reviewed by September 2013	Project placed on hold	-	The PSC made a decision to place the project on hold due to new developments in terms of additional work being undertaken, which will inform the finalisation of the framework
Number of policies, frameworks, processes, structures and/or systems developed	-	Work with 3 departments identified from the 2011/12 M&E cycle on 2 performance improvement areas/administrative practices per department: Improvements developed and implemented by March 2014	Key focus areas to address identified in 2 departments in Limpopo	Target not achieved	Project has been incorporated as part of the 2014/15 Workplan

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved report within the set time frame	-	An M&E Assessment of the Department of Health in the Northern Cape undertaken by March 2014	Approval of the report is in progress	Target not achieved	Delay was as a result of the focus placed on the completion of ad hoc outputs
Approved report within the set time frame	-	An evaluation of the capacity of the South African Public Service to operate collaboratively with focus on the Department of Rural Development and Land Reform by March 2015	Finalised project set-up and consultative sessions with key role players at national and province spheres. Commenced with primary evaluation research	Output on track to meet planned target date	Target date is March 2015
17 reports within the set time frame	1 report approved in November 2012 14 reports were submitted for approval between September and December 2012 1 report was not finalised and 1 report (KZN Royal Households) was removed from the Workplan	Assessment of departments against the 9 values in Section 195 of the Constitution by March 2014	Outstanding 15 reports were approved by the PSC and dispatched in November 2013	Target achieved	-
Approved report within the set time frame	Draft Report was compiled in May 2012	Evaluation of the National Youth Service by March 2014	Approval of the report is in progress	Target not achieved	Delay was as a result of capacity constraints as well as focus placed on the completion of ad hoc outputs
Approved report within the set time frame	Report was not finalised by the end of the financial year	Consolidated M&E Report for the social development sector by March 2014	Approval of the report is in progress	Target not achieved	Delay was as a result of capacity constraints as well as focus placed on the completion of ad hoc outputs
Approved report within the set time frame	Report was not finalised by the end of the financial year	Consolidated M&E Report on the KwaZulu-Natal province by March 2014	Approval of the report is in progress	Target not achieved	Delay was as a result of capacity constraints as well as focus placed on the completion of ad hoc outputs
3 approved discussion papers within the set time frame	Draft paper was discussed by the reference group in October 2012	Develop discussion papers on the characteristics of a developmental state by June 2014	Paper on Public Service leadership for a developmental state and concept paper on the developmental state were finalised in March and August 2013, respectively	Output on track to meet planned target date	Target date is June 2014

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Study trip undertaken	-	<ul style="list-style-type: none"> Study trip undertaken by April 2014 	<p>Draft paper on the Public Service underpinnings of a developmental state compiled</p> <p>Study trip undertaken to Brazil in September 2013 as well as to China and Malaysia in March 2014</p>	Target achieved	-
Seminar hosted	-	<ul style="list-style-type: none"> Seminar held with stakeholders by March 2015 	Seminar was replaced with a conference scheduled in November 2014	-	The PSC made a decision to replace the seminar with a conference
Produce presentation within the set time frame	-	Workshop on Corporate Governance Matters (King III and Analysis of Annual Report: Department of Sport, Recreation, Arts and Culture Eastern Cape province) by May 2013	Presentation produced in May 2013	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Standing Committee on Appropriations: Briefing on the Appropriation Bill (focus on skills and capacity levels to deliver on key infrastructure programmes and an assessment of the use of consultants) by May 2013	Presentation produced in May 2013	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Legislature Oversight Premier's Office and Finance, Mpumalanga province by June 2013	Presentation produced in June 2013	Target achieved	-
Produce presentation within the set time frame	-	Presentation on the performance of the KwaZulu-Natal province by November 2013	Presentation produced in November 2013	Target achieved	-
Produce presentation within the set time frame	-	Barometer produced for the Limpopo province by September 2013	Presentation produced in September 2013	Target achieved	-
Produce presentation within the set time frame	-	Barometer produced for the North West province by July 2013	Presentation produced in July 2013	Target achieved	-

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Human Settlements on the capacity of the Department of Human Settlements in spending the budget allocated according to their business plans and annual performance plans by October 2013	Presentation produced in October 2013	Target achieved	-
Produce presentation within the set time frame	-	Presentation on the evaluation of the state of the Public Service in Gauteng province against the values in Section 195 of the Constitution by November 2013	Presentation produced in November 2013	Target achieved	-
Produce roadmap within set time frame	-	Roadmap on implementing of Parliament's decisions regarding assessment of departments and inclusion of PSC findings in departments' annual reports by February 2014	Roadmap produced in February 2014	Target achieved	-
Produce paper within set time frame	-	Preliminary paper on leadership by March 2013	Paper produced in March 2013	Target achieved	-
Produce paper within set time frame	-	Paper on the Brazilian Public Service by November 2013	Paper produced in November 2013	Target achieved	-
Produce concept paper within set time frame	-	Concept paper for the study tours by September 2013	Concept paper produced in September 2013	Target achieved	-
Produce paper within set time frame	-	Draft paper on the comparative experience of PSCs by May 2014	Paper produced in February 2014	Target achieved 3 months earlier than planned	Approval was earlier than anticipated
Data compiled within set time frame	-	Data on the nature and character of Public Service by September 2013	Data compiled by September 2013	Target achieved	-
Workshop conducted within the set time frame	-	Workshop on the National Development Plan by December 2013	Workshop conducted in December 2013	Target achieved	-

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Discussion document produced within set time frame	-	Analysis and definition of the values with a view to reviewing the Barometer and M&E System indicators as well as the envisaged project in the promotion of the values by July 2014	Discussion document produced in July 2014	Target achieved	-

Sub-programme: Service Delivery and Compliance Evaluations

Approved report within the set time frame	Report was approved by the PSC in October 2012	Inspections conducted to assess the availability of medicines and medical equipment in selected provinces and determine the role of district offices in ensuring that medicines and medical equipment is available by February 2014	Approval of the inspections report in the Free State and Limpopo provinces is in progress	Target not achieved	Delay experienced due to late submission of provincial reports
Approved report within the set time frame	Report was approved by the PSC in February 2013	Citizens' Forum Toolkit applied at the Lekwa Municipality by January 2014	Report was approved by the PSC in March 2014	Target achieved 2 months later than planned	Delay experienced in obtaining feedback from key stakeholders on the action plans
Approved report within the set time frame	-	Implementation of the decisions of the Citizens' Forum at the Msukaligwa Municipality facilitated and monitored by March 2014	Report was approved by the PSC in March 2014	Target achieved	-
Approved SDIP within the set time frames	Three year SDIP for the 2012-2015 financial years was not finalised by the end of the financial year	SDIP produced by March 2014	SDIP was approved by the PSC in July 2013	Target achieved 6 months earlier than planned	Approval was earlier than anticipated
Conference hosted	Preparations for the SAMEA Conference commenced	SAMEA Conference hosted by February 2014	Conference was hosted in September 2013	Target achieved 5 months earlier than planned	Good stakeholder management process led to early completion
International roundtable hosted	-	Roundtable on experiences with the implementation of Public-Private Partnerships (PPPs) in the health sector conducted by May 2014	Roundtable was hosted in March 2014	Target achieved 5 months earlier than planned	Good stakeholder management process led to early completion
Approved report within the set time frame	-	Assessment of the effectiveness of School Districts in supporting the delivery of quality education by March 2015	Commenced with fieldwork	Output on track to meet planned target date	Target date is March 2015
Approved report within the set time frame	-	Outsourcing in the public sector: Improving or stifling service delivery and development by February 2014	Approval of the report is in progress	Target not achieved	Delay was as a result of focus placed on the completion of ad hoc outputs

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved report within the set time frame	6 public hearings were held between September and November 2012. Report could not be finalised by the end of the financial year	Public hearings conducted with relevant stakeholders on compliance with government's 30 day payment period to service providers by February 2014	Report was approved by the PSC in November 2013	Target achieved 3 months earlier than planned	Approval was earlier than anticipated
Draft concept document produced within the set time frame	-	Concept document to propose an approach in response to the Commission's constitutional powers and function, specifically Section 196 (4) (a) which is "to promote the values and principles set out in Section 195, throughout the Public Service" produced by October 2013	Draft concept document produced in October 2013	Target achieved	-
Compile report within the set time frame	-	Inspections conducted at Ikaneng School in the North West by January 2014	Report compiled in January 2014	Target achieved	-

Sub-programme: Governance Monitoring

The PSC undertakes a range of research and knowledge-generating activities, three of which are structured specifically around the nine constitutional values and principles (CVPs) set out in Section 195 of the Constitution. These three activities, namely, the State of the Public Service (SOPS) Report, the Public Service Barometer and departmental M&E reports, continue to provide a coherent and sustained analysis of the state of compliance with the CVPs. Data supporting the writing of SOPS is mainly sourced from the work of the PSC. Information is also sourced from other official sources such as the AGSA, National Treasury and departments' annual reports.

The Public Service Barometer reflects data obtained from various sources, for example, Personnel and Salary System (PERSAL) from DPSA, the AGSA, Statistics South Africa, The Presidency, National Treasury and departmental annual reports. The data collected covered all national and provincial departments.

The aim of the Public Service Barometer is to provide data that will over time allow for greater comparability, monitoring, evaluation and oversight of the progress made by any particular government entity in implementing Section 195 (1) of the Constitution. Since the implementation of the

PSC's M&E tool in 2001, it has produced 169 departmental M&E reports as well as 11 consolidated M&E reports. Data for producing both the SOPS Report and the Public Service Barometer needs to be retrieved from different databases, data formats and sources from across the Public Service. The Public Service is complex and to conduct an evaluation of its performance requires data about all aspects of public administration. To establish and maintain a data centre that would meet this requirement can clearly not be done with the limited capacity currently assigned to the project. The PSC will in the coming year reprioritise resources in order to adequately capacitate this unit. The Data Centre will serve as a Document/ Information/ Knowledge Management System which will follow an integrated approach to data collection, publication, storage and retrieval of documents through the creation of supportive organisational structures, and the required Information Technology. This will, in turn, increase access to relevant information and facilitate collaboration and knowledge sharing.

The PSC increasingly shifted its focus to institutional issues such as coordination and the bureaucratic and leadership underpinnings of a developmental state. This required enormous research to be undertaken. Major progress was made in terms of understanding the characteristics of a developmental state. The PSC embarked on a study tour to Brazil, China and Malaysia to source practical learning

experiences and gain an understanding of what needs to be in place for a country to be defined as a “developmental state”.

Sub-programme: Service Delivery and Compliance Evaluations

In executing its mandate of ensuring an effective and efficient Public Service, the PSC has since 2006 conducted service delivery inspections to assess the quality of services rendered by departments, the state of facilities and the conditions at service delivery sites. Inspections have since been conducted at service delivery sites of various departments including Police, Education, Labour, Health, Social Development, and Justice and Constitutional Development. Inspections are meant to entrench a citizen and service-centred culture, and reinforce accountability and adherence to stipulated frameworks and regulations across the Public Service. Furthermore, they provide the PSC with a first-hand opportunity to experience what is happening at service delivery sites and thus strengthen the oversight work of the PSC. Future inspections will focus on improvements in some of the key areas identified in the National Development Plan.

Chapter 13 of the National Development Plan emphasises, amongst others, active citizenry in the delivery of government services. The PSC has been proactive in developing participatory mechanisms; these mechanisms give effect to the constitutional mandate of engaging citizens in policy and implementation of service delivery programmes. In this regard, PSC has played a critical role of facilitating improved service delivery through the implementation of its Citizens' Forums. The use of these Forums involves government working with citizens to propose practical measures for improving service delivery and focuses on the delivery of a particular programme at a given point. Furthermore, Citizens' Forums are educational, empowering and entail partnership-based intervention in which ordinary people speak out about their experiences as recipients of government services. They provide a vision for a way forward. They also provide a way of reinvigorating current democratic practices, bring meaning to people's participation and foster a two-way dialogue between citizens and government.

The PSC continues to be proactive in forging partnerships with evaluation experts, networks and institutions, which help it to advance its M&E mandate. In this regard, the PSC successfully co-hosted the 4th Biennial SAMEA Conference. The conference reflected on the use of evaluations in improving the end results of development interventions as well as the importance of evaluation practices in

addressing issues of empowerment, sustainability, knowledge management and accountability, all of which are pertinent to the development question.

4.3.3 Strategy to overcome Areas of under Performance

To improve performance, the PSC focused on re-engineering operational processes to streamline operations and work smarter. The new processes and formats for some of its products were approved in February 2013. This affected the process and methodology that the PSC uses for assessing departments against the nine values governing public administration in Section 195 of the Constitution, its Public Service Barometer and its SOPS Report. It required the development of new work tools and familiarising staff with the new processes. The new processes were not yet sufficiently standardised to allow for a seamless work process, and this resulted in delays of certain projects.

The PSC also embarked on expanding information and knowledge management in the area of M&E by acquiring additional technical and academic expertise, and the development of a database. This included the development of a customised training programme to build capacity and competencies within the organisation.

4.3.4 Changes to Planned Targets

The PSC approved the extension of the target dates of the following outputs on the Workplan:

- Public Service Barometer (September 2013 to March 2014)
- Review the current Protocol on Tracking the recommendations of the PSC (September 2013 to March 2014)
- An M&E Assessment of the Department of Health in the Northern Cape (November 2013 to March 2014)
- An evaluation of the capacity of the South African Public Service to operate collaboratively with focus on the Department of Rural Development and Land Reform (May 2014 to March 2015)
- Assessment of departments against the nine values in Section 195 of the Constitution (April 2013 to March 2014)
- Evaluation of the National Youth Service (June 2013 to March 2014)
- Consolidated M&E Report for the social development sector (July 2013 to March 2014)
- Consolidated M&E Report on the KwaZulu-Natal province (July 2013 to March 2014)
- Discussion papers on the characteristics of a

- developmental state (November 2013 to June 2014)
- Study trip undertaken (June 2013 to April 2014)
- Seminar held with stakeholders (November 2013 to March 2015)
- Roundtable on experiences with the implementation of PPPs in the health sector (February to May 2014)
- Assessment of the effectiveness of School Districts in supporting the delivery of quality education (March 2014 to March 2015)
- Outsourcing in the public sector: Improving or stifling service delivery and development (June 2013 to February 2014)
- Public hearings conducted with relevant stakeholders on compliance with government's 30 day payment period to service providers (January 2013 to February 2014).

The following ad hoc outputs were incorporated into the Workplan and had an impact on the reprioritisation of target dates for other outputs:

- Workshop on Corporate Governance Matters (King III and Analysis of Annual Report: Department of Sport, Recreation, Arts and Culture Eastern Cape province)
- Presentation to the Standing Committee on Appropriations: Briefing on the Appropriation Bill (Focus on skills and capacity levels to deliver on key infrastructure programmes and an assessment of the use of consultants)
- Presentation to the Portfolio Committee on Legislature Oversight Premier's Office and Finance, Mpumalanga province
- Presentation on the performance of the KwaZulu-Natal province
- Barometer produced for the Limpopo province

- Barometer produced for the North West province
- Presentation to the Portfolio Committee on Human Settlements on the capacity of the Department of Human Settlements in spending the budget allocated according to their business plans and annual performance plans
- Presentation on the evaluation of the state of the Public Service in Gauteng province against the values in Section 195 of the Constitution
- Roadmap on implementing Parliament's decisions regarding assessment of departments and inclusion of PSC findings in departments' annual reports
- Preliminary paper on leadership
- Paper on the Brazilian Public Service
- Concept paper for the study tours
- Draft paper on the comparative experience of PSCs
- Data on the nature and character of Public Service
- Workshop on the National Development Plan
- Analysis and definition of the values with a view to reviewing the Barometer and M&E System indicators as well as the envisaged project in the promotion of the values
- Concept document to propose an approach in response to the Commission's constitutional powers and function, specifically Section 196 (4) (a) which is "to promote the values and principles set out in Section 195, throughout the Public Service"
- Inspections conducted at Ikaneng School in the North West.

The review of the M&E Assessment Framework was placed on hold, and the feedback sessions on the roundtable on experiences with the implementation of PPPs in the health sector were removed from the Workplan.

4.3.5 Linking Performance with Budgets

Sub-Programme Name	2013/2014			2012/2013		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Governance Monitoring	14 306	14 288	18	10 378	10 353	25
Service Delivery and Compliance Evaluations	14 947	14 923	24	11 884	11 881	3
TOTAL	29 253	29 211	42	22 262	22 234	28

4.4 Programme 4: Integrity and Anti-Corruption



Dr DC Mamphiswana

Deputy Director-General: Integrity and Anti-Corruption.

Purpose:

The programme is responsible for undertaking public administration investigations, promoting a high standard of professional ethical conduct amongst public servants and contributing to the prevention and combating of corruption.

Sub-programmes:

- Public Administration Investigations
- Professional Ethics.

Strategic objectives:

- Investigate and improve public administration practices by conducting audits and investigations into public administration practices per annum and by making recommendations to departments on how to promote good governance, and to issue directions regarding compliance with the Public Service Act, 1994
- To promote ethical conduct amongst public servants through the management of the FDF, the NACH and provide advice on professional and ethical conduct in the Public Service.

4.4.1 Strategic Objectives

Programme: Integrity and Anti-Corruption					
Strategic Objectives	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Investigate and improve public administration practices by conducting audits and investigations into public administration practices per annum and by making recommendations to departments on how to promote good governance and to issue directions regarding compliance with the Public Service Act, 1994	215	45	Number of public administration investigations successfully concluded: <ul style="list-style-type: none"> • 50 investigations • 64 early resolution cases finalised • 151 early resolution cases closed 	Target exceeded by 220	Target exceeded due to early resolution cases closed
To promote ethical conduct amongst public servants through the management of the FDF, the NACH and provide advice on professional and ethical conduct in the Public Service	89% (8 019)	100% (10 200)	84% (7 930)	Target partially achieved, as 16% were outstanding	SMS members did not submit their financial disclosure forms timeously

4.4.2 Performance Indicators

Programme: Integrity and Anti-Corruption					
Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Sub-programme: Public Administration Investigations					
Approved reports	<p>1. Complaints Rules cases:</p> <ul style="list-style-type: none"> As at 31 March 2013, 226 complaints were lodged with the PSC of which, 101 were carried over from the previous financial years, and 125 were lodged during the 2012/13 financial year Of the 226 complaints lodged, 109 were finalised during the 2012/13 financial year. 117 cases were still in progress, of which 27 were referred to departments <p>(a) Full scale investigations:</p> <ul style="list-style-type: none"> Of the 226 complaints lodged, 26 were full scale investigations, of which 8 were finalised during the 2012/13 financial year. 18 full scale investigations were still in progress <p>(b) Desktop investigations:</p> <ul style="list-style-type: none"> Of the 226 complaints lodged, 200 were desktop investigations, of which 101 were finalised during the 2012/13 financial year. 99 desktop investigations were still in progress <p>2. NACH cases (not corruption related):</p> <ul style="list-style-type: none"> As at 31 March 2013, 310 NACH cases were lodged with the PSC, of which 183 were carried over from the previous financial years, and 127 were lodged during the 2012/13 financial year Of the 310 NACH complaints lodged, 106 were finalised during the 2012/13 financial year whilst 204 were still in progress of which 58 cases were referred to departments 	<p>Investigations conducted by March 2014 of complaints lodged and requests emanating from:</p> <ul style="list-style-type: none"> The Commission (proactively) Legislatures Executive Authorities Public servants Complaints/whistle-blowing, e.g. NACH Ad hoc investigations 	<p>A. Complaints Rules cases:</p> <ul style="list-style-type: none"> As at 31 March 2014, 284 complaints were lodged with the PSC, of which 117 were carried over from the 2012/13 financial year, and 167 were lodged during the 2013/14 financial year Of the 117 complaints carried over, 32 were closed/finalised, and 85 were still in progress. Of the 167 complaints lodged during the 2013/14 financial year, 85 were closed/finalised, and 82 were still in progress <p>In total, of the 284 complaints lodged, 117 were finalised during the 2013/14 financial year, and 167 were still in progress</p> <p>B. NACH cases (not corruption related):</p> <ul style="list-style-type: none"> As at 31 March 2014, 264 complaints were lodged with the PSC, of which 204 were carried over from the 2012/13 financial year, and 60 were lodged during the 2013/14 financial year Of the 204 complaints carried over, 118 were closed/finalised, and 86 were still in progress. Of the 60 complaints lodged during the 2013/14 financial year, 30 were closed/finalised and 30 were still in progress <p>In total, out of the 246 complaints lodged, 148 were finalised during the 2013/14 financial year, whilst 116 were still in progress</p>	Target achieved	-

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
	<p>(a) Full scale investigations:</p> <ul style="list-style-type: none"> Of the 310 complaints lodged, 8 were full scale investigations, of which 2 were finalised during the 2012/13 financial year: 6 full scale investigations were still in progress <p>(b) Desktop investigations:</p> <ul style="list-style-type: none"> Of the 310 complaints lodged, 302 were desktop investigations, of which 104 were finalised during the 2012/13 financial year: 198 desktop investigations were still in progress 				
Approved factsheet within the set time frame	Factsheet was approved by the PSC in March 2013	Factsheet on financial misconduct for the 2012/13 financial year produced by April 2014	Factsheet was finalised by the OPSC in February 2014	Target achieved	-
Approved factsheet within the set time frame	-	Factsheet on the recovery of money lost through financial misconduct produced by March 2014	Meetings were held with national and provincial departments to obtain information	The PSC took a decision to combine the project with the Factsheet on Financial Misconduct for the 2013/14 financial year	Project commencement date was dependent on the completion of the Factsheet on Financial Misconduct for the 2012/13 Financial Year; as the project on the recovery of money lost through financial misconduct also included cases reported for the 2012/13 financial year

Sub-programme: Professional Ethics

Approved factsheet within the set time frame	<p>Forms for the 2011/12 financial year were assessed to determine if they were properly and correctly completed. The statistics of Forms received as at 31 March 2013 are as follows:</p> <ul style="list-style-type: none"> National departments (4 722) (88%) Provincial departments (3 620) (91%) Overall (8 342) (89%) 	<p>Management of Financial Disclosure Framework</p> <ul style="list-style-type: none"> Compliance with the Financial Disclosure Framework monitored and factsheet produced by June 2013 	<p>Financial disclosure forms for the 2012/13 financial year were assessed to determine if they were properly and correctly completed</p> <p>The statistics of forms received as at the due date of 31 May 2013 are as follows:</p> <ul style="list-style-type: none"> National departments (4 413) (81%) Provincial departments (3 517) (88%) Overall (7 930) (84%) 	Target achieved 2 months later than planned	Delay was due to additional research undertaken to strengthen the findings
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Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations																																																				
Advice to Executive Authorities within the set time frame	<p>Factsheet was approved by the PSC in February 2013</p> <p>As at 31 March 2013, 89% of the Forms were scrutinised</p>	<ul style="list-style-type: none">100% of the financial disclosure forms of Senior Management Service members within the Public Service scrutinised to identify conflict of interest by March 2014	<p>The statistics of forms received as at 31 March 2014 are as follows:</p> <ul style="list-style-type: none">National departments (5 356) (99%)Provincial departments (3 831) (97%)Overall (9 187) (98%) <p>Factsheet was approved by the PSC in August 2013</p> <p>As at 31 March 2014, 73% of the financial disclosure forms were scrutinised</p>	Target partially achieved, as 27% of the forms were not scrutinised	Incorporation of amendments to reports based on the new wording approved by the PSC																																																				
Approved report within the set time frame	Report was approved by the PSC in September 2012	Report on the overview of the Financial Disclosure Framework produced by March 2014	Drafting of the report is in progress	Target not achieved	Report can only be completed after finalisation of the scrutiny of the financial disclosure forms																																																				
Approved reports within the set time frame	<p>1 963 cases of alleged corruption from the NACH were referred to departments for investigation and monitored</p> <p>Desktop investigations were done and feedback assessed on 1 700 cases</p> <p>345 cases were closed on the CMS of the NACH due to lack of information</p> <p>Surprise visits were conducted in all departments in the Free State in June 2012 and in the North West and Western Cape in November 2012. Surprise audits conducted at the South African Social Security Agency (SASSA) in October 2012</p>	<p>NACH managed by March 2014</p> <ul style="list-style-type: none">Cases of alleged corruption are referred to departmentsCases of alleged corruption reported to the NACH investigated and feedback monitored and assessedSurprise visits at selected departments conducted	<p>Summary of NACH cases as at 31 March 2014:</p> <table><thead><tr><th>National/Province</th><th>Cases Referred</th><th>Feedback Received</th><th>% Cases Closed</th></tr></thead><tbody><tr><td>National</td><td>5 869</td><td>3 379</td><td>44%</td></tr><tr><td>Eastern Cape</td><td>637</td><td>516</td><td>25%</td></tr><tr><td>Free State</td><td>300</td><td>120</td><td>24%</td></tr><tr><td>Gauteng</td><td>1 683</td><td>846</td><td>36%</td></tr><tr><td>KwaZulu-Natal</td><td>642</td><td>260</td><td>19%</td></tr><tr><td>Limpopo</td><td>449</td><td>427</td><td>44%</td></tr><tr><td>Mpumalanga</td><td>1 073</td><td>801</td><td>56%</td></tr><tr><td>North West</td><td>431</td><td>192</td><td>25%</td></tr><tr><td>North-eastern Cape</td><td>110</td><td>45</td><td>33%</td></tr><tr><td>Western Cape</td><td>452</td><td>392</td><td>29%</td></tr><tr><td>Public Entities</td><td>2 503</td><td>570</td><td>21%</td></tr><tr><td>TOTAL</td><td>14 149</td><td>7 548</td><td>36%</td></tr></tbody></table> <p>Surprise visits were conducted at 10 provincial departments in the North West as well as the Offices of the Premier in Limpopo and Mpumalanga</p>	National/Province	Cases Referred	Feedback Received	% Cases Closed	National	5 869	3 379	44%	Eastern Cape	637	516	25%	Free State	300	120	24%	Gauteng	1 683	846	36%	KwaZulu-Natal	642	260	19%	Limpopo	449	427	44%	Mpumalanga	1 073	801	56%	North West	431	192	25%	North-eastern Cape	110	45	33%	Western Cape	452	392	29%	Public Entities	2 503	570	21%	TOTAL	14 149	7 548	36%	<p>Target achieved</p> <p>Target achieved</p>	<p>-</p> <p>-</p>
National/Province	Cases Referred	Feedback Received	% Cases Closed																																																						
National	5 869	3 379	44%																																																						
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Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
NACH promoted to stakeholders	-	<ul style="list-style-type: none"> Promotion of NACH 	NACH was promoted through the placement of advertisements in television and radio, electronic billboards, newspapers, buses, taxis as well as the distribution of pamphlets and flyers	Target achieved	-
Web-enabled NACH system implemented in 5 departments	<p>PSC and National Treasury approved the transfer of SASSA funds in March 2013. Funds will, inter alia, be utilised for the roll-out of the web-enabled system and training of officials to utilise the web-enabled system</p> <p>Web-enabled system was rolled out to departments in August 2012–January 2013</p>	Web-enabled NACH system rolled out in selected departments by March 2014	<p>Web-enabled system was implemented in the following national departments:</p> <ul style="list-style-type: none"> Department of Home Affairs SASSA Department of Water Affairs Independent Police Investigative Directorate Department of Justice and Constitutional Development Department of Correctional Services Department of Trade and Industry <p>The system was rolled out in the following provinces:</p> <ul style="list-style-type: none"> Gauteng Limpopo Mpumalanga Northern Cape Eastern Cape 	Target exceeded by 7	Target exceeded due to the popularity of the web-enabled system and the availability of the information technology infrastructure at departments
Approved factsheet within the set time frame	Factsheet was finalised by the OPSC in January 2013	Factsheet on the management of complaints lodged with the PSC during the 2012/13 financial year produced by October 2013	Factsheet was finalised by the OPSC in September 2013 and approved by the PSC in November 2013	Target achieved	-
Approved report within the set time frame	-	Concept document on the protection of whistle-blowers and investigators in the Public Service by June 2014	Project has been replaced with a research report on the nature and extent of the protection of whistle-blowers and investigators in the Public Service	-	Project has been placed on the 2014/15 Workplan
Awards hosted	-	Professional Ethics Awards in the Public Service hosted by March 2014	Professional Ethics Awards were held in November 2013	Target achieved 4 months earlier than planned	Target achieved earlier due to the partnership with DPSA to host the awards
Support services provided to the National Anti-Corruption Forum (NACF)	<p>2 NACF EXCO meetings were held in November 2012 and in December 2012</p> <p>International Anti-Corruption Day celebrations were held in December 2012</p>	<p>Support to the NACF in relation to the following provided by March 2014:</p> <ul style="list-style-type: none"> Arrangement of NACF meeting Minute taking at the NACF meeting Hosting of workshops and roundtables 	No NACF meetings or activities held	Target not achieved	Meetings were not held due to the unavailability of key stakeholders

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved report within the set time frame	Report was not finalised by the end of the financial year	The state of integrity in the Public Service assessed by May 2014	Drafting of the report is in progress	Output on track to meet planned target date	Target date is May 2014
Approved factsheet within the set time frame	Factsheet was finalised by the OPSC in January 2013	Factsheet on the management of complaints lodged with the PSC during the 2011/12 financial year by April 2013	Factsheet was approved by the PSC in March 2013	Target achieved 1 month earlier than planned	Target achieved earlier due to some readily available information
Approved factsheet within set time frame	Factsheet was not finalised by the end of the financial year	The existing hotlines in the Public Service assessed by August 2013	Factsheet was approved by the PSC in December 2013	Target achieved 4 months later than planned	Delay due to departments not responding timeously
Approved discussion paper within the set time frame	Discussion paper was not finalised by the end of the financial year	Discussion paper on the role of the PSC as member and secretariat of the NACF by March 2014	Approval of the discussion paper is in progress	Target not achieved	Delay due to sectors not responding timeously to requests made
Approved strategy within the set time frame	Strategy was not finalised by the end of the financial year International Anti-Corruption Day was held in December 2012 Roundtable workshop on Professional Ethics was held in the Eastern Cape and North West in October and November 2012 Workshop on the Code of Conduct and Professional Ethics was held with the Department of Education in the North West in March 2013	Strategy to intensify ethics awareness in the Public Service and the promotion of the Code of Conduct developed by August 2013	Strategy was approved by the PSC in November 2013	Target achieved 3 months later than planned	Delay due to capacity constraints
Approved factsheet within the set time frame	Factsheet was not finalised by the end of the financial year	Factsheet on actions taken by EAs on identified cases of potential conflicts of interest by May 2013	Factsheet was approved by the PSC in November 2013	Target achieved 6 months later than planned	Delay due to the late response by departments
Produce presentation within the set time frame	-	Innovative ways to submit Financial Disclosures and improve compliance by May 2013	Presentation made in May 2013	Target achieved	-
Produce presentation within the set time frame	-	Gauteng Provincial Government Ethics Roundtable: "Transparency and accountability in promoting integrity in the Public Service" by May 2013	Presentation made in May 2013	Target achieved	-

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2012/2013	Planned Target 2013/2014	Actual Achievement 2013/2014	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
Approved report within the set time frame	-	Scrutiny of FDF of all SMS members in the Department of Public Works for a period of 4 financial years by December 2013	Report approved by the PSC in December 2013	Target achieved	-
Inputs to the DPSA within the set time frame	-	Review of Chapter 3 of the Public Service Regulations: Financial Disclosure Framework by March 2014	Approval of the inputs is in progress	Target not achieved	The PSC decided on a new approval process for inputs
Approved report within the set time frame	-	Joint project with the Financial and Fiscal Commission on the analysis of the economics of corruption in the Public Service by March 2015	Project proposal approved by the PSC in March 2014	Output on track to meet planned target date	Target date is March 2015

Sub-programme: Public Administration Investigations

The PSC is a key role player in enhancing public administration practices in the Public Service. This role is accomplished through conducting public administration investigations and producing reports thereon that comprise, inter alia, findings, advice, recommendations and directions. The advice/ recommendations/ directions are made to either the EAs or HoDs.

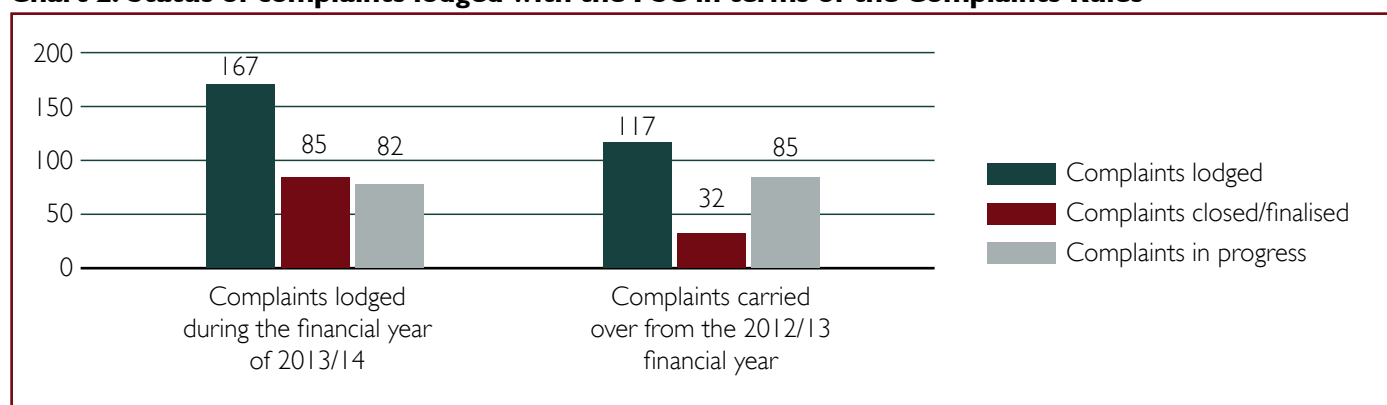
Since the 2001/02 financial year, the PSC has on an annual basis published a report or factsheet on finalised cases of financial misconduct. In order to deepen the analysis on finalised cases of financial misconduct reported, the PSC requests departments to report on, amongst others, the amount involved and the amount of money recovered in a financial year. The PSC over the years found that most

departments do not specify whether the department has recovered the money lost or whether there is no loss to the State. As a result, the PSC is producing a Factsheet on Recovery of Money lost through Financial Misconduct, which aims to provide a statistical overview of the recovery of money lost through financial misconduct cases finalised during the 2010/11, 2011/12 and 2012/13 financial years.

Complaints lodged in terms of the Complaints Rules

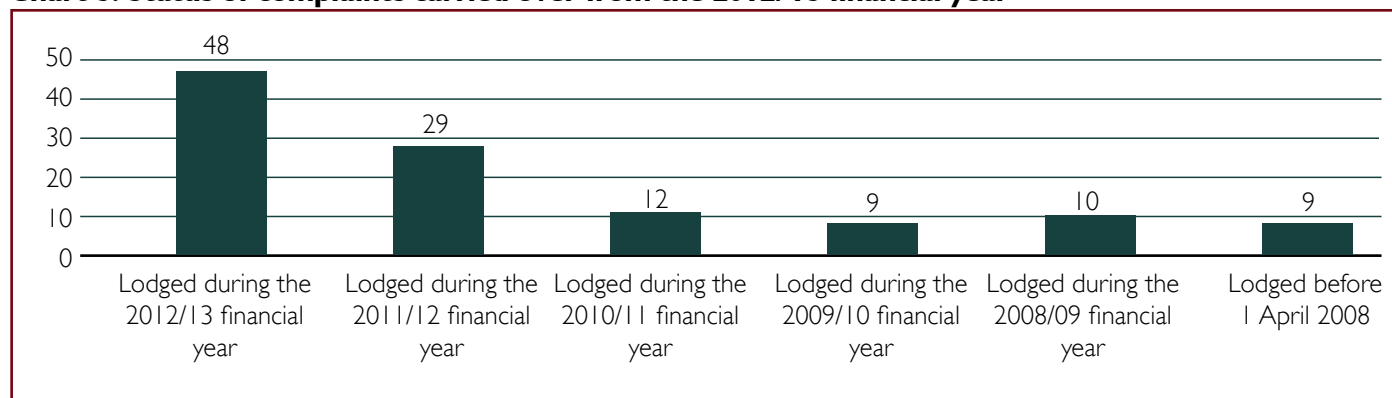
In relation to complaints lodged with the PSC in terms of the Complaints Rules, as at 31 March 2014, a total of 284 complaints/requests for investigations were lodged with the PSC, of which 167 were lodged during the 2013/14 financial year. The chart that follows provides an overview of the status of the complaints lodged with the PSC during the reporting period.

Chart 2: Status of complaints lodged with the PSC in terms of the Complaints Rules



The above chart indicates that, of the 167 complaints lodged during the 2013/14 financial year, 85 (50,9%) were closed/ finalised, and where applicable, findings/ recommendations/ directions were provided to departments. Eighty two (49,1%) complaints were still in progress. Of the 284 complaints lodged in totality, 117 were carried over from the previous financial year.

Chart 3: Status of complaints carried over from the 2012/13 financial year



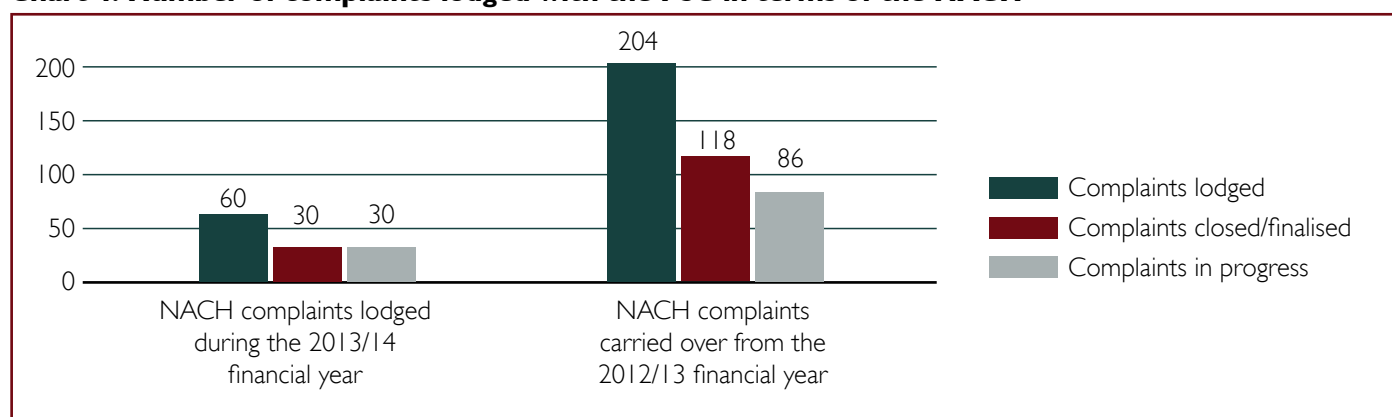
Since 2009, various strategies have been adopted to reduce the number of backlog cases. Consequently, the Protocol Document for Conducting Public Administration Investigations was amended into the Guidelines for Conducting Public Administration Investigations. The Guidelines provide for a flexible approach to enhance the finalisation of cases. This entails, inter alia, the implementation of the early resolution of cases and a CCC for the quicker processing of investigations. This has resulted in the backlog of cases being reduced progressively.

Of the 284 complaints lodged with the PSC, 132 (47%) were in respect of national departments, whilst 143 (50%) were in respect of provincial departments, and nine (3%) were in respect of the municipalities. In terms of the nature of complaints lodged with the PSC, human resource-related complaints (e.g. irregular filling of posts), corruption/maladministration, unethical behaviour (e.g. unacceptable conduct of staff) and poor service delivery represented the majority of the complaints. These categories were also the highest in the previous financial year.

Complaints lodged in terms of the NACH

In relation to service delivery-related complaints lodged through the NACH, as at 31 March 2014, a total of 264 complaints were lodged with the PSC, of which 60 were lodged during the 2013/14 financial year. The chart that follows provides an overview of the status of the complaints lodged through the NACH during the reporting period.

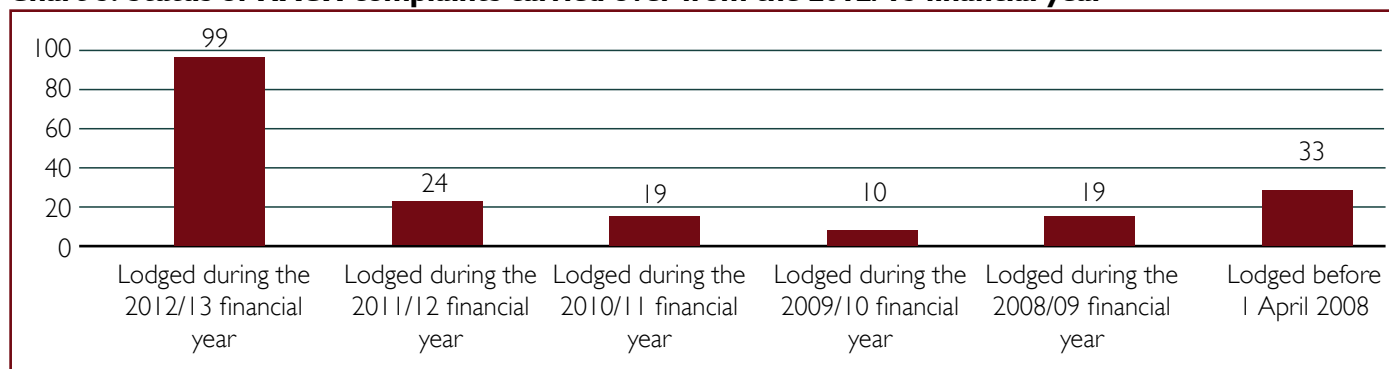
Chart 4: Number of complaints lodged with the PSC in terms of the NACH



The above chart indicates that, of the 60 complaints lodged through the NACH during the 2013/14 financial year, 30 (50%) have been closed/finalised, and where applicable, findings/ recommendations/ directions were provided to departments. Thirty (50%) complaints were still pending. Of the 264 complaints lodged in totality, 204 were carried over from the

previous financial year.

Chart 5: Status of NACH complaints carried over from the 2012/13 financial year



In September 2005, the sub-programme was tasked with the handling of all service delivery-related complaints that were lodged with the NACH. This resulted in an immediate backlog of 757 NACH complaints that were lodged during the 2005/06 financial year. A strategy involving overtime was followed during the years 2009 to 2012. This resulted in 452 of these backlog complaints being finalised. As a result, only 33 complaints of the initial backlog remain on the NACH status of cases.

The NACH became operational with effect from 1 September 2004 and is strictly for corruption and corruption-related acts. However, complaints relating to the behaviour, competency and attitude of staff, as well as standards of service, are sometimes reported to the NACH. The PSC, in reconsidering the handling of such complaints, decided to separate corruption and non-corruption-related cases with effect from September 2005. The number of service delivery-related complaints lodged with the NACH decreased from 268 in the 2006/07 financial year to 60 in the 2013/14 financial year. This can be attributed to the fact that the primary purpose of the NACH is to facilitate the lodging of corruption-related complaints. As a result, complainants are encouraged to lodge service delivery-related complaints with the respective public service departments.

Closing and finalising service delivery related complaints lodged with the NACH has increased from 11,2% in the 2006/07 financial year to 50% in the 2013/14 financial year. This can be ascribed to, amongst others, the continuous assessment and introduction of new processes to enhance the finalisation of cases as well as a reduction in the number of service delivery-related complaints received.

During the reporting period, 158 (60%) complaints regarding national departments were lodged through the NACH, whilst 12 (4%) complaints involved municipalities. Ninety-four (36%) complaints involved provincial departments. Poor service delivery, unethical behaviour of staff (e.g. unacceptable conduct of staff), human resource-related (e.g. irregular filling of posts) and corruption-related were the highest incidents lodged. These four categories were also the highest in the previous financial year.

Sub-programme: Professional Ethics

The PSC has over the years noted an increase in the number of complaints regarding maladministration, irregular appointments and procurement in the Public Service. The PSC has also noted that the abuse of regulatory requirements in the supply chain management field is wide within the Public Service. These observations indicate that there are gaps in the area of anti-corruption in the Public Service, and there is a need to raise awareness in this regard. It is crucial to promote professional ethics and the Code of Conduct for the Public Service in order to professionalise the Public Service. Public servants are key change agents, and their conduct during interaction with members of the public and management of state resources is critical.

As a result, the promotion of professional ethics has taken on a new approach within the PSC through the development of a strategy to promote professional conduct and ethics in the Public Service. This means that the roll-out of the Code of Conduct for the Public Service and the advocating of ethical conduct will take on a more systematic and planned methodology. Following on this, the PSC hosted various workshops with a particular focus on selected departments

in Limpopo as well as with the departments of Public Enterprises, Water Affairs and Environmental Affairs. This included workshops related to the management of conflicts of interests, the Code of Conduct, financial misconduct and the NACH. Moreover, the NACH has been promoted through television and radio advertisements. It has also been promoted through the distribution of pamphlets and flyers as well as through community radio stations, with the aim of further encouraging the reporting of corruption, maladministration and unethical conduct in the Public Service.

The NACH is an important mechanism that government has implemented to combat maladministration and corruption in the Public Service. The uptake of the NACH has been very successful, and since its inception in 2004 and as at 31 March 2014, 237 921 calls have been received. Out of the 237 921 received calls, a total of 20 354 case reports of alleged corruption were generated between the period 1 September 2004 to 31 March 2014. Out of these 20 354 cases, the PSC referred 14 149 cases of alleged corruption to the relevant national and provincial departments and public entities for investigation. These are the cases identified by the PSC as requiring further investigation. The PSC received feedback on 7 548 cases and closed 5 155 cases. Currently, there are 8 994 outstanding cases on the NACH. Departments are required to provide feedback on progress made with respect to investigations, within 40 days of receipt of the case. During the reporting period, feedback was received with regard to 7 548 (53%) cases. The provision

of feedback on cases referred to departments remains a matter of concern, and departments have to improve on this to ensure speedy finalisation of cases by the PSC.

A fundamental consideration in the promotion of integrity in the Public Service is the extent to which conflicts of interest that may exist between public servant's private interests and public duties are managed. The PSC has since 1999 realised the importance of managing such potential conflicts of interests and consequently developed the FDF for senior managers. The purpose of the FDF is to manage potential conflicts proactively and to avoid these conflicts from becoming actual conflicts of interest which can easily lead to corruption.

In terms of this Framework, all members of the SMS in the Public Service are required to disclose their registrable interests annually to their respective EAs. The EAs are, in turn, required to submit copies of the financial disclosure form to the PSC by 31 May of each year. During the reporting period, the PSC made a concerted effort to ensure that SMS members submit their financial disclosure forms timeously. These efforts included advertising reminders in various newspapers, putting notices on salary slips and sending SMS messages to HoDs. The efforts by the PSC have yielded significant results in that the overall compliance rate by the due date in the national and provincial departments improved. The table that follows reflects the forms submitted to the PSC by the due date of 31 May 2013 for forms received for the 2012/13 financial year.

Table 9: Overall submission of the financial disclosure forms by national and provincial departments by the due date of 31 May for the 2012/13 financial year

National Department/ Province	No. of SMS Members	No. of Forms received	No. of Forms outstanding	Percentage received
National Departments	5 425	4 413	1 012	81%
Eastern Cape	636	568	68	89%
Free State	354	299	55	84%
Gauteng	700	645	55	92%
KwaZulu-Natal	549	284	265	52%
Limpopo	494	492	2	99%
Mpumalanga	310	310	0	100%
Northern Cape	250	250	0	100%
North West	318	278	40	87%
Western Cape	391	391	0	100%
OVERALL PROVINCIAL TOTAL	4 002	3 517	485	88%
COUNTRY TOTAL	9 427	7 930	1 497	84%

A primary function of the PSC is to scrutinise the financial disclosure forms received and advise EAs on the prevalence of potential and actual conflicts of interest. In this regard, the PSC scrutinised 73% of the financial disclosure forms of all SMS members in the Public Service. In terms of national departments, 54% of the financial disclosure forms were scrutinised and 100% from provincial departments were also scrutinised. The PSC could not scrutinise 100% of the financial disclosure forms from national departments due to capacity constraints. The common trends identified during the scrutiny of the financial disclosure forms were the following:

- Officials do not disclose all their financial interests
- Officials do not apply for remunerative work outside the Public Service as stipulated
- There were officials who had more than three companies registered in their name
- Officials do not understand the implication of not disclosing their financial interest honestly and comprehensively.

The PSC has noted with serious concern the low response by EAs where they have to provide the PSC with feedback regarding actions taken against officials who had transgressed regulations regarding the FDF.

4.4.3 Strategy to overcome Areas of under Performance

Given the increased demands made on the PSC and the limited financial and human resources, the PSC through the policy option process increased its capacity by creating five posts of Assistant Director: Investigations. It is envisaged that the increase in capacity will improve the finalisation rate of investigations.

Complexities surrounding the workflow process in terms of the previous Protocol Document that was applicable at the time resulted in delays with the commencement and finalisation of cases. In order to deal with the backlog of cases and to fast-track the approval of cases/reports, the PSC approved an amended process for dealing with complaints, which was taken up in the Guidelines for Conducting Public Administration Investigations by the PSC. These Guidelines informed the implementation of the CCC that had to be tested. The re-engineered process was introduced, and the

process is continuously being monitored and challenges addressed as and when they arise.

4.4.4 Changes to Planned Targets

The PSC approved the extension of the target dates of the following outputs on the Workplan:

- Factsheet on financial misconduct for the 2012/13 financial year (November 2013 to April 2014)
- Assessment of the state of integrity in the Public Service (June 2013 to May 2014)
- Assessment of the existing hotlines in the Public Service (May to August 2013)
- Discussion paper on the role of the PSC as member and secretariat of the NACF (May 2013 to March 2014)
- Strategy to intensify ethics awareness in the Public Service and the promotion of the Code of Conduct (May to August 2013).

The following ad hoc outputs were incorporated into the Workplan and had an impact on the reprioritisation of target dates for other outputs:

- Innovative ways to submit Financial Disclosures and improve compliance
- Gauteng Provincial Government Ethics Roundtable: "Transparency and accountability in promoting integrity in the Public Service"
- Scrutiny of FDF of all SMS members in the Department of Public Works for a period of four financial years
- Review of Chapter 3 of the Public Service Regulations: Financial Disclosure Framework
- Joint project with the Financial and Fiscal Commission on the analysis of the economics of corruption in the Public Service.

The public hearings on the nature and extent of the protection of whistle-blowers and investigators in the Public Service and the development of a comprehensive programme to promote ethical conduct and anti-corruption behaviour in the Public Service were removed from the Workplan. In addition, the concept document on the protection of whistle-blowers and investigators in the Public Service was replaced by a research report on the nature and extent of the protection of whistle-blowers and investigators in the Public Service.

4.4.5 Linking Performance with Budgets

2013/2014				2012/2013		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Public Administration Investigation	16 115	16 085	30	13 461	13 461	0
Professional Ethics	23 449	23 420	29	16 440	16 438	2
TOTAL	39 564	39 505	59	29 901	29 899	2

5. TRANSFER PAYMENTS

5.1 Transfer Payments to Public Entities

The PSC has not made any transfer payments to public entities during the reporting period.

5.2 Transfer Payments to all Organisations other than Public Entities

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

6. CONDITIONAL GRANTS

6.1 Conditional Grants and Earmarked Funds Paid

No conditional grants and earmarked funds were paid during the period 1 April 2013 to 31 March 2014.

6.2 Conditional Grants and Earmarked Funds Received

No conditional grants and earmarked funds were received during the period 1 April 2013 to 31 March 2014.

7. DONOR FUNDS

7.1 Donor Funds Received

Table 10: Donor funds received

Name of donor	German I Zusammenarbeit
Full amount of the funding	R860 985
Period of the commitment	1 year
Purpose of the funding	4 th Biennial SAMEA Conference
Expected outputs	Report on 4 th Biennial SAMEA Conference
Actual outputs achieved	M&E Conference
Amount received in current period (R'000)	R774
Amount spent by the department (R'000)	R800
Reasons for the funds unspent	All funds were spent
Monitoring mechanism by the donor	Regular meetings were held with the donor and a report was submitted to the donor after the conference was held

8. CAPITAL INVESTMENT

8.1 Capital Investment, Maintenance and Asset Management Plan

During the reporting period, no infrastructure projects were done, and there were no plans to close down or downgrade any of the current facilities. Day-to-day maintenance such as the fixing of air conditioners was done as there were no major maintenance projects undertaken or maintenance backlog experienced.

PART C:

GOVERNANCE

1. INTRODUCTION

The PSC provides services to a diverse range of stakeholders in an ever-changing environment. As such, the potential for a range of risks to emerge is inherent. The PSC takes appropriate action to minimise the potential for loss or damage through active risk management and fraud prevention.

2. RISK MANAGEMENT

The PSC held its Strategic Planning Retreat in August 2013. During this Session, flagship projects and associated potential strategic and operational risks for each of the three Strategic Outcome Goals stipulated in the PSC's Strategic Plan for the fiscal years 2013/14 to 2017/18 were identified. A Top Ten Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis.

Risk assessments as well as a fraud risk assessment were conducted to confirm the validity of existing risks and to identify emerging risks that threaten the attainment of the PSC's objectives and to optimise opportunities that enhance the PSC's performance.

3. FRAUD AND CORRUPTION

The PSC reviewed the Fraud Prevention Plan, and a fraud awareness programme was implemented. The Plan includes Whistle-Blowing Guidelines to provide employees with a mechanism to raise concerns about fraud and corruption. The Guidelines are intended to encourage and enable employees to raise serious concerns about fraud and corruption within the PSC rather than overlooking such a problem or "blowing the whistle" outside. The Guidelines provide steps for reporting within the PSC (e.g. Director-General and EA) and to the NACH. In addition, a Whistle-Blowing Log is maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms.

The Fraud Prevention and Risk Management Committee provided oversight over the implementation of the Risk Management Implementation Plan, the Fraud Prevention Plan and the Minimum Anti-Corruption Capacity action plan.

4. MINIMISING CONFLICT OF INTEREST

All members of the SMS were required to submit financial disclosure forms to the EA by the due date of 30 April 2013.

These forms, as well as the Gift Register, were scrutinised for actual or potential conflicts of interest. Furthermore, all employees in the PSC are required to request permission from the EA or Director-General (as delegated authority) before they perform remunerative work outside the Public Service.

Members of different committees responsible for SCM had to declare and sign declaration of interests during their committee meetings. They also undertook to adhere to the requirements of the code of conduct for bid adjudication committees. SCM practitioners were issued with a code of conduct for SCM practitioners and are required to sign the code of conduct form for SCM practitioners.

5. CODE OF CONDUCT

The Code of Conduct for the Public Service, which aims to promote a high standard of professional ethics in the Public Service, was implemented by the PSC, and managers ensure that all employees adhere to the Code. A Brown Bag Lunch Session on the Code of Conduct was hosted in September 2013. The purpose of the Session was to promote integrity and professional ethics, as well as to generate a greater understanding of the Code. An article was published in the PSC's internal newsletter to create further awareness.

In February 2014, all Deputy Directors-General were requested to distribute the Explanatory Manual on the Code of Conduct to all staff and request them to sign off a declaration that the Manual has been read, understood and that employees are in compliance with the Code. The due date for the submission of confirmation was in April 2014.

The Disciplinary Code and Procedures for the Public Service applies to instances of non-compliance or breach of the Code of Conduct.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The PSC has the Occupational Health and Safety (OHS) Policy in place. OHS Committee members have been appointed. The PSC believes that a safe and hazard-free working environment is one of the most important factors in promoting the commitment and unquestionable performance of employees.

7. PORTFOLIO COMMITTEES

The Portfolio Committee did not make material recommendations on the functioning of the PSC but proposed ways in which the PSC could make an impact in the implementation of its work.

Date	Issues Raised	Action Taken to Address Issue	Progress
17 May 2013	The PSC should finalise and present its perspective on the concept of and features of a developmental state	The project "Develop discussion papers on the characteristics of a developmental state" is part of the 2013/14 and 2014/15 Workplan	Study trips were undertaken to Brazil, China and Malaysia in the 2013/14 financial year
9 October 2013	Given the capacity constraints within the PSC, the PSC should consider cooperating with other institutions including Portfolio Committees in order to enhance the implementation of its programmes	The PSC, as an independent institution, has signed MoUs with the AGSA, Financial and Fiscal Commission and the Public Protector to enhance cooperation in implementing its mandate	The PSC continues to explore areas of possible cooperation with other parties including universities

8. SCOPA RESOLUTIONS

No Standing Committee on Public Accounts (SCOPA) resolutions were reported during the reporting period.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

No prior modifications were reported for the reporting period.

10. INTERNAL CONTROL UNIT

Due to capacity constraints, the PSC does not have an internal control unit. However, there are internal controls in place wherein there is proper segregation of duties and checks and controls in place before a payment is processed or an order is generated.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Table 11: Audit Committee members

Name	Qualifications	Internal or External	Date of Appointment	Date Resigned	No of Meetings Attended
Mr Paul Streng	CA(SA) BComm, BAcc	External	November 2009	31 March 2014 (end of term)	4 out of 4
Ms Amanda Mazibuko	CIA(SA), BCompt(Hons)	External	July 2011	Not applicable	3 out of 4
Mr Denga Ramuedzisi	CA(SA)	External	July 2011	Not applicable	2 out of 4
Mr Sakhi Simelane	BCom(Hons); MBA	External	January 2013	Not applicable	2 out of 4

The objective of the internal audit activity of the PSC is to evaluate and improve the effectiveness of governance, risk management and control processes. This provides the PSC, Accounting Officer and senior management with assurance that assist in fulfilling their duties to the organisation and its stakeholders.

During the reporting period, Internal Audit performed the following reviews:

- Financial Management Review
- Public Administration Investigation Review
- Service Delivery and Compliance Evaluation Review
- Supply Chain Management Review
- Security Management Review
- Labour Relations Improvement Review
- Professional Ethics - NACH Review
- Professional Ethics - Management of Conflict of Interest Review
- Information Technology General Controls Review - OPSC
- Information Technology General Controls Review - NACH
- Communication and Information Services Review
- Human Resources Management Review

- Follow-up of Internal Audit and AGSA findings.

Internal Audit also attends the Risk and Fraud Management Committee and provides value adding advice to management.

The objectives of the Audit Committee defined in the approved Audit Committee Charter include to:

- Serve as an independent and objective party to monitor and strengthen the objectivity and credibility of the PSC financial reporting process and internal control system
- Communicate with the audit functions, and review and appraise the efforts of external audit and internal audit function
- Provide an open avenue of communication amongst management, the external auditors, and the internal audit function
- Facilitate the imposition of discipline and control, thus reducing the opportunity for fraud
- Make appropriate recommendations, based on its findings, to the Accounting Officer.

In fulfilling the above, the Audit Committee reviewed the Audit Committee and Internal Audit Charters, policies, financial statements, quarterly performance reports, fraud and risk management reports, information technology governance issues and the reports from Internal Audit.

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2014.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a) (ii) of the Public Finance Management Act Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter; has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein; except that we have not reviewed changes in accounting policies and practices.

The Effectiveness of Internal Control

Our review of the findings from the Internal Audit work, which was based on the risk assessments conducted in the Commission revealed certain weaknesses, which were then raised with the Commission.

The following internal audit work was completed during the year under review:

- Financial Management
- Public Administration Investigation
- Service Delivery and Compliance Evaluations
- Supply Chain Management
- Security Management
- Labour Relations Improvement
- Professional Ethics - NACH
- Professional Ethics – Management of Conflict of Interest
- Information Technology General Controls
- Communication and Information Services
- Human Resources Management
- Risk Management.

Based on work performed by the Internal Auditors, the nature and extent of the areas of concern identified did not critically affect the PSC's ability to meet its objectives. The system of internal control and the concomitant control environment within the PSC were reasonably effective, as the various reports of Internal Audit and that of the Auditor-General will attest.

Risk Management

It is the Committee's view that risk management at the PSC continues to be adequate and effective. We are satisfied that the risk management processes undertaken during the year to address high risk areas within the PSC continue to work effectively. There is a risk management framework in place, which includes the risk management strategy, fraud prevention plan and policy. The PSC's risk management strategy also includes the fraud prevention plan, policy and the fraud hotline. An updated formal risk assessment was also undertaken and risk based internal audit plans were then developed, approved by the Committee and fully implemented. Key strategic and operational risks that were highlighted in the risk register were continuously monitored, discussed at the EXCO and Committee meetings as part of the risk management strategy. The Committee is satisfied that these risks were managed to an acceptable level.

Corporate Governance

We are not aware of any issues of non-compliance with corporate governance. In our view, the PSC continues to strive towards maintaining sound principles of corporate governance.

In Year Management and Monthly/Quarterly Report

The PSC has been reporting monthly and quarterly to the Treasury as required by the PFMA.

Evaluation of Financial Statements

The Audit Committee has:

- reviewed and discussed the audited Annual Financial Statements to be included in the Annual Report, with the AGSA and the Accounting Officer;
- reviewed the AGSA's Management Report and Management's response thereto;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed the PSC's processes for compliance with legal and regulatory provisions;
- reviewed the information on predetermined objectives as reported in the Annual Report;
- reviewed material adjustments, if any, resulting from the audit of the PSC.

Auditor-General's Report

We have reviewed the PSC's implementation plan for audit issues raised in the previous year; and we have been satisfied that matters have been adequately resolved.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements

and is of the opinion that audited annual financial statements be accepted and read together with the Report of the Auditor-General.

Appreciation

The Audit Committee would like to thank Mr Streng whose term as the Chairperson and committee member of the Audit Committee came to an end on 31 March 2014. He contributed immensely towards the PSC's record of sound financial management, risk management and internal audit practices.

The Committee wishes to acknowledge the dedication and hard work performed by the Commission, Director-General, PSC management and officials. The Audit Committee wishes to express its appreciation to the Director-General, Management of the PSC, the AGSA and the Internal Audit Unit for their co-operation and for the information they have provided to enable us to compile this report.



MR SAKHISENI SIMELANE
CHAIRPERSON OF THE AUDIT COMMITTEE
PUBLIC SERVICE COMMISSION
31 AUGUST 2014



PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the Public Service.

2. OVERVIEW OF HUMAN RESOURCES

During the reporting period, human resources oversight and control mechanisms have improved in the areas of developing submissions for recruitment processes as well as the compilation of the motivation for recommending/not recommending candidates by the Selection Committee. One of the achievements in this area relates to the development and reporting on the Annual Human Resource Plan and Implementation Plan.

Organisational Structure

The implementation of the new organisational structure is ongoing. The PSC received additional funding from National Treasury and created 38 posts to increase capacity in the Provincial Offices and at the National Office. This led to a greater alignment of functions.

Recruitment

The PSC commenced with the review of its Recruitment and Selection Policy as well as the Retention Policy in order to attract, recruit and retain critical and scarce skills, women as well as candidates from designated groups, within the prescribed time frames.

Building Employees' Capacity and Capabilities

A comprehensive skills audit will be conducted during the 2014/15 financial year. The skills audit will yield a competency profile that will provide valuable information regarding occupational, core, critical competencies and scarce skills within the PSC. This will culminate in a workforce competency profile offering a strategic direction to inform human resource planning. A workplace skills plan will identify the skills development interventions required to address competency gaps within the PSC.

Performance Management

The PSC reviewed the Performance Management and Development System (PMDS) to provide advisory and administrative support in ensuring linkages between individual and organisational performance. Furthermore, the

PSC is exploring the possibilities of automating the PMDS in order to minimise the administrative burden of the process.

Employee Wellness

The PSC is committed to promoting the quality of work-life, and the creation of a conducive work environment for its employees as a result, the EWP has been outsourced.

Human Resources Challenges

The following are the human resources challenges experienced:

- Budgetary constraints impacting on the ability of the PSC to create posts to meet the growth in the organisational structure.
- Vacancies in SMS posts and the unavailability of suitable candidates to be appointed in critical posts.
- Difficulty in recruiting women at SMS level and People with Disabilities.
- Misalignment of training and development interventions to strategic objectives of the PSC.

These challenges will be addressed as priorities in the 2014/15 financial year, in line with the Human Resources Plan for 2014-2016.

Human Resources Priorities for 2014/15

The human resources priorities for 2014/15 are as follows:

- To intensify the re-engineering of business processes and systems in the PSC
- To reduce the vacancy rate and fill posts within four months from becoming vacant
- To focus on human capital development by entering into two MoUs with institutions of higher learning in order to have structured and customised training programmes
- Placement of Further Education and Training students.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel Related Expenditure

The following tables summarise final audited personnel related expenditure by programme and salary band. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, home owner's allowances and medical aid.

Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2013 to 31 March 2014

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Programme 1*	102 804	57 860	**949	2 983	56	628
Programme 2	29 425	21 327	0	873	72	507
Programme 3	29 211	22 686	0	14 488	78	527
Programme 4	39 505	26 544	0	8 517	67	457
Theft and losses	0	0	0	0	0	0
TOTAL	200 945	128 417	949	26 861	64	546

* Commissioners are included in the total expenditure but excluded from the number of approved posts in Programme 1.

** Training Budget for the PSC is centralised.

Table 3.1.2 - Personnel costs by salary band for the period 1 April 2013 to 31 March 2014

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	515	0.4	5	103
Skilled (Levels 3-5)	6 761	5	37	199
Highly skilled production (Levels 6-8)	17 532	13	68	258
Highly skilled supervision (Levels 9-12)	46 802	36	85	532
Senior and top management (Levels 13-16)	50 399	39	40	1 260
Contract (Levels 1-2)	769	1	20	38
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	2 343	2	3	781
Contract (Levels 13-16)	3 296	3	4	860
Periodical remuneration	0	0	0	0
Abnormal appointment	0	0	0	0
TOTAL	128 417	64	262	546

Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2013 to 31 March 2014

Programme	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	50 928	88	1 797	3	1 188	2	1 428	3
Programme 2	14 529	68	0	0	511	2	579	3
Programme 3	16 056	71	0	0	282	1	612	3
Programme 4	18 243	69	102	0.4	350	1	529	2
TOTAL	99 756	78	1 899	2	2 331	2	3 148	3

Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2013 to 31 March 2014

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	340	66	0	0	44	9	64	12
Skilled (Levels 3-5)	4 351	64	554	9.6	332	5	421	6
Highly skilled production (Levels 6-8)	11 983	68	860	5	624	4	954	5
Highly skilled supervision (Levels 9-12)	35 809	76	459	1	553	1	1 117	2
Senior management (Levels 13-16)	41 164	82	0	0	778	2	592	1
Contract (Levels 1-2)	746	96	20	3	0	0	0	0
Contract (Levels 3-5)	0	0	0	0	0	0	0	0
Contract (Levels 6-8)	0	0	0	0	0	0	0	0
Contract (Levels 9-12)	2 248	96	6	0.3	0	0	0	0
Contract (Levels 13-16)	3 115	88	0	0	0	0	0	0
Periodical remuneration	0	0	0	0	0	0	0	0
Abnormal appointment	0	0	0	0	0	0	0	0
TOTAL	99 756	78	1 899	2	2 331	2	3 148	3

3.2 Employment and Vacancies

The tables in this section summarise the position with regard to 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. The information is presented in terms of three key variables:

- programme
- salary band
- critical occupations.

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. The vacancy rate therefore reflects the percentage of posts that are not filled.

Table 3.2.1 - Employment and vacancies by programme as at 31 March 2014

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	*Number of employees additional to the establishment
Programme 1	108	92	15	11
Programme 2	59	42	29	5
Programme 3	59	43	27	5
Programme 4	71	58	18	2
TOTAL	297	235	21	23

* Number of employees additional to the establishment comprises Learners, Interns and Contract Workers.

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2014

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	5	5	0	19
Skilled (Levels 3-5)	45	37	18	0
Highly skilled production (Levels 6-8)	71	68	4	0
Highly skilled supervision (Levels 9-12)	128	85	34	2
Senior management (Levels 13-16)	48	40	17	2
TOTAL	297	235	21	23

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2014

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	4	4	0	0
Cleaner	7	7	0	0
Switchboard operator	1	0	100	0
Communication and information related	5	5	0	0
Finance and economics related	1	1	0	0
Financial and related professionals	7	7	0	0
Financial clerks	5	5	0	0
Head of Department	1	1	0	0
Human resources & organisation development related	83	55	34	2
Human resources clerks	12	11	8	0
Human resources related	32	20	38	19
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	0	100	0
Driver	1	1	0	0
Logistical support personnel	3	3	0	0
Material recording and transport clerks	13	10	23	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	6	14	0
Other information technology personnel	6	6	0	0
Other occupations	0	0	0	0
Secretaries	44	40	9	0
Security officers	13	10	23	0
Senior managers	47	39	17	2
TOTAL	297	235	21	23

3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it related to members of the SMS by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed time frames and disciplinary steps taken.

Table 3.3.1 – SMS posts information as at 31 March 2014

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	4	3	75	1	25
Salary Level 14	7	5	71	2	29
Salary Level 13	36	31	86	5	14
TOTAL	48	40	83	8	17

Table 3.3.2 – SMS posts information as at 30 September 2013

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	4	2	50	2	50
Salary Level 14	7	6	86	1	14
Salary Level 13	36	30	83	6	17
TOTAL	48	39	81	9	19

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2013 to 31 March 2014

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	1	0	0
Salary Level 14	1	0	0
Salary Level 13	4	0	0
TOTAL	6	0	0

Table 3.3.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2013 to 31 March 2014

Reasons for vacancies not advertised within six months
Not applicable
Reasons for vacancies not filled within twelve months
<ul style="list-style-type: none"> • Posts were re-advertised as no suitable candidates were found. • The post of Director: Human Resource Management and Development was not advertised within 6 months as the PSC was awaiting approval from the Minister for Public Service and Administration to upgrade the post.

Table 3.3.5 – Disciplinary steps taken for not complying with the prescribed time frames for filling of SMS posts within 12 months for the period 1 April 2013 to 31 March 2014

Disciplinary steps taken
None

3.4 Job Evaluation

Within a nationally determined framework, EAs may evaluate or re-evaluate any job in their organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table 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 3.4.1 - Job evaluation by salary band for the period 1 April 2013 to 31 March 2014

Salary band	Number of posts on approved establishment	Number of jobs evaluated	% of posts evaluated by salary band	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	5	0	0	0	0	0	0
Skilled (Levels 3-5)	45	26	58	26	58	0	0
Highly skilled production (Levels 6-8)	71	4	6	4	6	0	0
Highly skilled supervision (Levels 9-12)	128	44	34	44	34	0	0
Senior Management Service Band A	36	2	6	2	6	0	0
Senior Management Service Band B	7	0	0	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
TOTAL	297	76	26	76	76	0	0

The following table provides a summary of the number of employees whose positions were upgraded due to their post 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 3.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2013 to 31 March 2014

Gender	African	Asian	Coloured	White	Total
Female	8	0	0	1	9
Male	18	1	0	1	20
TOTAL	26	1	0	2	29
Employees with disabilities					1

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 3.4.3 - Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2013 to 31 March 2014

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Administration Secretary	1	6	7	Counter-offer
State Administration Officer	1	7	9	Counter-offer
Total number of employees whose salaries exceeded the level determined by job evaluation				2
Percentage of total employed				1

The following table summarises the beneficiaries of the above in terms of race, gender and disability.

Table 3.4.4 - Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2013 to 31 March 2014

Gender	African	Asian	Coloured	White	Total
Female	0	1	0	0	1
Male	1	0	0	0	1
TOTAL	1	1	0	0	2
Employees with disabilities					0
Total number of employees whose remuneration exceeded the grade determined by job evaluation					1

3.5 Employment Changes

This section provides information on changes in employment during the financial period. 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 and critical occupation.

Table 3.5.1 - Annual turnover rates by salary band for the period 1 April 2013 to 31 March 2014

Salary band	Number of employees at beginning of period - April 2013	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	5	0	0	0
Skilled (Levels 3-5)	38	9	9	24
Highly skilled production (Levels 6-8)	69	1	4	6
Highly skilled supervision (Levels 9-12)	77	14	5	6
Senior Management Service Band A	32	1	3	9
Senior Management Service Band B	6	0	1	17
Senior Management Service Band C	3	1	1	33
Senior Management Service Band D	1	0	0	0
Contracts	10*	10	9	0
TOTAL	231	26	23	10

*The OPSC had 297 approved posts, of which 235 were filled as at 1 April 2013. However, the 10 posts of Contract Workers does not form part of the OPSC's approved establishment.

Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2013 to 31 March 2014

Critical occupation	Number of employees at beginning of period - April 2013	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	5	0	0	0
Skilled	38	9	9	24
Highly skilled production	69	1	4	6
Highly skilled supervision	77	14	5	6
Senior Management Service	42	2	5	12
TOTAL	231	26	23	10

The table below identifies the major reasons why staff left the organisation.

Table 3.5.3 - Reasons why staff left the PSC for the period 1 April 2013 to 31 March 2014

Termination type	Number	% of total resignations
Death	0	0
Resignation	7	22
Expiry of contract	8	25
Dismissal – operational changes	0	0
Dismissal – misconduct	1	3
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	1	3
Transfer to other Public Service Departments	15	47
Other	0	0
TOTAL	32	
Total number of employees who left as a % of total employment		14

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2013 to 31 March 2014

Occupation	Employees as at 1 April 2013	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Lower skilled	5	0	0	0	0
Skilled	38	14	37	9	24
Highly skilled production	69	12	17	37	54
Highly skilled supervision	77	20	26	55	71
Senior management	42	1	2	31	74
TOTAL	231	47	20	132	57

Table 3.5.5 - Promotions by salary band for the period 1 April 2013 to 31 March 2014

Salary band	Employees as at 1 April 2013	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	5	0	0	0	0
Skilled (Levels 3-5)	38	14	37	9	24
Highly skilled production (Levels 6-8)	69	12	17	37	54
Highly skilled supervision (Levels 9-12)	77	20	26	55	71
Senior management (Levels 13-16)	42	1	2	31	74
TOTAL	231	47	20	132	57

3.6 Employment Equity

Table 3.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2014

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	12	4	1	3	14	1	1	4	40
Professionals	38	1	1	8	28	2	2	5	85
Technicians and associate professionals	23	1	0	0	39	1	3	1	68
Clerks	16	0	0	0	18	2	1	0	37
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	1	0	0	0	4	0	0	0	5
TOTAL	90	6	2	11	103	6	7	10	235
Employees with disabilities	2	0	0	0	1	0	0	0	3

Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2014

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	1	2	0	0	0	4
Senior management	11	4	1	2	12	1	1	4	36
Professionally qualified and experienced specialists and mid-management	38	1	1	8	28	2	2	5	85
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	23	1	0	0	39	1	3	1	68
Semi-skilled and discretionary decision making	16	0	0	0	18	2	1	0	37
Unskilled and defined decision making	1	0	0	0	4	0	0	0	5
TOTAL	90	6	2	11	103	6	7	10	235
Employees with disabilities	2	0	0	0	1	0	0	0	3

Table 3.6.3 - Recruitment for the period 1 April 2013 to 31 March 2014

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	1	0	0	0	1
Senior management	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	9	1	0	1	3	0	0	0	14
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making	2	0	0	0	6	0	1	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	11	2	0	1	11	0	1	0	26
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 - Promotions for the period 1 April 2013 to 31 March 2014

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	8	0	1	1	9	0	0	1	20
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	5	0	0	0	6	0	1	0	12
Semi-skilled and discretionary decision making	10	0	0	0	4	0	0	0	14
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	23	0	1	1	20	0	1	1	47
Employees with disabilities	0	0	0	0	1	0	0	0	1

Table 3.6.5 - Terminations for the period 1 April 2013 to 31 March 2014

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	1	0	0	0	0	0	1
Senior management	1	0	0	0	3	0	0	0	4
Professionally qualified and experienced specialists and mid-management	3	0	0	0	2	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	2	0	0	0	4
Semi-skilled and discretionary decision making	3	0	0	0	5	1	0	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	9	0	1	0	12	1	0	0	23
Employees with disabilities	0	0	0	0	1	0	0	0	1

Table 3.6.6 - Disciplinary action for the period 1 April 2013 to 31 March 2014

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

Table 3.6.7 - Skills development for the period 1 April 2013 to 31 March 2014

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	11	0	1	3	16	2	1	4	38
Professionally qualified and experienced specialists and middle management (Level 9-12)	30	1	1	4	27	3	2	2	70
Skilled technical, junior management and supervisors (Level 6-8)	7	0	0	0	9	0	0	0	16
Semi-skilled workers (Level 3-5)	22	0	0	0	23	0	1	0	46
Elementary occupations (Level 1-2)	1	0	0	0	3	0	0	0	4
TOTAL	71	1	2	7	78	5	4	6	174
Employees with disabilities	2	0	0	0	0	0	0	0	2

3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific time frames. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed time frames and disciplinary steps taken is presented here.

Table 3.7.1 – Signing of performance agreements by SMS members as at 31 May 2013

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/Head of Department	1	1	1	100
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	4	3	2	67
Salary Level 14	7	6	6	100
Salary Level 13	34	32	30	94
TOTAL	46	42	39	93

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2013

Reasons
One SMS member on salary level 15 did not submit a PA due to the fact that he was granted leave without pay for the period 1 February 2012 to 31 July 2013.

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2013

Reasons
Not applicable

3.8 Performance Rewards

To encourage good performance, the organisation has granted the following performance rewards during the year under review. The information is presented in terms of (race, gender and disability), salary band and critical occupation.

Table 3.8.1 - Performance rewards by race, gender and disability for the period 1 April 2013 to 31 March 2014

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African					
Male	46	90	51	775	17
Female	52	101	51	960	18
Asian					
Male	0	2	0	0	0
Female	4	7	57	82	21
Coloured					
Male	3	6	50	78	26
Female	2	6	33	17	9
White					
Male	5	11	45	150	30
Female	5	10	50	120	24
Employees with a disability	1	2	50	31	31
TOTAL	118	235	50	2 213	19

Table 3.8.2 - Performance rewards by salary band for personnel below SMS for the period 1 April 2013 to 31 March 2014

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Level 1-2)	0	5	0	0	0	0
Skilled (Level 3-5)	29	37	78	231	8	0.2
Highly skilled production (Level 6-8)	36	68	53	570	16	0.4
Highly skilled supervision (Level 9-12)	46	85	54	1 114	24	1
TOTAL	111	195	57	1 915	17	2

Table 3.8.3 - Performance rewards by critical occupation for the period 1 April 2013 to 31 March 2014

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	7	40	18	298	43
Professionally qualified and experienced specialists and middle management (Levels 9-12)	46	85	54	1 114	24
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	36	68	53	570	16
Semi-skilled and discretionary decision making (Levels 3-5)	29	37	78	231	8
Unskilled and defined decision making (Levels 1-2)	0	5	0	0	0
TOTAL	118	235	50	2 213	19

Table 3.8.4 - Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2013 to 31 March 2014

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee	
Band A (Level 13)	5	30	17	195	39	0.2
Band B (Level 14)	1	6	17	47	47	0.03
Band C (Level 15)	1	3	33	56	56	0.04
Band D (Level 16)	0	1	0	0	0	0
TOTAL	7	40	18	298	142	0.2

3.9 Foreign Workers

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

Table 3.9.1 - Foreign workers by salary band for the period 1 April 2013 to 31 March 2014

Salary band	1 April 2013		31 March 2014		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Table 3.9.2 - Foreign workers by major occupation for the period 1 April 2013 to 31 March 2014

Major occupation	1 April 2013		31 March 2014		Change	
	Number	% of total	Number	% of total	Number	% change
Professionals and managers	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

3.10 Leave Utilisation

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

Table 3.10.1 - Sick leave for the period 1 January 2013 to 31 December 2013

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)
Lower skilled (Levels 1-2)	13	54	5	2	3	3
Skilled (Levels 3-5)	116	53	26	12	4	49
Highly skilled production (Levels 6-8)	505	69	62	28	8	338
Highly skilled supervision (Levels 9-12)	479	68	69	31	7	834
Senior management (Levels 13-16)	433	83	45	21	10	1 471
Contract (Levels 1-2)	10	20	5	2	2	2
Contract (Levels 3-5)	0	0	0	0	0	0
Contract (Levels 6-8)	0	0	0	0	0	0
Contract (Levels 9-12)	30	80	6	3	5	58
Contract (Levels 13-16)	12	80	2	1	12	59
TOTAL	1 598	71	220	76	7	2 814

Table 3.10.2 - Disability leave (temporary and permanent) for the period 1 January 2013 to 31 December 2013

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)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	26	100	1	100	26	57
Senior management (Levels 13-16)	0	0	0	0	0	0
TOTAL	26	100	1	100	26	57

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000, requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 - Annual leave for the period 1 January 2013 to 31 December 2013

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	52	5	10
Skilled (Level 3-5)	719	39	18
Highly skilled production (Level 6-8)	1 633	70	23
Highly skilled supervision (Level 9-12)	2 066	86	24
Senior management (Level 13-16)	1 347	57	24
Contract (Levels 1-2)	124	22	6
Contract (Levels 3-5)	0	0	5
Contract (Levels 6-8)	0	0	0
Contract (Levels 9-12)	85	10	9
Contract (Levels 13-16)	65	5	13
TOTAL	6 091	294	21

Table 3.10.4 - Capped leave for the period 1 January 2013 to 31 December 2013

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 March 2014
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Level 6-8)	9	1	9	32
Highly skilled supervision (Level 9-12)	11	3	4	45
Senior management (Level 13-16)	81	3	27	57
TOTAL	101	7	14	45

The following table summarises payments made to employees as a result of leave that was not taken.

Table 3.10.5 - Leave payouts for the period 1 April 2013 to 31 March 2014

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payouts for 2013/14 due to non-utilisation of leave for the previous cycle	289	9	32
Capped leave payouts on termination of service for 2013/14	196	1	196
Current leave payouts on termination of service for 2013/14	1 451	*19	76
TOTAL	1 936	29	67

* Total number of employees includes four Commissioners who reached their end of term of office as well as eight Interns/Learners.

3.11 HIV/AIDS and Health Promotion Programmes

Table 3.11.1 - Steps taken to reduce the risk of occupational exposure

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

Table 3.11.2 - Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E.5 (c) of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position	✓		Mr DC Ndondolozzi, Director: Human Resource Management and Development
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	✓		20 Employment Equity Consultative Forum members
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	✓		<p>The programme aims to:</p> <ul style="list-style-type: none"> • Encourage and assist employees to overcome personal problems affecting their work performance negatively • Provide an effective framework for wellness promotion and preventative services • In so far as it is possible to provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life • Enhance performance and maintain high productivity levels of all employees

Question	Yes	No	Details, if yes
			<ul style="list-style-type: none"> Establish a working relationship with other departments and stakeholders who are involved in employee wellness Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors Allow supervisors to manage their human resources in an objective and consistent manner
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	✓		<ul style="list-style-type: none"> Mr JD Kgoedi – Chairperson Ms TG Moeeng – Deputy Chairperson Mr DC Ndlondlozi – Human Resource Representative Ms AM Molotsane – Gauteng Mr MF Dolamo – Mpumalanga Ms SS Masilo – National Office Mr MO Makgari – Northern Cape Mr V Mngomezulu – Adviser Ms R Tshabalala – Free State Mr N Maila – National Office Ms Y Mtshali – KwaZulu-Natal Ms T Dibetle – Secretariat Ms N Dayimani – Eastern Cape Mr AR Chauke – Limpopo Mr CM Malebana – National Office Ms ME Mogano – People with Disabilities Ms MV Slier – Western Cape Ms Y Bloem – North West Ms MD Seshoka – National Office Mr S Mnguni – National Office
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	✓		<ul style="list-style-type: none"> Gender Policy Sexual Harassment Policy Policy on the Management of Substance Abuse (Alcohol and Drugs) in the Workplace
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	✓		<ul style="list-style-type: none"> HIV/AIDS and Employee Wellness Programme Policies Contracted Healthi Choices as a service provider
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	✓		<ul style="list-style-type: none"> Employees are encouraged to use facilities offered by Healthi Choices Positive results have been achieved since employees are utilising the service effectively
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	✓		<ul style="list-style-type: none"> Quarterly and annual reports from Healthi Choices received Outcome of Health Risk Assessment and VCT sessions conducted during the Wellness Day event and World Aids Day commemoration respectively Condom dispensers are monitored on a quarterly basis to determine the utilisation thereof by employees Policy on Occupational Health and Safety

3.12 Labour Relations

Table 3.12.1 - Collective agreements for the period 1 April 2013 to 31 March 2014

Total number of collective agreements	None
--	------

The following table summarises the outcome of disciplinary hearings conducted within the organisation for the year under review.

Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2013 to 31 March 2014

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	4	44
Final written warning	4	44
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	1	11
Not guilty	0	0
Case withdrawn	0	0
TOTAL	9	100

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2013 to 31 March 2014

Type of misconduct	Number	% of total
Absence without approval	0	0
TOTAL	0	0

Table 3.12.4 - Grievances lodged for the period 1 April 2013 to 31 March 2014

Grievances	Number	% of total
Number of grievances resolved	0	0
Number of grievances not resolved	9	100
Total number of grievances lodged	9	100

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2013 to 31 March 2014

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
Total number of disputes lodged	0	0

Table 3.12.6 - Strike actions for the period 1 April 2013 to 31 March 2014

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

Table 3.12.7 - Precautionary suspensions for the period 1 April 2013 to 31 March 2014

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

3.13 Skills Development

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

Table 3.13.1 - Training needs identified for the period 1 April 2013 to 31 March 2014

Occupational category	Gender	Number of employees as at 1 April 2013	Training needs identified at start of reporting period			
			Learn-erships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	21	0	10	0	10
	Male	21	0	15	0	15

Occupational category	Gender	Number of employees as at 1 April 2013	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	36	0	45	0	45
	Male	41	0	30	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	0	27	0	27
	Male	25	0	15	0	15
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	13	0	13
	Male	16	0	23	0	23
Unskilled and defined decision making (Levels 1-2)	Female	4	4	10	0	14
	Male	1	1	2	0	3
Sub Total	Female	127	4	105	0	109
	Male	104	1	85	0	86
TOTAL		231	5	190	0	195

Table 3.13.2 - Training provided for the period 1 April 2013 to 31 March 2014

Occupational category	Gender	Number of employees as at 1 April 2013	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	21	0	23	0	23
	Male	21	0	15	0	15
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	36	0	34	0	34
	Male	41	0	37	0	37
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	0	9	0	9
	Male	25	0	8	0	8
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	23	0	23
	Male	16	0	22	0	22
Unskilled and defined decision making (Levels 1-2)	Female	4	4	0	0	4
	Male	1	1	0	0	1
Sub Total	Female	127	4	89	0	93
	Male	104	1	82	0	83
TOTAL		231	5	171	0	176

3.14 Injury on Duty

The following table provide basic information on injury on duty.

Table 3.14.1 - Injury on duty for the period 1 April 2013 to 31 March 2014

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
TOTAL	1	100

3.15 Utilisation of Consultants

The following tables relates to information on the utilisation of consultants in the organisation. In terms of the Public

Service Regulations “consultant” means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- The rendering of expert advice
- The drafting of proposals for the execution of specific tasks
- The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

Table 13.5.1 - Report on consultant appointments using appropriated funds for the period 1 April 2013 to 31 March 2014

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Review of the draft Business Continuity Plan (Global Continuity/Metrofile)	2	60	163 020
Conduct a study on the conditions of service for members of the PSC (NKA Management Services)	1	23	198 223
Institutional Practice Review (Prof. Cameron & Mphuthi Advantage Implementation Hub)	2	43	422 900
Support of the Grievance and Complaints Management Systems (Dev Infosys)	1	70	480 000
Implementation of Enterprise Project Management Solution (Acutech)	4	60	693 000
Project Management Service (Thandafunda)	3	19	431 196
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
6	13	275	2 388 339

Table 13.5.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2013 to 31 March 2014

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Review of the draft Business Continuity Plan (Global Continuity/Metrofile)	32.43	0	0
Conduct a study on the conditions of service for members of the PSC (NKA Management Services)	100	100	0
Institutional Practice Review (Prof. Cameron & Mphuthi Advantage Implementation Hub)	100	100	1
Support of the Grievance Management System (Dev Infosys)	0	0	1
Implementation of Enterprise Project Management Solution (Acutech)	100	100	4
Project Management Service (Thandafunda)	66.66	66.66	4

Table 13.5.3 - Report on consultant appointments using donor funds for the period 1 April 2013 to 31 March 2014

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
0	0	0	0
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
0	0	0	0

Table 13.5.4 - Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2013 to 31 March 2014

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
0	0	0	0

3.16 Severance Packages

Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2013 to 31 March 2014

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by the PSC
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
TOTAL	0	0	0	0

PART E:

FINANCIAL INFORMATION

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

Report on the financial statements

Introduction

1. I have audited the financial statements of the Public Service Commission set out on pages 95 to 131, which comprise the appropriation statement, the statement of financial position as at 31 March 2014, the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for the financial statements

2. The Accounting Officer is responsible for the preparation and fair presentation of financial statements in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of

the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Public Service Commission as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with Modified Cash basis prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999).

Report on other legal and regulatory requirements

7. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2014:
 - Programme 2: Leadership and Management Practices on pages 39 to 44;

- Programme 3: Monitoring and Evaluation on pages 45 to 53;
 - Programme 4: Integrity and Anti-Corruption on pages 54 to 65.
9. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
 10. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information (FMPPPI).
 11. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
 12. I did not raise any material findings on the usefulness and reliability of the reported performance information for Leadership and Management Practices; Monitoring and Evaluation and Integrity and Anti-Corruption.

Compliance with legislation

13. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA are as follows:

Annual financial statements, performance and annual reports

14. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of Section 40 (1) (a) of the PFMA.
15. Material misstatements of key management personnel identified by the auditors in the submitted financial statements were subsequently corrected.

Internal control

16. I considered internal control relevant to my audit of the financial statements, predetermined objective report and compliance with legislation.

Financial and Performance Management

Regular, accurate and complete financial and performance report

17. Management did not prepare accurate and complete financial statements as they contained misstatements that were subsequently corrected. This was mainly due to an oversight by management.

Auditor-General

**PRETORIA
31 JULY 2014**



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

2. ANNUAL FINANCIAL STATEMENTS

APPROPRIATION STATEMENT

for the year ended 31 March 2014

Appropriation per programme									
	2013/14							2012/13	
	Adjusted Appropriation	Shift-ing of Funds	Vire-ment	Final Appropriation	Actual Expendi-ture	Vari-ance	Expendi-ture as % of final ap-propria-tion	Final Appro-priation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Administration									
Current payment	95,449	-	3,692	99,141	99,072	69	99.9%	82,397	82,295
Transfers and subsidies	78	-	211	289	290	-1	100.3%	1,342	1,339
Payment for capital assets	1,501	-	1,872	3,373	3,440	-67	102.0%	1,411	1,433
Payment for financial assets	-	-	-	-	2	-2	-	-	83
2. Leadership and Management Practices									
Current payment	31,852	-	-3,642	28,210	28,115	95	99.7%	24,713	24,698
Transfers and subsidies	215	-	10	225	225	-	100.0%	66	68
Payment for capital assets	20	-	1,065	1,085	1,085	-	100.0%	25	27
3. Monitoring and Evaluation									
Current payment	30,746	-	-2,106	28,640	28,597	43	99.8%	22,228	22,198
Transfers and subsidies	390	-	39	429	430	-1	100.2%	1	-
Payment for capital assets	9	-	175	184	184	-	100.0%	33	36
4. Integrity and Anti-Corruption									
Current payment	40,803	-	-1,479	39,324	39,266	58	99.9%	29,882	29,878
Transfers and subsidies	67	-	-	67	67	-	100.0%	2	2
Payment for capital assets	10	-	163	173	172	1	99.4%	17	19
TOTAL	201,140	-	-	201,140	200,945	195	99.9%	162,117	162,076
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				151				280	
Aid assistance				775				242	
Actual amounts per Statement of Financial Performance (Total Revenue)				202,066				162,639	
Add:									
Aid assistance					800				
Actual amounts per Statement of Financial Performance (Total Expenditure)					201,745				162,076

APPROPRIATION STATEMENT

for the year ended 31 March 2014

Appropriation per economic classification									
	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	142,928	-	-14,408	128,520	128,417	103	99.9%	111,891	111,863
Goods and services	55,922	-	10,873	66,795	66,633	162	99.8%	47,329	47,206
Interest and Rent on Land	-	-	-	-	-	-	-	1	-
Transfers and subsidies									
Foreign governments and international organisations	50	-	1	51	52	-1	102.0%	48	46
Households	700	-	259	959	960	-1	100.1%	1,362	1,363
Payments for capital assets									
Machinery and equipment	1,540	-	1,646	3,186	3,186	-	100.0%	1,486	1,515
Software & other intangible assets	-	-	1,629	1,629	1,695	-66	104.1%	-	-
Payments for financial assets									
	-	-	-	-	2	-2	-	-	83
TOTAL	201,140	-	-	201,140	200,945	195	99.9%	162,117	162,076

DETAIL PER PROGRAMME 1 – ADMINISTRATION

for the year ended 31 March 2014

Programme 1 Programme per sub-programme	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
I.1 CORPORATE SERVICES									
Current payment	52,181	-	1,071	53,252	53,194	58	99.9%	43,826	43,866
Transfers and subsidies	-	-	27	27	27	-	100.0%	714	713
Payment for capital assets	1,501	-	1,872	3,373	3,440	-67	102.0%	1,411	1,433
Payment for financial assets	-	-	-	-	2	-2	-	-	83
I.2 MANAGEMENT									
Current payment	11,158	-	706	11,864	11,854	10	99.9%	8,544	8,538
Transfers and subsidies	78	-	46	124	125	-1	100.8%	48	46
I.3 PROPERTY MANAGEMENT									
Current payment	12,539	-	-734	11,805	11,805	-	100.0%	12,186	12,065
I.4 PUBLIC SERVICE COMMISSION									
Current payment	19,571	-	2,649	22,220	22,219	1	100.0%	17,841	17,826
Transfers and subsidies	-	-	138	138	138	-	100.0%	580	580
TOTAL	97,028	-	5,775	102,803	102,804	-1	100.0%	85,150	85,150

DETAIL PER PROGRAMME 1 – ADMINISTRATION

for the year ended 31 March 2014

	2013/14							2012/13	
Programme 1 Programme per sub-programme	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	56,894	-	980	57,874	57,860	14	100.0%	49,124	49,107
Goods and services	38,555	-	2,712	41,267	41,212	55	99.9%	33,273	33,188
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies									
Foreign governments and international organisations	50	-	1	51	52	-1	102.0%	48	46
Households	28	-	210	238	238	-	100.0%	1,294	1,293
Payments for capital assets									
Machinery and equipment	1,501	-	1,080	2,581	2,581	-	100.0%	1,411	1,433
Software & other intangible assets	-	-	792	792	859	-67	108.5%	-	-
Payments for financial assets	-	-	-	-	2	-2	-	-	83
TOTAL	97,028	-	5,775	102,803	102,804	-1	100.0%	85,150	85,150

DETAIL PER PROGRAMME 2 – LEADERSHIP AND MANAGEMENT PRACTICES

for the year ended 31 March 2014

Programme 2 Programme per sub-programme	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1 Labour Relations Improvements									
Current payment	19,187	-	-1,064	18,123	18,095	28	99.8%	14,210	14,201
Transfers and subsidies	19	-	5	24	24	-	100.0%	8	10
Payments for capital assets	10	-	95	105	104	1	99.0%	16	19
2.2 Leadership and Human Resource Reviews									
Current payment	12,665	-	-2,578	10,087	10,020	67	99.3%	10,503	10,497
Transfers and subsidies	196	-	5	201	201	-	100.0%	58	58
Payments for capital assets	10	-	970	980	981	-1	100.1%	9	8
TOTAL	32,087	-	-2,567	29,520	29,425	95	99.7%	24,804	24,793

Per Economic classification	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	27,522	-	-6,130	21,392	21,327	65	99.7%	20,800	20,793
Goods and services	4,330	-	2,488	6,818	6,788	30	99.6%	3,913	3,905
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies									
Households	215	-	10	225	225	-	100.0%	66	68
Payments for capital assets									
Machinery and equipment	20	-	228	248	249	-1	100.4%	25	27
Software & other intangible assets	-	-	837	837	836	1	99.9%	-	-
TOTAL	32,087	-	-2,567	29,520	29,425	95	99.7%	24,804	24,793

DETAIL PER PROGRAMME 3 – MONITORING AND EVALUATION

for the year ended 31 March 2014

Programme 3 Programme per sub-programme	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
3.1 Governance Monitoring									
Current payment	15,096	-	-916	14,180	14,161	19	99.9%	10,360	10,333
Transfers and subsidies	-	-	39	39	40	-1	102.6%	1	-
Payments for capital assets	-	-	87	87	87	-	100.0%	17	20
3.2 Service Delivery and Quality Assurance									
Current payment	15,650	-	-1,190	14,460	14,436	24	99.8%	11,868	11,865
Transfers and subsidies	390	-	-	390	390	-	100.0%	-	-
Payments for capital assets	9	-	88	97	97	-	100.0%	16	16
TOTAL	31,145	-	-1,892	29,253	29,211	42	99.9%	22,262	22,234

Per Economic classification	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment									
Compensation of employees	26,165	-	-3,466	22,699	22,686	13	99.9%	18,254	18,252
Goods and services	4,581	-	1,360	5,941	5,911	30	99.5%	3,974	3,946
Interest and rent on land								1	-
Transfers and subsidies									
Households	390	-	39	429	430	-1	100.2%	-	-
Payments for capital assets									
Machinery and equipment	9	-	175	184	184	-	100.0%	33	36
Payments for financial assets									
TOTAL	31,145	-	-1,892	29,253	29,211	42	99.9%	22,262	22,234

DETAIL PER PROGRAMME 4 – INTEGRITY AND ANTI-CORRUPTION

for the year ended 31 March 2014

Programme 4 Programme per sub-programme	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
4.1 PROFESSIONAL ETHICS									
Current payment	21,765	-	1,532	23,297	23,268	29	99.9%	16,430	16,429
Transfers and subsidies	67	-	-	67	67	-	100.0%	2	2
Payment for capital assets	10	-	75	85	85	-	100.0%	8	10
4.2 PUBLIC ADMINISTRATION INVESTIGATION									
Current payment	19,038	-	-3,011	16,027	15,998	29	99.8%	13,452	13,449
Payment for capital assets	-	-	88	88	87	1	98.9%	9	9
TOTAL	40,880	-	-1,316	39,564	39,505	59	99.9%	29,901	29,899

Per Economic classification	2013/14							2012/13	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment									
Compensation of employees	32,347	-	-5,792	26,555	26,544	11	100.0%	23,713	23,711
Goods and services	8,456	-	4,313	12,769	12,722	47	99.6%	6,169	6,167
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies									
Households	67	-	-	67	67	-	100.0%	2	2
Payments for capital assets									
Machinery and equipment	10	-	163	173	172	1	99.4%	17	19
TOTAL	40,880	-	-1,316	39,564	39,505	59	99.9%	29,901	29,899

NOTES TO THE APPROPRIATION ACCOUNT for the year ended 31 March 2014

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

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexures to the Annual Financial Statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on financial transactions in assets and liabilities

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

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

4.1 Per Programme

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

Programme 1 - Administration	102,803	102,804	-1	-
Programme 2 – Leadership and Management Practices	29,520	29,425	95	0.32%
Programme 3 – Monitoring and Evaluation	29,253	29,211	42	0.14%
Programme 4 – Integrity and Anti-Corruption	39,564	39,505	59	0.15%

4.2 Per economic classification:

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

Current expenditure:

Compensation of employees	128,520	128,417	103	0.08%
Goods and services	66,795	66,633	162	0.24%
Interest and rent on land	-	-	-	-

Transfers and subsidies:

Foreign governments and international organisations	51	52	-1	-1.96%
Households	959	960	-1	-0.10%

Payments for capital assets:

Machinery and equipment	3,186	3,186	-	-
Intangible assets	1,629	1,695	-66	-4.05%

Payments for financial assets

-	2	-2	-
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Towards the end of the 2012/13 financial year, the PSC received additional funding from National Treasury for the Medium Term Expenditure Framework period. This additional funding was made available to, amongst others, intensify work in the area of anti-corruption, enhance the grievance management system as well as in anticipation of the PSC's mandate to include local government. Challenges were experienced in filling the 38 newly created posts. This was due to the need to engage with organised labour and the high number of applications received during the recruitment process.

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2014

	Note	2013/14 R'000	2012/13 R'000
REVENUE			
Annual appropriation	1	201,140	162,117
Departmental revenue	2	151	280
Aid assistance	3	775	242
TOTAL REVENUE		202,066	162,639
EXPENDITURE			
Current expenditure			
Compensation of employees	4	128,417	111,863
Goods and services	5	66,633	47,206
Interest and rent on land	6	-	-
Aid assistance	3	800	-
Total current expenditure		195,850	159,069
Transfers and subsidies			
Transfers and subsidies	8	1,012	1,409
Expenditure for capital assets			
Tangible assets	9	3,186	1,515
Software and other intangible assets	9	1,695	-
Total expenditure for capital assets		4,881	1,515
Payment for financial assets	7	2	83
TOTAL EXPENDITURE		201,745	162,076
SURPLUS FOR THE YEAR		321	563
Reconciliation of Net Surplus for the year			
Voted Funds	14	195	41
Departmental Revenue	15	151	280
Aid Assistance	3	-25	242
SURPLUS FOR THE YEAR		321	563

STATEMENT OF FINANCIAL POSITION

as at 31 March 2014

	Note	2013/14 R'000	2012/13 R'000
ASSETS			
Current assets		796	798
Cash and cash equivalents	11	20	286
Prepayments and advances	12	314	27
Receivables	13	437	485
Aid assistance receivables	3	25	-
TOTAL ASSETS		796	798
LIABILITIES			
Current liabilities		270	267
Voted funds to be surrendered to the Revenue Fund	14	195	41
Departmental revenue to be surrendered to the Revenue Fund	15	9	35
Payables	16	66	76
Aid Assistance unutilised	3	-	115
Non-Current Liabilities			
Payables	17	317	319
TOTAL LIABILITIES		587	586
NET ASSETS		209	212
Represented by:			
Recoverable revenue		209	212
TOTAL		209	212

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2014

	Note	2013/14 R'000	2012/13 R'000
Recoverable revenue			
Opening balance		212	233
Transfers		(3)	(21)
Irrecoverable amounts written off	7.2	-2	
Debts recovered (included in departmental receipts)		-10	(85)
Debts raised		9	64
Closing balance		209	212
TOTAL		209	212

CASH FLOW STATEMENT

for the year ended 31 March 2014

	Note	2013/14 R'000	2012/13 R'000
CASH FLOWS FROM OPERATING ACTIVITIES		202,066	162,639
Receipts			
Annual appropriated funds received	1	201,140	162,117
Departmental revenue received	2	151	280
Aid assistance received	3	775	242
Increase in working capital		-249	-134
Surrendered to Revenue Fund		-218	-6,923
Surrender to RDP Fund/Donor		-115	-
Current payments		-195,850	-159,069
Payment for financial assets	7	-2	-83
Transfers and subsidies paid	8	-1,012	-1,409
Net cash flow available from operating activities	18	4,620	-4,979
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	-4,881	-1,515
Net cash flows from investing activities		-4,881	-1,515
CASH FLOWS FROM FINANCING ACTIVITIES			
Decrease in net assets		-3	-21
Decrease in non-current payables		-2	-34
Net cash flows from financing activities		-5	-55
Decrease in cash and cash equivalents		-266	-6,549
Cash and cash equivalents at the beginning of the period		286	6,835
Cash and cash equivalents at end of period	18	20	286

ACCOUNTING POLICIES

for the year ended 31 March 2014

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

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 PFMA, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1. Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

2. Going concern

The financial statements have been prepared on a going concern basis.

3. Presentation currency

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

4. Rounding

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

5. Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

6. Revenue

6.1 Appropriated funds

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

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

The net amount of any appropriated funds due to/from the relevant revenue fund at the reporting date is recognised as a payable/receivable in the statement of financial position.

6.2 Departmental revenue

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

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

6.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

7. Expenditure

7.1 Compensation of employees

7.1.1 Salaries and Wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

7.1.2 Social Contributions

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

7.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies, and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

7.3 Accrued expenditure payable

Accrued expenditure payable is recorded in the notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department.

Accrued expenditure payable is measured at cost.

7.4 Leases

7.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.

The operating lease commitments are recorded in the notes to the financial statements.

7.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- cost, being the fair value of the asset; or
- the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

8. Aid Assistance

8.1 Aid assistance received

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

8.2 Aid assistance paid

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

9. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

10. Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses cash.

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

11. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

12. Payables

Loans and receivables are recognised in the statement of financial position at cost.

13. Capital Assets

13.1 Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined accurately, the movable capital assets are measured at fair value, and where fair value cannot be determined; the movable assets are measured at R.I.

All assets acquired prior to 1 April 2002 (or a later date as approved by the Office of the Accountant-General (OAG)) are recorded at R.I.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the movable asset is recorded by another department/entity in which case the completed project costs are transferred to that department.

13.2 Intangible assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. Where the cost of intangible assets cannot be determined accurately, the intangible capital assets are measured at fair value, and where fair value cannot be determined, the intangible assets

are measured at R.I.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R.I.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department/entity, in which case the completed project costs are transferred to that department.

14. Provisions and Contingents

14.1 Provisions

Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

14.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

14.3 Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

14.4 Commitments

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement

or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

15. Unauthorised expenditure

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written-off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

16. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and/or

wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are derecognised when settled or subsequently written-off as irrecoverable.

17. Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the irregularity unless it is impracticable to determine, in which case reasons thereof are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority or transferred to receivables for recovery.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are derecognised when settled or subsequently written-off as irrecoverable.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2014

1. Annual Appropriation

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

	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Appropriation received 2012/13
	R'000	R'000	R'000	R'000
Administration	102,803	102,803	-	85,150
Leadership and Management Practices	29,520	29,520	-	24,804
Monitoring and Evaluation	29,253	29,253	-	22,262
Integrity and Anti-Corruption	39,564	39,564	-	29,901
TOTAL	201,140	201,140	-	162,117

2. Departmental Revenue

	<i>Note</i>	2013/14	2012/13
		R'000	R'000
Sales of goods and services other than capital assets	2.1	49	49
Interest, dividends and rent on land	2.2	3	5
Transactions in financial assets and liabilities	2.3	99	226
Departmental revenue collected		151	280

2.1 Sales of goods and services other than capital assets

	49	49
Sales of goods and services produced by the department		
Sales by market establishment	49	11
Other sales	-	38
Sales of scrap, waste and other used current goods		-
TOTAL	49	49

2.2 Interest, dividends and rent on land and buildings

	3	5
Interest		
TOTAL	3	5

2.3 Transactions in financial assets and liabilities

	49	87
Receivables		
Other Receipts including Recoverable Revenue	50	139
TOTAL	99	226

	2013/14 R'000	2012/13 R'000
3. Aid assistance		
3.1 Assistance received in cash from Reconstruction and Development Programme (RDP)		
Foreign		
Opening balance	115	-127
Revenue	775	242
Expenditure	-800	-
Current	-800	-
Surrendered to the RDP	-115	-
CLOSING BALANCE	-25	115
3.2 Analysis of balance		
Aid assistance receivable	-25	-
RDP	25	-
Aid assistance unutilised	-	115
RDP	-	115
Closing balance	-25	115
4. Compensation of Employees		
4.1 Salaries and Wages		
Basic salary	85,177	74,781
Performance award	2,233	2,111
Service Based	24	255
Compensative/circumstantial	2,385	1,574
Other non-pensionable allowances	23,942	20,801
TOTAL	113,761	99,522
4.2 Social contributions		
Employer contributions		
Pension	11,494	9,314
Medical	3,147	3,014
Bargaining council	15	13
TOTAL	14,656	12,341
TOTAL COMPENSATION OF EMPLOYEES	128,417	111,863
Average number of employees	235	245

	Note	2013/14 R'000	2012/13 R'000
5. Goods and services			
Administrative fees		1,012	176
Advertising		2,075	1,275
Assets less than R5,000	5.1	1,504	655
Bursaries (employees)		756	434
Catering		661	483
Communication		3,026	2,264
Computer services	5.2	4,626	3,458
Consultants, contractors and agency/outsourced services	5.3	12,762	5,268
Audit cost – external	5.4	3,363	3,003
Fleet services		1,228	-
Consumables	5.5	1,994	3,523
Operating leases		9,648	10,155
Property payments	5.6	2,787	2,688
Travel and subsistence	5.7	15,482	10,690
Venues and facilities		2,124	1,292
Training and staff development		1,604	926
Other operating expenditure	5.8	1,981	916
TOTAL		66,633	47,206
5.1 Assets less than R5,000			
Tangible assets		793	655
Machinery and equipment		793	655
Intangible assets		711	-
TOTAL		1,504	655
5.2 Computer services			
SITA computer services		3,857	3,214
External computer service providers		769	244
TOTAL		4,626	3,458
5.3 Consultants, contractors and agency/outsourced services			
Business and advisory services		12,387	4,612
Legal costs		45	426
Contractors		291	209
Agency and support/outsourced services		39	21
TOTAL		12,762	5,268
5.4 Audit cost - external			
Regulatory audits		2,715	3,003
Computer audits		648	-
TOTAL		3,363	3,003

	Note	2013/14 R'000	2012/13 R'000
5.5 Consumables			
Consumable supplies		368	309
Uniform and clothing		75	13
Household supplies		180	131
Communication accessories		13	-
IT consumables		89	165
Other consumables		11	-
Stationery, printing and office supplies		1,626	3,214
TOTAL		1,994	3,523
5.6 Property payments			
Municipal services		2,160	2,034
Other		627	654
TOTAL		2,787	2,688
5.7 Travel and subsistence			
Local		11,911	9,769
Foreign		3,571	921
TOTAL		15,482	10,690
5.8 Other operating expenditure			
Professional bodies, membership and subscription fees		2	52
Resettlement costs		598	466
Other		1,381	398
TOTAL		1,981	916
6. Interest and Rent on Land			
Interest Paid		-	-
TOTAL		-	-
7. Payment for financial assets			
Material losses through criminal conduct		-	13
Theft	7.3	-	13
Other material losses written off	7.1	-	39
Debts written off	7.2	2	31
TOTAL		2	83
7.1 Other material losses written off			
Nature of losses			
Car accidents		-	7
Cancellation fees		-	-
Fruitless and Wasteful Expenditure		-	32
TOTAL		-	39

	Note	2013/14 R'000	2012/13 R'000
7.2 Debts written off			
Nature of debts written off			
Recoverable revenue written off:			
Computers		-	27
Damages to hired vehicle		-	2
Cancellation fees		-	2
Staff debt		1	-
TOTAL		1	31
Other debt written off			
Staff debt		1	-
TOTAL		1	-
Total debt written off		2	31
7.3 Details of theft			
Nature of theft			
Theft from Government Garage vehicle at the Eastern Cape Regional Office		-	13
TOTAL		-	13
8. Transfers and subsidies			
Foreign governments and international organisations	Annex 1A	52	46
Households	Annex 1B	960	1,363
TOTAL		1,012	1,409
9. Expenditure for Capital Assets			
Tangible assets			
Machinery and equipment	29.1	3,186	1,515
Software and other intangible assets			
Computer software	30.1	1,695	-
TOTAL		4,881	1,515
9.1 Analysis of funds utilised to acquire capital assets – 2013/14			
	Voted Funds R'000	Aid assistance R'000	Total R'000
Tangible assets			
Machinery and equipment	3,186	-	3,186
Software and other intangible assets			
Computer software	1,695	-	1,695
TOTAL	4,881	-	4,881

	Note	2013/14 R'000	2012/13 R'000	
9.2	Analysis of funds utilised to acquire capital assets – 2012/13			
		Voted Funds R'000	Aid assistance R'000	Total R'000
Tangible assets				
	Machinery and equipment	1,515	-	1,515
Software and other intangible assets				
	Computer software	-	-	-
	TOTAL	1,515	-	1,515

10. Finance lease expenditure included in Expenditure for capital assets

Machinery and equipment	338	277
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11. Cash and cash equivalents

Consolidated Paymaster General Account	-12	264
Cash on hand	32	22
TOTAL	20	286

12. Prepayments and Advances

Travel and subsistence	23	27
Advances paid	291	-
TOTAL	314	27

12.1 Advances paid

National departments	Annex 5A	291	-
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13. Receivables

	Note	2013/14			Total	2012/13 Total
		Less than one year R'000	One to three years R'000	Older than three years R'000	R'000	R'000
Claims recoverable	Annex 2	-	-	2	2	153
Recoverable expenditure	13.2	219	-	-	219	8
Staff debts	13.3	7	35	174	216	224
Other debtors	13.4	-	-	-	-	100
Total		226	35	176	437	485

	Note	2013/14 R'000	2012/13 R'000
13.1 Claims recoverable			
National departments		-	150
Provincial departments		2	3
TOTAL		2	153
13.2 Recoverable expenditure(disallowance accounts)			
SAL: Deduction Disall Acc		3	1
SAL: Tax Debt		16	7
SAL: Reversal Control		200	-
TOTAL		219	8
13.3 Staff debts			
Salary		173	170
Bursary		39	39
Other		4	15
TOTAL		216	224
13.4 Other debtors			
AAPSComs		-	100
TOTAL		-	100
14. Voted funds to be surrendered to the Revenue Fund			
Opening balance		41	6,632
Transfer from Statement of Financial Performance		195	41
Paid during the year		-41	-6,632
CLOSING BALANCE		195	41
15. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance		35	46
Transfer from Statement of Financial Performance		151	280
Paid during the year		-177	-291
CLOSING BALANCE		9	35
16. Payables – Current			
Clearing accounts		66	76
TOTAL		66	76

17. Payables – non-current

	Note	2013/14			2012/13	
		One to two years	Two to three years	More than three years	Total	Total
		R'000	R'000	R'000	R'000	R'000
Advances received	17.1	-	-	317	317	319
TOTAL		-	-	317	317	319

17.1 Advances received

National departments	Annexure 5B	317	319
	Note	2013/14 R'000	2012/13 R'000

18. Net Cash Flow Available from Operating Activities

Net surplus as per Statement of Financial Performance	321	563
Add back non cash/cash movements not deemed operating activities	4,299	-5,542
Decrease/(Increase) in receivables – current	48	-133
Increase in prepayments and advances	-287	-24
(Increase)/Decrease in payables – current	-10	23
Expenditure on capital assets	4,881	1,515
Surrenders to RDP fund/donor	-115	-
Surrenders to Revenue fund	-218	-6,923
Net cash flow generated by operating activities	4,620	-4,979

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

Consolidated Paymaster General account	-12	264
Cash on hand	32	22
TOTAL	20	286

20. Commitments

Current expenditure

Approved and contracted	13,342	7,106
	13,342	7,106

Capital expenditure

Approved and contracted	2 975	772
TOTAL COMMITMENTS	16 317	7,878

21. Accruals

Listed by economic classification	2013/14			2012/13
	30 Days	30+ Days	Total	Total
	R'000	R'000	R'000	R'000
Goods and services	2 375	-	2 375	3,546
Transfers and subsidies	-	-	-	-
Machinery and equipment	91	-	91	559
TOTAL	2 466	-	2 466	4,105

Listed by programme level

Programme 1: Administration		1 405	3,104
Programme 2: Leadership and Management Practices		354	291
Programme 3: Monitoring and Evaluation		260	238
Programme 4: Integrity and Anti-Corruption		447	472
		2 466	4,105
Confirmed balances with other departments	Annex 3	-	51
Confirmed balances with other government entities	Annex 3	68	-
TOTAL		68	51

22. Employee Benefits

Leave entitlement	3,291	2,774
Service bonus (Thirteenth cheque)	3,107	2,831
Performance awards	2,574	2,404
Capped leave commitments	5,898	6,605
TOTAL	14,870	14,614

23. Lease commitments

23.1 Operating leases expenditure

2013/14	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	13,165	87	13 252
Later than 1 year and not later than 5 years	-	91,418	-	91 418
Total lease commitments	-	104,583	87	104 670
2012/13				
Not later than 1 year	-	551	544	1,095
Later than 1 year and not later than 5 years	-	93	125	218
Total lease commitments	-	644	669	1,313

23.2 Finance lease expenditure

	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
2013/14				
Not later than 1 year	-	-	504	504
Later than 1 year and not later than 5 years	-	-	849	849
Total lease commitments	-	-	1,353	1,353
2012/13				
Not later than 1 year	-	-	247	247
Later than 1 year and not later than 5 years	-	-	116	116
Total lease commitments	-	-	363	363

24. Irregular expenditure

	2013/14 R'000	2012/13 R'000
Reconciliation of irregular expenditure		
Add: Irregular expenditure – relating to current year	11	-
Less: Current year amounts condoned	-11	-
Irregular expenditure awaiting condonement	-	-

24.1 Details of Irregular expenditure – current year

		2013/14 R'000
Incident	Disciplinary steps taken	
Services were procured without inviting at least three written price quotations from prospective suppliers and the deviation was not approved by delegated person.	Warning letters issued	5
Services were procured without inviting at least three written price quotations from prospective suppliers and the deviation was not approved by delegated person.	Warning letters issued	6
		11

25. Fruitless and wasteful expenditure

	2013/14 R'000	2012/13 R'000
Reconciliation of fruitless and wasteful expenditure		
Fruitless and wasteful expenditure – relating to current year	-	32
Less: Amounts resolved	-	-32
Fruitless and wasteful expenditure awaiting condonement	-	-

26. Related Party Transactions

The PSC has related party relationships with the following public sector entities that fall under the portfolio of the Minister for Public Service and Administration:

- Department of Public Service and Administration
- State Information Technology Agency
- PALAMA Training and Trading Account (provision of training)

27. Key management personnel

	No. of Individuals	2013/14 R'000	2012/13 R'000
Political Office Bearers *	14	16,322	14,166
Officials:			
Level 15 to 16	7	4,604	3,901
Level 14	8	6,757	6,264
TOTAL		27,683	24,331

*Chairperson (1), Deputy Chairperson (1) and other members of the Commission (12).

28. Provisions

	2013/14 R'000	2012/13 R'000
Pension penalty fees	-	1,140
Settlement of Claim against the State	-	64
Leave gratuity upon retirement	-	424
TOTAL	-	1,628

28.1 Reconciliation of movement in provisions – 2013/14

	Provision 1 R'000	Total Provisions R'000
Opening balance	1,140	1,140
Provisions raised	-	-
Unused amounts reversed	-510	-510
Amounts used	-630	-630
Settlement of provision without cost to the department	-	-
Change in provision due to change in estimation inputs	-	-
Closing balance	-	-

29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Opening balance Cost R'000	Current Year Adjustments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing Balance Cost R'000
MACHINERY AND EQUIPMENT	15,120	(130)	2,824	496	17,318
Transport assets	77	-	-	77	-
Computer equipment	10,446	(130)	2,000	392	11,924
Furniture and office equipment	3,655	-	824	16	4,463
Other machinery and equipment	942	-	-	11	931
TOTAL MOVABLE TANGIBLE ASSETS	15,120	(130)	2,824	496	17,318

29.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Cash R'000	Non-cash R'000	(Capital Work in Progress current costs and Finance Leases) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
MACHINERY AND EQUIPMENT	3,186	-	(338)	(24)	2,824
Computer equipment	2,024	-	-	(24)	2,000
Furniture and office equipment	824	-	-	-	824
Other machinery and equipment	338	-	(338)	-	-
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	3,186	-	(338)	(24)	2,824

29.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total disposals R'000	Cash Received Actual R'000
MACHINERY AND EQUIPMENT		496	496	
Transport assets	-	77	77	-
Computer equipment	-	392	392	-
Furniture and office equipment	-	16	16	-
Other machinery and equipment	-	11	11	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	-	496	496	-

29.3 Movement for 2012/13

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

	Opening balance R'000	Curr year adjustments to prior year balances R'000	Additions R'000	Disposals R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	14,810	4	1,426	1,120	15,120
Transport assets	231	-	-	154	77
Computer equipment	10,227	7	964	752	10,446
Furniture and office equipment	3,392	15	462	214	3,655
Other machinery and equipment	960	(18)	-	-	942
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	14,810	4	1,426	1,120	15,120

29.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	193	-	6,610	-	6,803
Curr Year Adjustments to Prior Year balances	-	-	(3)	-	(3)
Additions	711	-	793	-	1,504
Disposals	-	-	565	-	565
TOTAL MINOR ASSETS	904	-	6,835	-	7,739

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	1	3	-	4
Number of minor assets at cost	827	-	5,612	-	6,439
TOTAL NUMBER OF MINOR ASSETS	827	1	5,615	-	6,443

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	249	1	6,549	-	6,799
Curr Year Adjustments to Prior Year balances	-56	-	67	-	11
Additions	-	-	655	-	655
Disposals	-	1	661	-	662
TOTAL	193	-	6,610	-	6,803

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	-	5	-	5
Number of minor assets at cost	272	1	6,229	-	6,502
TOTAL	272	1	6,234	-	6,507

29.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2014

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	13	-	13
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	13	-	13

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2013

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	27	-	27
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	27	-	27

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Opening balance R'000	Current Year Adjust-ments to prior year balances R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	2,007	(467)	1,695	546	2,689
TOTAL INTANGIBLE CAPITAL ASSETS	2,007	(467)	1,695	546	2,689

30.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Cash R'000	Non-Cash R'000	(Develop- ment work in progress – current costs) R'000	Received current year, not paid (Paid current year, received prior year) R'000	Total R'000
Software	1,695	-	-	-	1,695
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	1,695	-	-	-	1,695

30.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total disposals R'000	Cash Received Actual R'000
Software	-	546	546	-
TOTAL DISPOSAL OF INTANGIBLE CAPITAL ASSETS	-	546	546	-

30.3 Movement for 2012/13

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

	Opening balance R'000	Current Year Adjust- ments to prior year balances R'000	Additions R'000	Closing balance R'000
Software	1,660	(120)	467	2,007
TOTAL	1,660	(120)	467	2,007

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2014

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2012/13
	Adjusted Appropriation Act	Roll Overs	Adjust-ments	Total Available	Actual Transfer	% of Available Funds Trans-ferred	Final Appropria-tion Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Commonwealth Association for Public Administration and Management (CAPAM)	39	-	-	39	39	100%	34
African Association for Public Administration and Management (AAPAM)	-	-	-	-	-	-	-
Association of African Public Services Commissions (AAPSComs)	9	-	-	9	9	100%	8
International Public Management Association (IPMA)	4	-	-	4	4	100%	4
TOTAL	52	-	-	52	52		46

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2012/13
	Adjusted Appropriation Act	Roll Overs	Adjust-ments	Total Available	Actual Transfer	% of Available funds Trans-ferred	Final Appropria-tion
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Retirement and Resignation benefits	960	-	-	960	960	100%	783
Claims against the State	-	-	-	-	-	100%	580
TOTAL	960	-	-	960	960		1,363

ANNEXURE 1C

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2013/14 R'000	2012/13 R'000
Received in cash			
International Program for Development Evaluation Training (IPDET)	Traveling costs for participating as a workshop instructor at the International Program for Evaluation Training in Ottawa, Canada	100	24
Sub-Total		100	24
Received in kind			
National Institute for Public Health	Traveling costs for attending the "Mind the Gap: From Evidence to Policy Impact Conference on Impact Evaluation in Mexico	-	-
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Traveling costs for attending the "World Bank 2 nd Regional Conference on Financial Disclosures by Public Officials: Practices, Challenges and Lessons learned in Asia" in Thailand	-	-
Sub-Total		-	-
TOTAL		100	24

ANNEXURE 1D

STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE R'000	REVENUE R'000	EXPENDI- TURE R'000	CLOSING BALANCE R'000
Received in cash					
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Labour Relations Conference	115	-	115	-
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	4 th SAMEA Conference	-	775	800	(25)
TOTAL		115	775	915	(25)

ANNEXURE 2

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Department of Human Settlement	-	-	-	1	-	1
Department of Public Works	-	-	-	149	-	149
Department of Performance Monitoring and Evaluation	-	-	-	1	-	-
Department of Trade and Industry	-	-	-	-	-	-
Gauteng Provincial Government	-	-	2	2	2	2
TOTAL	-	-	2	153	2	153

ANNEXURE 3

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Public Service Co-ordinating Bargaining Council	68	-	-	-	68	-
Department of Performance Monitoring and Evaluation	-	51	-	-	-	51
TOTAL	68	51	-	-	68	51

ANNEXURE 4

INVENTORY

Inventory	2013/14		2012/13	
	Quantity	R'000	Quantity	R'000
Opening balance	17042	478	16739	429
Add/(Less): Adjustments to prior year balance	(500)	(14)	362	17
Add: Additions/Purchases - Cash	32549	3,535	30976	1,764
Add: Additions - Non-cash	-	-	208	38
(Less): Disposals	-	-	-	-
(Less): Issues	(31131)	(3,627)	(29939)	(1,721)
Add/(Less): Adjustments	(1636)	(2)	(1304)	(49)
Closing balance before weighted average price	16324	370	17042	478
Add/(Less): Weighted average price variance	(894)	79	-	-
Closing balance	15430	449	17042	478

ANNEXURE 5A

INTER-ENTITY ADVANCES PAID (Note 12)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
Non-current						
Department of International Relations and Co-operation	-	-	291	-	-	-
TOTAL	-	-	291	-	-	-

ANNEXURE 5B

INTER-ENTITY ADVANCES RECEIVED (Note 17)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000

Non-current

Department of Public Service and Administration

	-	-	317	319	317	319
TOTAL	-	-	317	319	317	319

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PUBLIC SERVICE COMMISSION PROVINCIAL OFFICES

Eastern Cape

91 Alexandra Road
King William's Town
5601

Tel: (043) 643-4704
Fax: (043) 642-1371

Free State

62 Fedsure Building 3rd Floor,
St Andrew Street Bloemfontein
9301

Tel: (051) 448-8696
Fax: (051) 448-4135

Gauteng

Ten Sixty-Six Building 16th Floor,
35 Pritchard Street
Johannesburg
2001

Tel: (011) 833-5721
Fax: (011) 834-1200

KwaZulu-Natal

iDUBE Building
Ground Floor, 249 Burger
Street Pietermaritzburg
3201

Tel: (033) 345-9998
Fax: (033) 345-8505

Mpumalanga

19 Russel Street
Nelspruit
1200

Tel: (013) 755-4070
Fax: (013) 752-5814

Northern Cape

Woolworths Building 1st Floor,
cnr Chapel & Lennox Streets Kimberley
8301

Tel: (053) 832-6222
Fax: (053) 832-6225

Limpopo

Kirk Patrick Building
40 Schoeman Street Polokwane
0699

Tel: (015) 291-4783
Fax: (015) 291-4683

North West

Mmabatho Post Office Building Ground Floor,
University Drive Mmabatho
2735

Tel: (018) 384-1000
Fax: (018) 384-1012

Western Cape

Sanlam Golden Acre Building 21st Floor,
Adderley Street Cape Town 8001

Tel: (021) 421-3980
Fax: (021) 421-4060

Parliamentary Office

Sanlam Golden Acre Building 21st Floor,
Adderley Street Cape Town 8001

Tel: (021) 418-4940
Fax: (021) 418-1362



Republic of South Africa

Public Service Commission
Private Bag X121, Pretoria, 0001

Commission House
cnr Hamilton & Ziervogel Streets
Pretoria, 0083

Tel : +27 12 352 1000
Fax: +27 12 325 8382
website: www.psc.gov.za

National Anti-Corruption Hotline for the Public Service: 0800 701 701