



ANNUAL
PERFORMANCE
PLAN
2024/25

STATEMENT BY THE EXECUTIVE AUTHORITY AND CHAIRPERSON OF THE PUBLIC SERVICE COMMISSION



It is with great pleasure that we present the Public Service Commission (PSC) Annual Performance Plan for the 2024/25 financial year. It is a noteworthy year as it bears the transition from the sixth to the seventh administration and therefore probable leadership changes in the Executive and the Legislature. This is a reminder that the PSC should play an even greater role to ascertain stability during this period, as it is tasked with the mandate to maintain an effective and efficient public administration and a high standard of professional ethics in the public service.

The proceeding public sector reforms will, among other things, accentuate the PSC's oversight efforts, through emphasis on its independence and expansion of the mandate as envisioned in the PSC Bill, as well as the credibility of selection and appointment processes espoused in the Professionalisation Framework. The State of the Nation Address 2023 recognises the need for a legislative environment that cultivates the mandate intent of the PSC, when President Ramaphosa said,

“We are amending legislation and strengthening the role of the Public Service Commission to ensure that qualified people are appointed to senior management positions and to move towards creating a single, harmonised public service”.

Significant progress has been made in advancing the PSC Bill to the extent of submission to Parliament. It is our greatest hope that the sixth Administration will assist the process and ensure enactment of the Bill into law to avoid the risk of unforeseen delays during the transitional phase. This is one key instrument in the endeavour towards the realisation of a capable, ethical and developmental state.

The National Framework towards the Professionalisation of the Public Sector is another key policy development that has brought back hope and trust that the public service is moving in

the right direction. The envisaged outcomes of professionalisation are what is needed especially in transitional arrangements as we anticipate with the upcoming national elections. Stability in the political – administrative interface and uninterrupted, effective and efficient public service and administration are non-negotiable. The PSC, in collaboration with key stakeholders, will devote effort that reinforces public service continuity and coordination to accelerate the implementation of the Professionalisation Framework.

Institutionally, we will strategically advocate with the newly elected office bearers, at both the Executive and Legislature levels, for the consolidation of the advances made during the 6th administration to perpetuate impact towards improved quality of life for South African society, as well as the observance of good governance and management in personnel and other public administration practices. The PSC will solicit the support and collaboration of all constitutional institutions in the Forum for Institutions Supporting Democracy in anchoring the requisite stability in public service and administration during the transition into the 7th Administration.

Having hosted highly successful International Anti-Corruption Day commemoration events over the past 2 years, the PSC will bolster up intent for the actualisation of the national anti-corruption initiatives through effective collaboration among key active players. The Report of the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State provides ample justification for unrelenting interventions aimed at thwarting corruption. The PSC unreservedly enters the forefront of substantiating legislative, policy and practical provisions for the protection of Whistle blowers.

One of the critical issues encountered in the public sector is the adverse economic and fiscal environment. It has restrained the pronouncements in the Medium Term Budget Policy Statement and 2024 Budget Speech, thereby reducing the budget allocations to institutions, including the PSC. Effective execution of a mandate as broad as the PSC's requires that we explore varied avenues to maximise our resources capacity. It is one of the reasons why we discernibly venture into networks and partnerships with an assortment of institutions nationally and internationally. The list encompasses equivalents of global Public Service Commissions; the United Nations Development Programme; the World Bank; other developmental and funding organisations; academic and research institutions; and civil society. It is envisaged that partnerships will yield the provision of expertise in PSC areas of need; learning and information sharing opportunities; and funding for aspects of the public service reform projects.

In conclusion, it would be amiss not to acknowledge and express our appreciation to the Commissioners who have recently exited from the PSC, namely Commissioner Goosen and Commissioner Boshoff. As Resident Commissioners in the Western Cape and Free State provinces, respectively, they made sterling contributions shaping the strategic intent and execution of the PSC mandate. We wish them well in their current and future responsibilities.

We extend our gratitude to the dedication of all Commissioners of the PSC in harmonising their skills and insight for the betterment of the public service and administration in the country.

On behalf of this collective, we declare our steadfast commitment to delivering on the constitutional mandate bestowed upon us.

We further acknowledge the unabated support from the Office of the Public Service Commission, under the leadership of the Director-General, and their excellent participation and involvement in the effective functioning of the PSC.



PROF SOMADODA FIKENI
CHAIRPERSON
PUBLIC SERVICE COMMISSION

ACCOUNTING OFFICER STATEMENT



The Annual Performance Plan for the 2024/25 is tabled against the backdrop of the PSC Bill having been introduced to Parliament after Cabinet's approval. The Office of the Public Service Commission (OPSC) ardently awaits the enactment of the PSC Bill into law which will re-inforce the PSC independent as a constitutional institution as well as expansion of our mandate to local government and public entities. This will bolster the effectiveness of the support that the OPSC provides to the Commission, thereby improving delivery on the mandate. The OPSC has thus far, provided support to the PSC which has seen above 90% achievement of planned targets within the MTSF period.

A new functional structure and resourcing plan that considers the extension of the PSC mandate and operations has been worked on. Particular emphasis is placed on the need for capacitation and strengthening of our provincial operations. As such a new Programme for Provincial Co-ordination has been added and reflected APP. A unique feature of this programme is the targeted focus on addressing provincial specific public service and administration deficiencies. In addition, most of the work, in anticipation of the expanded mandate, will rest on the responsibility of provincial offices. A continual organisational structure review process will serve to augment the capacity requirements at the provincial level.

As a custodian of good governance, it is incumbent upon the PSC to maintain a clean audit record, which thus far we have obtained for four consecutive years. It is our intention to conclude the MTSF with yet another clean audit.

The objectives of our monitoring and evaluation programme gravitate towards entrenching a service delivery culture in the public service, through accomplishing assessments of service delivery and departmental performance against the Constitutional Values and Principles. A more in-depth reflection by this programme will deliver a report pronouncing on the state of the public service. We will further advance the work commenced to improve government support services in the areas of functional accommodation and Information and Communication Technology to perpetuate an enabling environment for effective and efficient execution of the various departmental mandates.

In conjunction with other stakeholders, the PSC will participate, coordinate and monitor the implementation of the National Framework Towards the Professionalisation of the Public

Sector. The database of technical experts to support the processes of appointment at the top executive level in the public sector has been established and expanding.

Prudent management and improved efficiency of grievance procedures in the Public Service are paramount for unfaltering labour relations and institutional performance. The PSC will monitor, report and advise the Executive and Legislatures on these aspects. Internally, we also commit to finalising all complaints and grievances within the set turnaround times, and have revised these to eliminate backlogs. Furthermore, we have distinguished the public administration and the labour grievance cases into complex investigations and early resolution matters for improved management of the timelines involved.

Maintaining a high standard of professional ethics requires us to emphasise adherence to the Constitutional Values and Principles. Promotional engagements will be held with various audiences including Public Service leaders and public servants. In addition, the PSC proceeds to promote the implementation of the ethics framework across all national and provincial government through monitoring and oversight reports, published articles and strategic engagements.

The anti-corruption cases received through the National Anti-Corruption Hotline will be largely referred to the relevant stakeholders within 7 days of receipt of case reports. In strengthening countrywide anti-corruption initiatives, we are collaborating with the National Anti-Corruption Advisory Council. Being an oversight institution, the impact of the PSC rests on the level of influence it can exert. Integral to this are ongoing advocacy and strategic engagements to discuss the difficulties encountered in the Public Service and promote the implementation of the PSC recommendations.

As we conclude, let us appreciate that the team PSC, under the leadership of Commissioners and Programme Heads, has demonstrated full commitment by delivering projects under difficult conditions of budget cuts and freezing the filling of vacant posts.

We are confident that the team's superb capabilities will yet again help us deliver diligently on the 2024/25 APP.



ADV. DINKIE P. DUBE
DIRECTOR-GENERAL
OFFICE OF THE PUBLIC SERVICE COMMISSION

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan 2024/25:

- was developed by the PSC through the assistance of the management of the Office of the PSC under the guidance of Professor Somadoda Fikeni, the Chairperson of the PSC,
- was prepared in line with the current Strategic Plan of the PSC; and
- taking into account all the relevant policies, legislation and other mandates that the PSC will endeavour to achieve in 2024/25.



MS D MICHAEL

Chief Director:
People Management Practices



MR M MALATSI

Deputy Director-General
Integrity and Anti-Corruption



MS I MATHENJWA

Deputy Director-General:
Monitoring & Evaluation

RECOMMENDED BY:



ADV DINKIE P DUBE

OFFICE OF THE PUBLIC SERVICE COMMISSION
Director-General

APPROVED BY:



PROF SOMADODA FIKENI
PUBLIC SERVICE COMMISSION
Chairperson



MR KZ MOMEKA

Chief Financial Officer



DR SEDIBE

Deputy Director-General
Leadership and Management Practices



MR S GIYOSE

Chief Director: Executive Support, Stakeholder
Relations & Provincial Coordination

LIST OF ACRONYMS

Abbreviation	Explanation
4IR	4 th Industrial Revolution
AOP	Annual Operational Plan
APP	Annual Performance Plan
BBBEE	Broad-based Black Economic Empowerment
CFO	Chief Financial Officer
CVPs	Constitutional Values and Principles
DDGs	Deputy Directors-General
DG	Director-General
DHA	Department of Home Affairs
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
FDF	Financial Disclosure Framework
HoD	Head of Department
HRM	Human Resource Management
IAC	Integrity and Anti-Corruption
IEC	Independent Electoral Commission
IGCMS	Integrated Grievance and Complaints Management System
IT	Information Technology
LMP	Leadership and Management Practices
M&E	Monitoring and Evaluation
MoU	Memoranda of Understanding
MPSA	Minister for the Public Service and Administration
MTBPS	Medium-Term Budget Policy Statement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
SITA	State Information Technology Agency
SONA	State of the Nation Address

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PART A: OUR MANDATE



PSC Presented the PSC Bill to Cabinet

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Public Service Commission (PSC) is vested with custodial oversight responsibilities for the Public Service. It has the power to, *inter alia*, monitor, evaluate and investigate public administration and personnel practices. It derives its mandate from section 196 of the Constitution, 1996¹. In terms of section 196, the PSC has the power to, amongst others, issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals.

The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice in the interest of the maintenance of an effective and efficient public administration and a high standard of professional ethics in the Public Service. The Constitution links the PSC's independence firmly with its impartiality and no organ of the state may interfere with the functioning of the PSC.

The PSC is accountable to the National Assembly and must, at least once per annum, report to the National Assembly on its activities and performance, and to the Provincial Legislatures on its activities in province. The PSC's powers and functions in terms of the Constitution are set out below:

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice.	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service.	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service.	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service.	196 (4) (c)
The PSC must give 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.	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	196 (4) (e)
The PSC may either of its own accord or on receipt of any complaint:	196 (4) (f)
a) investigate and evaluate the application of personnel and public administration practices to report to the relevant executive authority and legislature;	
b) investigate grievances of employees in the Public Service concerning official acts or omissions and recommend appropriate remedies;	
c) monitor and investigate adherence to applicable procedures in the Public Service; and	
d) advise national and provincial organs of state regarding personnel practices	

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

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
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.	196 (4) (g)
The PSC is accountable to the National Assembly.	196 (5)
The PSC must report at least once a year to the National Assembly.	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province.	196 (6) (b)

Section 196(4) of the Constitution requires the PSC to promote the values and principles enshrined in section 195. The basic values and principles governing public administration as outlined in Section 195 of the Constitution are set out below:

VALUES AND PRINCIPLES	SECTION OF THE CONSTITUTION
A high standard of professional ethics must be promoted and maintained.	195 (1) (a)
Efficient, economic and effective use of resources must be promoted.	195 (1) (b)
Public administration must be development-oriented.	195 (1) (c)
Services must be provided impartially, fairly, equitably and without bias.	195 (1) (d)
People's needs must be responded to, and the public must be encouraged to participate in policy-making.	195 (1) (e)
Public administration must be accountable.	195 (1) (f)
Transparency must be fostered by providing the public with timely, accessible and accurate information.	195 (1) (g)
Good human-resource management and career-development practices, to maximise human potential, must be cultivated.	195 (1) (h)
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.	195 (1) (i)

2. LEGISLATIVE AND OTHER MANDATES

2.1 Legislative Mandate

2.1.1 Public Service Commission Act, 1997

The Public Service Commission Act, 1997² is the enabling legislation that gives effect to the constitutional requirements stipulated in section 196. The PSC Act provides for the following:

- a) constitution of the Commission;
- b) appointment of Commissioners;
- c) designation of the Chairperson and Deputy Chairperson;
- d) conditions of appointment of Commissioners;
- e) removal from office;

² Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997)

- f) functions of the Commission (inspections, inquiries, etc.);
- g) rules according to which the PSC should operate; and
- h) the Office of the PSC (OPSC).

In addition to the Constitution and the PSC Act, the PSC operates in terms of the under-mentioned regulatory prescripts:

Governance Rules of the PSC, published in Government Gazette No 38620 of 30 March 2015

The Governance Rules have been put in place to ensure the effective functioning of the PSC. These rules, *inter alia*, define the powers and duties of commissioners; delegations and assignment of powers and duties; and the manner in which the meetings of the PSC must be convened. The Governance Rules are read in conjunction with the other rules and delegations promulgated by the PSC.

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

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

Rules on Referral and Investigation of Grievances of Employees in Public Service, published in Government Gazette no 40359 of 21 October 2016

The purpose of the Rules is to provide for the procedures and service standards in the investigation of grievances by the PSC, timeframes within which grievances may be referred to or lodged with the PSC and mechanisms of monitoring grievance management by departments. Once the PSC has finalised its investigation, the relevant Executive Authority 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 an annual basis.

PSC Rules on Conducting Investigations, published in Government Gazette No 40552 dated 20 January 2017

The purpose of these Rules is to provide for the investigation and evaluation of matters as contemplated in sections 196 (4) (f) (i), (ii), (iii) and (iv) of the Constitution, 1996. It describes the matters that may be investigated and evaluated by the PSC, those matters that will not be investigated, the procedure to be followed before lodging a complaint with the PSC and the

information required when lodging the complaint.

2.2 Updates to the Relevant Legislative and Policy Mandates

2.2.1 The Public Service Commission Bill

The PSC has submitted the PSC Bill to Parliament through the Minister for Public Service and Administration. Should the Bill be enacted into law, the PSC will drive the implementation of the following primary objectives of the PSC Bill:

- Facilitate for the establishment of the PSC as a Secretariat to replace the OPSC. This is to ensure that the PSC executes its mandate fully as an independent and impartial constitutional entity.
- Convert the OPSC from a government department in terms of the Public Service Act of 1994, onto a function shift to the PSC as a Secretariat established in terms of the Public Service Commission Act.
- Reinforce the PSC mandate in terms of local government and public entities in line with section 196(2) of the Constitution.

2.2.2 National Framework towards the Professionalisation of the Public Sector

Following the adoption of the National Framework towards the Professionalisation of the Public Sector, the PSC together with its key stakeholders, planned for the implementation of the Framework.



Retreat on the Professionalisation of the Public Sector

The PSC has immensely contributed towards the professionalisation of the Public Sector. To date, it has established a database of technical experts to participate in high level selection committees for the appointment of top executives in the Public Sector.

Engagements were also held with the Department of Public Service and Administration (DPSA) and the Department of Planning Monitoring and Evaluations (DPME) to explore measures to strengthen the role of the PSC in the performance management of Heads of Department (HoDs). The PSC will support the process by managing the moderation process for the Directors-General in the Presidency and the various Offices of the Premier.



Conference on Public Service Reforms Towards Professionalisation: PSC Perspective, 12 October 2023, at GCIS, Pretoria

2.3 Updated List of Relevant Court Rulings

There are no relevant court rulings affecting this plan.

3 VISION, MISSION AND VALUES



In addition to the above values, the PSC subscribes to the overarching democratic values and principles as enshrined in the Constitution, the Public Service Batho Pele principles as well as the African philosophy of Ubuntu that humanise the public service through responsiveness and putting people first.



Public Service Commissioners and the Director-General during Plenary proceedings, March 2024

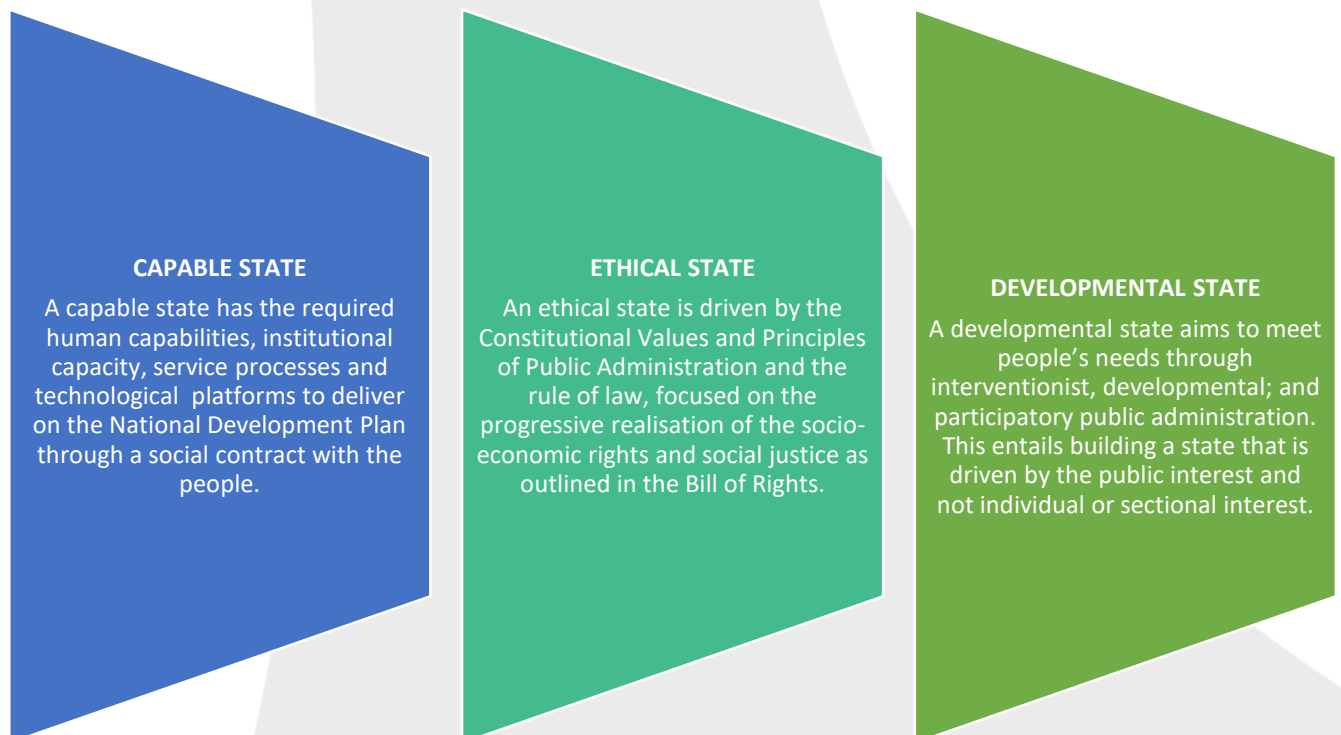
PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

The PSC held its strategic planning session on 27-28 August 2023 at the Union Buildings in Pretoria. The theme of the Strategic Planning Session was: *Intensifying the Repositioning of the PSC for Resilience during Volatility, Uncertainty, Complexity and Ambiguity*. The PSC invited the Auditor General of South Africa and the New South Institute to share perspectives that are key to the PSC priorities for the new financial year and going forward.

The planning session confirmed the relevance of the PSC' role in supporting the 6th Administration to achieve Priority Number One of Building an Ethical, Capable and Developmental State. The PSC further works in collaboration with relevant stakeholders in pursuit to realise the aspirations of Priority 1 of the Medium Term Strategic Framework, being a capable, ethical and developmental state, through intergovernmental relations and citizen engagements.

The following key definition is provided for Priority 1:



2. EXTERNAL ENVIRONMENTAL ANALYSIS

Monitoring the implementation of the Framework for the Professionalisation of the Public Sector

The strategic and oversight role of the PSC over the next MTEF in contributing towards a developmental and meritocratic state, will be to monitor the execution of the National Framework Towards the Professionalisation of the Public Sector (Professionalisation Framework), which is one of the game changers in the Public Sector. The PSC will report the envisaged results of the framework to the nation through Parliament and other relevant oversight structures. Government performance has been facing serious challenges due to a number of issues, such as lack of required skills to carry out government work, budgets cuts, unforeseen disasters and the scourge of corruption. Poor service delivery has often resulted in destructive protests. A highly professionalised public sector will result in skilful, ethical and corrupt free South Africans who execute the government mandate to address the needs of society.

Oversight Role of Constitutional Institutions

Oversight institutions will have to ensure that institution building and culture of performance with high calibre of skilful employees remain a priority. The calibre of employees at PSC should be able to produce credible oversight recommendations that even when challenged in a court of law, the PSC will stand the scrutiny by the court. The current economic situation will require South African government to do things differently. Therefore, collaboration amongst the oversight bodies will go a long way in addressing the existing budgetary and disjointed service delivery challenges facing country.

Budget Cuts and Economic Growth

The PSC Bill that has been submitted to Parliament is intended to position the OPSC as a professional, independent secretariat of the PSC that will extend its operations to reach both local government and public entities. The passing of the PSC Bill into law will require additional funding for PSC to implement its new act. Under the current economic difficulties, where the National Treasury was left with no option but to cut government spending to save the economy from collapsing, the PSC will have to ensure that there is value derived from utilising the scarce financial resources. The current public sector reforms such as the Framework for the Professionalisation of the Public Sector is a positive contribution towards dealing with some of the systemic challenges.

3. INTERNAL ENVIRONMENTAL ANALYSIS

Need for Culture Change

During the Strategic Planning Session, the Chairperson of the PSC, Professor Somadoda Fikeni stressed that the theme of the strategic planning session of intensifying and consolidating the PSC for resilience and agility in a time of volatility and uncertainty was an

acknowledgement of the challenges faced by the PSC. The organisation was reminded that culture change will always be faced by a challenge of the 21st century, as mentioned by Alvin Toller that:

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn”

There is a need to ensure that the PSC is compatible with the current PSC legislative changes and public sector reforms. The PSC was encouraged to clear what is no longer compatible such as a toxic culture and bring into our culture new ethos of public service. The positive response to the VUCA moment, should be such that the Volatility moment is guided by a clear vision, Uncertainty is guided by clear understanding, Complexity is guided by clarity and Ambiguity is guided by agility.

Public Sector Reforms to Strengthen the Capability of the State

For the PSC to prepare itself for a meaningful contribution for the implementation of the National Development Plan (NDP), the PSC took a decision to reposition itself during the 2021 Strategic Planning Session. The need to have a capable, ethical and developmental state has been the correct observation by government as expressed in the NDP. Therefore, the PSC observed that even if there were to be enough resources, without having capabilities, government would not deliver on the objectives.

The current Public Sector Reforms must be seen as a way that seek to ensure that priority number one: a Capable, Ethical and Developmental State is achieved. In addition, the stakeholder collaboration with the National School of Government and the Auditor General of South Africa including other key stakeholders is a key factor in demonstrating that the reforms aimed at creating a Capable, Ethical and Developmental State will not be achieved without a collaborative effort.

Improved Visibility and the High Demand for Services

The observation from many of our external stakeholders, as well as the results of customer surveys point to a PSC that is understood better by clients and this will result in high demand for services that are offered by the PSC. In addition, the PSC has robustly engaged executive authorities on areas that warrants attention of the state such as Government Immovable Property and the Information Communication Technology. The contribution of the PSC in these areas is acknowledged by our stakeholders. The contributions made by PSC through the intervention of our Commissioners, for example, a KZN orphans were assisted to get Identify Documents which will allow these young people to pursue their dreams. The PSC should be ready for more requests for assistance as it is continuing to improve its profile. The challenges of budget cuts should not be seen as impediments, but rather a challenge that pushes the PSC to innovate on how to continue delivering on our mandate.

PSC Governance Structures

The PSC has now established four Plenary Committees in support of the four strategic outcomes of the Commission. Each Plenary Committee is chaired by a Commissioner and provides oversight over the work of each of the programmes of the PSC. All the Plenary Committees makes recommendations to the Plenary which is the highest decision making body of the Commission and comprises of the full Commission. A noteworthy development is the establishment of the Institutional Development and Governance Committee which is mandated to oversee institutional and governance matters. This is an important step towards ensuring that there existing internal controls are strengthen in order to ensure that the PSC continues to be a custodian of good governance.

Modernisation of the PSC

The advancement in technology and current economic challenges facing the country, will necessitate a different way of doing things, just like Covid-19 pandemic resulted in a new normal. The PSC will have to strengthen its own Information Technology systems. Digitising our way of operating and creating a paperless environment is the future. The PSC must also find ways of addressing the persistence challenge of successfully holding virtual meetings without interruption. This will not only improve our operational efficiencies but will also make accessibility easier for public servants and the general public. So far, the ICT team has been able to develop PSC' s own Case Management System which is currently being rolled out so as to migrate the manual way of handling complaints and grievances into an automated system.

Provincial Operations

The PSC is currently repositioning itself to effectively deliver on its mandate. One of the many activities that are currently underway to reposition the PSC, includes the establishment of Programme 05: Provincial Coordination. The role of this Programme, as the name suggests, is to run with the implementation of the PSC mandate across the nine provinces of the Republic of South Africa. The uniqueness of this programme is defined by the provincial-specific challenges that provinces are expected to address. The introduction of this Programme ensures that adequate resources are allocated to provinces as they are key to improving accessibilities of the PSC services to local communities.

4. PSC STAKEHOLDERS

As a constitutional body, the PSC's primary stakeholders are the National Assembly and Provincial Legislatures. The PSC has met with various stakeholders.



PSC meeting with the Minister Didiza of the DALRRD

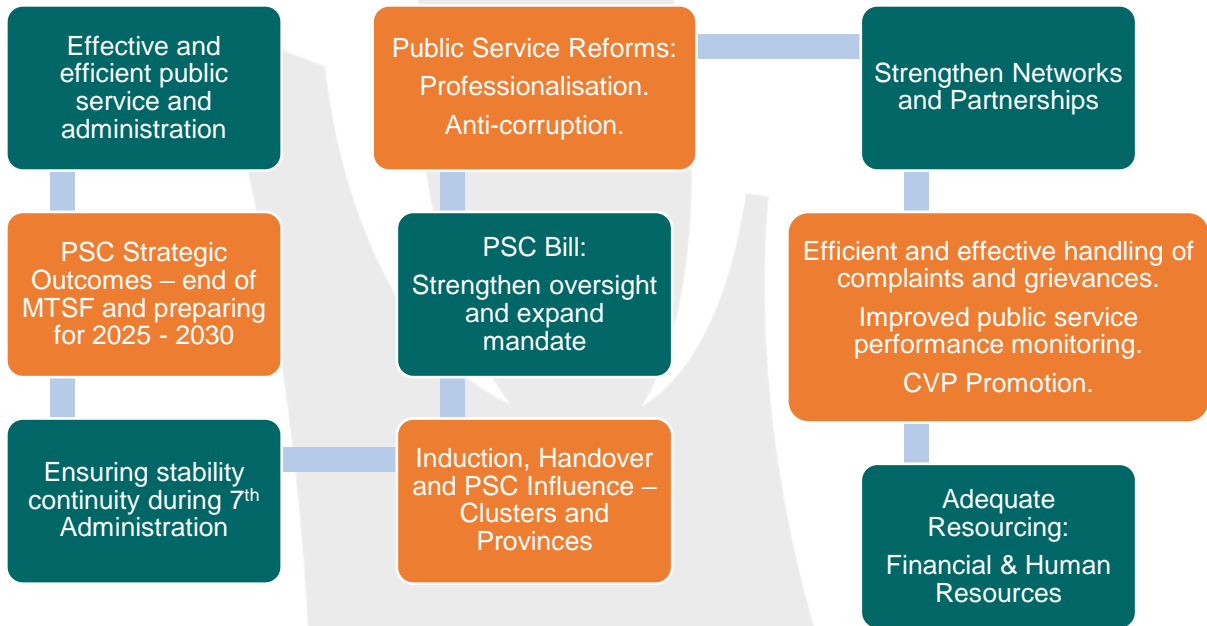


PSC meeting with Public Service and Association Labour Union



Gauteng PSC Office with MEC for Cooperative Governance and Traditional Affairs

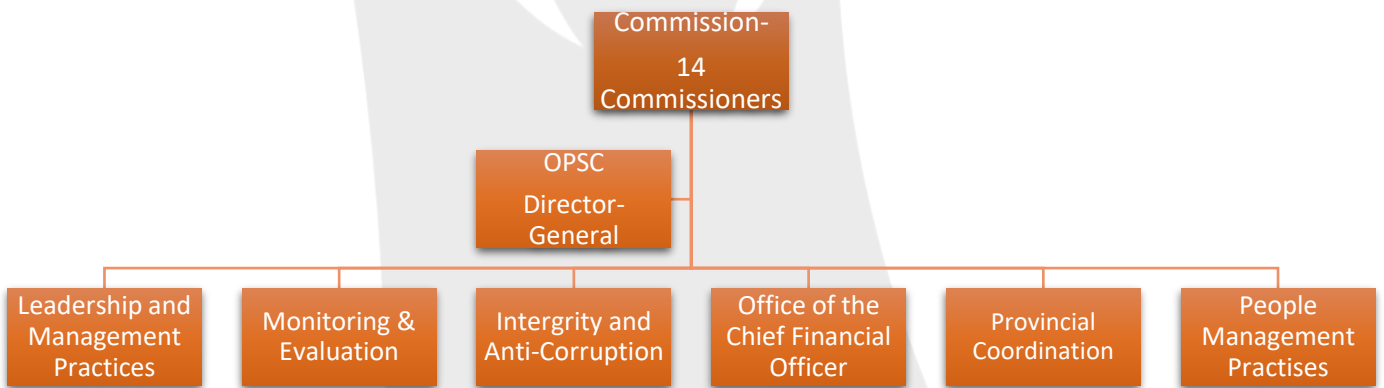
5. STRATEGIC FOCUS OF THE PSC



Commission of the PSC and the Director-General during the farewell of Commissioner Boshoff.

PART C: MEASURING OUR PERFORMANCE

Public Service Commission organogram



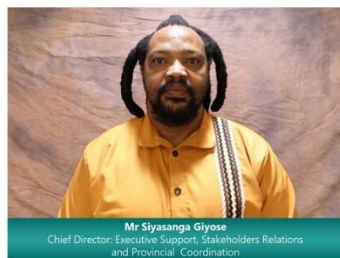
1. MEMBERS OF THE PUBLIC SERVICE COMMISSION



The PSC consists of fourteen Commissioners, with five at the national office and one for each of the nine provincial offices. Currently, there are three vacant positions of Commissioners: North West, Free State and Mpumalanga.

The Western Cape position that was vacated in September 2023, has since been filled. The PSC would like to extend its appreciation to Commissioners Goosen and Boshoff for their contribution and the sterling role they played during their tenure as the Western Cape and Free State Commissioners. Commissioner Magerman joined the PSC in September 2023.

2. MEMBERS OF THE EXECUTIVE MANAGEMENT



3. PROGRAMME 1: ADMINISTRATION

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

The Programme consists of the following Sub-programmes:

Office of the Director-General

- Director-General
- Executive Support, Stakeholder Relations and Provincial Coordination
- Litigation and Legal Services

Office of the Chief Financial Officer

- Financial Management
- Information Technology
- Supply Chain Management

People Management Practice

- People Management Practice
- Security Services
- Communication and Information Services
- Facilities Management



2.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicator Code	Output Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A strong & well-functioning PSC	Audit opinion obtained	1.1	Audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
	Valid invoices paid within 30 working days	1.2	Percentage of valid invoices paid within 30 days of receipt	99.97%	88%	100%	100%	100%	100%	100%
	B-BBEE suppliers including special groups appointed	1.3	Percentage of B-BBEE suppliers including special groups appointed	62%	62%	60%	60%	60%	60%	60%
	Report on stakeholder outreach programme produced	1.4	Number of reports produced on stakeholder outreach programmes	New output indicator	New output indicator	4	4	4	4	4
	Institution Building Reforms implemented	1.5	Percentage maintenance of the vacancy rate	New output indicator	New output indicator	New output indicator	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%

2.2 Indicators, Annual and Quarterly Targets

Code	Output Indicators	Annual Target 2024/25	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1.1	Audit opinion	Unqualified audit outcome	-	Unqualified audit outcome opinion	-	-
1.2	Percentage of valid invoices paid within 30 days of receipt	100%	100%	100%	100%	100%
1.3	Percentage of B-BBEE suppliers including special groups appointed	60%	-	-	-	60%
1.4	Number of reports produced on stakeholder outreach programmes	4	1	1	1	1
1.5	Percentage maintenance of the vacancy rate	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%



2.3 Explanation of Planned Performance over the MTEF Period

The PSC will continue to strive for a clean audit outcome for a fifth time in a row during this final year of the Medium Term Expenditure Framework. Through the publication of the Pulse on quarterly basis, the PSC reports on the payment of suppliers within 30 days by national and provincial departments. It is therefore, important for the PSC to adhere to the payment of its suppliers within the required timeframes.

The PSC is in compliance with the Preferential Procurement Policy Framework Act, 2000 (ACT No.5 of 2000) and its regulations as prescribed by the National Treasury in 2017. Accordingly, the PSC has set a target of 60% of procurement from B-BBEE compliant suppliers. These B-BBEE suppliers encompass all the previously disadvantaged groups such as Black people, women, youth and people with disabilities.

The PSC understands that maintaining its vacancy rate to less than 10% will support effective execution of the planned targets. The profile of the PSC has significantly improved due to the continuous engagement with key stakeholders. These engagements are crucial for collaborative efforts in achieving the mandate of the PSC.

2.4 Programme Resource Consideration

Expenditure Estimates

Programme 1	Expenditure Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimates		
	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000	2026/27 R' 000
PSC	17,901	18,663	20,552	26,100	24,470	25,447	26,691
Office of the DG	17,934	16,150	15,929	16,055	15,564	16,185	16,977
Corporate Services	23,352	24,922	29,660	27,213	28,728	29,877	31,337
Property Management	22,801	23,282	22,397	25,495	25,177	26,204	27,485
Chief Financial Officer	39,649	38,930	39,391	41,898	45,748	47,592	49,918
Total	121,637	121,947	127,929	136,761	139,687	143,305	152,408

The Administration Programme carries the bulk of the budget due to the allocation for all 14 Commissioners. The number of Commissioners is prescribed in section 196 of the Constitution.

Furthermore, the Administration budget includes the allocation for centralised support services e.g. accommodation costs, SITA services, training, internal audit, lease payments, Auditor General's fees, etc. For the first year of the MTEF, a total budget of R139.7 million will be utilised to ensure that the PSC achieve the outputs for Programme 1 whilst at the same time providing high-level strategic direction to the PSC.



Meeting with Minister in the Presidency for Women, Youth and Persons with Disabilities, Honourable Dlamini-Zuma

4. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Purpose: The Leadership and Management Practices (LMP) Programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.

The Programme consists of the following two Sub-programmes:

Labour Relations Improvement

- Labour Relations Disputes and Litigation
- Complaints Investigative Research and Advisory Services
- Senior Management Service Labour Relations

Leadership and Human Resource Reviews

- Leadership Monitoring and Evaluations
- Human Resources Best Practices (1) & (2)

3.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicator Code	Output Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Sound leadership practices in the Public Service	Grievances finalised	2.1	Percentage of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator	76%	83%	86%	85%	80%	80%	80%
		2.2	Percentage of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator	86%	74%	96%	85%	80%	80%	80%
	Reports on own accord engagements	2.3	Number of reports on own accord engagements for improved labour relations in terms of section 196(4)(f)	New output indicator	New output indicator	New output indicator	3	3	3	2
	Reports on the management of grievances and efficiency of the grievance procedure in the Public Service	2.4	Number of reports produced on grievance management and efficiency of the grievance procedure in the Public Service	3	3	3	3	3	3	3
	Reports/Factsheets produced on leadership and human resource management practices	2.5	Number of reports/factsheets produced on leadership and human resource management practices	3	2	3	4	3	3	3
	Advocacy and strategic engagements on key challenges and implementation of PSC recommendations	2.6	Number of advocacy and strategic engagements conducted on key challenges and implementation of PSC recommendations on human resource management and labour relations practices	New indicator	New indicator	10	10	18	18	18

3.2 Indicators, Annual and Quarterly Targets

	Output Indicator	Annual Target 2024/25	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
2.1	Percentage of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator	80%	80%	80%	80%	80%
2.2	Percentage of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator	80%	80%	80%	80%	80%
2.3	Number of reports on own accord engagements for improved labour relations in terms of section 196(4)(f)	3	-	-	-	3
2.4	Number of reports produced on grievance management and efficiency of the grievance procedure in the Public Service	3		1	1	1
2.5	Number of reports/factsheets produced on leadership and human resource management practices.	3	-	-	0	3
2.6	Number of advocacy and strategic engagements conducted on key challenges and implementation of PSC recommendations on human resource management and labour relations practices	18	-	6	6	6

3.3 Explanation of Planned Performance over the Medium-Term Period

The LMP Branch derives its mandate from section 196(4) of the Constitution in its entirety, with emphasis on section 196(4) (b-f). The overall work of the Branch contributes towards the effectiveness and efficiency as well as professionalising the Public Service. Good human resource management practices contribute to labour peace in departments. As such, challenges that are identified through grievance management and engagements on labour relations issues inform the identification of strategic issues that should be addressed through research, engagements, advocacy and advice.

The Branch collaborates with other branches within the Office of the PSC and further collaborates with external stakeholders such as the Department of Public Service and Administration (DPSA), the National School of Government (NSG), the Department of Planning, Monitoring and Evaluation (DPME). At the provincial level, the PSC works closely with Offices of the Premier (OtPs). It is through these collaborations that impact will be enhanced while duplications and inefficiencies will be eliminated.

As part of implementing the applicable provisions of the PSC's constitutional mandate, the Branch will continue to focus on the following:

- Monitoring compliance with human resource management and labour relations prescripts across the Public Service;
- Conducting research, investigations and evaluations in the areas of leadership, human resource management and labour relations practices;
- Conducting advocacy and strategic engagements to facilitate the implementation of recommendations emanating from the PSC's reports;
- Providing professional advice and proposing strategic interventions in the areas of leadership, human resource management and labour relations;
- Responding to requests from stakeholders such as Executive Authorities and Heads of Departments; and
- Performing other functions assigned to the PSC through Parliament, Provincial Legislatures and Cabinet.

In the area of Labour Relations Improvement (LRI), the Branch will continue to investigate grievances of employees that are referred to the PSC by employees and Executive Authorities in line with the applicable prescripts. In addition, engagements will be conducted with departments on labour relations issues and challenges. The engagement with departments will also serve as a platform to popularise the PSC's Rules on Referral and Investigation of Grievances of Employees in the Public Service.

Work will continue with the implementation of the own accord investigations and engagements with selected departments in order to address, amongst other, the underlying causes of complaints and grievances. The structured collaborations for improved labour relations will consist of a continuation of work that has already been initiated with 3 departments as part of the 1st leg of the project. The 2nd leg will focus on the provincial footprint of the 3 departments

for completeness and impact. In addition, the Branch will continue to work closely with the DPSA, making input and ensuring the review of the disciplinary code, and that discipline management cases, including precautionary suspensions, are timeously addressed.

In the area of Leadership and Human Resource Reviews (LHRR), the Branch will continue with advocacy work on, amongst others, the implementation of PSC's recommendations, emerging human resources management trends, challenges and observations. The project on the impact of hybrid work arrangements on departmental performance will be expanded to all national departments, with a view to identify practices that could be replicated and those that should be prevented/discontinued, as well as specific legislative and policy implications. Advice will be provided to various stakeholders, within the confines of the PSC's mandate, as and when requests are made or key issues of concern are identified by the PSC. Where applicable, circulars and directions will be issued to address specific challenges.

As part of implementing the Professionalisation Framework, the PSC will continue with the process of creating the database of experts for purposes of executive recruitment and selection process. A lot of work would need to be done to clean the database and to put systems in place to facilitate the utilisation of the database in the near future. While initial engagements have taken place through various platforms, the PSC will continue to engage with the DPSA/MPSA to ensure that the necessary policy framework is put in place to facilitate the utilisation of the database.

As part of preparation and support to the seventh administration, the Branch will:

- (a) Stay abreast of developments with respect to the national macro-organisation of government and explore mechanisms to enable the participation of the PSC as an independent observer; and
- (b) Coordinate the review of the EA-HOD Guide to ensure effective participation in the induction sessions of Executive Authorities, Parliament and Legislatures that will be coordinated by the Presidency, NSG, OtPs and Offices of the Speaker.

LMP Flagship Projects for 2024/25 and the MTEF

In addition to the above, the following flagship projects will be implemented in 2024/25:

- Advocacy sessions for various stakeholders on recent reports and other previously produced reports whose findings and recommendations remain relevant;
- Engagements with key stakeholders on digitisation of human resources processes in the Public Service, based on findings from the currently ongoing project;
- Fact sheet on leave utilisation, with emphasis on sick and special leave; and
- Assessment of the impact of hybrid work arrangements in the Public Service:

Expanded follow-up project to cover all departments.

3.4 Programme Resource Consideration

Expenditure Estimates

Programme 2	Expenditure Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimates		
	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000	2026/27 R' 000
Labour Relations Improvement	14,865	16,042	14,271	14,549	14,497	15,076	15,814
Leadership and Human Resource Reviews	9,337	9,527	9,319	9,968	9,913	10,307	10,811
Programme Management: LMP	2,094	2,140	2,279	2,198	2,656	2,276	2,387
Total	26,296	27,709	25,869	26,715	27,066	27,659	29,012

The Programme 2 budget for the 2024/25 financial year is R27.0 million. The Branch is mandated to ensure that leadership and human resource management practices support effective and efficient delivery of services to the public, as per the Constitutional requirements. It will endeavour to economically utilise the allocated budget to execute on this mandate through the targeted routine and flagship projects.

5. PROGRAMME 3: MONITORING AND EVALUATION

Purpose of the Programme: To improve the functionality of the Public Service through institutional and service delivery evaluations.

The Monitoring and Evaluation (M&E) Programme consists of the following two Sub-programmes:

Governance Monitoring

- Public Service Monitoring and Evaluation System
- Programme Evaluations

Service Delivery and Compliance Evaluations

- Compliance Evaluations and Organisational Reviews
- Consultative Evaluations



4.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicat or Code	Output Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An improved service delivery culture in the Public Service	Service Delivery Assessments Section 196 (4)(e) Report produced	3.1	Number of studies conducted on the effectiveness of government support for service delivery focusing on government accommodation and ICT	New Indicator	New Indicator	2	2	2	2	2
		3.2	Number of Section 196 (4)(e) Reports produced	New Indicator	New Indicator	1	1	1	1	1
	Stakeholder Engagements on the implementation of the Professionalisation Framework	3.3	Number of reports on stakeholder engagement for the implementation of the Professionalisation Framework	New Indicator	New Indicator	New Indicator	Approved Implementation Plan	4	4	4
A well-coordinated M&E System (Data Warehouse) for the PSC	State of the Public Service Report	3.4	Number of Reports produced on the State of the Public Service	New Indicator	New Indicator	New Indicator	1	1	1	1
	Departmental monitoring reports for engagements with EAs	3.5	% of departmental monitoring reports for engagements with EAs produced within 5 working days of receipt of the request	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%

4.2 Indicators, Annual and Quarterly Targets

No	Output Indicator	Annual Target 2024/25	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
3.1	Number of studies conducted on the effectiveness of government support for service delivery focusing on government accommodation and ICT	2	-	-	-	2
3.2	Number of Section 196 (4)(e) Reports produced	1	-	-	1	-
3.3	Number of reports on stakeholder engagement for the implementation of the Professionalisation Framework	4	1	1	1	1
3.4	Number of reports produced on the State of the Public Service Report	1	-	-	-	1
3.5	% of departmental monitoring reports for engagements with EAs produced within 5 working days of receipt of the request	100%	100%	100%	100%	100%

4.3 The Branch is responsible for the oversight monitoring and evaluation of public administration practices to improve the functionality of the Public Service through institutional and service delivery initiatives. It derives its mandate from Section 196 4 of the Constitution and Section 9 of the Public Service Commission. To this end, the Branch undertakes the following:

- Promote and Evaluate the Constitutional Values and Principles as set out in section 195 of the Constitution.
- Conduct service delivery inspections to monitor adherence with applicable procedures and set standards, and assess actual service delivery and citizen experience thereof.
- Produce and submit a report to Parliament in respect of Section 196 (e) of the Constitution, focusing on the activities and the performance of the PSC, including any findings, directions and advice the PSC may make or give.
- Conduct research on public administration practices and propose measures for efficient and effective service delivery.
- Assess how departments are organised to support front line departments for optimal service delivery.
- Pronounce on the state of the Public Service.
- Maintain a sound and reliable data warehouse on the performance of the Public Service.
- Perform other functions assigned to the PSC in terms of various Acts of Parliament as well as Executive Framework and decisions.

M&E Flagship Projects for 2024/25 and the MTEF

The 2024/25 Flagship projects for the M&E Branch will include the following:

- Assessment of the State's capacity and capability to address cybercrime with effective cyber security systems
- Assessment of the Status of the Government Immovable Asset Registers
- State of the Public Service Report
- Stakeholder's engagements on the Implementation of the Professionalisation Framework (this is a continuation from the 2023/24 financial year)
- Departmental monitoring reports for engagements with Executive Authorities

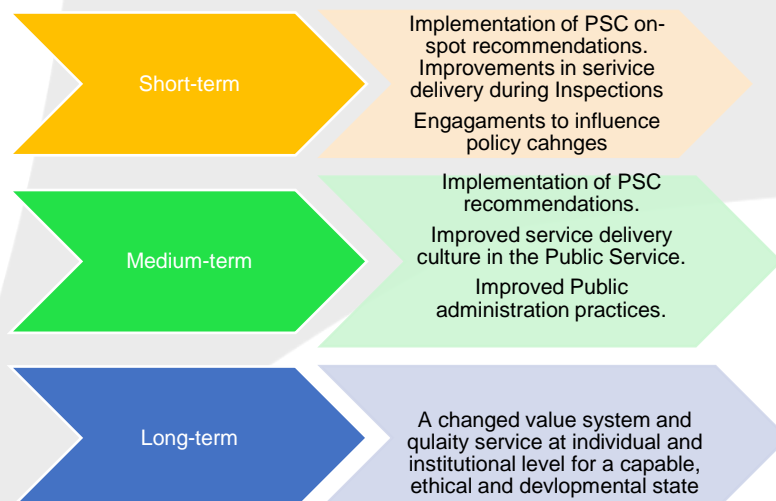
During 2024/25, the branch will focus on monitoring the implementation of the PSC recommendations to facilitate effective support and improve service delivery on functional accommodation and ICT. To this end, the branch will be working with the Task Team established by the GSCID DG Cluster to ensure that greater traction is gained to establish efficiencies in the space of functional accommodation and ICT in the Public Service.

During this period, the branch will further immerse itself in new areas of both cybercrime and cyber security as well as government immovable asset register. This further demonstrates the complexity and the multiple deficiencies affecting the spaces of functional accommodation and ICT in government.

The branch will once again produce the State of the Public Service Report that will provide a broad view of the issues affecting the public service as well as performance thereof. Given the incoming seventh administration, it is anticipated that new Ministers will be appointed to lead departments. This therefore creates an opportunity for the Commission to engage with EAs and share trends analysis of the performance of departments as well as strategic issues that require the attention of the EAs. For this purpose, the branch will produce departmental monitoring reports.

Branch M&E Impact, Short, Medium and Long Term

Branch M&E Short, Medium and Long-Term Impact



4.4 Programme Resource Consideration

Expenditure Estimates

Programme 3	Expenditure Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimates		
	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000	2026/27 R' 000
Governance Monitoring	8,982	9,024	9,052	9,719	9,551	9,931	10,417
Service Delivery and Compliance Evaluations	8,549	9,471	10,039	10,047	9,762	10,151	10,647
Programme Management: M&E	2,036	2,323	2,252	2,073	2,183	2,274	2,384
Total	19,567	20,818	21,343	21,839	21,496	22,356	23,448

The Programme is allocated a budget of R21,5 million for the 2024/25 financial year. This budget will enable the Branch to deliver on its function of Governance Monitoring through amongst others, coordinate key stakeholders for the implementation of the National Framework for the Professionalisation of the Public Service. In addition, the Programme will endeavor to see service delivery improvement in both government accommodation and ICT.

6. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Purpose: The Integrity and Anti-Corruption (IAC) 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.

The Programme consists of the following two Sub-programmes:

Public Administration Investigations

- Public Administration Investigations (1) & (2)
- Forensic Specialist

Professional Ethics

- National Anti-Corruption Hotline
- Professional Ethics Research and Promotion
- Management of Conflicts of Interest
- Early Resolution

5.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicator Code	Output Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Sound leadership practices in the Public Service	National Anti-Corruption Hotline (NACH) cases referred	4.1	Percentage of NACH cases referred within 7 days of receipt of case report	100%	100%	100%	90%	90%	90%	90%
	Public administration investigations finalised	4.2	Percentage of early resolution complaints finalised within six months upon receipt of a valid complaint by an investigating officer	94%	93%	90%	85%	80%	85%	85%
		4.3	Percentage of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer	New indicator	New indicator	New indicator		75%	75%	75%
		4.4	Number of own accord investigation reports finalised as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996	New indicator	New indicator	2	10	10	10	10
	Implementation of the ethics framework promoted	4.5	Number of oversight reports produced on the implementation of the ethics framework	New indicator	New indicator	3	3	3	3	3
		4.6	Number of articles produced on the promotion of professional ethics	4	4	4	4	4	4	4
		4.7	Number of engagements conducted on the ethics framework	New indicator	New indicator	3	20	30	30	20
	Promotion of CVP's	4.8	Number of CVP promotional engagements held	26	20	20	12	20	20	20

5.2. Indicators, Annual and Quarterly Targets

No	Output Indicator	Annual Target 2024/25	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
4.1	Percentage of NACH cases referred within 7 days of receipt of case report	90%	90%	90%	90%	90%
4.2	Percentage of early resolution complaints finalised within six months upon receipt of a valid complaint by an investigating officer	80%	-	40%	-	80%
4.3	Percentage of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer	75%	-	35%	-	75%
4.4	Number of own accord investigation reports finalised as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996	10	-	-	-	10
4.5	Number of oversight reports produced on the implementation of the ethics framework	1	-	-	-	1
4.6	Number of articles produced on the promotion of professional ethics	4	1	1	1	1
4.7	Number of engagements conducted on the ethics framework	30	7	7	8	8
4.8	Number of CVP promotional engagements held	20	5	5	5	5

6.3 Explanation of Planned Performance over the Medium-Term Period

The IAC Branch supports the PSC to achieve its mandate through conducting public administration investigations, monitoring the implementation of the Financial Disclosure Framework, managing the National Anti-Corruption Hotline and conducting research and advocacy work to promote professional ethics in the Public Service.

In addition, the Branch conducts investigations, either on its own accord or upon receipt of complaints, relating to public administration practices and procurement irregularities in the national and provincial departments.

IAC Flagship Projects for 2024/25 and the MTEF

- Coordinating the establishment of the whistle-blowers protection house.
- Coordinating the CVP promotional engagements.

6.4 Programme Resource Consideration

Branch IAC Resource Consideration

Programme 4	Expenditure Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimates		
	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000	2026/27 R' 000
Public Administration Investigations	12,055	9,517	11,178	12,353	12,160	12,645	13,264
Professional Ethics	20,360	20,404	20,474	21,664	21,293	22,141	23,224
Programme Management: IAC	2,076	4,069	2,433	3,501	3,522	2,296	2,408
Total	34,491	33,990	34,085	37,518	37,005	37,082	38,896

The budget allocated for the Branch IAC during 2024/25 is R37.0 million and will be used to fund all activities to improve good ethical conduct in the public service. This entail investigations, efficient finalisation of complaints and promotion of professional ethics. In addition, the budget will be utilised in executing some of the flagship projects as identified above.

7. PROGRAMME 5: PROVINCIAL COORDINATION

Purpose: The programme ensures effective coordination of operations for the execution of the PSC mandate at provincial level.

The Programme consists of the following sub-programmes:

9 x Provincial offices:

Eastern Cape
Free State
Gauteng
KwaZulu-Natal
Limpopo
Mpumalanga
North West
Northern Cape
Western Cape

- Provincial labour relations improvements: complaints investigative research and advisory services
- Provincial leadership and human resource reviews
- Provincial service delivery and compliance evaluations and organisational reviews
- Provincial public administration investigations
- Provincial ethics research and promotion and management of conflicts of interest



6.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicator Code	Output Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An improved service delivery culture in the Public Service	Service Delivery Assessments	5.1	Number of follow up citizens forum conducted	New indicator	New indicator	9	9	2	2	2
		5.2	Number of approved reports on own accord provincial specific projects to address selected Public Service and Administration deficiencies	New indicator	New indicator	New indicator	New indicator	4	4	4
		5.3	Number of approved reports on Provincial Service Delivery Inspections	New indicator	New indicator	New indicator	10	9	9	9

6.2 Indicators, Annual and Quarterly Targets

Code	Output Indicators	Annual Target 2024/25	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
5.1	Number of follow up citizens forum conducted	2	-	-	1	1
5.2	Number of approved reports on own accord Provincial Specific Projects to Address Selected Public Service and Administration Deficiencies	4	-	-	-	4
5.3	Number of approved reports on Provincial Service Delivery Inspections	9	1	4	2	2



7.3 Explanation of Planned Performance over the MTEF Period

The Provincial Coordination Programme will focus on addressing the public service related grievances and complaints received at the level of provinces.

Furthermore, the programme will interact and reflect on the state of the public service and administration in provinces. This will entail various forms of assessment and interventions including strategic engagements, as well as advocacy and promotional initiatives. These will largely focus on, among other things, the implementation of PSC recommendations, and constitutional values and principles including professional ethics. Targeted high impact projects may also be initiated to address identified issues at the level of the provinces.

7.4 Programme Resource Consideration

Expenditure Estimates

Programme 5	Expenditure Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimates		
	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000	2026/27 R' 000
Provincial Coordination	59,165	61,307	69,700	65,920	63,245	67,647	70,954

The budget for the Provincial Coordination Programme will mainly focus on the handling of complaints and grievances, implementing the provincial specific projects to address identified deficiencies, and conducting follow up citizen forums, service delivery inspections and promoting constitutional values and principles through workshops. In essence, the Provinces will utilise the budget to execute broadly and the mandate of the PSC at their level.

8. OVERALL PROGRAMME RESOURCES CONSIDERATION

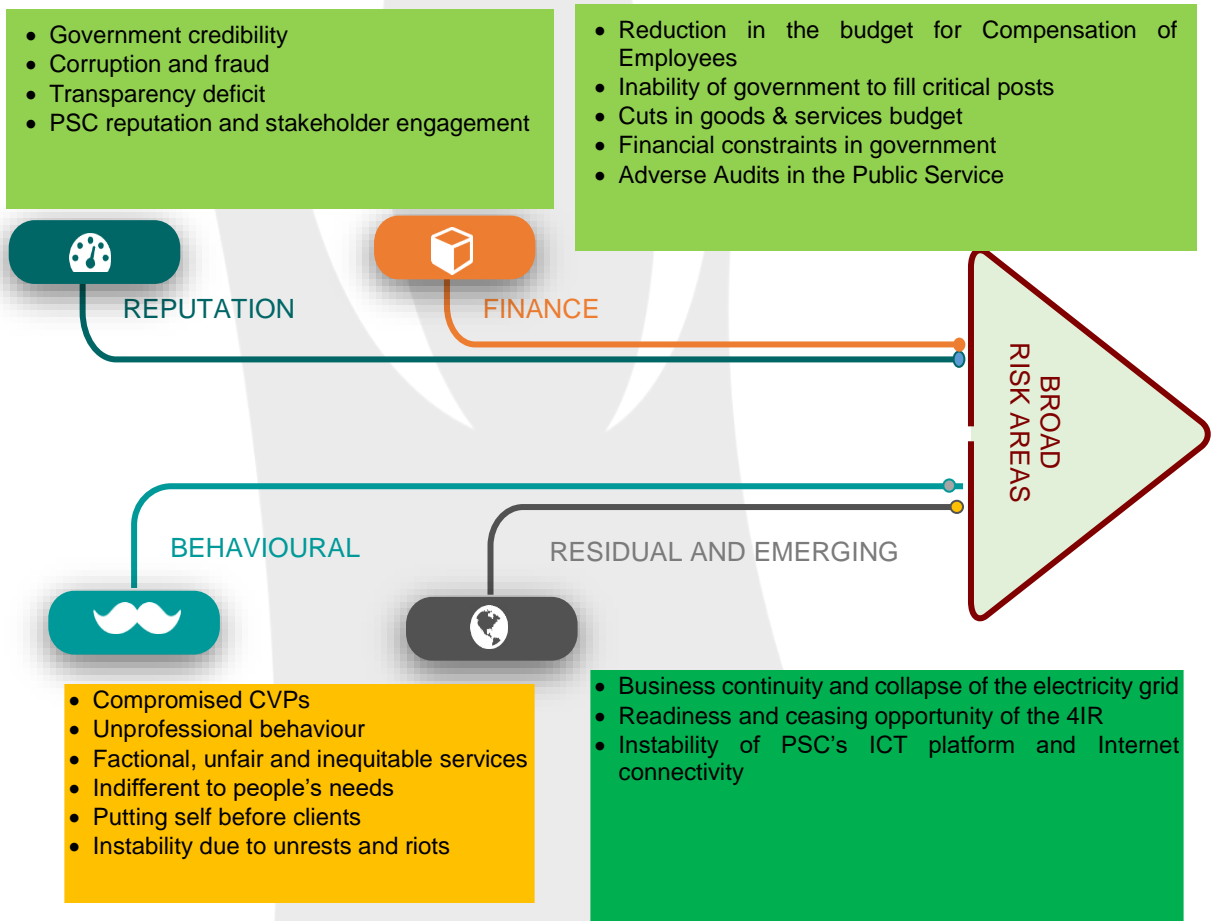
Total Budget Allocation

Programme	Adjusted Appropriation			Medium-Term Expenditure Estimates			
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
Administration	121,637	121,947	127,929	136,761	139,687	145,305	152,408
Leadership and Management Practices	26,296	27,709	25,869	26,715	27,066	27,659	29,012
Monitoring and Evaluation	19,567	20,818	21,343	21,839	21,496	22,356	23,448
Integrity and Anti-Corruption	34,491	33,990	34,085	37,518	37,005	37,082	38,896
Provincial Coordination	59,165	61,307	69,700	65,920	63,245	67,647	70,954
TOTAL	261,156	265,771	278,926	288,753	288,499	300,049	314,718

Programme	Adjusted Appropriation			Medium-Term Expenditure Estimates			
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
Compensation of employees	202,952	204,753	206,742	220,075	217,353	226,003	237,051



9. UPDATED BROAD RISK AREAS



Mitigation against key risks

Outcome	Key Risk	Risk Mitigation
A strong & well-functioning PSC	Budget cuts (and their impact on the filling of vacant positions and operational costs) militating against the ability to initiate and implement projects.	<ul style="list-style-type: none"> To develop a business case motivating for additional funding Reprioritise projects. Request departments/stakeholders to cover costs of implementing some projects Mobilise resources from other sources, e.g. private sector, ODA
	Lack of capacity by the OPSC to fully discharge the mandate of the PSC	<ul style="list-style-type: none"> Draft PSC Bill to reposition the PSC Establishment of OPSC as secretariat Conduct skills audit Implement Training Plan Implement culture change recommendations Finalise organisational structure review Appoint Interns Explore the secondment/transfer of supernumerary employees from various departments
Sound leadership practices in the Public Service	Instability of the PSC's ICT platform and Internet connectivity	10) IT infrastructure upgrade Engage with SITA on platforms for data security
	Failure of departments in providing leadership to dissatisfied employees	<ul style="list-style-type: none"> Promote effective grievance management in departments
	Instability at leadership level due to high turnover	<ul style="list-style-type: none"> Induction of leadership Issue advice and directions to leadership
	Government leadership's credibility deficit in promoting ethical leadership's conduct in the Public Service	<ul style="list-style-type: none"> Research on ethical leadership Engagements on Ethical Leadership conducted within the Public Service
An improved service delivery culture in the Public Service	Change in political leadership affecting processing of implementation of PSC recommendations	<ul style="list-style-type: none"> PSC should engage with newly appointed executive authorities to submit and discuss departmental performance in relation to selected indicators as well as the PSC's recommendations
	Unprofessional and unethical behaviour of public servants impacting negatively on the discharge of their duties	<ul style="list-style-type: none"> Engagements on the CVPs Grievance and Public Administration Investigations with findings and recommendations for appropriate action
A well-coordinated and functioning M&E System (Data Warehouse) for the PSC	Poor service delivery that leads to instability (destruction of property and loss of life) in the country	<p>Service delivery inspections aimed at unlocking service delivery bottlenecks.</p> <p>Maintain profile of departmental performance against the CVP and other monitoring and evaluation indicators.</p>

PART D:
TECHNICAL INDICATOR
DESCRIPTION



Custodian of Good Governance

PART D: TECHNICAL INDICATOR DESCRIPTION

1. PROGRAMME 1: ADMINISTRATION

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.1. Indicator Title	Audit opinion
Definition	An unqualified audit outcome on financial statements, performance against predetermined objectives and compliance with prevailing laws and regulations
Source of data	AG's Audit opinion/Management Report and Annual Report
Method of calculation/ Assessment	<ul style="list-style-type: none"> Audit report provided by external auditors reflecting no matters of emphasis under Financial Statements, Performance information and Compliance with applicable legislation
Means of verification	<ul style="list-style-type: none"> AG's Audit opinion in Annual Report
Assumptions	The OPSC has internal control systems in place for financial and non-financial information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	An unqualified audit outcome
Contributing Indicator Responsibility	Chief Financial Officer

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.2 Indicator Title	Percentage of valid invoices paid within 30 days of receipt
Definition	To measure the number of valid tax invoices paid to service providers within 30 days according to the National Treasury Regulations and policy guidance
Source of data	Register of payments and monthly creditors age analysis
Method of calculation/ Assessment	<p>The following formula should be used:</p> $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of valid invoices paid within 30 days B is the number of valid invoices received The invoice is valid once all disputes regarding an invoice are resolved
Means of verification	<p>Exception report on payment of suppliers submitted to Accounting Officer and National Treasury.</p> <ul style="list-style-type: none"> Checking date stamps on the invoices to determine the receipt date as well as the date stamp on the payment voucher
Assumptions	Suppliers submit valid invoices within stipulated timeframes
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual reporting
Desired performance	100% of valid invoices paid within 30 days of receipt
Contributing Indicator Responsibility	Chief Financial Officer

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.3 Indicator Title	Percentage of B-BBEE suppliers including special groups appointed
Definition	This is a percentage of suppliers including persons with disabilities, youth and women appointed by the PSC who meet the B-BBEE criteria
Source of data	Logis
Method of calculation/ Assessment	The following formula should be used: $A/B \times 100$ Where: <ul style="list-style-type: none"> • A= number of suppliers appointed who meet the B-BBEE criteria • B= total number of suppliers appointed in the financial year
Means of verification	<ul style="list-style-type: none"> • Logis report • Central Supplier Database (CSD) B-BBEE report
Assumptions	Compliance with B-BBEE requirements
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly and annual reporting
Desired performance	60% of B-BBEE suppliers appointed
Contributing Indicator Responsibility	Chief Financial Officer

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.4 Indicator Title	Number of reports produced on stakeholder outreach programmes
Definition	Reports produced on stakeholder outreach programmes coordinated to improve the visibility of the PSC
Source of data	Internal Communication Notifications, Stakeholder Perception Survey Questionnaires, Social Media Platforms and Media Publications
Method of calculation/ Assessment	Simple count
Means of verification	Stakeholder perception surveys, Newspaper articles/Pulse, Media Briefings, Social Media Platform Analysis, Stakeholder Outreach Events, Approved Stakeholder Outreach Programme Report, and Signed Submission Route Form.
Assumptions	It is assumed that all identified stakeholders to be engaged will be available
Disaggregation of Beneficiaries	National, Provincial and Local citizenry
Spatial Transformation	Nationally
Calculation type	non-cumulative
Reporting cycle	Quarterly reporting
Desired performance	4 reports produced on stakeholder outreach programmes coordinated
Contributing Indicator Responsibility	Director: Communication and Information Services

OUTCOME : A STRONG AND WELL-FUNCTIONING PSC	
1.5 Indicator Title	Percentage maintenance of vacancy rate
Definition	This indicator serves to ensure that the PSC vacancy rate is maintained at maximum 10% to ensure that there is enough capacity to deliver on the PSC mandate
Source of data	PSC staff complement, organisational structure, PERSAL Report
Method of calculation/ Assessment	The following formula should be used: $A/B \times 100$ Where: A= number of funded vacant posts B= total number of approved funded posts

OUTCOME : A STRONG AND WELL-FUNCTIONING PSC	
1.5 Indicator Title	Percentage maintenance of vacancy rate
Means of verification	PSC approved vacancy rate report, PERSAL report
Assumptions	It is assumed that programme managers will be proactive in ensuring that vacant posts are filled within 3-months.
Disaggregation of Beneficiaries	Youth, women and people with disabilities,
Spatial Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Quarterly
Desired performance	Maintain the PSC vacancy rate at 10% or below
Contributing Indicator Responsibility	Director : People Management Practices

2. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.1 Indicator Title	Percentage of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator
Definition	To consider grievances of employees on salary levels 2-12. Salary levels 2-12 refer to all employees employed in the Public Service below SMS level, including employees employed by the services departments (Departments of Police, Defence and Correctional Services), educators, health professionals, those employed in terms of the Occupational Service Dispensation and other unknown categories
Source of data	PSC database of grievances
Method of calculation/ Assessment	<p>The following formula should be used:</p> $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of investigations on levels 2 – 12 grievances concluded within 150 days upon receipt of the case by the investigator in terms of the delegations to Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC B is the total number of investigations on levels 2 – 12 grievances concluded in the financial year under review in terms of the delegations to Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC <p>For noting: <i>The grievances lodged include those lodged in the year under review and those that are carried over from previous financial years</i></p>
Means of verification	<ul style="list-style-type: none"> Electronic copy of database Quarterly statistical report Date on which the last information was received Signed minutes of PSC Panel meetings
Assumptions	Database is maintained continuously
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Year-end target: Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	80% of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator
Contributing Indicator	Chief Director: Labour Relations Improvement

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.1 Indicator Title	Percentage of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator
Responsibility	

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.2 Indicator Title	Percentage of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator
Definition	To consider grievances of members of the SMS, as defined in the SMS Handbook
Source of data	Database of grievances referred by employees or Executive Authorities
Method of calculation/ Assessment	The following formula should be used: $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of investigations on SMS grievances concluded within 150 upon receipt of the case by the investigator in terms of the delegations to Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC B is the total number of investigations on SMS grievances concluded within the financial year in terms of the delegations to Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC <p>For noting: <i>The grievances lodged include those lodged in the year under review and those carried over from previous financial years</i></p>
Means of verification	<ul style="list-style-type: none"> Electronic copy of the database Quarterly statistical report Date on which the last information was received Signed minutes of PSC Panel meetings
Assumptions	Database is maintained continuously
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Year-end target: Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	85% of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator
Contributing Indicator Responsibility	Chief Director: Labour Relations Improvement

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.3 Indicator Title	Number of reports on own accord engagements for improved labour relations in terms of section 196(4)(f)
Definition	As per section 196(4)(f) (iii) and (iv) of the Constitution, 1996, the PSC is mandated to monitor and investigate adherence to applicable procedures in the public service; and advise national and provincial organs of state regarding personnel practices in the public service, including those related to recruitment, appointment, transfer, discharge & other aspects of the careers of employees in the public service.
Source of data	Allegations that come to the PSC's attention via the public discourse and institutional observations on issues to be attended to.
Method of calculation/ Assessment	Simple count of reports submitted
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	All requested information is provided to the PSC to enable continuation of

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE

2.3 Indicator Title	Number of reports on own accord engagements for improved labour relations in terms of section 196(4)(f)
	investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	Produce 3 own accord engagements reports
Responsibility	Chief Director: Labour Relations Improvement

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE

2.4 Indicator Title	Number of reports produced on grievance management and efficiency of the grievance procedure in the Public Service
Definition	Grievance trends analysis conducted in the Public Service, based on 6-monthly reports submitted by departments in terms of the Public Service Act, 1994
Source of data	Statistical reports received from departments at national and provincial level
Method of calculation/ Assessment	Simple count of reports produced
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Record of trends is forwarded by the departments to the PSC within the timeframe set by the PSC
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Bi-Annual and Annual Reporting
Desired performance	Produce 3 reports on grievance management and efficiency of the grievance procedure in the Public Service
Contributing Indicator Responsibility	Chief Director: Labour Relations Improvement

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE

2.5 Indicator Title	Number of reports/factsheets produced on leadership and human resource management practices
Definition	Reports to be produced to influence leadership practices, human resources management practices, public service reforms and professionalisation policy perspectives
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count of reports developed
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Full cooperation by departments in providing the PSC with relevant information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annual Reporting
Desired performance	Develop 3 reports on leadership and human resource management practices,

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.5 Indicator Title	Number of reports/factsheets produced on leadership and human resource management practices
Contributing Indicator Responsibility	Chief Director: Labour and Human Resources Reviews

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.6 Indicator Title	Number of advocacy and strategic engagements conducted on key challenges and implementation of PSC recommendations on human resource management and labour relations practices
Definition:	The PSC's strategic engagements with stakeholders on findings and recommendations from various human resources management and labour relations reports would result in departments complying with prescripts and a reduction of grievances and complaints lodged by employees. Information will be sourced from the previous financial years for comparison purposes.
Source of data	Attendance registers / Agenda / Presentations
Method of calculation/ Assessment	Simple count
Means of verification	Attendance registers / Agenda / Presentation
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Conduct 18 advocacy and strategic engagements on challenges and implementation of PSC recommendations with targeted stakeholders
Contributing Indicator Responsibility	Chief Director: Labour and Human Resources Reviews and Chief Director: Labour Relations Improvements

3. PROGRAMME 3: MONITORING AND EVALUATION

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
3.1 Indicator Title	Number of studies conducted on the effectiveness of government support for service delivery focusing on functional accommodation and ICT
Definition	Research studies conducted by the PSC, aimed at identifying the challenges facing government that hampers service delivery focusing on government accommodation (immovable government asset register) and information and communication technology (cybercrime/cyber security)
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count
Means of verification	Approved route form and submission, and approved reports
Assumptions	Participation of selected departments
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Two (2) studies conducted on the effectiveness of government support for service delivery, focusing on functional accommodation (immovable government asset register) and ICT (cybercrime/cyber security)
Contributing Indicator Responsibility	Chief Director: Service Delivery and Compliance Evaluation

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
3.2 Indicator Title	Number of Section 196 (4)(e) Reports produced
Definition	This is a report that reflects on the PSC's activities and the performance of its functions, including any finding it may make and directions and advice it may give, as provided for in section 196 (4)(e) of the Constitution
Source of data	Primary and secondary sources of research
Method of calculation/ Assessment	Simple count or report produced
Means of verification	Signed submission route form/ approved report
Assumptions	Improved performance in the delivery of services by the Public Service
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 1 section 196 (4)(e) report
Contributing Indicator Responsibility	Chief Director: Governance Monitoring

OUTCOME : A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC	
3.3 Indicator Title	Number of reports on stakeholder engagement for the Implementation of the Professionalisation Framework
Definition	Cabinet has adopted the National Framework on the Professionalisation of the Public Service. The OPSC is expected to play a crucial in the implementation of the Professionalisation Framework through progress monitoring and reporting.
Source of data	Key departmental engagements and minutes of meetings with stakeholders
Method of calculation/ Assessment	1 report per quarter (x4)
Means of verification	An approved Submission/Route Form and Approved Report
Assumptions	Cooperation from departments and stakeholders. The working committee and steering committee will also support the implementation.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nationally
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	Report on the stakeholder engagements and progress made on the implementation of the professionalisation framework
Contributing Indicator Responsibility	Chief Director: Governance Monitoring

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
3.4 Indicator Title	Number of reports produced on the State of the Public Service
Definition	The report seeks to pronounce on key public administrative matters and the extent to which the work of the public service is contributing towards an ethical, capable and developmental state.
Source of data	Administrative data, PSC reports, secondary data and consultation with departments
Method of calculation/ Assessment	Simple count
Means of verification	An approved submission and Route Form, and Approved Report
Assumptions	Cooperation from stakeholders.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
3.4 Indicator Title	Number of reports produced on the State of the Public Service
Calculation type	Non- Cumulative
Reporting cycle	Annual
Desired performance	State of the Public Service Report
Contributing Indicator Responsibility	Chief Director: Governance Monitoring

OUTCOME : A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC	
3.5 Indicator Title	Percentage of departmental monitoring reports for engagements with EAs produced within 5 working days of receipt of the request
Definition	The Commission engages with EAs on matters of performance of their allocated departments. These Monitoring reports look at trends analysis of the performance of the departments as well as strategic issues that require the attention of the EAs.
Source of data	Annual reports, PSC data and Secondary data
Method of calculation/ Assessment	100% of reports produced per quarter
Means of verification	A request received for an engagement with a Minister (email from Commissioners or DG's Office). PowerPoint Presentation of the monitoring report of the department with trends analysis and strategic issues of the department.
Assumptions	Stakeholder relations between the Commission and departmental EAs. Accountability of the Executive to the Commission on departmental matters.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative (100% per quarter)
Reporting cycle	Quarterly Reporting
Desired performance	In each quarter, produce 100% of the reports within 5 working days of receipt of the request
Contributing Indicator Responsibility	Chief Director: Governance Monitoring

4. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.1 Indicator Title	Percentage of NACH cases referred within 7 days of receipt of case reports
Definition	These are eligible cases of alleged corruption reported via the NACH (and are within the mandate of the PSC) and referred to departments and within the PSC, within 7 working days of receipts of case report generated from the NACH system
Source	NACH Database, case reports on eligible cases of alleged corruption
Method of calculation/ Assessment	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ Where: <ul style="list-style-type: none"> • A is the number of eligible cases of alleged corruption referred within 7 working days (upon receipt of case reports) to stakeholders for further handling. • B is the number of eligible cases of alleged corruption received in the year under review. For noting: Cases that are not related to corruption but lodged by complainants via

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.1 Indicator Title	Percentage of NACH cases referred within 7 days of receipt of case reports
	the NACH will be excluded for reporting in the APP
Means of verification	<ul style="list-style-type: none"> • Electronic copy database • Quarterly statistical report
Assumptions	Data availability and accuracy
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly and Annual Reporting
Desired performance	90% of NACH cases referred within 7 days of receipt of case reports
Contributing Indicator Responsibility	Chief Director: Professional Ethics

OUTCOME : SOUND MANAGEMENT AND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.2 Indicator Title	Percentage of early resolution complaints finalised within six months upon receipt of a valid complaint by an investigating officer
Definition	The PSC is mandated to attend to complaints lodged and in some instances, some of these complaints will overlap to the following year. The PSC must investigate complaints as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996.
Source of data	Database on complaints
Method of calculation/ Assessment	<p>The following formula should be used to calculate the achievement:</p> $\frac{A}{B} \times 100$ <p>Where:</p> <p>A: is the total number of early resolution complaints finalised within 6 months upon receipt of a valid complaint by an investigating officer</p> <p>B: is the total number of early resolution complaints received in the financial year under review</p>
Means of verification	<ul style="list-style-type: none"> • Electronic copy of database • Quarterly statistical report • Date of allocation of complaint to the Investigating Officer • Signed minutes of PSC Panel meetings
Assumptions	All requested information is provided to the PSC to enable continuation of investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Annual target, half year reporting
Reporting cycle	Annual target, half year reporting
Desired performance	80% or more
Contributing Indicator Responsibility	Chief Director: Professional Ethics

OUTCOME : SOUND MANAGEMENT AND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.3 Indicator Title	Percentage of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer
Definition	The PSC is mandated to attend to complaints lodged and in some instances, some of these complaints will overlap to the following year. The PSC must investigate complaints as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996.
Source of data	Database on complaints
Method of calculation/	The following formula should be used to calculate the achievement:

OUTCOME : SOUND MANAGEMENT AND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.3 Indicator Title	Percentage of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer
Assessment	$\frac{A}{B} \times 100$ Where: A: is the total number of complex complaints finalised by an investigating officer within 12 months B: is the total number of complex complaints received in the financial year under review
Means of verification	<ul style="list-style-type: none"> • Electronic copy of database • Quarterly statistical report • Date of allocation of complaint to the Investigating Officer • Signed minutes of PSC Panel meetings
Assumptions	All requested information is provided to the PSC to enable continuation of investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Annual target, half year reporting
Reporting cycle	Annual target, half year reporting
Desired performance	75% or more
Contributing Indicator Responsibility	Chief Director: Public Administration Investigations

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.4 Indicator Title	Number of own accord investigation reports as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996 finalised
Definition	The investigation and evaluation of personnel and public administration practices identified on own accord as contemplated in section 196(4) (f) (i), (iii) and (iv) of the Constitution, 1996.
Source of data	Allegations that come to the PSC's attention via the public discourse and observations on issues to be attended to.
Method of calculation/ Assessment	Simple count of reports finalised
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	All requested information is provided to the PSC to enable continuation of investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	Finalise 10 own accord investigation reports as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996.
Contributing Indicator Responsibility	Chief Director: Public Administration Investigations

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.5 Indicator Title	Number of oversight reports produced on the implementation of the ethics framework
Definition	These are oversight reports produced on the ethics frameworks, which includes amongst others the Financial Disclosures Framework, Constitutional Values and Principles promotion, Financial misconduct monitoring and complaints lodged through NACH and with the PSC

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.5 Indicator Title	Number of oversight reports produced on the implementation of the ethics framework
Source of data	Statistical reports submitted by departments at national and provincial level, through the e-Disclosure system for FDF, Financial Misconduct databases, PSC Case Management systems
Method of calculation/ Assessment	Simple number count of reports produced
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Data availability and accuracy for consolidation of the required information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 3 oversight reports on the implementation of the ethics framework
Contributing Indicator Responsibility	Chief Director: Professional Ethics

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.6 Indicator Title	Number of articles produced on the promotion of professional ethics
Definition	These are articles aimed at promoting and creating awareness about the need for entrenching the culture of professional ethics in the Public Service
Source of data	Research study
Method of calculation/ Assessment	Simple number count of articles submitted
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	The content of the article is informative to influence behavioural change in the Public Service
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly and Annual Reporting
Desired performance	Produce 4 articles on the promotion of professional ethics
Contributing Indicator Responsibility	Chief Director: Professional Ethics

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.7 Indicator Title	Number of engagements conducted on the ethics frameworks
Definition	Hosting professional ethics events wherein thought leaders in the ethics space will lead discussions
Source of data	Research studies
Method of calculation/ Assessment	Simple number count of engagements on professional ethics
Means of verification	Confirmatory emails or attendance registers in case of physical engagements
Assumptions	Improved professional ethics within the public service
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative

OUTCOME : SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
4.7 Indicator Title	Number of engagements conducted on the ethics frameworks
Reporting cycle	Annual Reporting
Desired performance	Conduct 30 engagements on the ethics framework
Contributing Indicator Responsibility	Chief Director: Professional Ethics

OUTCOME : A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC	
4.8 Indicator Title	Number of CVP promotional engagements held
Definition	Engagements aimed at raising awareness around the Constitutional Values and Principles (CVPs) and ensuring a common understanding of the CVPs and the impact of the implementation of the principles on public administration. Furthermore, it is aimed at improving the buy-in for implementation and as a result, improving service delivery.
Source of data	Constitution and the CVP Booklet
Method of calculation/ Assessment	Simple number count of the promotional engagements held
Means of verification	Completed Stakeholder Engagement Template / Attendance register / Invitation from stakeholders / Copy of virtual meeting link / Copy of media statement or opinion piece and / or articles / Survey forms / content of message delivered (presentation)
Assumptions	Public servants understand the CVPs and their responsibilities to implement the CVPs in their daily duties, that there will be an improvement overall in service delivery and the performance of the public service
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Annual Reporting
Desired performance	Hold 20 CVP promotional engagements
Contributing Indicator Responsibility	Chief Director: Professional Ethics

5. PROGRAMME 5: PROVINCIAL COORDINATION

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
5.1 Indicator Title	Number of Follow up Citizen Forums conducted
Definition	Citizen Forums involve government working with citizens to propose practical measures to improve service delivery and focuses on a specific community at a given point. The planned Citizens Forum this financial year are follow up to assess progress on the commitments made from 2 of the previously undertaken Citizens Forum.
Source of data	Primary sources: Concept document / Close out report on event/ Programme Secondary sources: Letters to stakeholders / Survey forms / Partnership agreement (if applicable) / Content of message delivered (presentation) NB: Primary sources will serve as conclusive proof of POE otherwise, secondary sources may be included.
Method of calculation/ Assessment	Simple count of the number of Citizen Forums conducted
Means of verification	Physical verification of records from data sources.
Assumptions	Approval from the Provincially Based Commissioner. Needs analysis for interventions are accurate. Targeted audience responsive to the calls for input and attendance where necessary.
Disaggregation of Beneficiaries	N/A

OUTCOME : AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
5.1 Indicator Title	Number of Follow up Citizen Forums conducted
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual Reporting
Desired performance	Conduct 2 Follow up Citizen Forums
Contributing Indicator Responsibility	Provincial Directors

OUTCOME: AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
5.2 Indicator Title	Number of approved reports on Own Accord Provincial Specific Projects to Address Selected Public Service and Administration Deficiencies
Definition	Reports based on PSC own accord will be produced with an aim to address selected public service and administration challenges facing the province.
Source of data	Concept document. Allegations that come to the PSC's attention via the public discourse, observation on issues to be attended to. Constitution of the Republic of South Africa.
Method of calculation/ Assessment	Simple number count of reports approved
Means of verification	Signed submission route form/ Approved report/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Approval from the Provincially Based Commissioner. Needs analysis for interventions are accurate.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual Reporting
Desired performance	Approve 9 reports on own accord reports on selected provincial specific public service and administration deficiencies
Contributing Indicator Responsibility	Provincial Directors

OUTCOME: AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE	
5.3 Indicator Title	Number of approved reports on Provincial Service Delivery Inspections
Definition	Reports on inspections aimed at unlocking service delivery bottlenecks at service delivery sites
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count of reports approved on service delivery inspections
Means of verification	Signed submission route form/ Approved report/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Approval from the Provincially Based Commissioner. Needs analysis for interventions are accurate.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Annual Reporting
Desired performance	Approve 9 reports on service delivery inspections

OUTCOME: AN IMPROVED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE

5.3 Indicator Title	Number of approved reports on Provincial Service Delivery Inspections
Contributing Indicator Responsibility	Provincial Directors

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10. DEPARTMENT GENERAL INFORMATION

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Website address: www.psc.gov.za

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Eastern Cape	91 Alexandra Road, King William's Town 5601 Tel: (043) 643 4704 Fax: (043) 642 1371	PO Box 2167 King William's Town 5601
Free State	Fedsure Building, 3rd Floor, 62 St Andrews Street, Bloemfontein, 9301 Tel: (051) 448 8696 Fax: (051) 448 4135	Private Bag X 20572 Bloemfontein 9300
Gauteng	Schreiner Chambers, 6th Floor, 94 Prichard Street, Johannesburg, 2000 Tel: (011) 833 5721/2//3/4/5/6 Fax: (011) 834 1200	PO Box 8962 Johannesburg 2000
KwaZulu-Natal	Prestasi House, 1st Floor, 221 Pietermaritz Street, Pietermaritzburg, 3200 Tel: (033) 345 1621 Fax: (033) 345 8505	Private Bag X 910 Pietermaritzburg 3200
Mpumalanga	Allied Building, 5th Floor, 34 Brown Street, Nelspruit Tel: (013) 755 4070 Fax: (013) 752 5814	Private Bag X11303 Nelspruit 1200

Name of facility	Physical Address	Postal Address
Northern Cape	Woolworths Building, 1st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301 Tel: (053) 832 6222 Fax: (053) 832 6225	Private X 5071 Kimberley 8300
Limpopo	Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783 Fax: (015) 291 4683	Private Bag X 9543 Polokwane 0700
North West	Megacity Shopping Centre, Unit 1, Ground Floor, Shop 111, Cnr Sekame Street and Dr James Moroka Drive, Mmabatho Tel: (018) 384 1000 Fax: (018) 384 1012	Private Bag X 2065 Mmabatho 2735
Western Cape	Sanlam Golden Acre Building, 21st Floor, 9 Adderley Street, Cape Town, 8001 Tel: (021) 421 3980 Fax: (021) 421 4060	P O Box 2078 Cape Town 8000