



Public Service
Commission

ANNUAL REPORT **2014/2015**



Vision

A champion of Public Service excellence in democratic governance in South Africa.

Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by-

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.



PUBLIC SERVICE COMMISSION

**ANNUAL REPORT
FOR THE
2014/2015 FINANCIAL YEAR**

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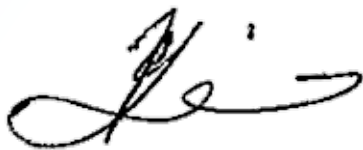
Adv RK Sizani
Deputy Chairperson of the Public Service Commission
Private Bag x121
PRETORIA
0001

Dear Advocate Sizani

I have the honour of submitting to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2014 to 31 March 2015.

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 handwritten signature in black ink, appearing to be 'R. Levin', with a stylized flourish at the end.

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

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PART A: GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

Full name:	Public Service Commission
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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
APAC	Association of Public Accounts Committee
BAS	Basic Accounting System
CCC	Case Conference Committee
CMS	Case Management System
DBC	Departmental Bargaining Council
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DS	Developmental State
EA	Executive Authority
EPM	Enterprise Project Management
EWPP	Employee Wellness Programme
FDF	Financial Disclosure Framework
FET	Further Education and Training
HDI	Historically Disadvantaged Individuals
HOA	Home Owners Allowance
HoD	Head of Department
IEC	Independent Electoral Commission
IP	Internet Protocol
IT	Information Technology
MEC	Member of the Executive Council
M&E	Monitoring and Evaluation
MANCO	Management Committee
MoU	Memorandum of Understanding
MPSA	Minister for Public Service and Administration
NACF	National Anti-Corruption Forum
NACH	National Anti-Corruption Hotline
OPSC	Office of the Public Service Commission
OHS	Occupational Health and Safety
PAJA	Promotion of Administrative Justice Act
PAs	Performance Agreements
PFMA	Public Finance Management Act



PMDS	Performance Management and Development System
PSC	Public Service Commission
PSETA	Public Service Sector Education and Training Authority
PWDs	People with Disabilities
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SMS	Senior Management Service
SOPS	State of the Public Service

3. FOREWORD BY THE DEPUTY CHAIRPERSON



Adv. RK Sizani
Deputy Chairperson

The PSC takes pleasure in submitting its Annual Report which covers the 2014/15 financial year. This Annual Report is presented in terms of the provisions of Section 196 of the Constitution, 1996 and Section 40 and 65 of the Public Finance Management Act, 1999.

During the period under review, the first term of office of the Chairperson of the PSC, Mr B Mthembu as well as Commissioners M Mawasha and M Marias-Martin came to an end, whilst the position of Commissioner in KwaZulu-Natal remained vacant. The President of the Republic of South Africa, Honourable Jacob Zuma, designated me as Deputy Chairperson. In the absence of a Chairperson, I act as the Chairperson of the PSC in terms of section 5 of the PSC Act. I am happy that the Northern Cape Provincial Legislature acted swiftly by re-appointing Commissioner Marais-Martin as Provincial Commissioner for the Northern Cape.

In its endeavour to streamline the work of the PSC and also to support our stakeholders in a structured manner, the PSC adopted a cluster approach which resulted in Commissioners based at the National Office supporting particular clusters of departments in all the key performance area of the PSC. On the other hand, the Provincially based Commissioners support provincial departments in their respective provinces. The clusters are divided into four, namely Justice, Crime Prevention and Security; Economic Sectors, Employment and Infrastructure Development;

Social Protection, Community and Human Development; Governance and Administration; and International Cooperation, Trade and Security. Since the adoption of the cluster approach, the interface between the PSC and departments will improve significantly.

In its pursuit to operate efficiently, the PSC reviewed its Governance Rules. Following the certification of the Rules by the Chief State Law Advisor, the new Rules were subsequently adopted by the PSC and gazetted, with an implementation date of 1 April 2015.

The PSC has a central role to play in shaping the kind of public administration and Public Service that will help South Africa achieve its developmental goals. To this end, the PSC hosted a successful three day high level conference on the Developmental State (DS) from 11 - 13 November 2014, under the theme: *"Building a Capable, Career and Professional Public Service to Underpin a Developmental State in South Africa"*. The inputs from the Conference will help generate debates on the nature and characteristics of Public Service that should underpin a Developmental State in South Africa. The PSC has produced a strategic framework with proposals for consideration. In the framework, the PSC makes proposals on amongst others, measures which will ensure that only the best are recruited into the Public Service as well as on creating career paths for public servants. With more predictable and attractive career paths, the Public Service will be able to develop a pool of critical skills in the long term. The PSC will pursue the adoption of these recommendations through engagement with the Minister for Public Service and Administration, the Portfolio Committee for Public Service and Administration/ Performance Monitoring and Evaluation as well as other key stakeholders.

In its endeavour to contribute towards public participation, which results in the promotion of citizen-centred Public Service, the PSC conducted Citizens Forums at the Lekwa and Thembisile Hani Local Municipalities. The aim of the Citizens Forums was to amongst others, evaluate issues affecting service delivery in the areas, enable active involvement of people affected by government programmes in service delivery improvements processes, improve participation in the planning and implementation of service delivery programmes; and make recommendations on how to improve service delivery.

The PSC continued with its outreach programme by hosting stakeholder engagement sessions in amongst others, Gauteng, Limpopo, Eastern Cape and Mpumalanga

provinces. Furthermore, the PSC implemented a visibility programme that was aimed at raising the profile of the PSC. To this end, the PSC conducted inspections on the availability of school textbooks in all the provinces. This was informed by various media reports regarding the shortages of school textbooks in Limpopo during the 2013/14 financial year. Following the success of these inspections, the Commission resolved that the inspections on Learner Teacher Support Material will be conducted on an annual basis. The PSC has also conducted inspections at Rob Ferreira, Pelonomi, Chris Baragwanath and Steve Biko hospitals. The impact of these inspections has resulted in improved service delivery.

On a continental level, the PSC continued to provide leadership and support to the activities of the Association of African Public Services Commissions (AAPSComs). Under the guidance of the PSC as President and Secretary of the AAPSComs, the programme and agenda of AAPSComs has become regularised, with two Executive Committee meetings held during the reporting period. The AAPSComs has also engaged in meaningful discussions with the African Union Commission on promoting the African Charter on the Values and Principles of Public Service and Administration, and contributing towards the African Union Commission's efforts to build the democratic governance architecture of the African continent. I am confident that AAPSComs has been strengthened and will soon be able to spearhead continental programmes that will entrench democratic governance and effectiveness of Public Service, management and administration.

In conclusion, I would like to take this opportunity to thank my fellow Commissioners for their hard work and guidance that they provided during the reporting period. I would also like to thank Team PSC under the leadership of the Director-General for ensuring that the outputs in the 2014/15 workplan were attained. On 30 May 2015, Professor Richard Levin was transferred to the National School of Government. I would like to thank him for his professionalism, dedication and diligence. The PSC wishes him well in his new position.

I would like to acknowledge the support that was provided to the PSC by the late Minister for Public Service and Administration, Mr Collins Chabane and the Deputy Minister for Public Service and Administration, Ms Ayanda Dlodlo. Finally, thank you to the Chairperson of the Portfolio Committee on Public Service and Administration/ Performance, Monitoring and Evaluation, Ms Peace Mabe and her fellow Committee members for their continuous engagement and support during the period under review.



RK SIZANI
DEPUTY CHAIRPERSON: PUBLIC SERVICE
COMMISSION
31 AUGUST 2015

4. REPORT OF THE ACCOUNTING OFFICER



Prof. RM Levin
Director-General

It is with great pleasure that I submit the PSC's Annual Report for the 2014/15 financial year. The Annual Report serves to provide an account of the work conducted by the PSC in trying to fulfil its constitutional mandate.

Overview of the operations

The PSC's performance has been improving on an annual basis. This is as a result of the various initiatives undertaken to improve our business processes as well as continuously reviewing our work to ensure that it remains relevant to our key stakeholders.

Sound labour relations remains key to ensuring that government becomes the employer of choice. Through its work on the management of grievances, the PSC has over the years witnessed an increase in grievances lodged by public servants. Although the number of grievances has increased, the PSC managed to finalise more than 80% of the grievances during the financial year. This achievement is attributed to the reviewed grievance management process. Through the analysis of the grievances lodged with the PSC, the PSC noted that most grievances lodged are regarding dissatisfactions with the implementation of the Performance Management and Development System (PMDS). In an attempt to address this challenge, the PSC hosted a roundtable on the management of the PMDS. It is hoped that findings from the report produced will assist depart-

ments in dealing with this challenge.

In promoting a high standard of Public Service leadership and encouraging best practices in human resource management, the PSC published a number of reports in this regard. The PSC conducted an investigation on the Employment Equity profile of Senior Management Service (SMS) members in the Public Service. It was found that the attainment of the 50% target of women in the SMS level remains a challenge in the Public Service.

Elections have been associated with changes being introduced in government's administration. The PSC therefore found it relevant to produce a guide on governance practice for Executive Authorities (EAs) and Heads of Department (HoDs). The aim of the guide is to provide a wider understanding of the role of the EAs and HoDs in ensuring that good governance practices are applied within their departments whilst at the same time addressing the need for sound and conducive relationships between EAs and HoDs. The PSC also produced a report on the appointment of ministerial staff in departments.

In the area of monitoring and evaluation, the PSC decided to change its approach by not only pronouncing on the state of performance of the Public Service but by also providing support to departments in order to improve in key areas. In this regard, the PSC assisted the Departments of Public Works and Economic Development in Limpopo. In contributing to the agenda of building a capable and development oriented Public Service as outlined in the National Development Plan, the PSC was able to engage and obtain inputs from its key stakeholders.

Public participation and the monitoring of service delivery was a key priority for the PSC. Through the application of its Citizen Forum Toolkit and conducting service delivery inspections, the PSC was able to identify service delivery lapses and in consultation with relevant departments, develop solutions for improvement.

The fight against crime and corruption is one of the five key priorities of government. Through its work on the management of the Financial Disclosure Framework (FDF), the PSC scrutinised 100% of the financial disclosure forms of SMS members that were submitted. Following the outcome of the scrutiny, the PSC engaged with the relevant employees where possible conflicts of interest were identified. The PSC is encouraged by the gradual increase in the number of corruption related cases closed in the National Anti-Corruption Hotline (NACH).

Overview of the financial results

Table 1: Departmental receipts

Departmental Receipts	2014/2015			2013/2014		
	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	57	57	-	49	49	-
Interest, dividends and rent on land	34	34	-	3	3	-
Financial transactions in assets and liabilities	190	190	-	99	99	-
TOTAL	281	281	-	151	151	-

The revenue received was from the reissuing of access cards, private telephone calls, parking, commission insurance and garnishee interest on debts. 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	2014/2015			2013/2014		
	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	108 432	107 075	218	102 803	102 804	-1
Leadership and Management Practices	35 422	35 742	6	29 520	29 425	95
Monitoring and Evaluation	35 934	37 330	5	29 253	29 211	42
Integrity and Anti-Corruption	46 243	45 653	2	39 564	39 505	59
TOTAL	226 031	225 800	231	201 140	200 945	195

Expenditure as at 31 March 2015 was R225.80 million against the annual budget appropriation of R226.03 million. During the reporting period, the PSC has succeeded in strengthening the implementation of the FDF as set out in government's 2014 - 2019 Medium Term Strategic Framework as well as the promotion of ethical conduct and good governance in the Public Service.

Budget virements were applied in accordance to section 43(2) of the Public Finance Management Act (PFMA) of 1999 and the details are included in the Annual Financial Statements.

Unauthorised, fruitless and wasteful expenditure

No unauthorised expenditure was incurred during the period ending 31 March 2015. However, one (1) case of fruitless and wasteful expenditure was incurred and has been recognised as an expenditure in the statement of financial performance.

Future plans

The Strategic Plan for the fiscal years 2015/16 – 2019/20 was produced and published on the PSC website. The

Strategic Plan reflects the PSC's priorities to strengthen its impact in the Public Service as well as its attempts to contribute in building a Public Service that is developmental oriented.

Public private partnerships

The PSC did not enter into any Public-Private Partnership during the 2014/15 financial year.

Discontinued activities/activities to be discontinued

Cabinet in 2012 decided to move the HoD evaluation function to the Department of Planning Monitoring and Evaluation (DPME) in the Presidency. The PSC began a process to direct its resources to the monitoring and evaluation of the function. In order to finalise all previous evaluations up to 2012/13, the Minister for Public Service and Administration (MPSA) issued a deviation in May 2014. The location of the function still needs to be finalised by Cabinet and the PSC has been liaising with the MPSA to appropriately locate the HoD evaluation function.

Following a review of the role of the PSC as secretariat to the National Anti-Corruption Forum (NACF), the PSC made a decision to no longer continue with this role. A withdrawal strategy is in the process of being developed.

New or proposed activities

The Annual Performance Plan as well as the Workplan provides detail on the projects and activities that the PSC will embark upon in the 2015/16 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 2014/2015 financial year, but were not advertised and awarded:

- Disaster Recovery Solution
- Information Technology (IT) infrastructure in the new accommodation
- Promotion of the NACH.

The following bids were advertised, cancelled and re-advertised:

- Appointment of a service provider in respect of travel, accommodation, venues and services hire for

a period of 3 years.

- Appointment of a service provider to render the Employee Wellness Programme (EWP) for a period of 2 years.

It is of utmost importance that goods and/or services procured for the PSC adhere to prescripts and legislative requirements. National Treasury issued Cost Containment Measures (National Treasury Instruction 01 of 2013/2014 on 19 December 2013 as well as a Guideline on Cost Containment Measures in August 2014) to introduce cost saving measures on travel and accommodation expenses and with regard to the appointment of consultants. Accounting officers and accounting authorities, when appointing and managing consultants and consultancy projects, must critically evaluate the internal control processes of their respective institutions to ensure that value for money is achieved when making use of consultants.

Gifts and donations received in kind from non-related parties

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

Exemptions and deviations received from National Treasury

No exemption from the 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 2015.

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

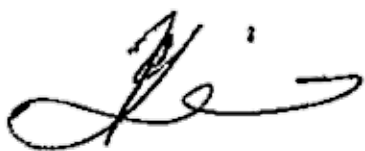
On behalf of the Office of the Public Service Commission (OPSC), I would like to thank the PSC for their continued support and strategic guidance. I would also like to thank the Portfolio Committee on Public Service and Administration/ Performance, Monitoring and Evaluation, for their

engagements and advice. To all the departments and stakeholders, thank you for your support and cooperation to ensure that the PSC was able to produce this body of work. My appreciation also goes to the Audit Committee under the leadership of Mr Sakhiseni Simelane.

Lastly, to Team PSC, all this work would not be possible without your dedication and commitment to improving the Public Service. Thank you for all the work.

Approval and sign off

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

A handwritten signature in black ink, appearing to be 'R. Levin', written in a cursive style.

PROF. RICHARD M LEVIN
ACCOUNTING OFFICER
OFFICE OF THE PUBLIC SERVICE
COMMISSION
31 AUGUST 2015

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR 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 is 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 the National Treasury.

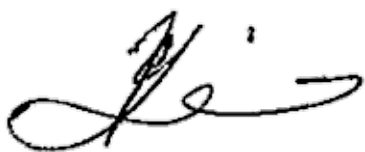
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information.

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, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2015.

Yours faithfully



**ACCOUNTING OFFICER
PROF. RICHARD M LEVIN
31 AUGUST 2015**

6. STRATEGIC OVERVIEW

6.1 Vision

A champion of Public Service excellence in democratic governance in South Africa.

6.2 Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by-

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.

6.3 Values

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

- Integrity
- Equity
- Honesty
- Excellence
- Dedication
- Respect for professionalism
- Emphathy
- Respect for human dignity
- Responsiveness.

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

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

public “administration” (Section 195) and public “service” (Section 196 and 197). In respect of public administration, Section 195 (2) makes it 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 directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable to the National Assembly and 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. human resource management and leadership evaluation;
- b. handling labour relations and labour practices;
- c. service delivery evaluation and improvement;
- d. promotion of the democratic values and principles;
- e. conducting Public Service investigations; and
- f. promoting professional ethics.

The PSC has a responsibility to promote the values and principles governing public administration contained in Section 195 of the Constitution. The values and principles are set out below:

Table 3: Values and principles

A high standard of professional ethics must be promoted and maintained
Efficient, economic and effective use of resources must be promoted
Public administration must be development-oriented
Services must be provided impartially, fairly, equitably and without bias
People’s needs must be responded to, and the public must be encouraged to participate in policy-making
Public administration must be accountable
Transparency must be fostered by providing the public with timely, accessible and accurate information
Good human resource management and career-development practices, to maximise human potential, must be cultivated
Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation

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

The PSC's powers and functions in terms of the Constitution are set out below:

Table 4: Powers and functions

The PSC must exercise its powers and perform its functions without fear, favour or prejudice
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service
The PSC must propose measures to ensure effective and efficient performance within the Public Service
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195
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
The PSC may either of its own accord or on receipt of any complaint,
<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;
<ul style="list-style-type: none"> investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;
<ul style="list-style-type: none"> monitor and investigate adherence to applicable procedures in the Public Service; and
<ul style="list-style-type: none"> 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
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament
The PSC is accountable to the National Assembly
The PSC must report at least once a year to the National Assembly
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province

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 Public Service Commission with regard to:

- the constitution of the Public Service Commission;
- appointment of Commissioners;
- designation of the Chairperson and Deputy Chairperson;
- conditions of appointment of Commissioners;
- removal from office of Commissioners;
- functions of the Commission (inspections, inquiries, etc.);
- rules according to which the PSC should operate;
- the Office of the Public Service Commission (OPSC); and
- transitional arrangements with regard to service commissions (created under the Interim Constitution).

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)

7.3 Policy Mandates

The outcomes approach as developed by Government⁵ 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 can lend its contribution to the other outcomes.

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:

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 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

⁵ <http://www.info.gov.za/issues/outcomes/index.htm>

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.

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 Public Service Commission 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.

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.

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 Heads of Department (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.

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 FDF for the SMS as prescribed in Chapter 3 of the Public Service Regulations, 1999, as amended. This Chapter requires of 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.

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

Management of the National Anti-Corruption Hotline

In 2003, Cabinet decided to assign the PSC with the responsibility of establishing and managing the NACH. The PSC outsources the call center, housing a central case management system and manages a referral system through the case management system which is governed by explicit protocols on referrals.

Evaluation of HoDs

Cabinet decided in 2000 to assign the PSC with the responsibility for facilitating the performance evaluation of HoDs. Consequently, the SMS Handbook provides for the issuing of guidelines for the performance evaluation of HoDs by the PSC. Since this period, the PSC has issued

various guidelines for the performance evaluation process of HoDs. Cabinet has however now transferred this function to the Department of Planning, Monitoring and Evaluation.

Resolution of Parliament

The National Assembly adopted as its resolution the recommendation of the Portfolio Committee on Public Service and Administration with regards to the work of the PSC. The resolution requires the PSC to report on the implementation of Section 195 (1) by the administration of all spheres of government, organs of state and public enterprises in South Africa and to include its report in the annual report of the entity it is reporting on every year. In order for the PSC to fully implement the resolution, this will require legislative amendments.

Memoranda of Understanding

The PSC has entered into Memoranda of Understanding (MoUs) with various institutions. These MoUs aim to enhance co-operation, efficiency and effectiveness and to avoid duplication of activities. In promoting best practice and in pursuit of cooperation and collaboration with other institutions, the PSC has entered into MoUs with the following institutions:

Institutions Supporting Democracy:

- Auditor-General
- Financial and Fiscal Commission
- Public Protector

Associations:

- Association of Public Account Committee
- South African Monitoring and Evaluation Association.

7.4 Relevant Court Rulings

The following 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.

Ex Parte Chairperson of the Constitutional Assembly: In Re Certification of the Amended Text of the Constitution of the Republic Of South Africa, 1996 1997 (2) SA 97 (CC)

In the second certification case, the Court was then presented with the full Constitutional provisions relating to the PSC, including its powers and functions.

The Court had to deal with the contention that “the role of the PSC is similar to the roles of the Public Protector and the Auditor-General, and that the procedures laid down for the protection of the independence of Public Service commissioners should be no less stringent than those for the removal from office of the Public Protector and the Auditor-General, which require a resolution of at least two-thirds of the members of the NA”.

The Court decided that Section 196 (1) “provides that there shall be a single PSC for the Republic. As a commission it will have joint responsibility for the work that it does. This, and the fact that it consists of 14 members appointed by 10 different legislatures, enhances its independence and makes any individual commissioner less vulnerable to unfair dismissal than the Public Protector and the Auditor-General might be. The dismissal of one of 14 commissioners will not necessarily have a significant impact on the work of the PSC; the removal of the Public Protector or the Auditor-General could have a profound impact on the functioning of that office.”

During the proceedings, the Court also dealt with the argument that Section 196 (13) provides that a commissioner appointed by a province may perform the functions of the commission in that province ‘as prescribed by national legislation’. The Court found that “that is so, but it will not relieve the PSC of joint responsibility for the work that it does, nor prevent the 13 remaining commissioners from coming to the support of an individual commissioner wrongly accused of misconduct, incompetence or incapacity.”

The Court also held that “The functions of the PSC are materially different to those of the Public Protector and the Auditor-General. Inherent in the functions of the Public Protector is the ‘investigation of sensitive and potentially embarrassing

affairs of government', whilst the Auditor-General has a crucial role in 'ensuring that there is openness, accountability and propriety in the use of public funds'. They perform sensitive functions which require their independence and impartiality to be beyond question, and to be protected by stringent provisions in the Constitution. The PSC's primary function is to promote 'a high standard of professional ethics in the Public Service'. While it has important supervisory and watchdog functions, a good deal of its work will be of a routine or advisory nature. A similar distinction is to be found in the IC which affords a lesser protection to the PSC than it does to the Public Protector and the Auditor-General..."

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.

In addition, the Constitutional Court made clear that the reference in the Constitution to "a public service in the Republic" is intended to mean a public service which applies to both national and provincial spheres of government. The Court held that:

"Section 197 (1) deals with the way in which the public service, as a particular administrative entity within public administration, must be structured and function. This is consistent with the interim Constitution and the 1994 Act. If a distinction were to be made between the structuring of public administration as a provincial power, and the structuring of the public service as a national power, one would have expected this to be set out explicitly in the Constitution. This was not done in the new constitutional text, submitted to this Court for certification in the first certification proceedings, and when the provisions of s 197 were reconsidered by the Constitutional Assembly, the only change made to the section to accommodate the concerns expressed in the first certification judgment, was to vest in the provinces the power to 'employ, promote, transfer and dismiss' personnel in the provincial administrations of the public service. The competence to make laws for the structure and functioning of the public service as a whole, vested in the national sphere of government was retained in the amended text. Section 197 (1) must be given effect to and should not

be deprived of its content by finding as an implied power, a provincial legislative competence inconsistent with the express provisions of the Constitution."

Independent Electoral Commission (IEC) v the Langeberg Municipality⁶

The case 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.

The Constitutional Court has furthermore pronounced on different occasions on the meaning of a requirement of "independence" contained in the Constitution and what safeguards are necessary to achieve it. Some of these cases include:

- Ex Parte Chairperson of the Constitutional Assembly: In re Certification of the Constitution of the Republic of South Africa 1996 (4) SA 744 (CC) at paras 163 and 165
- Ex Parte Chairperson of the Constitutional Assembly: In re Certification of the Amended Text of the Constitution of the Republic of South Africa 1997 (2) SA 97 (CC) at para 134
- De Lange v Smuts NO and Others 1998 (3) SA 785 (CC) at paras 69 – 73
- Van Rooyen and Others v The State and Others 2002 (5) SA 246 (CC) at paras 29 – 34
- South African National Defence Union and Others v Minister of Defence and Others 2007 (5) SA 400 at paras 99 – 103
- Glenister v President of the Republic of South Africa and Others 2011 (3) SA 347 (CC) at para 117.

Macssand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7

There will in most instances be no overlap in the functions of the PSC and Institutions Supporting Democracy, established in terms of Chapter 9 of the Constitution. Each of these institutions and the PSC operates independently

⁶ Independent Electoral Commission v the Langeberg Municipality (as successor to the Stilbaai Municipality). Case CCT 49/00

of each other. There is also nothing preventing the PSC from entering into a MoU with the Institutions Supporting Democracy to regulate how such overlaps will be managed and dealt with, or the broader relationship between such institutions.

In a different but analogous context, the Constitutional Court⁷ has ruled as follows in relation to the overlap of functions and role between spheres of government: “... these powers are not contained in hermetically sealed compartments, sometimes the exercise of powers by two spheres may result in an overlap. When this happens, neither sphere is intruding into the functional area of another. Each sphere would be exercising power within its own competence. It is in this context that the Constitution obliges these spheres of government to cooperate with one another in mutual trust and good faith, and to co-ordinate actions taken with one another.”

Chirwa v Transnet Ltd and Others 2008 (4) SA 367 (CC) at paragraphs 74-76, (relying on the decision of Institute for Democracy in South Africa and Others v African National Congress and Others 2005 (5) SA 39 (C) (2005 (10) BCLR 995)

In the above matter it was confirmed that the rights in Section 195 of the Constitution are not justiciable. In other words, while Section 195 of the Constitution provides important interpretative assistance, it does not found a right to bring an action for breach of any the principles. The court held that: “The values enunciated in s 1 of the Constitution are of fundamental importance. They inform and give substance to all the provisions of the Constitution. They do not, however, give rise to discrete and enforceable rights in themselves. This is clear not only from the language of s 1 itself, but also from the way the Constitution is structured and in particular the provisions of Chapter 2, which contains the Bill of Rights... the same considerations apply to the other sections of the Constitution... [including] Section 195(1). These sections all have reference to government and the duties of government, inter alia, to be accountable and transparent.... In any event, these sections do not confer upon the applicants any justiciable rights that they can exercise or protect ... The language and syntax of these provisions are not couched in the form of rights, especially when compared with the clear provisions of Chapter 2. Reliance upon the sections in question for purposes of demonstrating a right is therefore inapposite.... therefore although Section 195 of the Constitution provides

valuable interpretive assistance it does not found a right to bring an action”.

Khumalo and Another v Member of the Executive Council KwaZulu-Natal Education J-CCT10-13A

This case concerns a challenge by the Member of the Executive Council (MEC) for Education, KwaZulu-Natal, the respondent in Court, to the lawfulness of her own department's employment decisions. The matter raises the enforcement of the rule of law in the context of a significant delay by the MEC in bringing her challenge to court. The Labour Court held that Section 195 of the Constitution compelled the MEC, in the public interest, to avoid and eliminate illegalities in public administration. It held that the principle in this Court's decision in Njongi (that it is always open to a government official to admit, without qualification, that an administrative decision was wrongly taken) must apply to unlawful acts committed deliberately, negligently or even in good faith. The Labour Appeal Court agreed that the “MEC was not only entitled but also duty-bound to approach a court to set aside her irregular administrative act”. The Court further held that Section 195 provides for a number of important values to guide decision makers in the context of public-sector employment. When, as in this case, a responsible functionary is enlightened of a potential irregularity, Section 195 lays a compelling basis for the founding of a duty on the functionary to investigate and, if need be, to correct any unlawfulness through the appropriate avenues. This duty is founded, inter alia, in the emphasis on accountability and transparency in Section 195 (1)(f) and (g) and the requirement of a high standard of professional ethics in Section 195 (1)(a). Read in the light of the founding value of the rule of law in Section 1 (c) of the Constitution, these provisions found not only standing in a public functionary who seeks to review through a court process a decision of its own department, but indeed they found an obligation to act to correct the unlawfulness, within the boundaries of the law and the interests of justice.

Section 195 (1)(i) stresses the importance of ensuring that appointment processes in the public sector are based on ability, objectivity and fairness. Fairness in employment practices and labour relations requires the state to be even-handed and transparent not only to those whom it employs, but so to those who may wish to apply for employment at a state institution. It would not be fair if the state were to employ persons who do not meet the very requirements that the state itself sets. It is neither fair nor in compliance with the dictates of transparency and

⁷ *Macssand v City of Cape Town and Others* unreported judgment of the Constitutional Court, [2012] ZACC 7

accountability for the state to mislead applicants and the public about the criteria it intends to use to fill a post. The formulation and application of requirements for a particular post is a minimum pre-requisite for ensuring the objectivity of the appointment process. Persons who do not meet the requirements for a post in the public sector ought not to be appointed.

Minister of Defence and Military Veterans v Motau and Others [2014] ZACC 18

The Constitutional Court in this matter found that the implementation of legislation constitutes administrative action, except where there is a clear indication that it does not. *“Ordinarily the formulation of policy in broad terms does not amount to administrative action. This is because the power to develop and implement national policy in Section 85 (2) (b) of the Constitution is one of the exclusions in the definition section of Promotion of Administrative Justice Act (PAJA). The exercise of that executive power is not an administrative act. In this case it was concluded that I conclude that the Minister’s termination of the respondents’ membership of the Board constituted administrative action envisaged in Section 33 of the Constitution. Consequently, her decision is reviewable under PAJA. Since the respondents were not given a hearing before that decision was taken, it was procedurally unfair.”*

Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22

In considering what a proper investigation entails, the Supreme Court of Appeal in the above case held in as follows:

“... I think there is nonetheless at least one feature of an investigation that must always exist ... which is that the investigation must have been conducted with an open and enquiring mind. An investigation that is not conducted with an open and enquiring mind is no investigation at all. That is the benchmark against which I have assessed the investigation in this case. I think that it is necessary to say something about what I mean by an open and enquiring mind. That state of mind is one that is open to all possibilities and reflects upon whether the truth has been told. It is not one that is unduly suspicious but it is also not one that is unduly believing. It asks whether the pieces that have been presented fit into place. If at first they do not then it asks questions and seeks

out information until they do. It is also not a state of mind that remains static. If the pieces remain out of place after further enquiry then it might progress to being a suspicious mind. And if the pieces still do not fit then it might progress to conviction that there is deceit. How it progresses will vary with the exigencies of the particular case. One question might lead to another and that question to yet another, and so it might go on. But whatever the state of mind that is finally reached, it must always start out as one that is open and enquiring.”

While the above case was decided in relation to the office of the Public Protector, the scope and meaning of “an investigation” as defined above applies equally, in our view to an investigation carried out by the PSC.

In addition to the above, the court held that *“His or her mandate is an investigatory one, requiring pro-action in appropriate circumstances. Although the Public Protector may act upon complaints that are made, he or she may also take the initiative to commence an enquiry, and on no more than “information that has come to his or her knowledge” of maladministration, malfeasance or impropriety in public life... But although the conduct that may be investigated is circumscribed I think it is important to bear in mind that there is no circumscription of the persons from whom and the bodies from which information may be sought in the course of an investigation. The Act confers upon the Public Protector sweeping powers to discover information from any person at all. He or she may call for explanations, on oath or otherwise, from any person, he or she may require any person to appear for examination, he or she may call for the production of documents by any person and premises may be searched and material seized upon a warrant issued by a judicial officer. Those powers emphasise once again that the Public Protector has a pro-active function. He or she is expected not to sit back and wait for proof where there are allegations of malfeasance but is enjoined to actively discover the truth”.*(At paras 9-11)

The PSC also has the power to perform functions of its own accord and in this regard, some level of pro-activity is required of the PSC. In line with Section 197 (1) of the Constitution, Section 10 of the PSA Act provides the PSC with tools to be used during the course of an investigation, such as the power to summons a person to an inquiry for the person concerned to give information to the inquiry and/or to produce documents. The person so summoned can also be examined under oath.

8. ORGANISATIONAL STRUCTURE

Members of the PSC:



Mr BM Mthembu
Chairperson until October 2014



Adv. RK Sizani
Deputy Chairperson



Ms SS Nkosi
Commissioner, National Office



Ms PC Nzimande
Commissioner, National Office



Ms LV Sizani
Commissioner, National Office



Mr S Mafanya
Commissioner, Eastern Cape



Dr WH Boshoff
Commissioner, Free State



Mr MH Seloane
Commissioner, Gauteng



Mr MZ Mawasha
Commissioner, Limpopo
until October 2014



Mr DS Mkhwanazi
Commissioner, Mpumalanga



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 PSC:

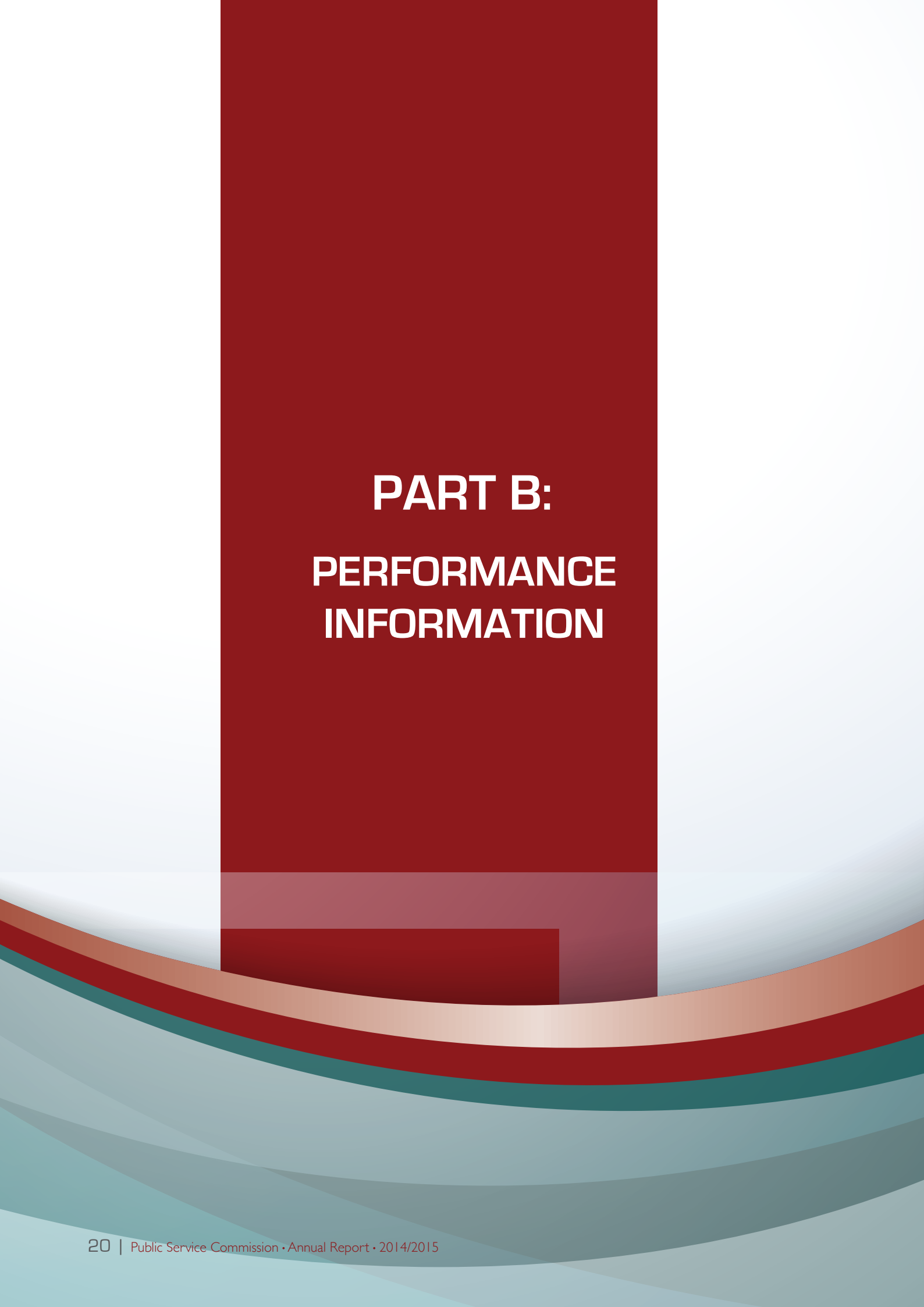


Prof. RM Levin
Director-General



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 the performance information to provide reasonable assurance in the form of an audit conclusion. 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 107 of the Report of the Auditor-General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

On 9 May 2014, the people of South Africa casted their votes for the 5th national and provincial elections. Government departments were expected to function smoothly in spite of changes at the executive interface. A new Cabinet was appointed which presented an opportunity for the PSC to reintroduce and reposition itself, and to provide strategic advice in human resource management matters. To this end, the PSC convened engagements with key stakeholders, including Ministers and HoDs, nationally and provincially to present findings and recommendations from its various reports with the aim of ensuring that proposed measures/solutions are implemented by departments. Presentations were also made to numerous Portfolio Committees in Parliament and Provincial Legislatures on different leadership and management research reports. The engagements were well received by many stakeholders.

Following the February 2014 Cabinet decision, the PSC continued to receive the Performance Agreements (PAs) of HoDs for the 2014/15 financial year. However, the filing of PAs with the PSC by 31 August 2014 was very poor, given that 18% of national departments and 33% of provincial departments submitted the PAs for their HoDs. This figure increased to 54% for national and 81% for provincial departments at the end of March 2015. Additionally, non-compliance with prescripts governing human resource management, as illustrated by the poor implementation of the deviation on the implementation of the HoD evaluation

framework, was observed.

One of the vehicles provided to the PSC in exercising its constitutional mandate is the management of grievances. For the past financial year, the PSC has increased its efforts in finalising grievances referred to it in terms of the provisions of section 196(4)(f)(ii) of the *Constitution*, 1996, to the extent that 90% of grievances referred to the PSC during the reporting period were finalised. In dealing with grievances, it was evident that in most instances, departments fail to conclude grievances within the prescribed time frame. The PSC has also observed a slight decrease in the number of grievances lodged at national and provincial levels. However, the number of pending cases remains high. The PSC therefore has put mechanisms in place to ensure that grievances referred to it by aggrieved employees are investigated and finalised within the shortest space of time.

The PSC embarked on joint ventures with two Limpopo government departments focused on understanding the reasons for the departments' problems and to develop practical solutions to address these problems. This process aims to provide the building blocks for the creation and retention of capacity, and effective performance management within the Public Service. The PSC continued with evaluation research pertaining to institutional issues such as coordination and collaboration, and has captured the critical success factors for the effective implementation of joint inter-government programmes.

At the request of various stakeholders, the PSC has continued with the development of Public Service Barometers (performance dashboard), and contributed to the body of knowledge pertaining to professionalising monitoring and evaluation (M&E) in the Public Service.

The South African government has adopted the Developmental State model as the overarching development agenda of the country. This is based on the recognition that to overcome the triple developmental challenges – unemployment, poverty and inequality – and to transform the structural basis of the economy requires a Developmental State. The PSC has a central role in shaping the kind of public administration and Public Service that will help South Africa achieve its developmental goals. In order to assist in generating debates on the nature and characteristics of the Public Service that should underpin a Developmental State in South Africa, the PSC hosted a high level conference on the Developmental State.

To inform decisions regarding service delivery and ensure an effective and efficient Public Service, the PSC conducted service delivery inspections to assess the quality of services rendered by departments. These inspections included key hospitals in the country and in the education sector. The PSC continues to play a key role in facilitating Citizens Forums and working with the communities to find service delivery solutions.

The PSC indicators show an improvement in the prevention of corruption through the closure rate of NACH cases, decline in the cost of financial misconduct and increased compliance with the FDF. Corruption continues to undermine our development efforts and impede sustainable development. Although adequate legislation is in place, political will and clear communication is required to foster a sense of commitment to the public good. Public perception and concern around the abuse of public resources have grown. In its contribution to the fight against crime and corruption, the PSC continued to conduct investigations in respect of complaints lodged through the Complaints Rules and the NACH. The complexity and scope of complaints lodged has also increased. Not all complaints lodged with the PSC fall within its jurisdiction and such complaints were referred to the appropriate bodies for further handling, e.g. the South African Police Service, Independent Police Investigative Directorate, Auditor-General and the South African Human Rights Commission.

Up until 31 March 2014, the PSC referred most of its cases to relevant departments for the provision of documentation to enable the PSC to conduct desktop investigations. In a majority of the cases, departments did not submit the required information within the stipulated time frame. This resulted in delays in the timely finalisation of investigations. Since the revision of the methodology for conducting investigations, most of the investigations 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 can be closed/finalised within 30 days. Provision was also made for cases to be presented to a Case Conference Committee (CCC) comprising of Commissioners who provide strategic guidance and advice. The CCC process also expedited the approval process of completed reports. This process was introduced in April 2013, and has resulted in an increase in the number of investigations finalised. The revised process is continuously being monitored.

Over the years, the PSC has witnessed an increase in the demand for engagement with the 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 and therefore has to take such requests into consideration when planning for the forthcoming financial years. Although offering assistance is part of the PSC's constitutional mandate, the PSC will need to develop methods to respond effectively to greater demands from its stakeholders and create sufficient space for meeting these demands.

In executing its mandate, the PSC recognises the importance of the cooperation of its stakeholders. The main challenge faced by the PSC is the responsiveness of stakeholders to its recommendations. This impacts on the PSC's ability to effectively deliver on its mandate. There has also been unevenness in its interaction with Parliament as there is greater demand for its interaction with selected Portfolio Committees. Another challenge is that the PSC lacks the authority to enforce its recommendations and thus the PSC is severely constrained in accounting to Parliament on the actual impact that it makes in other aspects of its mandate. In order to address these challenges, the PSC will therefore need to robustly engage with its stakeholders in the period ahead.

2.2 Service Delivery Improvement Plan

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>75% 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 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>84.1% of complaints (NACH and Complaints Rules complaints) lodged were finalised within 3 months from the date of receipt of all documents</p> <p>62.9% of all complaints (NACH and Complaints Rules complaints) that were handled as Early Resolution, were closed within 30 days of receipt</p> <p>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained on a quarterly basis from the PSC for the target date to be extended</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. Compliance with the applicable prescripts were in all instances established, and where there was non-compliance, the relevant findings and recommendations were made</p> <p>Subsequent to the investigation of complaints, findings were made following thorough analysis of all 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 the handling of the complaint, as and when required</p> <p>Consultation to take place with Department of Public Service and Administration (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 were received from the EA or HoD</p>	<p>To liaise with the complainant on the lodging and the 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 were 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. Complainants were also interviewed during the course of investigations</p> <p>DPSA was consulted in writing, telephonically as well as electronically on the interpretation of prevailing prescripts, as and when clarity and guidance was 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 complaints (either in writing, by uploading it on 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 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 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 complaints (either in writing, by uploading it on 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 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 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>The PSC's research reports are on placed the PSC's website. Information is also provided to all role players</p> <p>PSC's published research reports were tabled in Parliament and distributed to stakeholders</p> <p>PSC's published research project reports were posted on the PSC website</p> <p>Approved investigation reports were forwarded to the relevant EAs/HoDs</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 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 for the Public Service, as contained in the Public Service Regulations</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 on-going basis to identify themselves during interviews/meetings by wearing identification cards and/or name tags that have been issued to them</p> <p>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 with 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 on 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 of the terms of reference of the investigations</p> <p>Complaints lodged and referred to departments for investigation were regularly followed 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 is 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>Not applicable</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Information:	<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 report to be issued once comments on findings were received from the EA or HoD</p> <p>Research and investigation reports to be drafted in a user-friendly and understandable language</p> <p>Investigations 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>Comments on findings were received from the EA or HoD upon which final investigation report were issued</p> <p>Final investigation reports were drafted in a user-friendly and understandable language</p> <p>All investigations reports were made available to role players in printed or electronic format</p> <p>PSC's published research reports were posted on the PSC Website</p>
<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>Complaint about the conduct of officers of the OPSC during investigations were reported to either the DG of the OPSC or the EA</p> <p>In order to expedite the finalisation of complaints investigated, the Protocol Document on the 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 officials within the Chief Directorate</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 officials within the Chief Directorate</p> <p>No over/under expenditure</p>	<p>All investigations were completed within 90 days of receipt of the relevant/outstanding information or documentation</p> <p>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained from the PSC for the target date to be extended</p> <p>Official within the Chief Directorate achieved ratings of fully effective or higher during the previous performance assessments</p> <p>No over/under expenditure occurred</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<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's 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 and guidance was offered by the CCC, thereby enhancing the completion of investigations within 90 days of receipt of the relevant/outstanding 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>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained from the PSC for the target date to be extended</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 financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationary Printing of research reports 	<p>To operate within the Medium Term Expenditure Framework financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationary Printing of research reports 	<p>Operated within the Medium Term Expenditure Framework financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> Personnel costs Travel and subsistence expenditure Stationary <p>Expenditure was monitored on a monthly basis</p>
<p>Human resources:</p> <p>17 officials (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>Additional 40 posts (i.e. 2 Chief Directors, 2 Directors, 18 Deputy Directors and 18 Assistant Directors)</p> <p>Duties and responsibilities to be equally distributed amongst officials on the same level</p>	<p>Subsequent to the request to National Treasury, 22 posts were filled (i.e. 1 Chief Director; 4 Directors, 8 Deputy Directors, 5 Assistant Directors, 1 State Administration Officer, 2 Administration Secretaries and 1 Data Administrator) and therefore 18 posts still need to be created</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	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
Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically	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 were placed on the PSC Website (www.psc.gov.za) for easy access. Hard copies of reports were distributed to stakeholders

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 are recorded and responded to within the allocated time frames	All complaints handled during the reporting period that were lodged via the NACH or in terms of the Complaints Rules were recorded on the a database
Complaints from the public are referred to the Public Protector	Complaints from the public are referred to the Public Protector	Complaints from the public were referred to the Public Protector

2.3 Organisational Environment

During the period under review, the first terms of office of the Chairperson of the PSC, Mr B Mthembu, as well as Commissioners M Mawasha (Provincial Commissioner, Limpopo) and M Marias-Martin (Provincial Commissioner, Northern Cape) came to an end. The position of Commissioner in KwaZulu-Natal remained vacant since the 2013/14 financial year. The President of the Republic of South Africa, Honourable Jacob Zuma, designated Advocate RK Sizani as Deputy Chairperson in October 2014. As at 31 March 2015, a Commissioner had not been designated as Chairperson.

The post of Deputy Director-General: Monitoring and Evaluation (DDG: M&E) remained vacant. In addition, the PSC continued to experience staff turnover in lower level posts which had a negative impact on timely finalisation of projects.

The PSC exceeded the set target of 50% for the employment of women in the Senior Management Service (SMS) having achieved 53.4% of females employed in the SMS. In the Middle Management Service the percentage of women employed was 44.0%. However, the PSC did not do well in terms of recruiting and retaining People with Disabilities (PWDs). As at 31 March 2015, the PSC had in its employ 1.47% of PWDs out of a total of 275 filled posts on the staff establishment. As part of recruiting PWDs, the PSC has on the adverts a disability logo and states that PWDs are encouraged to apply for the posts and also sends adverts to the Disabled People of South Africa organisation to forward adverts to their different affiliates.

In October 2014, the PSC received additional funding amounting to R11.069 million for 2015/16, R12.136 million for 2016/17 and R8.314 million for 2017/18 financial years in respect of rental for new office accommodation. The R11 million received for 2015/16 is included in the budget amount of R222 million. The challenge with the additional funds received is that these funds have been earmarked for office accommodation by National Treasury.

The PSC's concern is that the additional funds received will not augment the reduction in the budget for 2015/16. The budget for 2015/16 is R222 million and yet the budget for 2014/15 was R226 million. The shortfall will have severe consequences on the PSC's operations. This simply means that PSC will not have money for projects as funds available will only be sufficient to cater for running costs and salaries.

At the SMS level, the position of Chief Director: Labour Relations Improvement was filled with effect from November 2014, whereas the position of Chief Director: Leadership and Human Resource Reviews remained vacant. The post remained vacant as a result of challenges in identifying candidates who met the advertised requirements.

2.4 Key Policy Developments and Legislative Changes

During the period under review, there were no changes to the PSC legislation. However the Governance Rules of the PSC were reviewed and gazetted to take effect from 1 April 2015. The PSC is engaging with various stakeholders on the implications of the Public Management Administration Act on its mandate.

3. STRATEGIC OUTCOME ORIENTED GOALS

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

- An efficient, economic, effective and development-oriented public service
- Service delivery that responds to the needs of the people
- Strengthened institutional capacity
- Labour relations and public administration practices that cultivate effectiveness and efficiency.

In terms of government's outcomes, the PSC contributes to Outcome 12: *"An efficient, effective and development-oriented"*.

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 I: Administration



Ms B Lerumo

Deputy Director-General: Corporate Services

Purpose:

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

Sub-programmes:

- Public Service Commission
- Management
- Corporate Services.

Strategic objectives:

- Assist the Head of Department 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.

4.1.1 Strategic Objectives

Programme: Administration					
Strategic Objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Assist the Head of Department with the delivery of functions and responsibilities assigned either by legislation and/or by the PSC	100% support provided	Monitor the implementation of the Workplan on a quarterly basis	Implementation of the 2014/15 Workplan was monitored on a quarterly basis	Target achieved	-
Provide continuous and adequate support service to the PSC and its Office towards achieving its strategic and operational goals	100% support provided	80% of performance targets achieved	88% (of which 9% partially achieved) of performance targets achieved	Target exceeded by 8%	Additional targets were achieved than anticipated

4.1.2 Performance Indicators

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Internal Audit					
A risk based annual and three year audit plan developed and implemented	Annual and three year audit plan was developed and the Internal Audit Coverage Plan was implemented on an ongoing basis	Provide effective and efficient internal audit services to the OPSC by March 2015	Annual and three year audit plan was developed in February 2015 and the Internal Audit Coverage Plan was implemented on an ongoing basis	Target achieved 1 month earlier than planned	Plan was developed earlier than anticipated
Updated Gift Register	Gift Register was updated on an ongoing basis	Gift Register maintained and assessed for potential conflicts of interest by March 2015	Gift Register was updated on an ongoing basis	Target achieved	-
Risk management strategy implemented	<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>	An integrated risk management system implemented by March 2015	<p>Top Ten Strategic Risk Register was reviewed on a regular basis and reported to the Plenary held in May, August and November 2014 and February 2015</p> <p>Fraud Prevention and Risk Management Committee held meetings in May 2014 and March 2015</p> <p>Report on the Fraud Risk Assessment conducted was approved in December 2014</p> <p>Whistle-Blowing Log was maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms</p>	Target achieved	-
Legal Services					
Number of legal opinions provided	16 legal opinions were provided	Legal support to the O/PSC provided by March 2015	10 legal opinions were provided in consultation with the Office of the Chief State Law Advisor	Target achieved	-
Number of contracts drafted/vetted	<p>9 contracts were drafted/vetted</p> <p>2 service level agreements were finalised</p>		<p>All 9 contracts submitted were vetted</p> <p>5 service level agreements were finalised</p>	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved Memorandum of Understanding with 4 stakeholders	MoU with the Finance and Fiscal Commission signed in May 2013	Memoranda of Understanding with stakeholders reviewed or developed by July 2014	MoU with the Association of Public Accounts Committee (APAC) signed in June 2014 MoU with Tshwane University of Technology, Nelson Mandela Metropolitan University and AG were reviewed	Target partially achieved	Signing of MoU is partially dependent on stakeholders
Approved notice and manual which adheres to the Promotion of Access to Information Act	Promotion of Access to Information Manual approved by the PSC in August 2013 and submitted to the South African Human Rights Commission 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	Annual Review of Section 15 Notice and Promotion of Access to Information Manual conducted by August 2014	Section 15 Notice approved in May 2014 and submitted to the South African Human Rights Commission Promotion of Access to Information Manual was not produced	Target achieved Target not achieved	- Act only requires that the Manual be reviewed at intervals of not more than 1 year, if necessary
Approved protocol	-	The protocol on issuing directions reviewed in line with amended legislation by March 2015	No work undertaken during the financial year	Target not achieved	Review of protocol is dependent on the amendment of the PSC Act
International and Regional Integration					
Approved reports on events and minutes of 3 meetings	-	Meetings and events of the AAPSComs held by March 2015	Two Executive Committee meetings were held in May and September 2014, respectively. Secretaries' meeting was held in May 2014 Reports and minutes of these meetings were produced	Target achieved	-
Website updated on a quarterly basis	Website was updated on a regular basis	Effective and operational AAPSComs website by March 2015	Website was updated on a quarterly basis	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Continuous liaison maintained	Liaison with stakeholders was maintained	Liaison with stakeholders on AAPComs activities by March 2015	Engagements held with stakeholders such as the United Nations Development Programme and the African Union	Target achieved	-
Planning and Reporting					
Approved Annual Report that adheres to National Treasury Guidelines	PSC Annual Report for the 2012/13 financial year that adheres to National Treasury Guidelines was approved by the PSC in July 2013	PSC Annual Report produced by August 2014	PSC Annual Report for the 2013/14 financial year that adheres to National Treasury Guidelines was approved in July 2014	Target achieved 1 month earlier than planned	Sufficient time for printing had to be allocated
Approved Annual Report to Citizens	Annual Report to Citizens was produced in August 2013 and approved by the PSC in October 2013	PSC Annual Report to Citizens produced by September 2014	PSC Annual Report to Citizens was approved in December 2014	Target achieved 3 months later than planned	Delay due to capacity constraints
Approved Medium Term Strategic Plan that adheres to National Treasury Guidelines	-	Medium Term Strategic Plan produced by January 2015	Medium Term Strategic Plan was approved in January 2015	Target achieved	-
Management Performance Assessment Tool (MPAT) results submitted timeously	-	Coordinate MPAT by September 2014	MPAT assessment was submitted to the Department of Planning, Monitoring and Evaluation (DPME) in October 2014	Target achieved	DPME extended the submission date to October 2015
Approved report within the set time frame	-	End term review on the work of the PSC conducted by March 2015	No work undertaken during the financial year	Target not achieved	Capacity constraints
Service Delivery Improvement Plan (SDIP) reviewed	SDIP was approved by the PSC in July 2013	SDIP reviewed by March 2015	No work undertaken during the financial year	Target not achieved	DPSA has extended completion date
Approved Annual Performance Plan that adheres to National Treasury Guidelines	Annual Performance Plan was produced and approved by the PSC in January 2014	Annual Performance Plan produced by January 2015	Annual Performance Plan that adheres to National Treasury Guidelines was approved in January 2015	Target achieved	-
Approved reports on performance information submitted to National Treasury on a quarterly basis	Quarterly reports were submitted to National Treasury and DPME in July and October 2013 and January 2014	Quarterly report on the workplan produced by April 2015	Quarterly reports on performance information was submitted to National Treasury and DPME on a quarterly basis	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Management Committee (MANCO) meetings and Provincial Directors Forum held on a quarterly basis	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	MANCO meetings, Provincial Directors Forum and other OPSC events held by March 2015	MANCO meetings and Provincial Directors Forum was held on a quarterly basis OPSC Strategic Planning Session was held in August 2014	Target achieved	-
Secretariat support provided	-	Secretariat support provided to the Forum of Institutions Supporting Democracy by March 2015	Secretariat support was provided to the Forum of Institutions Supporting Democracy	Target achieved	-
Financial and Asset Management					
Funds surrendered to the National Treasury do not exceed 2%	Funds surrendered to the National Treasury amounted to R195 000, which translated to 0.10% of the total budget	Expenditure against budget properly monitored by March 2015	Funds surrendered to National Treasury amounted to R141 000 which translated to 0.06% of the total budget	Target achieved	-
Four budget submissions submitted to National Treasury	Four budget submissions were submitted to National Treasury	Budget submission inputs produced: <ul style="list-style-type: none"> • Original budget inputs by April 2014 • Medium Term Expenditure Framework by July 2014 • Adjusted Estimates on National Expenditure by September 2014 • Estimates on National Expenditure by November 2014 	Four budget submissions were submitted to National Treasury by the set time frames	Target achieved	-
All financial transactions accurately recorded	12 In-Year Monitoring and 12 Compliance Certificates were submitted to National Treasury	Financial reports that fairly and accurately presents the financial position of the PSC produced by March 2015	12 In-Year Monitoring and 12 Compliance Certificates were submitted to National Treasury	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
100% reduction of all audit findings relating to financial prescripts	<p>Clean audit was received for the 2012/13 financial year</p> <p>All payments were processed within 30 days of receipt of invoice</p> <p>Financial delegations were approved in February 2014</p>	<p>Clean audit report received by March 2015:</p> <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 	<p>Unqualified audit report was received for the 2013/14 financial year</p> <p>6 out of 7 963 (0.07%) of payments were not processed within 30 days of receipt of invoice</p> <p>Financial Circular on cost cutting measures was approved in June 2014</p>	<p>Target achieved</p> <p>Target partially achieved</p> <p>Target achieved</p>	<p>-</p> <p>Delay in payments were due to disputes regarding the invoices</p> <p>-</p>
Updated Asset Register	<p>Asset Register was updated on a regular basis. Redundant and obsolete assets were disposed throughout the financial year</p> <p>Annual physical verification for all assets was conducted at both national and provincial offices</p>	Efficient and effective asset management by March 2015	<p>Asset Register was updated on a regular basis. Redundant and obsolete assets were disposed throughout the financial year</p> <p>Bi-annual physical verification for all assets was conducted twice for both national and provincial offices</p>	Target achieved	-
Supply Chain Management					
Supply Chain Management (SCM) policy reviewed and implemented	Reviewed SCM policy was approved in March 2014	SCM policy reviewed in compliance with prescripts and guidelines, and implemented by March 2015	SCM prescripts and guidelines were implemented on an ongoing basis	Target partially achieved	There was no need to review the SCM Policy as the policy was reviewed in March 2014
All service level agreements signed within 3 months of contract award	8 service level agreements were signed, of which 1 was signed after three months of contract award	Service level agreements in place and monitored by March 2015	All (20) Services Level Agreements were signed within 3 months of contract award	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Facilities and Logistics Management					
Office accommodation leases procured 3 months before the expiry of lease agreements	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 DPW was also requested to procure additional office space for the Gauteng Provincial Office	OPSC leased immovable properties properly maintained by March 2015	Due to the expansion of the provincial offices, the DPW was requested to procure office accommodation 3 months before the expiry of lease agreements	Target achieved	-
Business Continuity Plan tested once a year	Business Continuity Management was approved in February 2014	Business Continuity Plan implemented, monitored and tested by March 2015	Business Continuity Plan was tested in February 2015	Target achieved	-
Logistics Management policies reviewed and implemented	Revised Telephone Policy was approved in February 2014 Received a mandate to table the newly developed Parking Policy at the Departmental Bargaining Chamber (DBC)	Logistics Management Policies reviewed in compliance with prescripts and guidelines, and implemented by March 2015	Revised Travel Policy and Postal Policy was approved in April and August 2014, respectively	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Records Management Policy reviewed and implemented	Records Management Committee was established	Records Management Policy reviewed in compliance with prescripts and guidelines, and implemented by March 2015	Revised Records Management Policy was approved in March 2015	Target achieved	-
Number of users trained	-		No users were trained	Target not achieved	Delay was due to the non-availability of employees to attend training at the scheduled dates
Standardised filing system in place	-		Document on the standardisation of Commissioners' filing system was produced in February 2015	Target achieved	-
Filing system audited	-		Audit on filing system audit was conducted in March 2015	Target achieved	-
Security Services					
Security Policy and Procedure manuals reviewed and implemented	-	Security Policy and Procedure manuals reviewed and implemented by March 2015	Reviewed Security Policy was produced and submitted for approval 3 investigations were conducted and presented to the Loss Control Committee	Target achieved	-
5 workshops conducted	-		5 workshops were conducted in the provincial offices	Target achieved	-
Communication and Information Services					
12 Director-General's newsletter produced	-	Newsletter produced by March 2015	12 editions of the Director-General's newsletter were produced	Target achieved	-
6 internal newsletters produced	6 internal newsletters were produced and distributed	Bi-monthly internal newsletter produced by March 2015	6 internal newsletters were produced	Target achieved	-
Number of lift and washroom news produced	-	Lift and washroom news produced by March 2015	12 lift and washroom news were produced	Target achieved	-
4 Information and Learning Sessions held	5 Information and Learning Sessions were held	Information and Learning Sessions held by March 2015	4 Information and Learning Sessions were held	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Information needs analysis of users conducted	-	Information Resource Centre equipped with relevant material by March 2015	2 book exhibitions were held to assess the information needs of users	Target achieved	-
Relevant material secured within 30 days of request	Purchasing of library material was procured within 30 days of receipt of request		Library material was procured within 30 days of receipt of request	Target achieved	-
Media liaison activities successfully coordinated	Media coverage was received as a result of the following: <ul style="list-style-type: none"> Stakeholder engagement sessions Centenary celebrations SAMEA Conference Roundtable discussion on Policy on Incapacity Leave and Ill-Health Retirement 3rd Biennial Labour Relations Conference Factsheet on Financial Disclosures 	Media relations managed by March 2015	Media liaison activities were successfully coordinated. Media briefings on the following events received good media coverage: <ul style="list-style-type: none"> Signing of MoU between the PSC and APAC Inspections at Steve Biko, Chris Hani and Pelonomi hospitals Extensive media coverage was also received as a result of the following events arranged by the PSC: <ul style="list-style-type: none"> Developmental State Conference Celebration of International Anti-Corruption Day Inspections on Learner Teacher Support Material 	Target achieved	-
Approved PSC Magazine	The 8 th edition of the PSC Magazine which focused on papers presented at the SAMEA Conference was approved in March 2014	PSC Magazine produced by March 2015	Approval of the PSC Magazine is in progress	Target not achieved	Delay as a result of the late submission of articles by contributors
9 provincial events hosted	As part of celebrating the PSC's 100 years of existence, stakeholder engagement sessions were held in Gauteng, Eastern Cape, Mpumalanga and the national conference in the Western Cape provinces	Stakeholder engagement sessions held by March 2015	14 stakeholder engagement sessions were held in the following provinces: <ul style="list-style-type: none"> Gauteng Eastern Cape Limpopo Mpumalanga 	Target exceeded by 5 sessions	Additional stakeholders engagement sessions were hosted in Mpumalanga

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Work of the PSC marketed	<p>Advertorial announcing the PSC centenary celebrations were place 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>	Work of the PSC marketed to stakeholders by March 2015	<p>A radio campaign aimed at popularising the Developmental State Conference was conducted</p> <p>An e-mail marketing system was used to promote organisational products and services including PSC events</p> <p>The visibility programme aimed at raising the profile of the work of the PSC was implemented</p>	Target achieved	-
Uniform branding in all PSC offices	<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, seasons greeting cards 	PSC offices branded by March 2015	<p>As part of branding, the following were procured:</p> <ul style="list-style-type: none"> • Branded banners • Gazebo • Diaries, calendars and seasons greeting cards 	Target achieved	-
Information Technology					
96% network connectivity uptime achieved	Network connectivity uptime of 97% was achieved	Information technology infrastructure, systems and services maintained by March 2015	Network connectivity uptime of 98% was achieved	Target exceeded by 2%	Network was stable
Dynamic reports accessible to all managers	-	Business intelligence software tool implemented by March 2015	Pilot on reporting on performance information through the Enterprise Project Management (EPM) system was conducted	Target partially achieved	Delay due to the late appointment of a service provider to finalise the integration of EPM with the Basic Accounting System (BAS)

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved report within the set time frame	-	All information systems previously developed audited, integration and its relevance assessed by March 2015	No work undertaken during the financial year	Target not achieved	Delay due to need to appoint a service provider
Video conference and Internet Protocol (IP) Telephony implemented in 5 PSC offices	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	Video conference and IP Telephony solution sourced by March 2015	Video conference hardware was installed at the National Office and provincial offices IP Telephony hardware was installed in 7 provincial offices	Target partially achieved	IP Telephony was not installed at the National Office due to the possible office relocation
Information Technology (IT) systems master plan developed and implemented	-	IT systems master plan developed and implemented by March 2015	IT Master Systems Plan was approved in January 2015 and implemented on an on-going basis	Target achieved 3 months earlier than planned	Approval was obtained earlier than planned
Human Resource Management					
Vacancies filled within 4 months after becoming vacant	Out of 12 vacant posts, 11 were filled within 4 months after becoming vacant	Vacancies timeously filled by March 2015	Out of 36 vacant posts, 7 were filled within 4 months after becoming vacant and 17 were filled later than the 4 month period The 12 remaining posts were not yet filled	Target partially achieved	Delays experienced due to the unavailability of interview panel members to conduct interviews timeously
PWDs to comprise at least 4% of staff employed	As at 31 March 2014, the OPSC had 3 PWDs which translated to 1.27% of the staff complement	PWDs employed by March 2015	As at 31 March 2015, the OPSC had 4 PWDs which translated to 1.45% of the staff complement	Target partially achieved	PWDs did not apply for posts and departments have to compete amongst themselves
Women to comprise at least 55% of staff employed at management level	As at 31 March 2014, women at management level comprised 43.6% of the staff complement	Women employed in management levels by March 2015	As at 31 March 2015, women at middle and senior management level comprised 48% of the staff complement	Target partially achieved	Potential female candidates interviewed were found not suitable for appointment
5 approved human resource policies	3 policies were approved	Human resource policies revised and implemented by March 2015	2 policies were approved	Target partially achieved	Delay in the finalisation of the policies due to capacity constraints
Database developed	-	Database of job evaluation results, job descriptions, adverts and workplans developed by March 2015	Database was developed	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Human Resource Development					
10 junior officials mentored	Mentorship programme was implemented on an on-going basis	Mentorship programme in the OPSC implemented by March 2015: <ul style="list-style-type: none"> In-house mentorship programme 	No work was undertaken during the financial year	Target not achieved	Project could not commence due to budgetary constraints
10 managers mentored	-	<ul style="list-style-type: none"> Mentorship programme with academic institutions 	No work was undertaken during the financial year	Target not achieved	Project could not commence due to budgetary constraints
Interns and learners equal to 5% of the total staff establishment placed in the OPSC	As at 31 March 2014, 16 interns and 5 graduate learners were placed which translated to 8% of the staff establishment	<ul style="list-style-type: none"> Graduate interns placed by March 2015 Student interns (Further Education and Training (FET) certificates) placed by March 2015 Learners enrolled in a learnership programme by March 2015 	<p>16 interns were placed</p> <p>10 FET student interns were placed</p> <p>5 learners were enrolled in a learnership programme</p> <p>In total, as at 31 March 2015, interns and learners placed translated to 9% of the total staff establishment</p>	Target exceeded by 4%	Additional interns and learners appointed in response to the demand
Workplace Skills Plan and Annual Training Report submitted to Public Service Sector Education and Training Authority (PSETA)	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	Workplace Skills Plan and the Annual Training Report implemented by July 2015	Workplace Skills Plan and the Annual Training Report was approved in April 2014 and submitted to PSETA Implementation was on an ongoing basis	Target achieved	-
Skills audit conducted	-	Comprehensive skills audit developed by July 2015	No work was undertaken during the financial year	Target not achieved	Project could not commence due to budgetary constraints
60% training programmes conducted	176 employees received training		190 employees received training which translates to 65% of training programme conducted	Target exceeded by 5%	Additional training programmes were conducted than planned

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
2 Memoranda of Understanding entered with institutions of higher learning	-	Discussions with institutions of higher learning undertaken by July 2015	No MoU signed during the financial year	Target not achieved	Delay due to budgetary constraints
5 managers participating in the leadership development programme	-	Leadership development programme implemented by March 2015	No work was undertaken during the financial year	Target not achieved	Project could not commence due to budgetary constraints
EWP utilisation monitored on a quarterly basis	The utilisation of the EWP was monitored on a quarterly basis and its average usage for the financial year was 2.75%	EWP promoted, monitored and evaluated by March 2015	The utilisation of the EWP was monitored on a quarterly basis	Target achieved	-
10 events hosted	16 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 2015	10 events were hosted	Target achieved	-
PAs and workplans submitted by all employees	41 performance agreements and 194 workplans were submitted	Employee Performance Management and Improvement System and Performance Management Development System linked to the PSC's objectives, and applied in a sound, reliable and objective manner by May 2014 and October 2014, and May 2015	43 out of 44 performance agreements and 162 out of 231 workplans were submitted	Target partially achieved	Not all employees submitted timeously
Bi-annual performance assessments conducted	177 half-yearly performance reports were submitted Annual performance evaluation process for the 2012/13 financial year was completed in September 2013		201 half-yearly performance reports were submitted Annual performance evaluation process for 2013/14 was completed in November 2014	Target partially achieved Target achieved 1 month later than planned	Not all half yearly performance reports were received timeously Delays in the conclusion of the annual performance evaluation process was due to the unavailability of Committee members
Grievances resolved within the set time frame	10 grievances were lodged of which 1 was resolved and 1 referred to the EA	Grievances in the OPSC managed by March 2015	Out of the 9 grievances lodged during the 2013/14 financial year; 8 were withdrawn by the PSCBC and 1 was referred to the EA 1 grievance was lodged during the 2014/15 financial year and was resolved	Target achieved	-

Programme: Administration					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Quarterly consultations with organised labour on matters of mutual interest conducted	8 DBC meetings were held	OPSC DBC supported by March 2015	7 DBC meetings were held	Target achieved	-
Disciplinary resolution mechanisms in place	Grievance Resolution Policy and Policy on Management of Substance Abuse (Alcohol and Drugs) in the Workplace was approved by the DBC in March 2014	Policies regarding disciplinary procedure and processes in place by March 2015	Grievance Resolution Policy is implemented on an ongoing basis	Target achieved	-
Number of workshops conducted	No workshops were conducted		No workshops were conducted	Target not achieved	Workshops not held due to lack of facilitators in the National School of Government

Programme: Administration

Adherence to the requirements of SCM prescripts and legislative requirements is of utmost importance to the PSC. Procurement Committees were in place and ensured that procurement of goods and services were compliant with the prescribed norms and standards. The procurement system was operated in a manner that was fair, equitable, competitive, transparent and cost effective. The monitoring of the strong control measures that were implemented in respect of the acquisition of goods and services continued.

In an attempt to keep members of Team PSC abreast about developments within the organisation, Mafhungo from the Director-General was compiled and disseminated to staff on a monthly basis. Likewise, the Izwi lase PSC, an internal newsletter, was produced every second month.

During the reporting period, stakeholder engagement sessions were held in amongst others, Gauteng, Limpopo, Eastern Cape and Mpumalanga provinces, to appraise stakeholders about the work of the PSC. Furthermore, a visibility programme that was aimed at raising the profile of the PSC was adopted and implementation commenced.

The IT Directorate has developed an IT Strategic plan to ensure that it is effectively aligned to strategic objectives of the PSC. The strategy was approved by the Director-General in January 2015. Furthermore, in order to elevate the importance of IT, IT Governance matters are discussed

at Executive Committee and Audit Committee meetings. Officials were trained on PRINCE 2 project management methodology and on Enterprise Project Management tool. In order to improve reporting on projects and budget, the PSC has implemented EPM tool that interfaces with BAS. Going forward, all approved projects for 2015/16 will be captured on EPM with their related budget and project milestones. The tool will enable the Commission and top management to monitor project expenditure against deliverables.

4.1.3 Strategy to overcome Areas of under Performance

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

4.1.4 Changes to Planned Targets

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

- Medium Term Strategic Plan (June 2014 to January 2015)
- Annual Performance Plan (March to January 2015)

The engagement with institutions of higher learning and the establishment of a framework for research cooperation was removed from the workplan as it was a duplication of the work being conducted by the Directorate: Human Resource Development and Management.

4.1.5 Linking Performance with Budgets

2014/2015				2013/2014		
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
Corporate Services	74,926	74,23	203	68,457	68,468	-11
Management	12,737	12,733	4	11,988	11,979	9
Commission	19,630	19,619	10	22,358	22 357	1
TOTAL	107,293	107,075	217	102,803	102,804	-1

4.2 Programme 2: Leadership and Management Practices



Ms K Sedibe

Deputy Director- General: 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 HoD PAs received and monitor implementation of the HoD evaluation framework.

4.2.1 Strategic Objectives

Programme: Leadership and Management Practices					
Strategic Objectives	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Enhance labour relations in the public service through timeous investigation of all properly referred grievances	785 grievances were received of which 498 (63%) were concluded, and a further 48 (6%) were not formally lodged and therefore were not investigated	100% of all grievances received by February 2014 until January 2015 investigated within the prescribed time frame	872 grievances were received of which 781 (90%) were concluded	Target achieved	Grievances lodged after January 2015 are still within the 3 months prescribed time frame to conclude the investigations
Promote best practice in public service leadership and human resource management through quality research reports	4	4	4	Target achieved	-
Provide advice on all Performance Agreements received and HoDs evaluated	90% of PAs received	100% of the PAs documents received	71% of all expected PAs were received. All PAs received were quality assured and filed	Target achieved	-

4.2.2 Performance Indicators

Programme: Leadership and Management Practices					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Sub-programme: Labour Relations Improvement					
80% of grievances received within the financial year finalised within 3 months from date of receipt of all relevant documentation	<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>	<p>Grievance management in the Public Service:</p> <ul style="list-style-type: none"> Grievances and complaints investigated by March 2015 	<p>As at 31 March 2015, the PSC had 872 grievances on its database, of which -</p> <ul style="list-style-type: none"> 323 were carried over from the 2013/14 financial year; and 549 were received during the 2014/15 financial year <p>Of the 323 grievances carried over, 313 (97%) were concluded. Of the 549 grievances lodged during the 2014/15 financial year, 468 (85%) grievances were concluded</p> <p>In total, from the 872 grievances, 781 (90%) were concluded</p> <p>No complaints were received</p>	Target achieved	-
Monthly reports on status of grievances produced	Monthly reports on the status of grievances were submitted to the PSC	<ul style="list-style-type: none"> Database on grievances and complaints managed by March 2015 	Monthly reports on the status of grievances were produced	Target achieved	-
2 technical briefs produced	<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>	<ul style="list-style-type: none"> 6 monthly reports on departmental grievance resolution compiled by August 2014 and February 2015 	<p>1st technical brief was produced and approved by the PSC in August 2014</p> <p>2nd technical brief was produced and approved by the PSC in February 2015</p>	Target achieved	-

Programme: Leadership and Management Practices

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved factsheet within the set time frame	Factsheet was finalised by the OPSC December 2013 and approved by the PSC in January 2014	Trends analysis on grievance resolution in the Public Service and local government for the 2013/14 financial year conducted by December 2014	Factsheet was approved by the PSC in November 2014	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
2 roundtable sessions hosted	-	Roundtable sessions on how the improper management of the Performance Management and Development System (PMDS) leads to grievances amongst employees in the Public Service by January 2015	Roundtable session was hosted in October 2014	Target achieved	Due to budgetary constraints, the PSC approved that only one roundtable be hosted
Approved factsheet within the set time frame	-	Factsheet on precautionary suspension and acting appointment in Limpopo by March 2015	Factsheet was finalised by the OPSC in March 2015	Target achieved	-

Sub-programme: Leadership and Human Resource Reviews

Approved report within the set time frame	-	An investigation of the impact of recruitment and selection practices on the functionality of selected national and provincial departments by March 2015	Report was finalised by the OPSC in March 2015	Target achieved	-
Approved factsheet within the set time frame	-	An investigation on the Employment Equity profile of Senior Management Service (SMS) members within the Public Service by March 2015	Report was approved by the PSC in December 2014	Target achieved 3 months earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	Project proposal was approved by the PSC in January 2014	Assessment of the effectiveness of training provided by the Public Administration Leadership and Management Academy in improving skills and competencies of Public Service leadership by September 2014	Report was finalised by the OPSC in September 2014	Target achieved	-

Programme: Leadership and Management Practices

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Draft concept note and proposal produced	-	Draft concept note and proposal on the key motivational factors that drive performance in the Public Service submitted for approval by March 2015	Draft concept note was produced in February 2015	Target achieved 1 month earlier than planned	Literature review completed earlier than anticipated
Draft report produced	-	Draft report on discussion of findings of studies on leadership and management practices that impact on Public Service functionality and strategies to enhance the effectiveness and functionality of the Public Service after engagements with EAs by March 2015	Report was finalised by the OPSC in March 2015	Target achieved	-
Approved report within the set time frame	-	An assessment of the implementation of the PMDS for senior managers in the Eastern Cape for the 2014/15 financial year by March 2015	Drafting of the report is in progress	Target not achieved	Delays were experienced during the data collection and analysis phase
Approved report within the set time frame	-	Fundamentals of leadership in the Developmental State by March 2015	Report was approved by the PSC in March 2015	Target achieved	-
Draft report produced	-	Draft report on the skills and competency audit of human resource and financial management senior managers in the Western Cape submitted for approval by February 2015	Draft report was produced in February 2015 and finalised by the OPSC in March 2015	Target achieved	-
Approved guidelines within the set time frame	-	Head of Department (HoD) evaluation process managed by March 2015: <ul style="list-style-type: none"> Measures for the evaluation of HoDs developed 	Guidelines was finalised by the OPSC in September 2014	Target achieved 6 months earlier than planned	Approval was earlier than anticipated
Approved factsheet within the set time frame	-	<ul style="list-style-type: none"> Rate of compliance with the HoD evaluation process monitored 	Progress report on the implementation of the deviation on the evaluation of HoDs was produced in March 2015	Target not achieved	Delay experienced in obtaining information from departments timeously

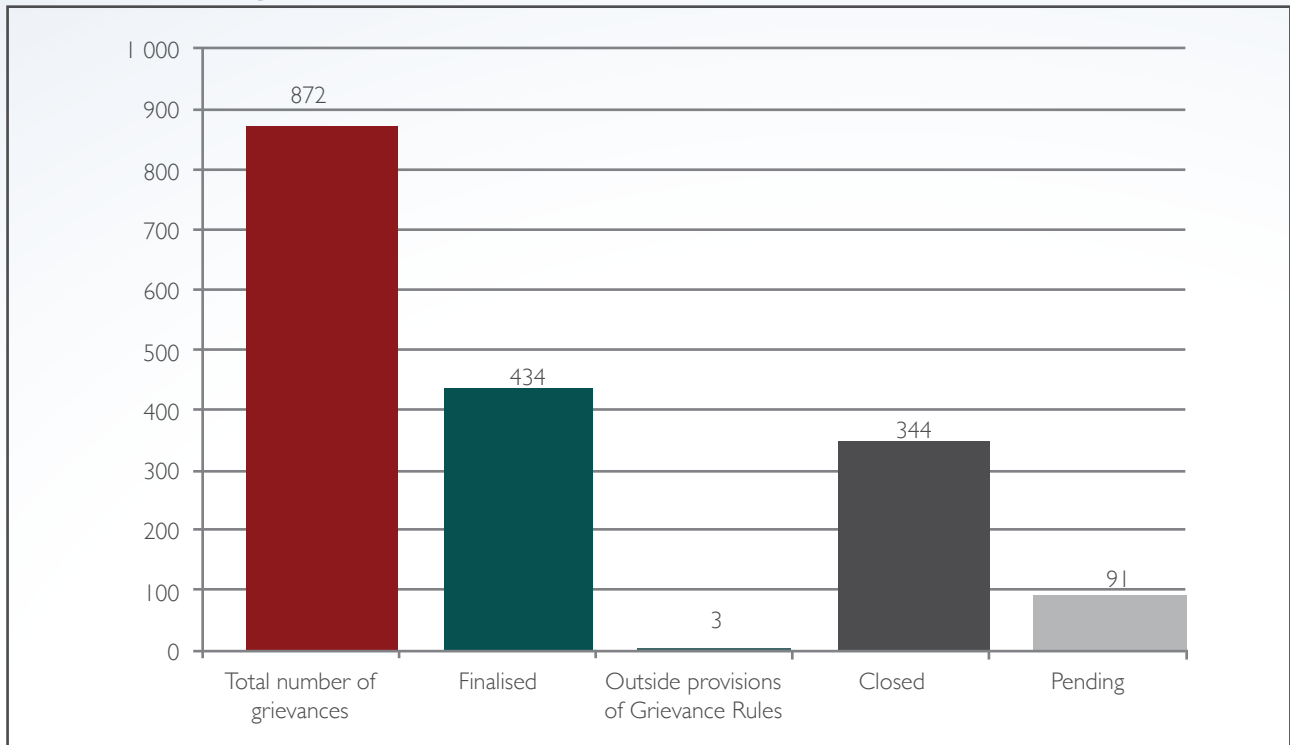
Programme: Leadership and Management Practices

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
All PAs submitted timeously quality assured and advice provided to EAs	-	HoD PAs monitored and evaluated by March 2015: <ul style="list-style-type: none"> • PAs of HoDs quality assured 	71% of PAs received and all were quality assured and filed	Target achieved	-
Approved factsheet within the set time frame	Drafting of the report is in progress	<ul style="list-style-type: none"> • Rate of compliance by HoDs with the filing of PAs monitored 	Factsheet was finalised by the OPSC in March 2015	Target achieved	-
Approved induction and orientation manual for HoDs and EAs	Draft manual was developed	Produce an induction and orientation manual for compulsory use by all newly appointed HoDs and EAs by June 2014	Guide was finalised by the OPSC in June 2014	Target achieved	-
Approved report within the set time frame	Report was finalised by the OPSC in November 2013	The appointment of ministerial staff in national and provincial departments assessed by June 2014	Report approved by the PSC in May 2014	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
Approved report within set time frame	-	Assessment of payment of notch upgrades for HoDs by March 2015	Report was finalised by the OPSC in February 2015	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
Motivation produced within the set time frame	-	Participation in Human Resource Development Council by March 2015	Motivation produced in March 2015	Target achieved	-
Panel meeting convened and draft report produced	-	Advisory Panel on the conditions of service for HoDs by April 2015	Report was finalised by the OPSC in March 2015	Output on track to meet planned target date	Target date is April 2015
Approved report within the set time frame	-	Eastern Cape Department of Health intervention by September 2015	Project plan produced in February 2015	Output on track to meet planned target date	Target date is September 2015

Sub-programme: Labour Relations Improvement

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

Chart 1: Status of grievances as at 31 March 2015



The PSC concluded 778 (90%) grievances through the re-engineered Grievance Panel that was introduced during the 2013/14 financial year. A total of 91 grievances (10%) 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. Most grievances (372) were salary related. Grievances relating to unfair treatment rated the second highest (161) and grievances relating to performance assessment rated the third highest (160). In terms of gender, 55% of the grievances were lodged by males and 44% by females. The gender in respect of 1% of the cases could not be determined due to incomplete information provided.

The PSC produced a Factsheet on Grievance Trends in the Public Service for the 2013/14 financial year. In order to take a close look at the causes of grievances relating to performance management, a roundtable session with key stakeholders was hosted and a Report on the causes of PMDS related grievances and recommendations thereof was produced.

Sub-programme: Leadership and Human Resource Reviews

As part of implementing its mandate of investigating, monitoring and evaluating personnel practices in the public service, the PSC conducted research and monitored the implementation of key aspects of the HRM framework. In addition, during the reporting period, emphasis was placed on engaging with various stakeholders on the findings and recommendations that emanate from various PSC reports. To this end, several research and monitoring reports, a guide for EAs and a factsheet on the employment equity profile of SMS members within the Public Service, were produced. The reports are available on the PSC website. The findings and recommendations of some of the products are summarised below:

- a) The report on the assessment of the implementation of policy framework on the appointment of ministerial staff in national and provincial departments alluded to the fact that in most cases, the Ministerial Handbook has been interpreted as the recruitment and selection policy and only source document for use by EAs to employ staff in their offices. As such, departmental recruitment and selection policies and procedures are not used when recruiting, selecting and appointing employees who support
- b) The Factsheet on the employment equity profile of SMS members within the Public Service revealed that the South African Public Service has performed relatively well in terms of transforming the race and gender profile of the SMS. The progress recorded thus far was made possible through the adoption of a progressive Constitution, 1996, and various enabling legislation, policies and programmes. However, the 50% employment of women in SMS positions has not been achieved and the analysis alludes to challenges in the recruitment and retention of PwDs in national departments and some provinces. The factsheet has confirmed that the Public Service's obligation to implementing employment equity is not only found in, amongst others, the Constitution of the Republic of South Africa (1996) and Public Service prescripts, but also from regional and international protocols to which South Africa is a signatory. Therefore, government departments should put a concerted effort into implementing employment equity and affirmative action programmes consistently, but not in a rigid manner that will undermine service delivery, to ensure continuous progress in meeting employment equity targets.
- c) Research was also conducted on key aspects of public service leadership in a Developmental State towards the PSC's discussion document on the Developmental State. This work focused mainly on public service leadership competence and the political administrative interface.
- d) Due to the strategic role of executive and administrative leadership in the public service in implementing the HRM framework, the findings and recommendations of some of these studies, and

selected PSC reports from the previous financial years were presented to EAs and HoDs and other stakeholders such as portfolio committees.

The findings and recommendations of many of the studies will remain relevant in the medium term, therefore, the PSC will continue to engage with different stakeholders and implementation of recommendations made in studies conducted during and prior to the reporting period will be monitored on a continuous basis.

4.2.3 Strategy to overcome Areas of under Performance

The PSC's internal grievance management system was reviewed, hence 90% of grievances recorded on the database were finalised by the end of financial year. The review has enabled the PSC to identify challenges and areas of improvement during the 2015/16 financial year.

Due to lack of mandate in the evaluation of HoDs in the Public Service, the PSC did not facilitate evaluations for HoDs, but continued to engage with the Minister for Public Service and Administration (MPSA). However, the PSC initiated a process to monitor the implementation of the deviation on the evaluation of HoDs, which was issued by the MPSA in May 2014.

4.2.4 Changes to Planned Targets

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

- Investigation of the impact of recruitment and selection practices on functionality of selected national and provincial departments (February to March 2015)
- Investigation on the Employment Equity profile of SMS members within the Public Service (November 2014 to March 2015)
- Assessment of the effectiveness of training provided by the Public Administration Leadership and Management Academy in improving skills and competencies of Public Service leadership (May to September 2014)
- Assessment of the implementation of the PMDS for senior managers in the Eastern Cape for the 2014/15 financial year (December 2014 to March 2015)
- Appointment of ministerial staff in national and provincial departments assessed (December 2013 to June 2014).

The following ad hoc outputs were incorporated into the workplan and had an impact on the re-prioritisation of target dates for other outputs:

- Factsheet on precautionary suspension and acting appointment in Limpopo
- Assessment of payment of notch upgrades for HoDs
- Participation in Human Resource Development Council
- Advisory Panel on the conditions of service for HoDs
- Eastern Cape Department of Health intervention
- Presentation on the implementation of the Policy on Incapacity Leave and Ill-Health Retirement.

In addition, various presentations were made on the request of the Portfolio Committees and the Eastern Cape Consultative Forum for PWDs.

The following outputs were removed from the workplan with the reasons provided in brackets:

- Grievance management workshop held with all departments in Limpopo Province (considered as ongoing of the PSC).
- The impact of remuneration and organisational policy changes on public sector wage bill and productivity in selected sectors (duplication with the work of the Presidential Remuneration Review Commission).
- Evaluation of qualifying national and provincial HoDs facilitated (delays in the finalisation of the location of the function).

4.2.5 Linking Performance with Budgets

2014/2015				2013/2014		
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
Labour Relations Improvement	22,415	22,412	3	18,252	18,223	29
Leadership and Human Resource Reviews	13,333	13,330	3	11,268	11,202	66
TOTAL	35,748	35,742	6	29,520	29,425	95

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 produce the Public Service Barometer and State

of the Public Service Report in order to identify significant public administration trends and make recommendations.

- To diagnose underlying problems and provide advice to 2 departments in order to improve their performance.
- To produce one report on a government delivery programme or a significant public administration issue and make recommendations.
- 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 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2013/2014	Comment on Deviations
To produce the Public Service Barometer and State of the Public Service Report in order to identify significant public administration trends and make recommendations	-	10	3	Target partially achieved	The PSC took a decision to remove the Barometers from the workplan
To diagnose underlying problems and provide advice to 2 departments in order to improve their performance	15	2	2	Outputs on track to meet planned target date	Target date is September 2015
To produce one report on a government delivery programme or a significant public administration issue and make recommendations	-	1	Draft evaluation research report was produced	Target not achieved	Delay was as a result of the late submission of information by departments. Resources also had to be diverted to focus on the Developmental State project
Promote public service delivery through annual citizens focused evaluations, monitoring of service delivery mechanisms/processes and organisational reviews	7	6	6	Target achieved	-

4.3.2 Performance Indicators

Programme: Monitoring and Evaluation					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Sub-programme: Governance Monitoring					
Centralised depository created	Data supporting the Barometers was captured in excel spread sheets	Management of data centre by March 2015	Data centre was updated on an ongoing basis with information on the performance of the Public Service	Target achieved	-
Approved report within the set time frame	Draft report has been compiled	State of the Public Service (SOPS) Report produced by September 2014	Report was approved by the PSC in January 2015	Target achieved 4 months later than planned	Delay was as a result of diverting resources to the Developmental State project
Approved report within the set time frame	-	Annual report on tracking of the PSC recommendations produced by March 2015	Approval of the report is in progress	Target not achieved	Delay was as a result of diverting resources to the Developmental State project
Draft intervention and project plan produced	Key focus areas to address identified in two departments in Limpopo	Intervention and project plan for support to the Department of Public Works in Limpopo on performance management submitted for approval by March 2015	Draft intervention and project plan was produced in February 2015	Target achieved 1 month earlier than planned	Consultative session completed earlier than planned
Draft intervention and project plan produced	Key focus areas to address identified in two departments in Limpopo	Intervention and project plan for support to the Department of Economic Development in Limpopo on the creation and maintenance of key capabilities submitted for approval by March 2015	Draft intervention and project plan was produced in February 2015	Target achieved 1 month earlier than planned	Consultative session completed earlier than planned
3 approved discussion papers	Paper on Public Service leadership for a Developmental State and Concept paper on the Developmental State were finalised in March and August 2013, respectively Draft paper on the Public Service underpinnings of a Developmental State compiled	Discussion papers on the development state completed by August 2014	9 discussion papers produced and approved at internal workshop in August 2014 for inclusion in consolidated report	Target achieved	-

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
2 study tours undertaken	Study trip undertaken to Brazil in September 2013 as well as to China and Malaysia in March 2014	Study tour undertaken by July 2014	Study trips were undertaken to Mauritius and Botswana in July 2014	Target achieved	-
Internal workshop hosted	-	Internal workshop on discussion papers on the Developmental State by March 2015	Internal workshop was held in August 2014	Target achieved 7 months earlier than planned	Workshop had to be held in preparation for the Developmental State Conference
Conference hosted	Seminar was replaced with a conference scheduled in November 2014	PSC Developmental State conference held by March 2015	Conference was held in November 2014	Target achieved 4 months earlier than planned	Conference was prioritised due to the need to respond to the National Development Plan
Approved report within the set time frame	Finalised project set up and consultative sessions with key role players at national and province spheres. Commenced with primary evaluation research	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	Draft evaluation research report was produced	Target not achieved	Delay was as a result of the late submission of information by departments. Resources also had to be diverted to focus on the Developmental State project
Approved Barometer within the set time frame	Approval of the Barometer is in progress	Public Service Barometer produced by September 2014	Barometer was approved by the PSC in November 2014	Target achieved 2 months later than planned	Delay due to uncertainty on whether the Barometer would be continued
Approved report within the set time frame	Approval of the report is in progress	Annual report on the tracking of the PSC's recommendations produced by March 2015	Approval of the report is in progress	Target not achieved	Delay was as a result of diverting resources to the Developmental State project
	Review was included as part of the re-engineering process	Review the current Protocol on Tracking the recommendations of the PSC by June 2015	Review of the Protocol is in progress	Output on track to meet planned target date	Target date June 2015
Approved report within the set time frame	Approval of the report is in progress	An M&E Assessment of the Department of Health in the Northern Cape undertaken by May 2014	Report was finalised by the OPSC in May 2014	Target achieved	-
Approved report within the set time frame	Approval of the report is in progress	Evaluation of the National Youth Service by May 2014	Report was finalised by the OPSC in May 2014	Target achieved	-

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved report within the set time frame	Approval of the report is in progress	Consolidated M&E report for the social development sector by May 2014	Report was finalised by the OPSC in May 2014	Target achieved	-
Approved report within the set time frame	Approval of the report is in progress	Consolidated M&E report on the KwaZulu-Natal province by May 2014	Report was finalised by the OPSC in May 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Standing Committee on Appropriations by July 2014	Presentation produced in July 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation for SAMEA Conference in the Eastern Cape by September 2014	Presentation produced in September 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation for Department of Planning, Monitoring and Evaluation & Parliament Workshop for Content Advisor by September 2014	Presentation produced in September 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation on an evaluation of values and principles governing public administration in the Department of Communication and selected entities by October 2014	Presentation produced in October 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation 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 2014	Presentation produced in October 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation on comment by the PSC to the Standing Committee on Appropriations on the Medium Term Budget Policy Statement by November 2014	Presentation produced in November 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Social Development on the 9 constitutional values and principles by September 2014	Presentation produced in October 2014	Target achieved 1 month later than planned	Presentation was replaced by compilation of the relevant documentation requested

Programme: Monitoring and Evaluation					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Produce presentation within the set time frame	-	Presentation at the Public Service Accountability Monitor Conference on strengthening civil society initiatives by September 2014	Presentation produced in September 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Limpopo Executive Council by October 2014	Presentation produced in October 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Tourism by October 2014	Presentation produced in October 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the North West Executive Council by November 2014	Presentation produced in November 2014	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Telecommunications by January 2015	Presentation produced in January 2015	Target achieved	-
Produce presentation within the set time frame	-	Presentation to the Portfolio Committee on Economic Development by January 2015	Presentation produced in January 2015	Target achieved	-
Sub-programme : Service Delivery and Compliance Evaluations					
Baseline percentage of decisions implemented established	Report was approved by the PSC in March 2014	Monitoring and facilitation of the implementation of the decisions of the Citizen Forum at the Lekwa Municipality by March 2015	71% of the decisions implemented Report was approved by the PSC in January 2015	Target achieved 2 months earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	-	Citizen Forum Toolkit applied at the Thembisile Hani Local Municipality by March 2015	Report was approved by the PSC in January 2015	Target achieved 2 months earlier than planned	Approval was earlier than anticipated
Draft report produced	-	Draft report on the evaluation of high performing rural schools in Limpopo submitted for approval by March 2015	Draft report was produced in March 2015	Target achieved	-
Draft framework developed	-	Draft PSC framework on the implementation of the constitutional values and principles developed by March 2015	Development of framework is ongoing	Target achieved	-

Programme: Monitoring and Evaluation

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved report within the set time frame	Commenced with fieldwork	An assessment of the effectiveness of education districts in supporting the delivery of quality education by March 2015	Report finalised by the OPSC in March 2015	Target achieved	-
Approved report within the set time frame	Approval of the inspections report in the Free State and Limpopo provinces is in progress	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 June 2014	Reports on Free state and Limpopo were approved by the PSC in May and June 2014, respectively	Target achieved and 1 report approved 1 month earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	Approval of the report is in progress	Outsourcing in the public sector: Improving or stifling service delivery and development by June 2014	Report finalised by the OPSC in June 2014	Target achieved	-
Approved report within the set time frame	-	Consolidated report on inspections: Availability of medicines and medical equipment by May 2015	Approval of the report is in progress	Output on track to meet planned target date	Target date is May 2015
Inspections conducted	-	Inspections conducted at hospitals in Mpumalanga, Free State and Gauteng by February 2015	Inspections were conducted in February 2015	Target achieved	-
Inspections conducted	-	Inspections on the availability of Learner Teacher Support Material at schools conducted by February 2015	Inspections conducted during February 2015	Target achieved	-

Sub-programme: Governance Monitoring

Based on the lessons learnt from study trips and the extensive research undertaken, the PSC managed to develop a shared understanding of the concept of a capable, career-oriented and professional Public Service that underpins a Developmental State. This includes the attributes of the public service and administrative leadership. In addition, the PSC offers suggestions on how to build a career-based, professional and capable public service in South Africa in its quest to become a capable and Developmental State. This work culminated into a conference attended by both international and national delegates with the view of sharing knowledge and soliciting inputs to strengthen the developed suggestions.

With the focus on institutional issues such as coordination and collaboration, the PSC have captured the critical success factors for the effective implementation of joint inter-government programmes. This includes understanding the building blocks for creating and retaining capacity (also referred to as succession planning and talent management), and effective performance management within the Public Service.

Although the development of Public Service Barometers were removed from the workplan, due to the demand from the stakeholders the PSC have produced and presented 8 additional barometers (by January 2015). In addition to this, the PSC has commenced with the unpacking of the constitutional Values and Principles to build a values driven Public Service.

Furthermore, PSC has contributed to the body of knowledge pertaining to professionalising of M&E in the Public Service (3 presentations produced and presented).

Sub-programme: Service Delivery and Compliance Evaluations

The PSC continued with its monitoring mechanisms aimed at improving the delivery of services and ensuring an effective and efficient Public Service. In this regard, service delivery inspections were conducted to assess the quality of services rendered by departments. In particular inspections were conducted in some of the key hospitals in the country to assess the delivery of health care services rendered to the public. Inspections were also conducted in the education sector to determine the availability of learner and teacher support material as well as the readiness of schools to commence with teaching and learning at the beginning of the 2015. During this

period, the PSC has engaged departments on the outcome of its previous inspections and the need to implement its recommendations for improved service delivery. Implementation of recommendation is on-going and being monitored.

The PSC has played a key role in facilitating Citizens Forums and working with communities to find service delivery solutions. These forums foster a two-way dialog between citizens and government which brings meaning to community participation. A number of service delivery challenges were addressed by various government and non-government institutions which led to the improvement of the lives of the people. To date the PSC has achieved a 71% of implementation of decision developed through Citizens Forums.

The PSC has also assessed the organisation of the state in the delivery of services. In particular, the role of district education in supporting schools in the delivery of quality basic education was assessed.

4.3.3 Strategy to overcome Areas of under Performance

The PSC has worked with departments through the support initiatives which aimed at assisting departments to find solutions to identified challenges. However, it has acknowledged that due to capacity constraints, it will not be able to render this service on an ongoing basis. Therefore, the PSC will document lessons learnt on the support initiatives and diagnostic and solutions methodology for use by departments in future.

In light of Parliamentary requests to provide information pertaining to the state of the Public Service performance, the PSC will develop a methodology for analysing strategic plans, annual performance plans and annual reports. The PSC will continue to build capacity of its staff through sharing lessons and development in Monitoring and Evaluation through its international networks.

With the finalisation of the Developmental State project deliverables the leadership will ensure that those projects negatively impacted by the re-prioritisation of the DS, will be allocated the required resources to achieve revised targets. The PSC will focus on learning that emanated from the cross-functional projects across the PSC (between branches and national office with the provincial offices) and to improve the collaboration and coordination of cross-functional projects.

4.3.4 Changes to Planned Targets

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

- State of the Public Service Report for 2013 (June to September 2014)
- Public Service Barometer 2013 (March to September 2014)
- Annual report on the tracking of the PSC's recommendations (March 2014 to March 2015)
- Review the current Protocol on tracking the recommendations of the PSC (March 2014 to June 2015)
- An M&E Assessment of the Department of Health in the Northern Cape (March to May 2014)
- Evaluation of the National Youth Service (March to May 2014)
- Consolidated M&E report for the social development sector (March to May 2014)
- Consolidated M&E report on the KwaZulu-Natal province (March to May 2014)
- 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 (February to June 2014)
- Outsourcing in the public sector: Improving or stifling service delivery and development (February to June 2014)
- Consolidated report on inspections: Availability of medicines and medical equipment (March to May 2015).

The following ad hoc outputs were incorporated into the workplan and had an impact on the re-prioritisation of target dates for other outputs:

- Presentation to the Standing Committee on Appropriations
- Presentation for SAMEA Conference in the Eastern Cape
- Presentation for Department of Planning, Monitoring and Evaluation & Parliament Workshop for Content

Advisor

- Presentation on an evaluation of values and principles governing public administration in the Department of Communication and selected entities
- Presentation 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 comment by the PSC to the Standing Committee on Appropriations on the Medium Term Budget Policy Statement
- Presentation to the Portfolio Committee on Social Development on the 9 constitutional values and principles
- Presentation at the Public Service Accountability Monitor Conference on strengthening civil society initiatives
- Presentation to the Limpopo Executive Council
- Presentation to the Portfolio Committee on Tourism
- Presentation to the North West Executive Council
- Presentation to the Portfolio Committee on Telecommunications
- Presentation to the Portfolio Committee on Economic Development
- Consolidated report on inspections: Availability of medicines and medical equipment
- Inspections conducted at hospitals in Mpumalanga, Free State and Gauteng
- Inspections on the availability of Learner Teacher Support Material at schools.

In addition, 10 Public Service Barometers and a presentation to the Forum for Institutions Supporting Democracy on advocacy and outreach programme were produced.

The following outputs were removed from the workplan with the reasons provided in brackets:

- Public Service Barometer 2014 (revision of the indicators).
- State of the Public Service Report for 2014 (revision of the indicators).

4.3.5 Linking Performance with Budgets

2014/2015				2013/2014		
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
Governance Monitoring	20,809	20,807	2	14,306	14,288	18
Service Delivery and Compliance Evaluations	16,526	16,523	3	14,947	14,923	24
TOTAL	37,335	37,330	5	29,253	29,211	42

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 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 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Investigate and improve public administration practices by conducting audits and investigations into public administration practices and by making recommendations to departments on how to promote good governance and to issue directions regarding compliance with the Public Service Act, 1994	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 	245	Number of public administration investigations successfully concluded: <ul style="list-style-type: none"> • 107 investigations • 90 early resolution cases finalised • 147 early resolution cases closed 	Target exceeded by 99	Additional cases were finalised due to increased capacity
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	84% (7 930)	100% (10 200)	100% (9 692)	Target achieved	Number (9 692) is based on the total number of financial disclosure forms submitted by SMS members

4.4.2 Performance Indicators

Programme: Integrity and Anti-Corruption					
Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Sub-programme: Public Administration Investigations					
Investigations received by December 2014 finalised within 3 months from date of receipt of all relevant documentation	<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>	<p>Investigations conducted by March 2015 of complaints lodged and requests emanating from:</p> <ul style="list-style-type: none"> The Commission (proactively) Legislatures EAs 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 2015, 419 complaints were lodged with the PSC of which 167 were carried over from the 2013/14 financial year and 252 were lodged during the 2014/15 financial year Of the 167 complaints carried over; 84 were finalised. Of the 252 complaints lodged during the 2014/15 financial year; 153 were finalised <p>In total, of the 419 complaints lodged, 237 (57%) were finalised during the 2014/15 financial year</p> <p>B. NACH cases (not corruption related):</p> <ul style="list-style-type: none"> As at 31 March 2015, 190 complaints were lodged with the PSC of which 116 were carried over from the 2013/14 financial year and 74 were lodged during the 2014/15 financial year Of the 116 complaints carried over; 76 were finalised. Of the 74 complaints lodged during the 2014/15 financial year; 31 were finalised <p>In total, out of the 190 complaints lodged, 107 (56%) were finalised during the 2014/15 financial year</p>	Target partially achieved	Not all investigations could be finalised within the time frame due to, amongst others, that certain cases had to be referred back for further investigation

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Approved factsheet within the set time frame	-	Factsheet on the cases of financial misconduct and the recovery of money lost through financial misconduct for the 2013/14 financial year produced by March 2015	Factsheet was finalised by the OPSC in March 2015	Target achieved	-
Approved factsheet within the set time frame	Factsheet was finalised by the OPSC in February 2014	Factsheet on financial misconduct for the 2012/13 financial year produced by March 2015	Factsheet was approved by the PSC in February 2015	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
Discussion paper produced within the set time frame	-	Discussion document on what constitutes financial misconduct in the Public Service by March 2015	Draft discussion document was produced in February 2015	Target achieved 1 month earlier than planned	Approval was earlier than anticipated

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Sub-programme: Professional Ethics					
Approved factsheet within the set time frame	<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%) 	<p>Management of FDF:</p> <ul style="list-style-type: none"> Compliance with the FDF monitored by February 2015 	Factsheet was approved by the PSC in February 2015	Target achieved	-
All financial disclosure forms received timeously scrutinised and advice provided to EAs	As at 31 March 2014, 73% of the financial disclosure forms were scrutinised	<ul style="list-style-type: none"> 100% of the financial disclosure forms of SMS members within the Public Service scrutinised to identify conflict of interest by March 2015 	100% of the financial disclosure forms received were scrutinised and advice was provided to EAs	Target achieved	-
Data captured	-	Commencement of data capturing for report on the overview of the FDF by March 2015	Data capturing for the report on the overview of the FDF commenced in March 2015	Target achieved	-

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations																																																																																																								
Case reports received by December 2014 finalised within 3 months from date of receipt of all relevant documentation	<p>Summary of NACH cases as at 31 March 2014:</p> <table><tr><th>National/Province</th><th>Cases Referred</th><th>Feedback Received</th><th>% Cases Closed</th></tr><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>KZN</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>Northern 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></table>	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%	KZN	642	260	19%	Limpopo	449	427	44%	Mpumalanga	1 073	801	56%	North West	431	192	25%	Northern Cape	110	45	33%	Western Cape	452	392	29%	Public Entities	2 503	570	21%	TOTAL	14 149	7 548	36%	<p>NACH managed by March 2015:</p> <ul style="list-style-type: none">Cases of alleged corruption are referred to departmentsCases of alleged corruption reported to the NACH investigatedFeedback on cases monitored and assessed	<p>Summary of NACH cases as at 31 March 2015:</p> <table><tr><th>National/Province</th><th>Cases Referred</th><th>Feedback Received</th><th>% Cases Closed</th></tr><tr><td>National</td><td>6 257</td><td>4 508</td><td>59%</td></tr><tr><td>Eastern Cape</td><td>697</td><td>554</td><td>23%</td></tr><tr><td>Free State</td><td>314</td><td>120</td><td>23%</td></tr><tr><td>Gauteng</td><td>1 760</td><td>1 449</td><td>71%</td></tr><tr><td>KZN</td><td>682</td><td>265</td><td>18%</td></tr><tr><td>Limpopo</td><td>480</td><td>459</td><td>64%</td></tr><tr><td>Mpumalanga</td><td>1 085</td><td>942</td><td>81%</td></tr><tr><td>North West</td><td>415</td><td>253</td><td>40%</td></tr><tr><td>Northern Cape</td><td>106</td><td>60</td><td>40%</td></tr><tr><td>Western Cape</td><td>491</td><td>429</td><td>57%</td></tr><tr><td>Public Entities</td><td>3 168</td><td>2 903</td><td>92%</td></tr><tr><td>TOTAL</td><td>15 455</td><td>11 942</td><td>64%</td></tr></table>	National/Province	Cases Referred	Feedback Received	% Cases Closed	National	6 257	4 508	59%	Eastern Cape	697	554	23%	Free State	314	120	23%	Gauteng	1 760	1 449	71%	KZN	682	265	18%	Limpopo	480	459	64%	Mpumalanga	1 085	942	81%	North West	415	253	40%	Northern Cape	106	60	40%	Western Cape	491	429	57%	Public Entities	3 168	2 903	92%	TOTAL	15 455	11 942	64%	Target partially achieved	Delay due to, amongst others, the late submission of required information by departments
National/Province	Cases Referred	Feedback Received	% Cases Closed																																																																																																										
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TOTAL	14 149	7 548	36%																																																																																																										
National/Province	Cases Referred	Feedback Received	% Cases Closed																																																																																																										
National	6 257	4 508	59%																																																																																																										
Eastern Cape	697	554	23%																																																																																																										
Free State	314	120	23%																																																																																																										
Gauteng	1 760	1 449	71%																																																																																																										
KZN	682	265	18%																																																																																																										
Limpopo	480	459	64%																																																																																																										
Mpumalanga	1 085	942	81%																																																																																																										
North West	415	253	40%																																																																																																										
Northern Cape	106	60	40%																																																																																																										
Western Cape	491	429	57%																																																																																																										
Public Entities	3 168	2 903	92%																																																																																																										
TOTAL	15 455	11 942	64%																																																																																																										
10 surprise visits conducted	Surprise visits were conducted in 10 provincial departments in the North West as well as the Offices of the Premier in the Limpopo and Mpumalanga	Surprise visits at selected departments conducted by March 2015	<p>10 surprise visits were conducted at the following departments:</p> <ul style="list-style-type: none">Department of Co-operative GovernanceDepartment of Health, KwaZulu-NatalDepartment of Education, KwaZulu-NatalOffice of the Premier, KwaZulu-NatalOffice of the Premier, North WestDepartment of Home AffairsDepartment of Correctional ServicesDepartment of Human SettlementsDepartment of Basic EducationDepartment of Agriculture and Fisheries	Target achieved	-																																																																																																								

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Marketing of NACH through print and electronic media campaigns	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	NACH promoted by March 2015	The NACH was promoted through the following activities: <ul style="list-style-type: none"> Radio advertisement Workshops with the following stakeholders: PSC, South African Social Security Agency, Open Democracy Advice Centre, Dr Kenneth Kaunda District Municipality and the NACH call centre agents 	Target achieved	-
Approved factsheet within the set time frame	Factsheet was finalised by the OPSC in September 2013 and approved by the PSC in November 2013	Factsheet on the management of complaints lodged with the PSC during the 2013/14 financial year by March 2015	Factsheet was approved by the PSC in January 2015	Target achieved 2 months earlier than planned	Approval obtained earlier than anticipated
Draft report produced	Project has been replaced with a research report on the nature and extent of the protection of whistleblowers and investigators in the Public Service	Draft report on the nature and extent of the protection of whistleblowers and investigators in the Public Service submitted for approval by March 2015	Draft report produced in March 2015	Target achieved	-
15 workshops conducted	-	Promotion of ethical conduct and the need to have effective capacity to investigate cases of alleged corruption and maladministration in the Public Service by March 2015	17 workshops were conducted with the following stakeholders: <ul style="list-style-type: none"> Department of Home Affairs (3 workshops) Department of Education, KwaMhlanga Provincial departments in Mpumalanga and Free State Department of Public Works and Roads, North West (2 workshops) National Consumer Commission PSC (4 workshops) Madibeng Local Municipality University of Pretoria Education Labour Relations Council Department of Economic Development 	Target exceeded by 2	Additional workshops conducted due to high demand by stakeholders

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Awards hosted	Professional Ethics Awards were held in November 2013	Professional Ethics Awards in the Public Service hosted by March 2015	Awards were not hosted	Target not achieved	Finalisation of preparations to host the awards were delayed due to the project being expanded to include members of the Forum for Institutions Supporting Democracy
Analysis finalised	-	Finalise analysis and commence with compilation of draft report on the implementation of anti-corruption measures in government departments by March 2015	Web-based questionnaire and guide finalised by the OPSC in February 2015	Target not achieved	Delay due to increase in scope of work, which was not initially planned
Results analysed	Project proposal approved by the PSC in March 2014	Results Analysis of the economics of corruption and its related risks in the Public Service by February 2015	Results from research were analysed on an ongoing basis	Target achieved	-

Programme: Integrity and Anti-Corruption

Performance Indicator	Actual Achievement 2013/2014	Planned Target 2014/2015	Actual Achievement 2014/2015	Deviation from Planned Target to Actual Achievement for 2014/2015	Comment on Deviations
Investigations through early resolution finalised within 3 months from date of receipt of all relevant documentation	-	<p>Investigations by March 2015 through early resolution conducted and requests emanating from:</p> <ul style="list-style-type: none"> • The Commission (proactively) • Legislatures • EAs • Public servants • Complaints/whistle-blowing; e.g. NACH • Ad hoc investigations 	As at 31 March 2015, 238 cases were received, of which 224 (94%) were finalised	Target partially achieved	Delay due to the late submission of required information by departments
Approved report within the set time frame	Drafting of the report is in progress	The state of integrity in the Public Service assessed by September 2014	Report was approved by the PSC in September 2014	Target achieved	-
Approved report within the set time frame	Drafting of the report is in progress	Report on the overview of the FDF produced by September 2014	Report was finalised by the OPSC in September 2014	Target achieved	-
Approved discussion paper within the set time frame	Approval of the discussion paper is in progress	Discussion paper on the role of the PSC as member and secretariat of the NACF by August 2014	Discussion Paper was approved by the PSC in November 2014	Target achieved 3 months later than planned	Delay in finalisation of the paper was due to the late submission of inputs by stakeholders

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.

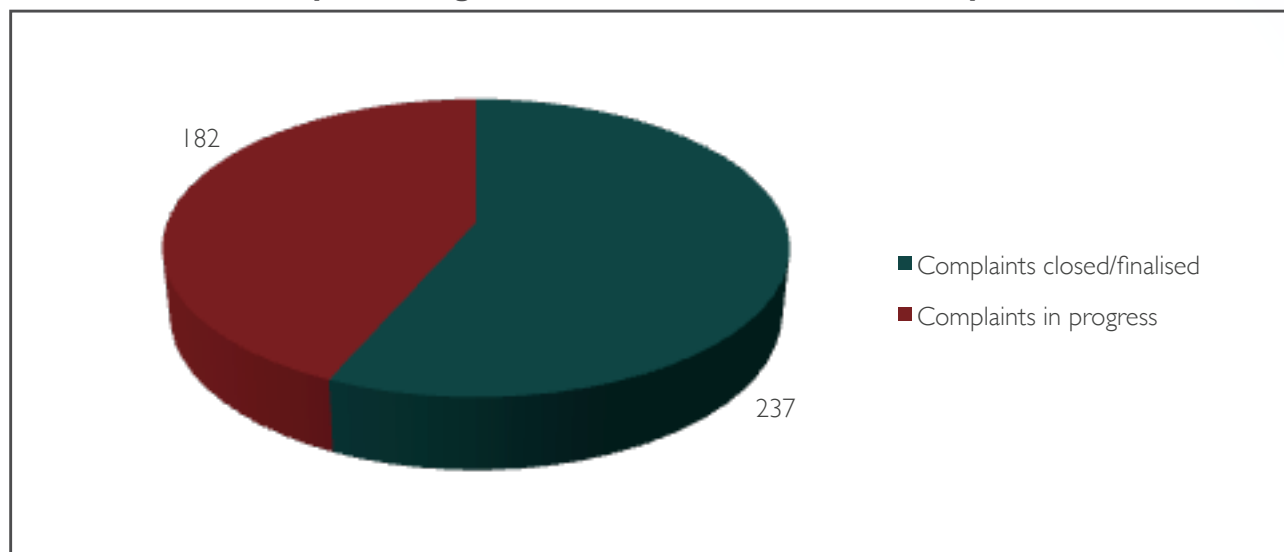
Since the 2001/02 financial year, the PSC has on annual basis published a report or factsheet on finalised cases of financial misconduct. In order to deepen the analysis on finalised cases of financial misconduct reported, the PSC requests departments to report on, amongst others, the amount involved 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 there is no loss to the state. As a result, the PSC produced 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, 2012/13 and 2013/2014 financial years. During the last financial year the PSC produced a fact sheet on financial misconduct for the 2012/13 financial year and a fact sheet on the cases of financial misconduct and the recovery of money lost through financial misconduct for the 2013/14 financial year.

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 2015, a total of 419 complaints/requests for investigations were lodged with the PSC. The chart below provides an overview of the status of the complaints dealt with during the reporting period.

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



The above chart indicates that 237 (57%) complaints were closed/finalised, where applicable, findings/ recommendations/ directions were provided to departments. One hundred and eighty two (39%) complaints were still in progress.

Since 2009, various strategies have been adopted to reduce the number of backlog cases. As a result, 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, amongst others, 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.

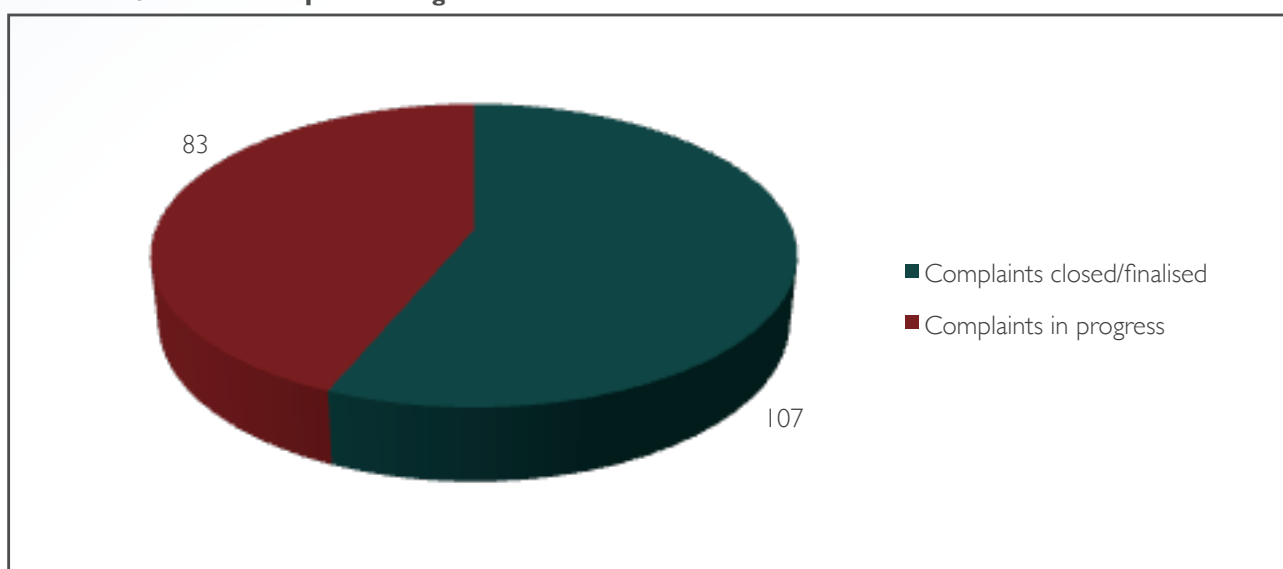
Of the 419 complaints lodged with the PSC, 191 (46%) were in respect of national departments, whilst 221 (53%) were in respect of provincial departments, and 7 (1%) were

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 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 190 complaints were lodged with the PSC. The chart below provides an overview of the status of the complaints lodged dealt with during the reporting period.

Chart 3: Number of complaints lodged with the PSC in terms of the NACH



The above chart indicates that of the 107 (56%) complaints were closed/finalised during the 2014/15 financial year, and where applicable, findings/ recommendations/ directions were provided to departments. Eighty three (43%) complaints were still in progress.

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 74 in the 2014/15 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.

The closing and finalising of service delivery related complaints lodged with the NACH increased from 11,2% in the 2006/07 financial year to 41,9% in the 2014/15 financial year. This can be attributed 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 and an increase in capacity.

During the reporting period, 70 (37%) complaints regarding national departments were lodged through the NACH whilst 5 (3%) involved municipalities. One hundred and fifteen (60%) involved provincial departments. Human resource related complaints (e.g. irregular filling of posts), unethical behaviour of staff (e.g. unacceptable conduct of

staff) and corruption related complaints were the highest incidents lodged.

Sub-programme: Professional Ethics

The PSC has a constitutional mandate to promote professional ethics in the public service. In order to execute this mandate, the PSC promotes ethical conduct amongst public servants by providing advice on professional and ethical conduct in the Public Service, by managing the NACH and through the management of the FDF for senior managers.

It is important to promote professional ethics and in particular the Code of Conduct for the Public Service in order to professionalize the Public Service. Public servants need to provide services to the respective communities in a fair, transparent, cost effective and in an unbiased manner. Therefore, their conduct during the interaction with members of the public and management of the state resources is critical.

The PSC has developed a three year strategy in promoting professional ethics in the public service. This financial year is the first year in which the strategy was rolled out. Following on this, the PSC hosted various workshops with a particular focus on selected departments in the Mpumalanga, North West and the Free State provinces as well as with the Departments of Home Affairs and the Department of Economic Development. This included workshops related to the management of conflicts of interests, the Code of Conduct, financial misconduct and the NACH.

In order to promote professional ethics further, the PSC completed its report on the State of Integrity in the Public Service and embarked on a research report on the nature and extent of the protection of whistle-blowers and investigators in the Public Service which is scheduled to be completed during the next financial year.

The NACH is an important mechanism 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. The NACH has been promoted through radio advertisements, distribution of pamphlets and flyers as well as through various workshops with the aim to further encourage the reporting of corruption, maladministration and unethical conduct in the Public Service.

The NACH has since its inception in 2004 and as at 31 March 2015 received 229 576 calls. Out of the 229 576

calls, a total of 22 000 case reports of alleged corruption were generated between the period 01 September 2004 to 31 March 2015. Out of these 22 000 cases, the PSC referred 15 455 cases of alleged corruption to the relevant national and provincial departments, and public entities for investigation. These are the cases which the PSC identified that required further investigation. The PSC received feedback on 11 942 cases and closed 64% of the 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.

The NACH has yielded major success over the years. In this regard it needs to be noted that a total of 3 586 officials were found guilty of misconduct related to corrupt activities between 1 September 2004 and 31 March 2015. The following are the types of sanctions that were taken against the officials that were charged and found guilty of misconduct since 1 September 2004 and as at 31 March 2015:

- 1 703 officials were dismissed from the Public Service
- 438 officials were fined (e.g. not receiving three month salary)
- 133 officials were demoted
- 920 officials were given final written warnings
- 392 officials were prosecuted for criminal offences.

The successful investigation of cases of alleged corruption reported through the NACH cases resulted in the recovery of R333 million from perpetrators since the inception of the NACH.

A fundamental consideration in the promotion of integrity in the Public Service is the extent to which conflicts of interest that may exist between the public servant's private interests and public duties are managed. The PSC has since 1999 realised the importance of managing 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 avoid these 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.

According to the Public Service Regulations the due date for the submission of financial disclosure forms to the PSC by EAs is 31 May each year. However the submission due date for the 2013/14 submission period was extended to 31 July 2014, due to national elections that took place in 2014.

The following is the summary of statistics relating to the submission of financial disclosure forms as at the due date of 31 July 2014:

- National departments (4 476) (78%)
- Provincial departments (3 905) (97%)
- Overall (8 381) (85%).

The submission rate as at the end of the financial year (31 March 2015) is as follows:

- National departments (4 795) (83%)
- Provincial departments (3 919) (97%)
- Overall (8 714) (89%)

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.

A primary function of the PSC is to scrutinise the disclosure forms received and advise EAs on the prevalence of potential and actual conflicts of interest. In this regard, the PSC scrutinised 100% (9 692) of the disclosures. This includes the total number of disclosure forms received as well as the scrutiny of the financial interests of those officials whose forms were not received.

4.4.3 Strategy to overcome Areas of under Performance

As part of the workflow processes, including the Case Conference Committee, the protocol document on conducting Public Administration Investigations was reviewed and replaced by the Guidelines for Conducting Investigations (Guidelines). Considering the fact that the Guidelines were being tested as they are new, its implementation was continuously monitored. Challenges encountered were documented and this necessitated a review of the document, which is currently underway through the Re-engineering process of the PSC. It is hoped

that the re-engineering process will amongst others address the service standard of the finalisation of investigation within 3 months upon receipt of all documentation.

In order to improve the rate of feedback and closure of cases of alleged corruption the PSC focused strategically on making targeted visits to departments and provinces in order to coerce them to finalize the cases that were referred to them. In this regard the PSC made eleven visits to some national departments and the KwaZulu-Natal and North West Provinces. In addition to this, the PSC also completed and adopted a strategy to deal with the backlog of complaints that were not finalized. The result of these initiatives was that the rate of feedback and closure of cases of alleged corruption reported to the NACH increased during this financial year.

4.4.4 Changes to Planned Targets

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

- Factsheet on the cases of financial misconduct and the recovery of money lost through financial misconduct for the 2013/14 financial year (August 2014 to March 2015)
- Factsheet on financial misconduct for the 2012/13 financial Year (April 2014 to March 2015)
- Factsheet on the compliance with the FDF (July 2014 to February 2015)
- Factsheet on the management of complaints lodged with the PSC during the 2013/14 financial year (October 2014 to March 2015)
- Professional Ethics Awards in the Public Service hosted (November 2014 to March 2015)
- assessment of the implementation of anti-corruption measures in government departments (Milestone for financial year from January to March 2015)
- Assessment of the state of integrity in the Public Service (May to September 2014)
- Report on the overview of the FDF (June to September 2014)
- Discussion paper on the role of the PSC as member and secretariat of the NACF (July to August 2014).

The "Discussion document on what constitutes financial misconduct in the Public Service" was incorporated as an *ad hoc* output into the workplan.

The following outputs were removed from the workplan with the reasons provided in brackets:

- Web-enabled NACH system rolled out in selected departments (lack of utilisation of the system where it had been installed in departments).
- Support to the NACF (not within the mandate of the PSC).

4.4.5 Linking Performance with Budgets

2014/2015				2013/2014		
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	19,038	19,037	1	16,115	16,085	30
Professional Ethics	26,617	26,616	1	23,449	23,420	29
TOTAL	45,655	45,653	2	39,564	39,505	59

5. TRANSFER

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 2014 to 31 March 2015.

6.2 Conditional Grants and Earmarked Funds Received

No conditional grants and earmarked funds were received during the period 1 April 2014 to 31 March 2015.

7. DONOR FUNDS

7.1 Donor Funds Received

There were no donor funds received for the PSC during the reporting period.

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.

All official assets in the PSC were captured in the asset register in accordance to the minimum requirements as set by National Treasury. Furthermore, bi-annual asset verification was conducted twice to ensure that the asset register reflected credible information.

PART C: GOVERNANCE

1. INTRODUCTION

The PSC has governance and management structures in place to facilitate information sharing, planning and decision making, policy formulation and review, performance monitoring and review. During the period under review, the PSC reviewed its Governance Rules, which are issued in terms of Section 11 of the PSC Act, so as to:

- align the wording of the Rules with the Constitution and other legislation;
- ensure that the Rules are drafted in such a way that they illicit both compliance and enable the PSC to perform its functions within the parameters of the applicable legislation;
- eliminate ambiguity;
- ensure flexibility e.g. when there is legislative amendments and new policies and rules or frequency of meeting;
- clarify and enhance understanding of the role of national/ provincial commissioners, as well as the Chairperson and Deputy Chairperson; and
- enhance meeting procedures within the PSC.

The structures that are central to the functionality of the PSC are the following: Plenary, Executive Committee, Specialist Teams, Audit Committee, Fraud Prevention and Risk Management Committee, ICT Steering Committee, finance and supply chain structures such as the bid evaluation committee and bid adjudication committee. In addition to these, supplementary structures, such as the Management Committee and the Provincial Directors' Forum have been established to facilitate operational performance reporting, information sharing and coordination between management and staff.

2. RISK MANAGEMENT

The PSC held its Strategic Planning Session in July 2014. During this Session, discussions on the PSC's strategic objectives over the next 5 years, the strategic risks associated with these objectives and flagship projects based on the strategic objectives were identified and discussed. A Top Ten Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis.

Each of the Branches in the Office has a Risk Coordinator to reflect joint ownership of risk management responsibilities.

The Risk Coordinators are responsible for ensuring that the Risk Registers are discussed at Branch meetings, risk-mitigating strategies/ plans to manage and keep risks at an acceptable level are developed, new and emerging risks are identified and reflected in the risk registers. These are monitored through appropriate reporting channels.

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 2014. 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 is a guiding document for the good conduct of employees in the OPSC. The OPSC complies with the Code in that it enforces the Code of Conduct. The Disciplinary Code and Procedures for the Public Service applies to instances of non-compliance or a breach of the Code of Conduct.

Code of Conduct workshops were conducted with newly appointed employees. In addition, employees were provided with an Explanatory Manual on the Code of

Conduct and an article was published in the PSC's internal newsletter to create further awareness.

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 the employees.

7. PORTFOLIO COMMITTEES

Table 9: Matters raised by Portfolio Committees

DATE	ISSUES RAISED	ACTION TAKEN TO ADDRESS ISSUE	PROGRESS
9 July 2014	Portfolio Committee on Public Service and Administration/ Performance Monitoring and Evaluation requested an intensive working workshop with the PSC to understand the Constitutional mandate on PSC powers	A briefing meeting to clarify roles, mandates as well as issues requiring immediate attention was held on 10 September 2014	A meeting / workshop was held
14 – 16 October 2014	Portfolio Committee on Public Service and Administration/ Performance Monitoring and Evaluation recommended the following: The PSC must speed up the consultation process regarding the Public Service Commission Amendment Bill so that when the Public Management Bill (PAM), which extends the mandate of the PSC, is finalised by Parliament, the PSC's own amended legislation is tabled in Parliament	The PSC has submitted its input to the Minister for Public Service and Administration for consultation in Cabinet	In progress
	Parliament recommends that the PSC conduct an independent survey on perceived and felt change as well as commitment by the public servants after the introduction and adoption of the Public Service Charter	The request would require a substantial amount of money to implement the project. The request would be considered in the 2015 Strategic Planning Session for possible inclusion as part of the 2016/17 financial proposed projects.	Matter to be addressed in the coming years

8. SCOPA RESOLUTIONS

No Standing Committee on Public Accounts resolutions were reported during the period under review.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

No prior modifications were reported for the reporting period.

10. INTERNAL CONTROL UNIT

The PSC is in a process of establishing an Internal Control Unit to fulfill the responsibilities arising from Section 38 of the PFMA. However, the controls that are currently in place are effective as attest from the reports received from Internal and External Auditors.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Table 10: Audit Committee members

Name	Qualifications	Internal or External	Date of Appointment	Date Resigned	No of Meetings Attended
Mr Sakhi Simelane	BCom (Hons); MBA	External	January 2013	Not applicable	5 out of 5
Ms Amanda Mazibuko	BCompt (Hons); CIA (SA)	External	July 2011	Not applicable	5 out of 5
Mr Denga Ramuedzisi	CA(SA)	External	July 2011	31 July 2014	2 out of 5
Prof van der Nest	BCom (Hons); MCom; D:Tech	External	1 August 2014	Not applicable	3 out of 5

The PSC has outsourced its internal audit functions. For the period between April and December 2014 the services were provided by BIG. The current Internal Auditors, Sizwe Ntsaluba Gobodo, were appointed in 1 January 2015 for a period of 3 years.

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
- Supply Chain Management
- Public Administration Investigation
- Service Delivery and Compliance
- Labour Relations Improvement
- Professional Ethics.

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 OPSC 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 among 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 2015.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a) (ii) of the PFMA 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 of the Internal Audit work, which was based on the risk assessments conducted in the PSC revealed certain weaknesses, which were then raised with the PSC.

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

- Financial Management
- Supply Chain Management

- Public Administration Investigation
- Service Delivery and Compliance
- Labour Relations Improvement
- Professional Ethics.

Based on work performed by the internal auditors, no specific areas of concern were identified. The system of internal control and the concomitant control environment within the PSC were reasonably effective as the various reports of the AG and Internal Audit will attest.

In Year Management and Monthly/ Quarterly Report

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

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by 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 would like to thank Mr Ramuedzisi who resigned as a member of the Audit Committee in May 2015. He contributed immensely towards the PSC's record of sound financial management, risk management and internal audit practices

The Audit Committee concurs and accepts the conclusions of the AG 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 AG.



MR SAKHISENI SIMELANE
CHAIRPERSON OF THE AUDIT COMMITTEE
PUBLIC SERVICE COMMISSION
31 AUGUST 2015



PART D: HUMAN RESOURCES MANAGEMENT

1. INTRODUCTION

In compliance with the Public Service Regulations, 2001, the information contained in this chapter of the annual report has been prescribed by the Minister for Public Service and Administration for all government departments within the Public service.

2. OVERVIEW OF HUMAN RESOURCES

During the financial year under review, human resources has achieved some remarkable progress in terms of exceeding the target of recruiting women in the Senior Management Service and maintaining a vacancy rate of below 10%.

Organisational Structure

The alignment of functions with the constitutional and legislative mandates is on-going with regard to the organisational structure.

Recruitment

The PSC is in the process of reviewing its Recruitment and Selection Policy incorporating all inputs from employees as well as inputs from the DPSA's Directive on Mandatory Training for Senior Management Service members and minimum entry requirements into the Senior Management Service.

Performance Management

The PSC will explore the possibility of piloting the automation of the PMDS in order to work smart and reduce the administrative challenges associated with 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 service provider Healthi Choices has been re-appointed for a further period of 2 years.

Human Resources Challenges

The following are the human resources challenges experienced:

- Constraints in recruiting persons with disabilities especially in the Senior Management Service; and
- lack of human resource capacity due to budgetary constraints.

Human Resources Priorities for 2015/2016

- To reduce the vacancy rate and fill posts within four months from becoming vacant
- To ensure that all the approved posts on the staff establishments have job descriptions, adverts and workplans
- A strong focus on capacity building will be dealt with in the 2015/16 financial year and beyond with the introduction of customised training in the PSC.

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 2014 to 31 March 2015

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 *	107 365	60 445	** 1 227	1 959	56	476
Programme 2	37 064	29 960	0	141 603	81	535
Programme 3	35 359	28 762	0	20 350	81	553
Programme 4	46 243	36 285	0	5 124	79	550
Theft and losses	0	0	0	0	0	0
TOTAL	226 031	155 452	1 227	169 036	69	517

* 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 2014 to 31 March 2015

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)	534	0.3	5	107
Skilled (Levels 3-5)	6 616	4	41	161
Highly skilled production (Levels 6-8)	16 260	11	65	250
Highly skilled supervision (Levels 9-12)	63 404	41	120	528
Senior and top management (Levels 13-16)	61 913	40	44	1 407
Contract (Levels 1-2)	837	1	19	44
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	1 075	1	3	358
Contract (Levels 13-16)	4 813	3	4	1 203
Periodical remuneration	0	0	0	0
Abnormal appointment	0	0	0	0
TOTAL	155 452	69	301	517

Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2014 to 31 March 2015

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	40 085	66	707	1	1 158	2	1 378	2
Programme 2	20 947	70	0	0	449	2	639	2
Programme 3	20 361	71	0	0	286	1	685	2
Programme 4	25 425	70	0	0	460	1	707	2
TOTAL	106 818	69	707	1	2 353	2	3 409	2

Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2014 to 31 March 2015

Salary band	Salaries		Overtime		Home Owners Allowance		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)	334	63	1	0.2	40	8	56	11
Skilled (Levels 3-5)	4 419	67	441	7	284	4	304	5
Highly skilled production (Levels 6-8)	11 557	71	163	1	625	4	940	6
Highly skilled supervision (Levels 9-12)	48 859	77	97	0.2	691	1	1 429	2
Senior management (Levels 13-16)	36 416	59	0	0	713	0	680	1
Contract (Levels 1-2)	338	40	5	1	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)	895	83	0	0	0	0	0	0
Contract (Levels 13-16)	4 000	83	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	106 818	69	707	1	2 353	2	3 409	2

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 2015

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	*Number of employees additional to the establishment
Programme 1	108	101	6	19
Programme 2	59	56	5	6
Programme 3	59	52	12	4
Programme 4	71	66	7	3
TOTAL	297	275	7	32

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

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2015

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	29
Skilled (Levels 3-5)	44	41	7	0
Highly skilled production (Levels 6-8)	72	65	10	0
Highly skilled supervision (Levels 9-12)	128	120	6	2
Senior management (Levels 13-16)	48	44	8	1
TOTAL	297	275	7	32

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2015

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	2
Switchboard operator	1	1	0	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	4	20	0
Head of Department	1	1	0	0
Human resources & organisation development related	83	81	2	0
Human resources clerks	12	12	0	0
Human resources related	32	25	22	29
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	1	0	0
Driver	1	1	0	0
Logistical support personnel	3	3	0	0
Material recording and transport clerks	13	12	8	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	7	0	0
Other information technology personnel	6	5	17	0
Others occupations	0	0	0	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Secretaries	44	39	11	0
Security officers	13	12	8	0
Senior managers	47	43	9	1
TOTAL	297	275	7	32

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 2015

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	6	86	1	14
Salary Level 13	36	34	94	2	6
TOTAL	48	44	92	4	8

Table 3.3.2 – SMS posts information as at 30 September 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	34	94	2	6
TOTAL	48	43	90	5	10

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2014 to 31 March 2015

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 of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	3	0	1
TOTAL	3	0	1

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 2014 to 31 March 2015

Reasons for vacancies not advertised within six months
Not applicable
Reasons for vacancies not filled within twelve months
<ul style="list-style-type: none"> Post of Provincial Director: KwaZulu-Natal will be re-advertised once the appointment of the Provincially Based Commissioner has been finalised Delay in the filling of the post of Director: Senior Management Service Labour Relations due to the unavailability of Selection Committee members

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 2014 to 31 March 2015

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 2014 to 31 March 2015

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				
Skilled (Levels 3-5)	44	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	72	0	0	0	0	0	0

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
Highly skilled supervision (Levels 9-12)	128	0	0	0	0	0	0
Senior Management Service Band A	36	0	0	0	0	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	0	0	0	0	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 2014 to 31 March 2015

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0
Employees with disabilities					0

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 2014 to 31 March 2015

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	0	0	0	NA
Total number of employees whose salaries exceeded the level determined by job evaluation				0
Percentage of total employed				0

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 2014 to 31 March 2015

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0
Employees with disabilities	0	0	0	0	0

Total number of employees whose remuneration exceeded the grade determined by job evaluation	0
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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 2014 to 31 March 2015

Salary band	Number of employees at beginning of period - April 2014	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)	37	7	1	3
Highly skilled production (Levels 6-8)	65	8	8	12
Highly skilled supervision (Levels 9-12)	97	36	6	6
Senior Management Service Band A	31	2	2	6
Senior Management Service Band B	5	0	0	0
Senior Management Service Band C	3	0	0	0
Senior Management Service Band D	1	0	0	0
Contracts	4*	40	39	0
TOTAL	244	53	17	7

*The OPSC had 297 approved posts, of which 275 were filled as at 1 April 2015. However, the 4 posts of Contract Worker 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 2014 to 31 March 2015

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	37	7	1	3
Highly skilled production	65	8	8	12
Highly skilled supervision	97	36	6	6
Senior Management Service	40	2	2	5
TOTAL	244	53	17	7

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 2014 to 31 March 2015

Termination type	Number	% of total resignations
Death	1	2
Resignation	8	14
Expiry of contract	31	55
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	5	9
Transfer to other Public Service Departments	11	20
Other	0	0
TOTAL	56	
Total number of employees who left as a % of total employment		20

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2014 to 31 March 2015

Occupation	Employees as at 1 April 2014	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	37	2	5	12	32
Highly skilled production	65	2	3	43	66
Highly skilled supervision	97	10	10	54	56
Senior management	40	3	8	36	90
TOTAL	244	17	7	145	59

Table 3.5.5 - Promotions by salary band for the period 1 April 2014 to 31 March 2015

Salary band	Employees as at 1 April 2014	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)	37	2	5	12	32
Highly skilled production (Levels 6-8)	65	2	3	43	66
Highly skilled supervision (Levels 9-12)	97	10	10	54	56
Senior management (Levels 13-16)	40	3	8	36	90
TOTAL	244	17	7	145	59

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 2015

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	12	4	1	3	17	1	2	4	44
Professionals	55	2	2	9	42	3	2	5	120
Technicians and associate professionals	18	1	0	0	42	1	2	1	65
Clerks	16	0	0	0	22	2	1	0	41
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	102	7	3	12	127	7	7	10	275
Employees with disabilities	2	0	0	1	1	0	0	0	4

Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2015

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	15	1	2	4	40
Professionally qualified and experienced specialists and mid-management	55	2	2	9	42	3	2	5	120
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	18	1	0	0	42	1	2	1	65
Semi-skilled and discretionary decision making	16	0	0	0	22	2	1	0	41
Unskilled and defined decision making	1	0	0	0	4	0	0	0	5
TOTAL	102	7	3	12	127	7	7	10	275
Employees with disabilities	2	0	0	1	1	0	0	0	4

Table 3.6.3 - Recruitment for the period 1 April 2014 to 31 March 2015

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	1	0	0	0	1	0	0	0	2
Professionally qualified and experienced specialists and mid-management	15	0	1	1	16	1	1	1	36
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	6	0	0	0	8
Semi-skilled and discretionary decision making	2	0	0	0	5	0	0	0	7
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	20	0	1	1	28	1	1	1	53
Employees with disabilities	0	0	0	1	0	0	0	0	1

Table 3.6.4 - Promotions for the period 1 April 2014 to 31 March 2015

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	2	0	1	0	3
Professionally qualified and experienced specialists and mid-management	7	0	0	0	3	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	1	0	0	1	2
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	8	0	0	0	7	0	1	1	17
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 - Terminations for the period 1 April 2014 to 31 March 2015

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	1	0	0	0	0	0	0	1	2
Professionally qualified and experienced specialists and mid-management	3	0	0	0	2	0	0	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	0	0	0	3	0	1	0	8
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	8	0	0	0	6	0	1	2	17
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 - Disciplinary action for the period 1 April 2014 to 31 March 2015

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 2014 to 31 March 2015

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	2	0	0	1	10	11	2	2	28
Professionally qualified and experienced specialists and middle management (Level 9-12)	32	0	2	3	27	1	2	2	69
Skilled technical, junior management and supervisors (Level 6-8)	10	0	0	0	20	1	1	1	33
Semi-skilled workers (Level 3-5)	11	0	0	0	5	0	0	0	16
Elementary occupations (Level 1-2)	3	0	0	0	0	0	0	0	3
TOTAL	58	0	2	4	62	13	5	5	149
Employees with disabilities	0	0	0	0	1	0	0	0	1

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 August 2014

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	1
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	4	3	3	100
Salary Level 14	7	5	5	100
Salary Level 13	36	34	31	91
TOTAL	48	43	40	93

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 August 2014

Reasons
<ul style="list-style-type: none"> Two SMS members on salary level 13 submitted their PA's late One SMS member on salary level 13 retired with his last day of service being 30 June 2014

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements as at 31 August 2014

Reasons
A letter for non-compliance was forwarded to the supervisor

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 2014 to 31 March 2015

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	53	100	53	1 083	20
Female	71	126	56	1 301	18
Asian					
Male	0	3	0	0	0
Female	6	7	86	119	20
Coloured					
Male	2	7	29	48	24
Female	4	7	57	86	22
White					
Male	6	11	55	176	29
Female	9	10	90	319	35
Employees with a disability	2	4	50	18	9
TOTAL	153	275	56	3 150	21

Table 3.8.2 - Performance rewards by salary band for personnel below SMS for the period 1 April 2014 to 31 March 2015

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)	5	5	100	29	6	0.02
Skilled (Level 3-5)	27	41	66	238	9	0.2
Highly skilled production (Level 6-8)	56	65	86	884	16	1
Highly skilled supervision (Level 9-12)	53	120	44	1 468	28	1
TOTAL	141	231	61	2 619	19	2

Table 3.8.3 - Performance rewards by critical occupation for the period 1 April 2014 to 31 March 2015

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)	12	44	27	531	44
Professionally qualified and experienced specialists and middle management (Levels 9-12)	53	120	44	1 468	28
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	56	65	86	884	16
Semi-skilled and discretionary decision making (Levels 3-5)	27	41	66	238	9
Unskilled and defined decision making (Levels 1-2)	5	5	100	29	6
TOTAL	153	275	56	3 150	21

Table 3.8.4 - Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2014 to 31 March 2015

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)	10	34	29	428	43	0.3
Band B (Level 14)	2	6	33	103	51	0.1
Band C (Level 15)	0	3	0	0	0	0
Band D (Level 16)	0	1	0	0	0	0
TOTAL	12	44	27	531	44	0.3

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 2014 to 31 March 2015

Salary band	1 April 2014		31 March 2015		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 2014 to 31 March 2015

Major occupation	1 April 2014		31 March 2015		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 2014 to 31 December 2014

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)	41	76	5	2	8	16
Skilled (Levels 3-5)	226	74	29	12	8	141
Highly skilled production (Levels 6-8)	452	66	61	25	7	454
Highly skilled supervision (Levels 9-12)	689	77	98	40	7	1 440
Senior management (Levels 13-16)	239	75	36	15	7	809
Contract (Levels 1-2)	19	63	6	3	3	6
Contract (Levels 3-5)	10	20	3	1	3	4
Contract (Levels 6-8)	0	0	0	0	0	0
Contract (Levels 9-12)	12	92	2	1	6	29
Contract (Levels 13-16)	13	100	2	1	7	56
TOTAL	1 701	73	242	100	7	2 955

Table 3.10.2 - Disability leave (temporary and permanent) for the period 1 January 2014 to 31 December 2014

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)	34	100	3	30	11	30
Highly skilled supervision (Levels 9-12)	55	100	4	40	14	113
Senior management (Levels 13-16)	53	100	3	30	18	168
TOTAL	142	100	10	100	14	311

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Co-ordinating Bargaining Council 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 2014 to 31 December 2014

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	111	5	22
Skilled (Level 3-5)	642	37	17
Highly skilled production (Level 6-8)	1 573	71	22
Highly skilled supervision (Level 9-12)	2 491	123	20
Senior management (Level 13-16)	1 271	55	23
Contract (Levels 1-2)	157	28	6
Contract (Levels 3-5)	20	4	5
Contract (Levels 6-8)	0	0	0
Contract (Levels 9-12)	35	3	12
Contract (Levels 13-16)	80	5	16
TOTAL	6 380	331	19

Table 3.10.4 - Capped leave for the period 1 January 2014 to 31 December 2014

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 December 2014
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Level 6-8)	0	0	0	0
Highly skilled supervision (Level 9-12)	7	1	7	42
Senior management (Level 13-16)	15	3	5	57
TOTAL	22	4	6	48

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 2014 to 31 March 2015

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payouts for 2014/15 due to non-utilisation of leave for the previous cycle	146	7	21
Capped leave payouts on termination of service for 2014/15	678	33	21
Current leave payouts on termination of service for 2014/15	255	23	11
TOTAL	1 079	63	17

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 Ndondlozi, 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	✓		<ul style="list-style-type: none"> 27 Employment Equity Consultative Forum members Budget of R681 000 allocated for the 2014/2015 financial year
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 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

Question	Yes	No	Details, if yes
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	✓		<p>Ms D Nkwananya – Chairperson</p> <p>Mr VP Skweyiya – Deputy Chairperson</p> <p>Mr DC Ndondolozzi – Human Resource Representative</p> <p>Mr E Zulu – Human Resource Representative</p> <p>Ms MS de Jenga – National Office</p> <p>Mr SR Mnguni – National Office</p> <p>Ms VH Masemola – National Office</p> <p>ASD: LR&CM Vacant – National Office</p> <p>Mr FS Thabetha – National Office</p> <p>Mr JH Joubert – National Office</p> <p>Ms M Dibetle – Secretariat</p> <p>Mr EPTsoanyane – National Office</p> <p>Mr LM Nkgadima – National Office</p> <p>Ms MM Mathebola – National Office</p> <p>Ms ME Mogano – People with Disabilities</p> <p>Mr CM Malebana – People with Disabilities</p> <p>Ms MV Slier – Western Cape</p> <p>Ms AN Mabilane – Mpumalanga</p> <p>Ms YPS Mtshali – KwaZulu-Natal</p> <p>Ms FD Coleridge – Northern Cape</p> <p>Ms MRTshabalala – Free State</p> <p>Mr RA Chauke – Limpopo</p> <p>Mr JL Mautlwa – North West</p> <p>Ms NB Dayimani – Eastern Cape</p> <p>Ms AM Molotsane – Gauteng</p> <p>Ms HN Lediga – PSA Representative</p> <p>Mr N Maila – NEHAWU Representative</p>
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	✓		<ul style="list-style-type: none"> Policy on the Management of Substance Abuse (Alcohol and Drugs) in the Workplace was approved on 30 May 2014
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 for another two year period 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 received from Healthi Choices Outcome of Health Risk Assessment and VCT sessions conducted during the Wellness Day event and World Aids Day celebrations Condom dispenser are monitored on a quarterly basis to determine the utilisation thereof by employees

3.12 Labour Relations

Table 3.12.1 - Collective agreements for the period 1 April 2014 to 31 March 2015

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 2014 to 31 March 2015

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	1	20
Final written warning	4	80
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
TOTAL	5	100

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2014 to 31 March 2015

Type of misconduct	Number	% of total
Failure to follow SCM processes	1	20
Poor performance	1	20
Misuse of state hired vehicle	1	20
Failure to verify information	1	20
Unethical conduct	1	20
TOTAL	5	100

Table 3.12.4 - Grievances lodged for the period 1 April 2014 to 31 March 2015

Grievances	Number	% of total
Number of grievances resolved	1	50
Number of grievances not resolved	1	50
Total number of grievances lodged	2	100

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2014 to 31 March 2015

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 2014 to 31 March 2015

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 2014 to 31 March 2015

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 2014 to 31 March 2015

Occupational category	Gender	Number of employees as at 1 April 2014	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	20	0	15	9	24
	Male	20	0	14	8	22
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	42	0	44	16	60
	Male	55	1	37	14	52
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	1	29	19	49
	Male	21	0	22	17	39
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	1	44	8	53
	Male	15	0	20	11	31
Unskilled and defined decision making (Levels 1-2)	Female	4	4	10	0	14
	Male	1	1	3	0	4
Sub Total	Female	132	6	142	52	200
	Male	112	2	96	50	148
TOTAL		244	8	238	102	348

Table 3.13.2 - Training provided for the period 1 April 2014 to 31 March 2015

Occupational category	Gender	Number of employees as at 1 April 2014	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	20	0	25	0	25
	Male	20	0	3	0	3
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	42	0	32	0	32
	Male	55	0	37	0	37
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	0	23	0	23
	Male	21	0	10	0	10
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	5	0	5
	Male	15	0	11	0	11
Unskilled and defined decision making (Levels 1-2)	Female	4	4	0	0	4
	Male	1	1	0	0	1
Sub Total	Female	132	4	85	0	89
	Male	112	1	61	0	62
TOTAL		244	5	146	0	151

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 2014 to 31 March 2015

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

3.15 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:

- a) The rendering of expert advice,
- b) The drafting of proposals for the execution of specific tasks, and
- c) 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 2014 to 31 March 2015

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Skills and Competency Audit	2	4.75	112 004
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
1	2	4.75	112 004

Table 13.5.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2014 to 31 March 2015

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Skills and Competency Audit	33.61	26.95	0

Table 13.5.3 - Report on consultant appointments using donor funds for the period 1 April 2014 to 31 March 2015

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

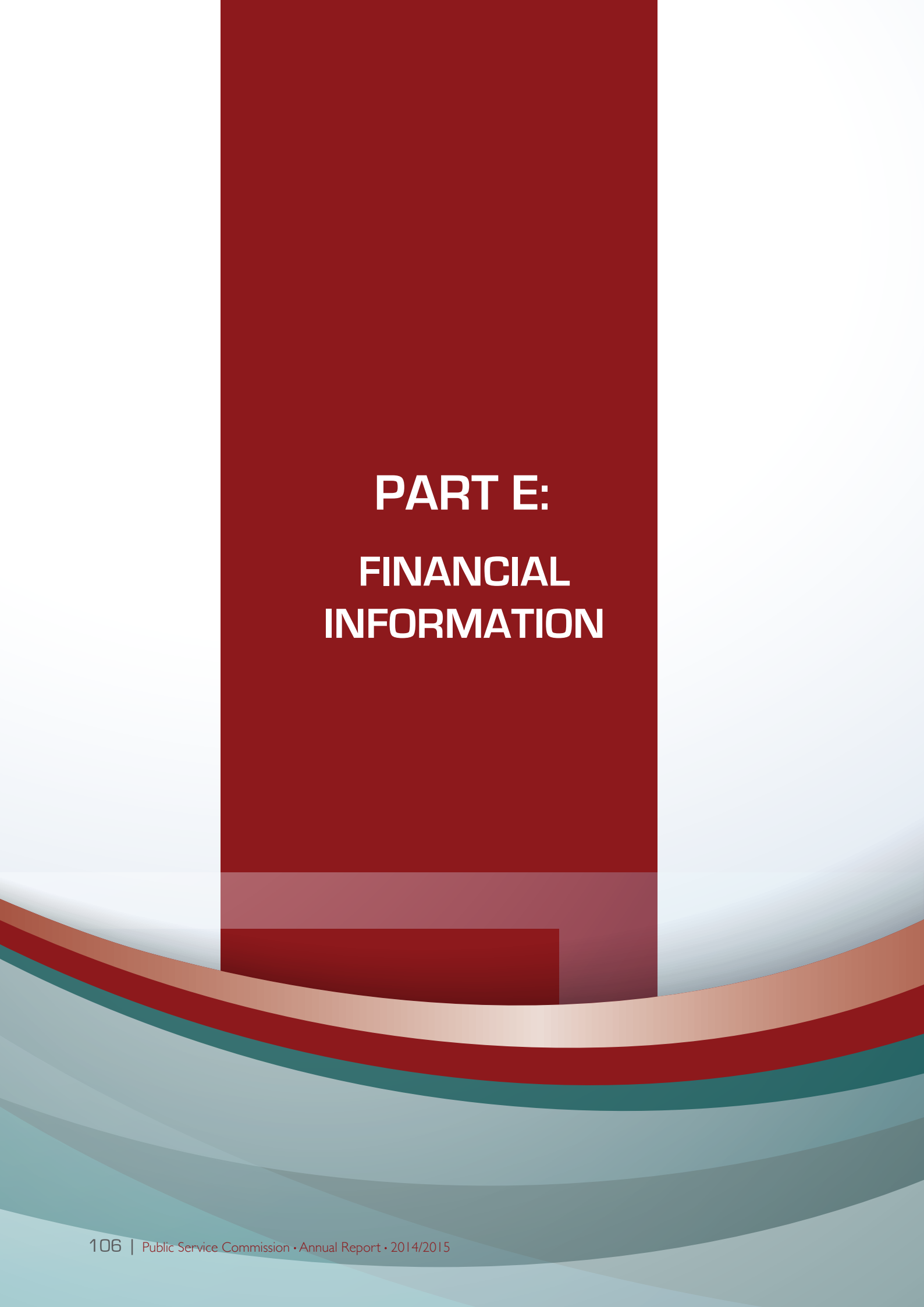
Table 13.5.4 - Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2014 to 31 March 2015

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 2014 to 31 March 2015

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

REPORT OF THE AUDITOR-GENERAL

AS AT 31 MARCH 2015

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

Report on the financial statements

Introduction

1. I have audited the financial statements of the Office of the Public service Commission set out on pages 110 to 163, which comprise the appropriation statement, the statement of financial position as at 31 March 2015, 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 these 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 officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with 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 Office of the Public Service Commission as at 31 March 2015 and its financial performance and cash flows for the year then ended, in accordance with Modified Cash standards prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999).

Additional matter

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

REPORT OF THE AUDITOR-GENERAL

AS AT 31 MARCH 2015

Unaudited supplementary schedules

8. The supplementary information set out on pages 164 to 172 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Report on other legal and regulatory requirements

9. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation and 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

10. 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 2015:
- Programme 2: Leadership and Management Practices on pages 45 to 53;
 - Programme 3: Monitoring and Evaluation on pages 54 to 62;
 - Programme 4: Integrity and Anticorruption on pages 63 to 75.
11. I evaluated the reported performance information against the overall criteria of usefulness and reliability.

12. 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 (FMPPi).

13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:

- Programme 2: Leadership and Management Practices;
- Programme 3: Monitoring and Evaluation;
- Programme 4: Integrity and Anticorruption.

Additional matter

15. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

Achievement of planned targets

16. Refer to the annual performance report on page 21 to 75 for information on the achievement of the planned targets for the year.

Compliance with legislation

17. I performed procedures to obtain evidence that the department had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any

REPORT OF THE AUDITOR-GENERAL

AS AT 31 MARCH 2015

instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

18. I considered internal control relevant to my audit of the financial statements, predetermined objective report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Auditor-General

PRETORIA

31 JULY 2015



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

2. ANNUAL FINANCIAL STATEMENTS

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

Appropriation per programme									
2014/15								2013/14	
Voted Funds	Ad-justed 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
Programme									
1. Administration	108 432	-	(1 139)	107 293	107 075	218	99.8%	102 803	102 804
2. Leadership and Management Practices	35 422	-	326	35 748	35 742	6	100.0%	29 520	29 425
3. Monitoring and Evaluation	35 934	-	1 401	37 335	37 330	5	100.0%	29 253	29 211
4. Integrity and Anti-Corruption	46 243	-	(588)	45 655	45 653	2	100.0%	39 564	39 505
TOTAL	226 031	-	-	226 031	225 800	231	99.9%	201 140	200 945
Reconciliation With Statement of Financial Performance									
ADD									
Departmental receipts				281				151	
Aid assistance				-				775	
Actual Amounts Per Statement of Financial Performance (Total Revenue)				226,312				202,066	
ADD									
Aid assistance									800
Actual Amounts Per Statement of Financial Performance (Total Expenditure)					225,800				201,745

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

Appropriation per economic classification									
	2014/15							2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Variance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	221,416	(241)	(2,189)	218,986	218,755	231	99.9%	195,315	195,050
Compensation of employees	165,691	-	(10,214)	155,477	155,362	115	99.9%	128,520	128,417
Salaries and wages	157,752	-	19,182	138,570	138,444	126	99.9%	113,878	113,763
Social contributions	7,939	-	8,968	16,907	16,918	(11)	100.1%	14,642	14,654
Goods and services	55,725	(241)	8,025	63,509	63,393	116	99.8%	66,795	66,633
Administrative fees	40	-	122	162	163	(1)	100.6%	1,517	1,516
Advertising	11	350	1,298	1,659	1,660	(1)	100.1%	1,477	1,477
Minor Assets	4,045	-	(3,642)	403	403	-	100.0%	1,597	1,598
Audit costs:									
External	3,844	-	66	3,910	3,909	1	100.0%	3,363	3,363
Bursaries:									
Employees	429	-	1,002	1,431	1,431	-	100.0%	756	756
Catering	401	-	402	803	798	5	99.4%	670	663
Communication	3,764	-	(371)	3,393	3,376	17	99.5%	3,065	3,026
Computer services	3,762	-	1,932	5,694	5,695	(1)	100.0%	4,628	4,626
Consultants:									
Business advisory services	5,873	-	1,373	7,246	7,245	1	100.0%	12,384	12,386
Legal services	85	-	82	167	167	-	100.0%	46	45
Contractors	184	-	255	439	442	(3)	100.7%	291	292
Agency and support / outsourced services	-	-	33	33	33	-	100.0%	207	208
Entertainment	2	-	(2)	-	-	-	-	4,525	4,529
Fleet services	841	-	599	1,440	1,441	(1)	100.1%	1,700	1,695
Consumables supplies	582	(447)	404	539	542	(3)	100.6%	369	369
Consumable:									
Stationery, printing and office supplies	1,149	69	489	1,707	1,604	103	94.0%	1,507	1,458
Operating leases	13,203	-	(2,132)	11,071	11,071	-	100.0%	9,648	9,648
Property payments	1,765	-	654	2,419	2,420	(1)	100.0%	2,793	2,785
Travel and subsistence	9,653	(228)	5,803	15,228	15,225	3	100.0%	11,004	10,952
Training and development	1,680	-	(453)	1,227	1,227	-	100.0%	1,604	1,604

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

Appropriation per economic classification									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Variance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating payments	2,732	(30)	1	2,703	2,705	(2)	100.1%	1,988	1,982
Venues and facilities	1,392	45	30	1,467	1,836	(369)	125.2%	1,656	1,655
Rental and hiring	288	-	80	368	-	368	-	-	-
Transfers and subsidies	195	-	964	1,159	1,158	1	99.9%	1,010	1,012
Foreign governments and international organisations	-	-	8	8	57	(49)	712.5%	51	52
Non-profit institutions	-	-	505	505	505	-	100.0%	-	-
Households	195	-	451	646	596	50	92.3%	959	960
Social benefits	195	-	451	646	596	50	92.3%	959	960
Payments for capital assets	4,420	241	1,043	5,704	5,705	(1)	100.0%	4,815	4,881
Machinery and equipment	3,199	-	1,222	4,421	4,422	(1)	100.0%	3,186	3,185
Other machinery and equipment	3,199	-	1,222	4,421	4,422	(1)	100.0%	3,186	3,185
Software & other intangible assets	1,221	241	(179)	1,283	1,283	-	100.0%	1,629	1,696
Payments for financial assets	-	-	182	182	182	-	100.0%	-	2
TOTAL	226,031	-	-	226,031	225,800	231	99.9%	201,140	200,945

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 1: ADMINISTRATION									
	2014/15							2013/14	
	Adjust- ed Appro- piation	Shift- ing of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Public Service Commission	20,357	-	727	19,630	19,619	11	99.9%	22,358	22,357
2. Management	11,507	-	1,230	12,737	12,733	4	100.0%	11,988	11,979
3. Corporate Services	61,767	-	403	62,170	61,967	203	99.7%	56,652	56,663
4. Property Management	14,801	-	-2,045	12,756	12,756	-	100.0%	11,805	11,805
TOTAL:	108,432	-	(1,139)	107,293	107,075	218	99.8%	102,803	102,804
Economic classification									
Current payments	103,950	-	(3,009)	100,941	100,723	218	99.8%	99,141	99,072
Compensation of employees	65,626	-	(5,165)	60,461	60,355	106	99.8%	57,874	57,860
Salaries and wages	61,506	-	(7,523)	53,983	53,875	108	99.8%	50,950	50,928
Social contributions	4,120	-	2,358	6,478	6,480	(2)	100.0%	6,924	6,932
Goods and services	38,324	-	2,156	40,480	40,368	112	99.7%	41,267	41,212
Administrative fees	38	-	107	145	145	-	100.0%	129	128
Advertising	11	-	255	266	267	(1)	100.4%	644	644
Minor assets	4,045	-	(3,642)	403	403	-	100.0%	1,597	1,598
Audit costs: External	3,844	-	66	3,910	3,909	1	100.0%	3,363	3,363
Bursaries: Employees	429	-	1,002	1,431	1,431	-	100.0%	460	460
Catering:									
Departmental activities	283	-	162	445	444	1	99.8%	487	485
Communication (G&S)	1,509	-	435	1,944	1,934	10	99.5%	1,653	1,642
Computer services	3,762	-	1,932	5,694	5,695	(1)	100.0%	4,628	4,626
Consultants: Business and advisory services	1,191	-	770	1,961	1,959	2	99.9%	2,980	2,982
Legal services	85	-	82	167	167	-	100.0%	17	16
Contractors	166	-	-34	132	134	(2)	101.5%	211	211
Agency and support / outsourced services	-	-	-	-	-	-	-	181	182
Entertainment	2	-	-2	-	-	-	-	4,525	4,529
Fleet services (including government motor transport)	207	-	262	469	470	(1)	100.2%	939	937
Inventory: Clothing material and accessories	-	-	-	-	1	(1)	-	74	75

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 1: ADMINISTRATION									
2014/15								2013/14	
	Adjust- ed Appro- piation	Shift- ing of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Inventory: Learner and teacher support material	2	-	-2	-	-	-	-	-	-
Consumable supplies	65	-	432	497	498	(1)	100.2%	356	356
Consumable: Stationery, printing and office supplies	446	-	269	715	613	102	85.7%	705	665
Operating payments	13,203	-	(2,132)	11,071	11,071	-	100.0%	9,648	9,648
Property payments	1,613	-	186	1,799	1,800	(1)	100.1%	2,298	2,297
Travel and subsistence	3,612	-	2,657	6,269	6,267	2	100.0%	4,230	4,230
Training and development	1,680	-	(453)	1,227	1,227	-	100.0%	990	990
Operating payments	1,396	-	(448)	948	947	1	99.9%	951	949
Venues and facilities	737	-	250	987	987	-	100.0%	275	274
Transfers and subsidies	152	-	725	877	877	-	100.0%	289	290
Foreign governments and international organisations	65	-	(16)	49	49	-	100.0%	51	52
Non-profit institutions	-	-	505	505	505	-	100.0%	-	-
Households	152	-	220	372	323	49	86.8%	238	238
Social benefits	87	-	236	323	323	-	100.0%	238	238
Payments for capital assets	4,330	-	963	5,293	5,293	-	100.0%	3,373	3,440
Machinery and equipment	3,109	-	1,142	4,251	4,251	-	100.0%	2,581	2,581
Other machinery and equipment	3,109	-	1,142	4,251	4,251	-	100.0%	2,581	2,581
Software and other intangible assets	1,221	-	(179)	1,042	1,042	-	100.0%	792	859
Payment for financial assets	-	-	182	182	182	-	100.0%	-	2
TOTAL	108,432	-	(1,139)	107,293	107,075	218	99.8%	102,803	102,804

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1.1 PUBLIC SERVICE COMMISSION									
2014/15								2013/14	
	Adjust- ed Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	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
Economic classification									
Current payments	20,281	-	(888)	19,393	19,382	11	99.9%	22,220	22,219
Compensation of employees	17,365	-	(2,599)	14,766	14,759	7	100.0%	16,251	16,251
Salaries and wages	17,365	-	(3,896)	13,469	13,462	7	99.9%	14,948	14,941
Social contributions	-	-	1,297	1,297	1,297	-	100.0%	1,303	1,310
Goods and services	2,916	-	1,711	4,627	4,623	4	99.9%	5,969	5,968
Administrative fees				-	-	-	-	29	29
Advertising				-	-	-	-	20	20
Catering:									
Departmental activities	88		119	207	205	2	99.0%	148	148
Communication (G&S)	578		(328)	250	249	1	99.6%	343	338
Consultants:									
Business and advisory services	-		182	182	181	1	99.5%	196	196
Contractors	-	-	-	-	-	-	-	72	72
Agency and support / outsourced services	-	-	-	-	-	-	-	167	168
Entertainment	-	-	-	-	-	-	-	4,525	4,529
Fleet services (including government motor transport)	-	-	-	-	-	-	-	469	468
Consumable:									
Stationery, printing and office supplies	135	-	(7)	128	128	-	100.0%	-	-
Travel and subsistence	1,666	-	1,573	3,239	3,238	1	100.0%	-	-
Operating payments	-	-	8	8	9	(1)	112.5%	-	-
Venues and facilities	449	-	164	613	613	-	100.0%	-	-
Transfers and subsidies	76	-	161	237	237	-	100.0%	138	138
Households	76	-	161	237	237	-	100.0%	138	138
Social benefits	76	-	161	237	237	-	100.0%	138	138
TOTAL	20,357	-	(727)	19,630	19,619	11	99.9%	22,358	22,357

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1.2 MANAGEMENT									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	11,442	-	1,230	12,672	12,668	4	100.0%	11,864	11,854
Compensation of employees	9,220	-	470	9,690	9,689	1	100.0%	8,633	8,627
Salaries and wages	8,958		(196)	8,762	8,760	2	100.0%	7,795	7,788
Social contributions	262		666	928	929	(1)	100.1%	838	839
Goods and services	2,222	-	760	2,982	2,979	3	99.9%	3,231	3,227
Administrative fees				-		-	-	5	5
Advertising	7		59	66	66	-	100.0%	93	94
Minor assets				-		-	-	93	94
Catering:									
Departmental activities	135		(25)	110	111	(1)	100.9%	124	122
Communication (G&S)	286		(72)	214	213	1	99.5%	213	211
Consultants: Business and advisory services	265		83	348	348	-	100.0%	371	373
Legal services	85		82	167	167	-	100.0%	16	16
Contractors	-	-	-	-	1	(1)	-	-	-
Entertainment	2		(2)	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	5	5	5	-	100.0%	11	10
Consumable supplies	12	-	(12)	-	-	-	-	1	-
Consumable: Stationery, printing and office supplies	55	-	83	138	138	-	100.0%	130	130
Property payments	-	-	-	-	-	-	-	6	6
Travel and subsistence	867	-	469	1,336	1,333	3	99.8%	2,077	2,076
Operating payments	220	-	10	230	229	1	99.6%	14	14
Venues and facilities	288	-	80	368	368	-	100.0%	170	170
Transfers and subsidies	65	-	-	65	65	-	100.0%	124	125
Foreign governments and international organisations	65	-	(16)	49	49	-	100.0%	51	52

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1.2 MANAGEMENT									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Households	-	-	16	16	16	-	100.0%	73	73
Social benefits	-	-	16	16	16	-	100.0%	73	73
TOTAL	11,507	-	1,230	12,737	12,733	4	100.0%	11,988	11,979

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1.3: CORPORATE SERVICES									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	57,426	-	(1,306)	56,120	55,917	203	99.6%	53,252	53,194
Compensation of employees	39,041	-	(3,036)	36,005	35,907	98	99.7%	32,990	32,982
Salaries and wages	35,183		(3,431)	31,752	31,653	99	99.7%	28,207	28,199
Social contributions	3,858		395	4,253	4,254	(1)	100.0%	4,783	4,783
Goods and services	18,385	-	1,730	20,115	20,010	105	99.5%	20,262	20,212
Administrative fees	38		107	145	145	-	100.0%	95	94
Advertising	4		196	200	201	(1)	100.5%	624	624
Minor assets	4,045		(3,642)	403	403	-	100.0%	1,504	1,504
Audit costs: External	3,844		66	3,910	3,909	1	100.0%	3,363	3,363
Bursaries: Employees	429		1,002	1,431	1,431	-	100.0%	460	460
Catering:									
Departmental activities	60		68	128	128	-	100.0%	215	215
Communication (G&S)	645		835	1,480	1,472	8	99.5%	1,097	1,093
Computer services	3,762		1,932	5,694	5,695	(1)	100.0%	4,628	4,626
Consultants:									
Business and advisory services	926		505	1,431	1,430	1	99.9%	2,413	2,413
Legal services				-		-	-	1	
Contractors	166		(34)	132	133	(1)	100.8%	139	139
Agency and support / outsourced services				-		-	-	14	14
Fleet services (including government motor transport)	207		257	464	465	(1)	100.2%	459	459
Consumable supplies	53		444	497	498	(1)	100.2%	355	356
Consumable: Stationery, printing and office supplies	256		193	449	347	102	77.3%	575	535
Property payments	15		99	114	115	(1)	100.9%	135	134
Travel and subsistence	1,079		615	1,694	1,696	(2)	100.1%	2,153	2,154
Training and development	1,680		(453)	1,227	1,227	-	100.0%	990	990

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1.3: CORPORATE SERVICES									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating payments	1,176		(466)	710	709	1	99.9%	937	935
Venues and facilities	-		6	6	6	-	100.0%	105	104
Transfers and subsidiaries	11	-	564	575	575	-	100.0%	27	27
Non-profit institutions	-		505	505	505	-	100.0%		
Households	11	-	59	70	70	-	100.0%	27	27
Payments for capital assets	4,330	-	963	5,293	5,293	-	100.0%	3,373	3,440
Machinery and equipment	3,109	-	1,142	4,251	4,251	-	100.0%	2,581	2,581
Intangible assets	1,221		(179)	1,042	1,042	-	100.0%	792	859
Payments for financial assets	-		182	182	182	-	100.0%	-	2
TOTAL	61,767	-	403	62,170	61,967	203	99.7%	56,652	56,663

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 1. 4: PROPERTY MANAGEMENT									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	14,801	-	(2,045)	12,756	12,756	-	100.0%	11,805	11,805
Goods and services	14,801	-	(2,045)	12,756	12,756	-	100.0%	11,805	11,805
Operating leases	13,203		(2,132)	11,071	11,071	-	100.0%	9,648	9,648
Property payments	1,598		87	1,685	1,685	-	100.0%	2,157	2,157
TOTAL	14,801	-	(2,045)	12,756	12,756	-	100.0%	11,805	11,805

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.Labour Relations Improvement	21,864	-	551	22,415	22,412	3	100.0%	18,252	18,223
2.Leadership and Human Resource Reviews	13,558	-	(225)	13,333	13,330	3	100.0%	11,268	11,202
TOTAL:	35,422	-	326	35,748	35,742	6	100.0%	29,520	29,425
Economic classification									
Current payments	35,385	-	295	35,680	35,674	6	100.0%	28,210	28,115
Compensation of employees	31,774	-	(1,812)	29,962	29,960	2	100.0%	21,392	21,327
Salaries and wages	30,762	-	(4,046)	26,716	26,712	4	100.0%	19,131	19,064
Social contributions	1,012	-	2,234	3,246	3,248	(2)	100.1%	2,261	2,263
Goods and services	3,611	-	2,107	5,718	5,714	4	99.9%	6,818	6,788
Administrative fees	2	-	(2)	-	-	-	-	39	39
Advertising	-	-	95	95	96	(1)	101.1%	519	519
Bursaries: Employees	-	-	-	-	-	-	-	296	296
Catering:									
Departmental activities	49	-	97	146	145	1	99.3%	90	88
Communication	767	-	(317)	450	447	3	99.3%	429	421
Consultants:									
Business and advisory services	-	-	141	141	142	(1)	100.7%	873	873
Legal services	-	-	-	-	-	-	-	29	29
Contractors	6	-	280	286	286	-	100.0%	36	37
Agency and support / outsourced services	-	-	5	5	5	-	100.0%	13	13
Fleet services	213	-	104	317	318	(1)	100.3%	267	268
Consumable supplies	13	-	(10)	3	4	(1)	133.3%	3	4
Consumable:									
Stationery, printing and office supplies	222	-	6	228	227	1	99.6%	191	188
Property payments	51	-	253	304	304	-	100.0%	162	159

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Travel and subsistence	502	-	196	698	699	(1)	100.1%	193	191
Training and development	260	-	(187)	73	73	-	100.0%	951	951
Operating payments	13	-	(10)	3	4	(1)	133.3%	3	4
Venues and facilities	222	-	6	228	227	1	99.6%	191	188
Transfers and subsidies	7		5	12	11	1	91.7%	225	225
Foreign governments and international organisations	-	-	5	5	5	-	100.0%	-	-
Households	7	-	-	7	6	1	85.7%	225	225
Social benefits	7	-	-	7	6	1	85.7%	225	225
Payments for capital assets	30	-	26	56	57	(1)	101.8%	1,085	1,085
Machinery and equipment	30	-	26	56	57	(1)	101.8%	248	249
Other machinery and equipment	30	-	26	56	57	(1)	101.8%	248	249
Intangible assets	-	-	-	-	-	-	-	837	836
Payments for financial assets									
TOTAL	35,422	-	326	35,748	35,742	6	100.0%	29,520	29,425

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

2.1 LABOUR RELATIONS IMPROVEMENT									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	21,842	-	529	22,371	22,367	4	100.0%	18,123	18,095
Compensation of employees	19,633	-	(824)	18,809	18,806	3	100.0%	13,386	13,380
Salaries and wages	18,958	-	(2,164)	16,794	16,790	4	100.0%	11,934	11,927
Social contributions	675	-	1,340	2,015	2,016	(1)	100.0%	1,452	1,453
Goods and services	2,209	-	1,353	3,562	3,561	1	100.0%	4,737	4,715
Administrative fees	2	-	(2)	-	-	-	-	4	4
Advertising	-	-	74	74	74	-	100.0%	274	274
Bursaries: Employees	-	-	-	-	-	-	-	63	63
Catering:									
Departmental activities	38	-	86	124	124	-	100.0%	77	76
Communication (G&S)	484	-	(175)	309	307	2	99.4%	295	290
Consultants:									
Business and advisory services	-	-	138	138	139	(1)	100.7%	772	772
Legal services	-	-	-	-	-	-	-	29	29
Contractors	4	-	276	280	280	-	100.0%	31	32
Agency and support / outsourced services	-	-	3	3	3	-	100.0%	9	9
Fleet services (including government motor transport)	142	-	94	236	237	(1)	100.4%	202	203
Consumable supplies	9	-	(6)	3	3	-	100.0%	2	2
Consumable: Stationery, printing and office supplies	136	-	37	173	173	-	100.0%	132	130
Property payments	34	-	236	270	270	-	100.0%	129	126
Travel and subsistence	918	-	716	1,634	1,632	2	99.9%	1,736	1,724
Training and development	-	-	-	-	-	-	-	94	94
Operating payments	342	-	(97)	245	246	(1)	100.4%	184	183
Venues and facilities	100	-	(27)	73	73	-	100.0%	704	704

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

2.1 LABOUR RELATIONS IMPROVEMENT									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	2	-	5	7	7	-	100.0%	24	24
Foreign governments and international organisations	-	-	5	5	5	-	100.0%		
Households	2	-	-	2	2	-	100.0%	24	24
Payments for capital assets	20	-	17	37	38	(1)	102.7%	105	104
Machinery and equipment	20	-	17	37	38	(1)	102.7%	105	104
Other machinery and equipment	20	-	17	37	38	(1)	102.7%	105	104
TOTAL	21,864	-	551	22,415	22,412	3	100.0%	18,252	18,223

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

2.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS									
2014/15								2013/14	
	Adjust- ed Appropriation	Shift- ing of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	Expen- diture as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	13,543	-	(234)	13,309	13,307	2	100.0%	10,087	10,020
Compensation of employees	12,141	-	(988)	11,153	11,154	(1)	100.0%	8,006	7,947
Salaries and wages	11,804		(1,882)	9,922	9,922	-	100.0%	7,197	7,137
Social contributions	337		894	1,231	1,232	(1)	100.1%	809	810
Goods and services	1,402	-	754	2,156	2,153	3	99.9%	2,081	2,073
Administrative fees				-		-	-	35	35
Advertising	-		21	21	22	(1)	104.8%	245	245
Bursaries: Employees				-		-	-	233	233
Catering:									
Departmental activities	11		11	22	21	1	95.5%	13	12
Communication (G&S)	283		(142)	141	140	1	99.3%	134	131
Contractors	2		4	6	6	-	100.0%	5	5
Agency and support / outsourced services	-		2	2	2	-	100.0%	4	4
Fleet services (including government motor transport)	71		10	81	81	-	100.0%	65	65
Consumable supplies	4		(4)	-	1	(1)	-	1	2
Consumable:									
Stationery, printing and office supplies	86		(31)	55	54	1	98.2%	59	58
Property payments	17		17	34	34	-	100.0%	33	33
Travel and subsistence	608		730	1,338	1,336	2	99.9%	805	802
Training and development				-		-	-	92	92
Operating payments	160		293	453	453	-	100.0%	9	8
Venues and facilities	160		(160)	-		-	-	247	247
Transfers and subsidies	5	-	-	5	4	1	80.0%	201	201
Households	5	-	-	5	4	1	80.0%	201	201
Social benefits	5	-	-	5	4	1	80.0%	201	201
Payments for capital assets	10	-	9	19	19	-	100.0%	980	981

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

2.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS									
2014/15								2013/14	
	Adjust- ed Appropriation	Shift- ing of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	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
Machinery and equipment	10	-	9	19	19	-	100.0%	143	144
Other machinery and equipment	10	-	9	19	19	-	100.0%	143	144
Intangible assets				-		-	-	837	837
Payments for financial assets									
TOTAL	13,558	-	(225)	13,333	13,330	3	100.0%	11,268	11,202

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 3: MONITORING AND EVALUATION									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Governance Monitoring	17,230	2,006	1,573	20,809	20,807	2	100.0%	14,306	14,288
2. Service Delivery and Compliance Evaluations	18,704	(2,006)	(172)	16,526	16,523	3	100.0%	14,947	14,923
TOTAL:	35,934	-	1,401	37,335	37,330	5	100.0%	29,253	29,211
Economic classification									
Current payments	35,863	(241)	1,352	36,974	36,969	5	100.0%	28,640	28,597
Compensation of employees	30,676	-	(1,912)	28,764	28,762	2	100.0%	22,699	22,686
Salaries and wages	29,672	-	(4,088)	25,584	25,579	5	100.0%	20,117	20,105
Social contributions	1,004	-	2,176	3,180	3,183	(3)	100.1%	2,582	2,581
Goods and services	5,187	(241)	3,264	8,210	8,207	3	100.0%	5,941	5,911
Administrative fees	-	-	5	5	6	(1)	120.0%	845	845
Advertising	-	350	750	1,100	1,099	1	99.9%	212	212
Catering:									
Departmental activities	22	-	79	101	98	3	97.0%	30	30
Communication (G&S)	776	-	(271)	505	502	3	99.4%	506	498
Consultants: Business and advisory services	-	-	20	20	20	-	100.0%	14	14
Contractors	8	-	9	17	18	(1)	105.9%	22	22
Agency and support / outsourced services	-	-	25	25	26	(1)	104.0%	11	11
Fleet services (including government motor transport)	280	-	134	414	413	1	99.8%	306	304
Consumable supplies	496	(447)	(13)	36	37	-1	102.8%	7	6
Consumable: Stationery, printing and office supplies	238	69	37	344	342	2	99.4%	221	217
Property payments	67	-	159	226	226	-	100.0%	233	231
Travel and subsistence	2,297	(228)	1,817	3,886	3,887	-1	100.0%	2,736	2,724

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APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 3: MONITORING AND EVALUATION									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Training and development	-	-	-	-	-	-	-	257	257
Operating payments	320	(30)	466	756	757	-1	100.1%	387	386
Venues and facilities	683	45	47	775	776	-1	100.1%	154	154
Transfers and subsidies	31	-	13	44	44	-	100.0%	429	430
Foreign governments and international organisations	-	-	3	3	3	-	100.0%	-	-
Households	31	-	10	41	41	-	100.0%	429	430
Social benefits	31	-	10	41	41	-	100.0%	429	430
Payments for capital assets	40	241	36	317	317	-	100.0%	184	184
Machinery and equipment	40	-	36	76	76	-	100.0%	184	184
Other machinery and equipment	40	-	36	76	76	-	100.0%	184	184
Software and other intangible assets	-	241	-	241	241	-	100.0%	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	35,934	-	1,401	37,335	37,330	5	100.0%	29,253	29,211

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

3.1 GOVERNANCE MONITORING									
	2014/15							2013/14	
	Adjust- ed Appro- piation	Shift- ing of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	17,179	1,765	1,544	20,488	20,486	2	100.0%	14,180	14,161
Compensation of employees	15,604	-	(838)	14,766	14,765	1	100.0%	11,590	11,585
Salaries and wages	15,090		(1,879)	13,211	13,208	3	100.0%	10,269	10,264
Social contributions	514		1,041	1,555	1,557	(2)	100.1%	1,321	1,321
Goods and services	1,575	1,765	2,382	5,722	5,721	1	100.0%	2,590	2,576
Administrative fees	-		5	5	6	(1)	120.0%		
Advertising		350	721	1,071	1,070	1	99.9%	121	122
Catering:									
Departmental activities	11	-	27	38	36	2	94.7%	19	20
Communication (G&S)	396	-	(150)	246	244	2	99.2%	222	219
Consultants: Business and advisory services	-	-	20	20	20	-	100.0%	14	14
Contractors	4	-	4	8	9	(1)	112.5%	15	14
Agency and support / outsourced services	-	-	21	21	21	-	100.0%	8	8
Fleet services (including government motor transport)	140	-	104	244	243	1	99.6%	172	171
Consumable supplies	8	33	(5)	36	36	-	100.0%	3	1
Consumable: Stationery, printing and office supplies	121	64	44	229	229	-	100.0%	113	111
Property payments	33		66	99	99	-	100.0%	102	101
Travel and subsistence	702	590	1,270	2,562	2,564	(2)	100.1%	1,569	1,564
Training and development	-	-	-	-	-	-	-	171	171
Operating payments	160	-	243	403	404	(1)	100.2%	7	6
Venues and facilities	-	728	12	740	740	-	100.0%	54	54
Transfers and subsidies	31	-	11	42	42	-	100.0%	39	40
Foreign governments and international organisations	-	-	3	3	3	-	100.0%	-	-
Households	31	-	8	39	39	-	100.0%	39	40

Public Service Commission

Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

3.1 GOVERNANCE MONITORING									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	20	241	18	279	279	-	100.0%	87	87
Machinery and equipment	20	-	18	38	38	-	100.0%	87	87
Other machinery and equipment	20	-	18	38	38	-	100.0%	87	87
Software and other intangible assets	-	241	-	241	241	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	17,230	2,006	1,573	20,809	20,807	2	100.0%	14,306	14,288

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

3.2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
	2014/15							2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	18,684	(2,006)	(192)	16,486	16,483	3	100.0%	14,460	14,436
Compensation of employees	15,072	-	(1,074)	13,998	13,997	1	100.0%	11,109	11,101
Salaries and wages	14,582	-	(2,209)	12,373	12,371	2	100.0%	9,848	9,841
Social contributions	490	-	1,135	1,625	1,626	(1)	100.1%	1,261	1,260
Goods and services	3,612	(2,006)	882	2,488	2,486	2	99.9%	3,351	3,335
Administrative fees	-	-	-	-	-	-	-	845	845
Advertising	-	-	29	29	29	-	100.0%	91	90
Catering:									
Departmental activities	11	-	52	63	62	1	98.4%	11	10
Communication (G&S)	380	-	(121)	259	258	1	99.6%	284	279
Consultants: Business and advisory services	-	-	-	-	-	-	-	-	-
Contractors	4	-	5	9	9	-	100.0%	7	8
Agency and support / outsourced services	-	-	4	4	5	(1)	125.0%	3	3
Fleet services (including government motor transport)	140	-	30	170	170	-	100.0%	134	133
Consumable supplies	488	(480)	(8)	-	1	(1)	-	4	5
Consumable: Stationery, printing and office supplies	117	5	(7)	115	113	2	98.3%	108	106
Property payments	34		93	127	127	-	100.0%	131	130
Travel and subsistence	1,595	(818)	547	1,324	1,323	1	99.9%	1,167	1,160
Training and development				-		-	-	86	86
Operating payments	160	(30)	223	353	353	-	100.0%	380	380
Venues and facilities	683	(683)	35	35	36	(1)	102.9%	100	100
Transfers and subsidies	-	-	2	2	2	-	100.0%	390	390
Households	-	-	2	2	2	-	100.0%	390	390
Social benefits	-	-	2	2	2	-	100.0%	390	390

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Financial Statements for the year ended 31 March 2015

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

3.2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final app- ropriation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	20	-	18	38	38	-	100.0%	97	97
Machinery and equipment	20	-	18	38	38	-	100.0%	97	97
Other machinery and equipment	20	-	18	38	38	-	100.0%	97	97
TOTAL	18,704	(2,006)	(172)	16,526	16,523	3	100.0%	14,947	14,923

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
2014/15								2013/14	
	Adjusted Appropriation	Shift-ing of Funds	Vire-ment	Final Approp-iation	Actual Expen-diture	Vari-ance	Expen-diture as % of final approp-iation	Final Approp-iation	Actual expen-diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Public Administration									
Investigations	19,714	-	(676)	19,038	19,037	1	100.0%	16,115	16,085
2. Professional Ethics	26,529	-	88	26,617	26,616	1	100.0%	23,449	23,420
TOTAL:	46,243	-	(588)	45,655	45,653	2	100.0%	39,564	39,505
Economic classification									
Current payments	46,218	-	(827)	45,391	45,389	2	100.0%	39,324	39,266
Compensation of employees	37,615	-	(1,325)	36,290	36,285	5	100.0%	26,555	26,544
Salaries and wages	35,812	-	(3,525)	32,287	32,278	9	100.0%	23,680	23,666
Social contributions	1,803	-	2,200	4,003	4,007	(4)	100.1%	2,875	2,878
Goods and services	8,603	-	498	9,101	9,104	(3)	100.0%	12,769	12,722
Administrative fees	-	-	12	12	12	-	100.0%	-	-
Advertising	-	-	198	198	198	-	100.0%	606	606
Catering:									
Departmental activities	47	-	64	111	111	-	100.0%	63	60
Communication	712	-	(218)	494	493	1	99.8%	477	465
Consultants: Business and advisory services	4,682	-	442	5,124	5,124	-	100.0%	8,517	8,517
Infrastructure and planning services	-	-	-	-	-	-	-	5	5
Contractors	4	-	-	4	4	-	100.0%	22	22
Agency and support / outsourced services	-	-	3	3	2	1	66.7%	2	2
Fleet services	141	-	99	240	240	-	100.0%	188	186
Consumable supplies	8	-	(5)	3	3	-	100.0%	3	3
Consumable:									
Stationery, printing and office supplies	243	-	177	420	422	(2)	100.5%	390	388
Property payments	34	-	56	90	90	-	100.0%	100	98
Travel and subsistence	2,218	-	(117)	2,101	2,103	(2)	100.1%	1,497	1,472
Training and development	-	-	-	-	-	-	-	171	171
Operating payments	514	-	(213)	301	302	(1)	100.3%	457	456
Venues and facilities	-	-	-	-	-	-	-	276	276
Transfers and subsidies	5	-	221	226	226	-	100.0%	67	67

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APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Households	5	-	221	226	226	-	100.0%	67	67
Social benefits	5	-	221	226	226	-	100.0%	67	67
Payments for capital assets	20	-	18	38	38	-	100.0%	173	172
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	20	-	18	38	38	-	100.0%	173	172
TOTAL	46,243	-	(588)	45,655	45,653	2	100.0%	39,564	39,505

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
	2014/15							2013/14	
	Adjust- ed Appropriation	Shift- ing of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	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
Economic classification									
Current payments	19,702	-	(905)	18,797	18,796	1	100.0%	16,027	15,998
Compensation of employees	17,938	-	(1,184)	16,754	16,751	3	100.0%	13,384	13,377
Salaries and wages	17,170		(2,278)	14,892	14,887	5	100.0%	11,938	11,930
Social contributions	768		1,094	1,862	1,864	(2)	100.1%	1,446	1,447
Goods and services	1,764	-	279	2,043	2,045	-2	100.1%	2,643	2,621
Administrative fees	-		6	6	6	-	100.0%		
Advertising	-		45	45	45	-	100.0%	102	102
Catering:									
Departmental activities	38		(1)	37	37	-	100.0%	35	33
Communication	342		(80)	262	262	-	100.0%	267	261
Consultants: Business and advisory services	-		7	7	7	-	100.0%	782	782
Contractors	2		(2)	-		-	-	5	5
Agency and support / outsourced services	-		3	3	2	1	66.7%	2	2
Fleet services	70		45	115	115	-	100.0%	79	77
Consumable supplies	4		(2)	2	2	-	100.0%		
Consumable:									
Stationery, printing and office supplies	108		41	149	150	(1)	100.7%	128	127
Property payments	17		67	84	84	-	100.0%	100	98
Travel and subsistence	994		196	1,190	1,192	(2)	100.2%	986	977
Training and development				-		-	-	113	113
Operating payments	189		(46)	143	143	-	100.0%	44	44
Venues and facilities				-		-	-		
Transfers and subsidies	2	-	220	222	222	-	100.0%	-	-
Provinces and municipalities									
Households	2		220	222	222	-	100.0%	-	-
Payments for capital assets	10	-	9	19	19	-	100.0%	88	87

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APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
2014/15								2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Machinery and equipment	10	-	9	19	19	-	100.0%	88	87
Other machinery and equipment	10	-	9	19	19	-	100.0%	88	87
TOTAL	19,714	-	(676)	19,038	19,037	1	100.0%	16,115	16,085

APPROPRIATION STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

SUB PROGRAMME 4.2: PROFESSIONAL ETHICS									
	2014/15							2013/14	
	Adjust- ed Appro- priation	Shift- ing of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	26,516	-	78	26,594	26,593	1	100.0%	23,297	23,268
Compensation of employees	19,677	-	(141)	19,536	19,534	2	100.0%	13,171	13,167
Salaries and wages	18,642		(1,247)	17,395	17,391	4	100.0%	11,742	11,736
Social contributions	1,035		1,106	2,141	2,143	(2)	100.1%	1,429	1,431
Goods and services	6,839	-	219	7,058	7,059	(1)	100.0%	10,126	10,101
Administrative fees	-		6	6	6	-	100.0%	504	504
Advertising	-		153	153	153	-	100.0%		
Catering:									
Departmental activities	9		65	74	74	-	100.0%	28	27
Communication	370		(138)	232	231	1	99.6%	210	204
Consultants: Business and advisory services	4,682		435	5,117	5,117	-	100.0%	7,735	7,735
Contractors	2		2	4	4	-	100.0%	17	17
Fleet services	71		54	125	125	-	100.0%	109	109
Consumable supplies	4		(3)	1	1	-	100.0%	3	3
Consumable:									
Stationery, printing and office supplies	135		136	271	272	(1)	100.4%	262	261
Property payments	17		(11)	6	6	-	100.0%		
Travel and subsistence	1,224		(313)	911	911		100.0%	511	495
Training and development	-	-	-	-	-	-	-	58	58
Operating payments	325		(167)	158	159	(1)	100.6%	413	412
Venues and facilities	-	-	-	-	-	-	-	276	276
Transfers and subsidies	3	-	1	4	4	-	100.0%	67	67
Households	3	-	1	4	4	-	100.0%	67	67
Social benefits	3	-	1	4	4	-	100.0%	67	67
Payments for capital assets	10	-	9	19	19	-	100.0%	85	85
Machinery and equipment	10	-	9	19	19	-	100.0%	85	85
Other machinery and equipment	10	-	9	19	19	-	100.0%	85	85
TOTAL	26,529	-	88	26,617	26,616	1	100.0%	23,449	23,420

NOTES TO THE APPROPRIATION ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2015

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 and Annexures to the AFS.

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

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

3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the AFS.

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	107,293	107,075	218	0.2%
Programme 2	35,748	35,742	6	0.0%
Programme 3	37,335	37,330	5	0.0%
Programme 4	45,655	45,653	2	0.0%

4.2 Per economic classification:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Current payment:				
Compensation of employees	155,477	155,362	115	0.1%
Goods and services	63,509	63,393	116	0.2%
Transfers and subsidies:				
Foreign payments	-	49	(49)	-
Non-profit institutions	505	505	-	0.0%
Households	646	596	50	7.7%
Payments for capital assets:				
Machinery and equipment	4,421	4,422	(1)	0.0%
Intangible assets	1,283	1,283	-	0.0%
Payments for financial assets	182	182	-	0.0%

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2015

	Note	2014/15 R'000	2013/14 R'000
REVENUE			
Annual appropriation	1	226,031	201,140
Departmental revenue	2	281	151
Aid assistance	3	-	775
TOTAL REVENUE		226,312	202,066
EXPENDITURE			
Current expenditure			
Compensation of employees	4	155,362	128,417
Goods and services	5	63,393	66,633
Interest and rent on land	6	-	-
Aid assistance	3	-	800
Total current expenditure		218,755	195,850
Transfers and subsidies		1,159	1,012
	8	1,159	1,012
Expenditure for capital assets			
Tangible capital assets	9	4,422	3,186
Software and other intangible assets	9	1,282	1,695
Total expenditure for capital assets		5,704	4,881
Payment for financial assets	7	182	2
TOTAL EXPENDITURE		225,800	201,745
SURPLUS FOR THE YEAR		512	321
Reconciliation of Net Surplus for the year			
Voted Funds	14	231	195
Departmental Revenue	15	281	151
Aid Assistance	3	-	(25)
SURPLUS FOR THE YEAR		512	321

Public Service Commission

Financial Statements for the year ended 31 March 2015

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2015

	Note	2014/15 R'000	2013/14 R'000
ASSETS			
Current assets		764	796
Cash and cash equivalents	11	465	20
Prepayments and advances	12	27	314
Receivables	13	247	437
Aid assistance receivables	3	25	25
Non-Current Assets			
Receivables	13	152	-
TOTAL ASSETS		916	796
LIABILITIES			
Current liabilities		446	270
Voted funds to be surrendered to the Revenue Fund	14	231	195
Departmental revenue to be surrendered to the Revenue Fund	15	177	9
Payables	16	38	66
Non-Current Liabilities			
Payables	17	306	317
TOTAL LIABILITIES		752	587
NET ASSETS		164	209
Represented by:			
Recoverable revenue		164	209
TOTAL		164	209

STATEMENT OF CHANGES IN NET ASSETS

AS AT 31 MARCH 2015

	Note	2014/15 R'000	2013/14 R'000
Recoverable revenue			
Opening balance		209	212
Transfers		(45)	(3)
Irrecoverable amounts written off	7	(141)	(2)
Debts recovered (included in departmental receipts)		(17)	(10)
Debts raised		113	9
Closing balance		164	209
TOTAL		164	209

Public Service Commission

Financial Statements for the year ended 31 March 2015

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

	Note	2014/15 R'000	2013/14 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		226,312	202,066
Annual appropriated funds received	1	226,031	201,140
Departmental revenue received	2	281	151
Aid assistance	3	-	775
Decrease in working capital		297	(249)
Surrendered to Revenue Fund		(308)	(218)
Surrender to RDP Fund/ Donor		-	(115)
Current payments		(218,755)	(195,850)
Payment for financial assets	7	(182)	(2)
Transfers and subsidies paid	8	(1,159)	(1,012)
Net cash flow available from operating activities	18	6,205	4,620
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	(5,704)	(4,881)
Net cash flows from investing activities		(5,704)	(4,881)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in net assets		(45)	(3)
Decrease in non-current payables		(11)	(2)
Net cash flows from financing activities		(56)	(5)
Decrease/(Increase)in cash and cash equivalents		445	(266)
Cash and cash equivalents at the beginning of the period		20	286
Cash and cash equivalents at end of period	18	465	20

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 MARCH 2015

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 Public Finance Management Act (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 the assumption that the PSC is a going concern and will continue in operation and meet its statutory and financial obligations for the foreseeable future.

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. Comparative information

5.1 Prior period comparative information

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

5.2 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 refer to funds authorised by Parliament and/or the Legislatures approving the budget to allocate funds for purposes specified by Parliament and/or the Legislature.

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.

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 MARCH 2015

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.

1.4.2 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 whereas Finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

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. 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.

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 MARCH 2015

10. Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash whereas 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 is 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 R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R1.

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.

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 R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R1.

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

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 MARCH 2015

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.

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. It is then 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 de-recognised 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 therefor are provided in the note. It is then 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 de-recognised when settled or subsequently written-off as irrecoverable.

18. Recoverable revenue

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

19. Related party transactions

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions are recorded in the notes to the financial statements when the transaction is not at arm's length.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

1. Annual Appropriation

	Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Appropriation received 2013/14 R'000
Administration	107,293	107,293	-	102,803
Leadership and Management Practices	35,748	35,748	-	29,520
Monitoring and Evaluation	37,335	37,335	-	29,253
Integrity and Anti-Corruption	45,655	45,655	-	39,564
TOTAL	226,031	226,031	-	201,140

2. Departmental Revenue

	Note	2014/15 R'000	2013/14 R'000
Sales of goods and services other than capital assets	2.1	57	49
Interest, dividends and rent on land	2.2	34	3
Transactions in financial assets and liabilities	2.3	190	99
Departmental revenue collected		281	151

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	57	49
Sales by market establishment	10	49
Other sales	47	-
Sales of scrap, waste and other used current goods	-	-
TOTAL	57	49

2.2 Interest, dividends and rent on land and buildings

Interest	34	3
TOTAL	34	3

2.3 Transactions in financial assets and liabilities

Receivables	156	49
Other Receipts including Recoverable Revenue	34	50
TOTAL	190	99

Public Service Commission

Financial Statements for the year ended 31 March 2015

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

3. Aid assistance

Opening balance	(25)	115
Prior period error	-	-
As restated	(25)	115
Transferred from statement of financial performance	-	(800)
Transferred to/from retained funds	-	775
Paid during the year	-	(115)
Closing balance	(25)	(25)

3.1 Analysis of balance by source

Aid assistance from RDP	(25)	(25)
Closing balance	(25)	(25)

3.2 Analysis of balance

Aid assistance receivable	(25)	(25)
Closing balance	(25)	(25)

4. Compensation of Employees

4.1 Salaries and Wages

Basic salary	106,729	85,177
Performance award	3,163	2,233
Service Based	247	24
Compensative/circumstantial	1,250	2,385
Other non-pensionable allowances	27,055	23,942
TOTAL	138,444	113,761

4.2 Social contributions

Employer contributions

Pension	13,491	11,494
Medical	3,409	3,147
Bargaining council	18	15
TOTAL	16,918	14,656

TOTAL COMPENSATION OF EMPLOYEES

	155,362	128,417
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Average number of employees	301	235
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

5. Goods and services

Administrative fees		161	1,012
Advertising		1,661	2,075
Assets less than R5,000	5.1	403	1,504
Bursaries (employees)		1,431	756
Catering		797	661
Communication		3,377	3,026
Computer services	5.2	5,694	4,626
Consultants, contractors and agency/outsourced services		7,246	12,387
Legal services		167	45
Contractors		442	291
Agency and support/outsourced services		34	39
Audit cost – external	5.3	3,910	3,363
Fleet services		1,442	1,228
Consumables	5.4	2,147	1,994
Operating leases		11,071	9,648
Property payments	5.5	2,420	2,787
Travel and subsistence	5.6	15,224	15,482
Venues and facilities		1,835	2,124
Training and staff development		1,227	1,604
Other operating expenditure	5.7	2,704	1,981
TOTAL		63,393	66,633

5.1 Minor assets

Tangible assets

Machinery and equipment	30	223	793
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Intangible assets

TOTAL		403	1,504
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5.2 Computer services

SITA computer services		4,297	3,857
External computer service providers		1,397	769
TOTAL		5,694	4,626

5.3 Audit cost - external

Regulatory audits		3,419	2,715
Computer audits		491	648
TOTAL		3,910	3,363

Public Service Commission

Financial Statements for the year ended 31 March 2015

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

5.4 Consumables

Consumable supplies	543	368
Uniform and clothing	1	75
Household supplies	121	180
Communication accessories	247	13
IT consumables	167	89
Other consumables	7	11
Stationery, printing and office supplies	1,604	1,626
TOTAL	2,147	1,994

5.5 Property payments

Municipal services	1,685	2,160
Other	735	627
TOTAL	2,420	2,787

5.6 Travel and subsistence

Local	12,814	11,911
Foreign	2,410	3,571
TOTAL	15,224	15,482

5.7 Other operating expenditure

Professional bodies, membership and subscription fees	17	2
Resettlement costs	1,281	598
Other	1,406	1,381
TOTAL	2,704	1,981

6. Interest and Rent on Land

Interest Paid	-	-
TOTAL	-	-

7. Payment for financial assets

Material losses through criminal conduct	20	-
Theft	20	-
Other material losses written off	7.1 21	-
Debts written off	7.2 141	2
TOTAL	182	2

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

7.1 Other material losses written off

Nature of losses

Car rental damages	19	-
Fruitless and Wasteful Expenditure	2	-
TOTAL	21	-

7.2 Debts written off

Nature of debts written off

Recoverable revenue written off:		
Leave Over grant	130	-
Staff debt	11	1
Other debt written off	-	1
Total	141	2

8. Transfers and subsidies

Foreign governments and international organisations	Annex 1A	57	52
Non-profit institutions	Annex 1B	505	-
Households	Annex 1C	597	960
TOTAL		1,159	1,012

9. Expenditure for Capital Assets

Tangible assets

Machinery and equipment	29.1	4,422	3,186
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Intangible assets

Software	32.1	1,282	1,695
TOTAL		5,704	4,881

9.1 Analysis of funds utilised to acquire capital assets – 2014/15

	Voted Funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets			
Machinery and equipment	4,422	-	4,422
Intangible assets			
Software	1,282	-	1,282
TOTAL	5,704		5,704

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

9.2 Analysis of funds utilised to acquire capital assets – 2013/4

	Voted Funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets			
Machinery and equipment	3,186	-	3,186
Intangible assets			
Software	1,695	-	1,695
TOTAL	4,881	-	4,881

10. Finance lease expenditure included in Expenditure for capital assets

Tangible assets		
Machinery and equipment	473	338

11. Cash and cash equivalents

Consolidated Paymaster General Account	433	(12)
Cash on hand	32	32
	465	20

12. Prepayments and Advances

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

12.1 Advances paid

National departments	Annexure 4A	-	291
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13. Receivables

	2014/15				2013/14
	Note	Less than one year	One to three years	Older than three years	Total
		R'000	R'000	R'000	R'000
13.1					
Claims recoverable	Annex 2	33	-	3	36
Recoverable expenditure		109	-	-	109
Staff debt	13.3	24	22	127	173
Other debtors	13.4	81	-	-	81
TOTAL		247	22	130	399
					437

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

13.1 Claims recoverable

National departments	25	-
Provincial departments	11	2
TOTAL	36	2

13.2 Recoverable expenditure(disallowance accounts)

SAL:Deduction Disall Acc	5	3
SAL:Tax Debt	60	16
SAL: Reversal Control	44	200
TOTAL	109	219

13.3 Staff debts

Salary	71	173
Bursary	97	39
Other	5	4
TOTAL	173	216

13.4 Other debtors

AAPSComs	81	-
TOTAL	81	-

13.5 Fruitless and wasteful expenditure

Opening balance	-	-
Less amounts recovered	-	-
Less amounts written off	2	-
Transfers from note 32 Fruitless and Wasteful Expenditure	(2)	-
TOTAL	-	-

14. Voted funds to be surrendered to the Revenue Fund

Opening balance	195	41
Transfer from Statement of Financial Performance	231	195
Paid during the year	(195)	(41)
CLOSING BALANCE	231	195

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

15. Departmental revenue to be surrendered to the Revenue Fund

Opening balance	9	35
Transfer from Statement of Financial Performance	281	151
Paid during the year	(113)	(177)
CLOSING BALANCE	177	9

16. Payables – Current

Clearing accounts	-	66
Other payables	38	-
TOTAL	38	66

Other payables		
Department of International Relations and cooperation	38	-

Clearing accounts		
Sal: Income Tax	-	63
Sal: Pension Fund: CL	-	3
TOTAL	-	66

17. Payables – non-current

		2014/15				2013/14
		One to two years	Two to three years	More than three years	Total	Total
Note	R'000	R'000	R'000	R'000	R'000	R'000
Advances received	17.1	-	-	306	306	317
TOTAL		-	-	306	306	317

17.1 Advances received

National departments	Annexure 5B	306	317
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18. Net Cash Flow Available from Operating Activities

Net surplus as per Statement of Financial Performance	512	321
Add back non cash/cash movements not deemed operating activities	5,693	4,299
Decrease in receivables – current	38	48
Decrease in prepayments and advances	287	(287)
Decrease in payables – current	(28)	(10)
Expenditure on capital assets	5,704	4,881
Surrenders to RDP fund/donor	-	(115)
Surrenders to Revenue fund	(308)	(218)
Net cash flow generated by operating activities	6,205	4,620

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

Note	2014/15	2013/14
	R'000	R'000

19. Reconciliation of Cash and Cash Equivalents for

Cash flow Purposes

Consolidated Paymaster General account	433	(12)
Cash on hand	32	32
TOTAL	465	20

20. Commitments

Current expenditure

Approved and contracted	11,723	13,342
Approved but not yet contracted	706	-
	12,429	13,342

Capital expenditure

Approved and contracted	715	2,975
Approved but not yet contracted	-	-
	715	2,975
TOTAL COMMITMENTS	13,144	16,317

21. Accruals

Listed by economic classification

	2014/15			2013/14
	30 Days	30+ Days	Total	Total
	R'000	R'000	R'000	R'000
Goods and services	4,547	93	4,640	2,375
Machinery and equipment	-	-	-	91
TOTAL	4,547	93	4,640	2,466

Listed by programme level

Programme 1: Administration	3,201	1,405
Programme 2: Leadership and Management Practices	544	354
Programme 3: Monitoring and Evaluation	295	260
Programme 4: Integrity and Anti-Corruption	600	447
	4,640	2,466

Confirmed balances with other government entities	Annex 3	-	68
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22. Employee Benefits

Leave entitlement	3,124	3,291
Service bonus (Thirteenth cheque)	4,193	3,107
Performance awards	2,485	2,574
Capped leave commitments	6,185	5,898
TOTAL	15,987	14,870

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

23. Lease commitments

23.1 Operating leases expenditure

2014/2015

Not later than 1 year
Later than 1 year and not later than 5 years

Total lease commitments

Land	Buildings and other fixed structures	Machinery and equipment	Total
R'000	R'000	R'000	R'000
-	2,421	-	2,421
-	1,598	-	1,598
-	4,019	-	4,019

2013/14

Not later than 1 year
Later than 1 year and not later than 5 years

Total lease commitments

-	13,165	87	13,252
-	91,418	-	91,418
-	104,583	87	104,670

23.2 Finance lease expenditure

2014/15

Not later than 1 year
Later than 1 year and not later than 5 years

Total lease commitments

Land	Buildings and other fixed structures	Machinery and equipment	Total
R'000	R'000	R'000	R'000
-	-	40	40
-	-	809	809
-	-	849	849

2013/14

Not later than 1 year
Later than 1 year and not later than 5 years

Total lease commitments

-	-	504	504
-	-	849	849
-	-	1,353	1,353

24. Irregular expenditure

Reconciliation of irregular expenditure

Irregular expenditure – relating to current year

Less: Amounts condoned

Irregular expenditure awaiting condonation

2014/15	2013/14
R'000	R'000
-	11
-	(11)
-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

25. Fruitless and wasteful expenditure

Reconciliation of fruitless and wasteful expenditure

Fruitless and wasteful expenditure – relating to current year

Less: Amounts resolved

Fruitless and wasteful expenditure awaiting resolution

2014/15	2013/14
R'000	R'000
2	-
(2)	-
-	-

25.1 Analysis of current year's fruitless and wasteful expenditure

Incident	Disciplinary steps taken/ criminal proceedings	2014/15 R'000
Catering requested from two service providers for the same function	Verbal warning	2
		2

26. Related Party Transactions

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

- Department of Public Service and Administration
- National School of Government

27. Key management personnel

	No. of Individuals	2014/15 R'000	2013/14 R'000
Political Office Bearers *	14	15,442	16,322
Officials:			
Level 15 to 16	4	5,615	4,604
Level 14	8	7,378	6,757
TOTAL		28,435	27,683

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

28. Provisions

	2014/15 R'000	2013/14 R'000
Long service awards	113	-
TOTAL	113	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

28.1 Reconciliation of movement in provisions – 2013/14

Opening balance

Increase in provision

Settlement in provision

Unused amount reversed

Reimbursement expected from third party

Change in provision due to change in estimation inputs

Closing balance

Provision I	Total Provisions
R'000	R'000
1,140	1,140
-	-
(630)	(630)
(510)	(510)
-	-
-	-
-	-
-	-

29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

Opening balance	Additions	Disposals	Closing Balance
Cost	Cost	Cost	Cost
R'000	R'000	R'000	R'000
17,318	3,955	1,055	20,218
Transport assets	-	-	-
Computer equipment	11,924	1,916	12,825
Furniture and office equipment	4,463	2,039	6,462
Other machinery and equipment	931	-	931
TOTAL MOVABLE TANGIBLE ASSETS	17,318	3,955	20,218

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

29.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	4,422	-	(473)	6	3,955
Computer equipment	1,910	-	-	6	1,916
Furniture and office equipment	2,039	-	-	-	2,039
Other machinery and equipment	473	-	(473)	-	-
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	4,422	-	(473)	6	3,955

29.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT		1,055	1,055	
Transport assets	-	-	-	-
Computer equipment	-	1,015	1,015	-
Furniture and office equipment	-	40	40	-
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	-	1,055	1,055	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

29.3 Movement for 2013/14

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

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance 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 CAPITAL ASSETS	15,120	(130)	2,824	496	17,318

29.3.1 Prior period error

Nature of prior period error

Relating to 2013/14

Assets received 2013/14 however paid 2014/15

TOTAL

Note	2013/14 R'000
	(130)
	(130)
	(130)

29.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2015

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	903	-	6,834	-	7,737
Additions	180	-	223	-	403
Disposals	-	-	244	-	7,737
TOTAL MINOR ASSETS	1,083	-	6,813	-	7,896

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	1	17	-	18
Number of minor assets at cost	927	-	5,494	-	6,421
TOTAL NUMBER OF MINOR ASSETS	927	1	5,511	-	6,439

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

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

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	193	-	6,610	-	6,803
Prior period error	-	-	(4)	-	(4)
Additions	710	-	793	-	1,503
Disposals	-	-	565	-	565
TOTAL	903	-	6,834	-	7,737

	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	827	1	5,615	-	6,443

29.5 Prior period error

Nature of prior period error

Relating to 2014/15

Machinery & Equipment purchased from Petty Cash

TOTAL

Note	2014/15
	R'000

(1)
(1)
(1)

29.6 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2015

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	21	-	21
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	21	-	21

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 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

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	2,689	1,282	-	3,971
TOTAL INTANGIBLE CAPITAL ASSETS	2,689	1,282	-	3,971

30.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Cash R'000	Non-Cash R'000	(Development work in progress – current costs) R'000	Received current year, not paid (Paid current year, received prior year) R'000	Total R'000
Software	1,282	-	-	-	1,282
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	1,282	-	-	-	1,282

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

30.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

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

30.3 Movement for 2013/14

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

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
Software	2,007	(467)	1,695	546	2,689
TOTAL	2,007	(467)	1,695	546	2,689

30.3 Prior period error

Nature of prior period error

Relating to 2013/14

Assets received in 2013/14 however paid 2014/15

TOTAL

Note	2013/14 R'000
	(467)
	(467)
	(467)

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2013/14
	Adjusted Appropri- ation Act	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appro- priation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Commonwealth Association for Public Administration and Management (CAPAM)	-	-	-	-	-	-	39
International Institute of Administrative Sciences (IASIA)	12	-	-	12	12	100%	-
Association of African Public Services Commissions (AAPSComs)	45	-	-	45	45	100%	9
International Public Management Association (IPMA)	-	-	-	-	-	-	4
TOTAL	57	-	-	57	57		52

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 1B

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	TRANSFER ALLOCATION				EXPENDITURE		2013/14
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Public Service Sector Education and Training Authority (PSETA)	505	-	-	505	505	100%	-
TOTAL	505	-	-	505	505		-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				EXPENDITURE		2013/14
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
HOUSEHOLDS	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Retirement and Resignations benefits	597	-	-	597	597	100%	960
TOTAL	597	-	-	597	597		960

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2014/15 R'000	2013/14 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	88	100
Information Training and Agricultural Development (ITAD)	Traveling costs for Rockefeller Foundation meeting in New York on The Post-2015 Development Evaluation	20	-
TOTAL		108	100

Public Service Commission

Financial Statements for the year ended 31 March 2015

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 1E

STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE	REVENUE	EXPENDITURE	CLOSING BALANCE
		R'000	R'000	R'000	R'000
Received in cash					
Internationale Zusammenarbeit (GIZ) GmbH	4 th SAMEA Conference	(25)	-	-	(25)
TOTAL		(25)	-	-	(25)

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 2

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Department of Public Service and Administration	-	-	8	-	8	-
Department of Rural Development	-	-	17	-	17	-
Provincial Administration Western Cape	-	-	8	-	8	-
Gauteng Provincial Government	-	-	3	2	3	2
TOTAL	-	-	36	2	36	2

Public Service Commission

Financial Statements for the year ended 31 March 2015

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 3

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Public Service						
Co-ordinating Bargaining Council	68	68	-	-	68	68
TOTAL	68	68	-	-	68	68

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 4A

INTER-ENTITY ADVANCES PAID (Note 12)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014
	R'000	R'000	R'000	R'000	R'000	R'000
Non-current						
Department of International Relations and Co-operation	-	291	-	-	-	291
TOTAL	-	291	-	-	-	291

Public Service Commission

Financial Statements for the year ended 31 March 2015

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2015

ANNEXURE 5B

INTER-ENTITY ADVANCES RECEIVED (Note 17)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014
	R'000	R'000	R'000	R'000	R'000	R'000
Non-current						
Department of Public Service and Administration	-	-	306	317	306	317
TOTAL	-	-	306	317	306	317

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