

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
ANNUAL PERFORMANCE PLAN
2016/17



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



WE BELONG WE CARE WE SERVE

3RD QUARTER REPORT *(October – December 2016)*

30 January 2017

Report Compiled by the Chief Directorate: Strategic Management, Planning and Support (SMPS)

Document title	2016/17 Annual Performance Plan (APP) : 3rd Quarter Report
Date	30 January 2017
Compiled by	Chief Directorate: Strategic Management, Planning and Support (SMPS)
Version	Final
Approved by the Director - General	Mr. Mashwahle Diphofa
Signature	
Date	31/01/2017

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1. INTRODUCTION

- This is a report on the progress made by the Department of Public Service and Administration on the implementation of its 3rd Quarter Targets (October – December 2016) on the 2016/17 Annual Performance Plan (APP).
- The 2016/17 APP is drawn from the department's 2015/2020 Strategic Plan which is aligned to the Government's 2015/2020 Medium Term Strategic as drawn from **Outcome 12: "An efficient, effective and development-oriented public service"**. Outcome 12 is aligned to Chapters 13 and 14 of the National Development Plan (NDP). The 2016/17 APP also includes other strategic projects and policy priorities of the department.

1.1 PURPOSE AND SCOPE OF THE REPORT

- The purpose of the report is to track the 3rd quarter performance against the achievement of the 2016/17 Annual Targets. The report also includes actions to address the areas of non-performance and under - performance which will be monitored and reported on monthly in between the quarters. Branches will be requested to report on progress made towards the targets that were not achieved.

1.2 LEGISLATIVE REQUIREMENTS

- The monitoring and reporting of performance against the department's annual performance plan is a requirement as per:
 - Section 40 (d) (1) of the Public Finance Act, 1999 (Act No. 1 of 1999);
 - National Treasury's Framework for Strategic Plans and Annual Performance Plans (August 2010), and;
 - Department of Planning, Monitoring and Evaluation (DPME) reporting requirements.
- The quarterly reports are required to be submitted to:
 - The Minister and Deputy Minister
 - The Director-General and the Executive Committee
 - National Treasury and the DPME
 - Audit Committee, and
 - Portfolio Committee on Public Service and Administration as well as Monitoring and Evaluation.

1.3 PROCESS FOLLOWED IN THE COMPILATION OF THE 3RD QUARTER REPORT

- The report is compiled by the Strategic Management, Planning and Support Chief Directorate based on the progress and supporting evidence submitted by

DPSA 3rd Quarter Report on the Implementation of the 2016/17 Annual Performance Plan

programmes/branch heads. To ensure the accuracy and completeness of the reported progress the branch heads are required to:

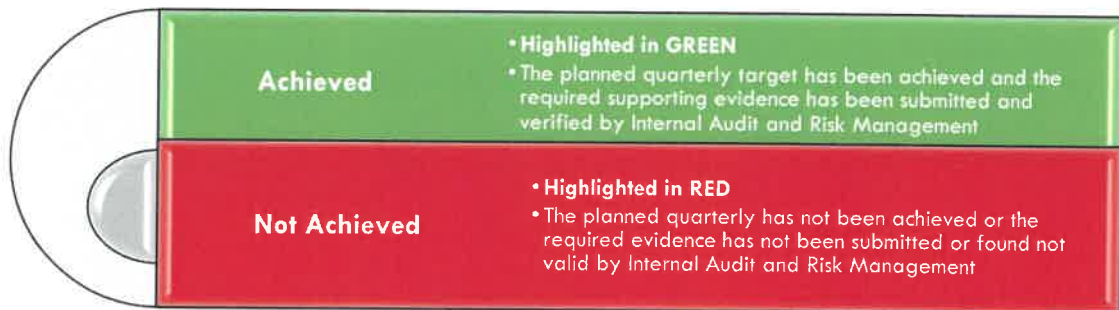
- Ensure that progress is reported fully and correctly;
- Ensure that reasons for not achieving the planned targets are clearly outlined and actions to address the non-achievement are indicated;
- Confirm and ensure all achieved targets are accompanied by supporting evidence; and
- Sign-off on the Report.

1.4 AUDITING OF REPORTED PERFORMANCE

The reported performance has been verified by the Internal Audit and Risk Management Directorate based on the review of evidence submitted to support the reported progress.

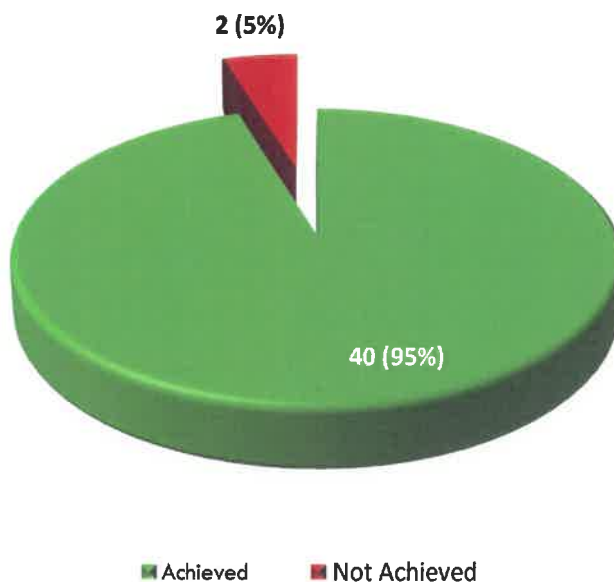
1.5 RATING OF PERFORMANCE

The assessment of programme/branch performance is done against achievement of the planned quarter targets and is categorized into the following performance ratings:



2. OVERALL DEPARTMENTAL 3RD QUARTER PERFORMANCE

DPSA 3rd Quarter Performance



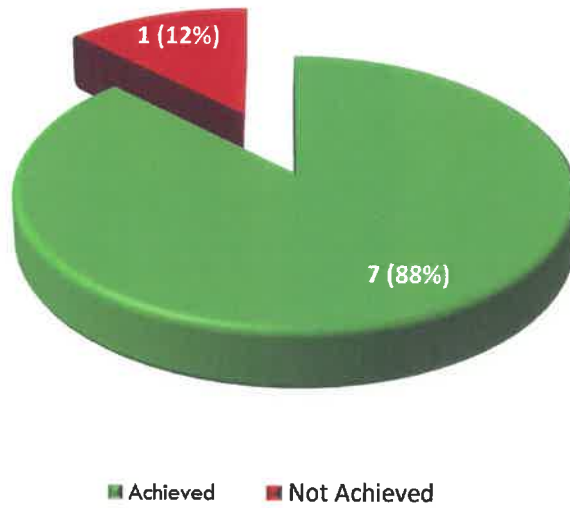
- The department had 42 - 3rd Quarter Targets.
- As at the end of December 2016; 40 (95%) targets were achieved and 2 (5%) were not achieved.

2.1 SUMMARY OF OVERALL PERFORMANCE PER PROGRAMME/BRANCH

PROGRAMME/BRANCH	NUMBER OF 3RD QUARTER TARGETS	NUMBER OF TARGETS ACHIEVED	NUMBER OF TARGETS NOT ACHIEVED	PERCENTAGE (%) ACHIEVEMENT
1. Administration	8	7	1	88%
2. Research and Policy Analysis	8	8	0	100%
3. Labour Relations and Human Resource Management	6	5	1	83%
4. Government's Chief Information Officer	4	4	0	100%
5. Service Delivery Support	5	5	0	100%
6. Governance of Public Administration	11	11	0	100%
OVERALL DPSA PERFORMANCE	42	40	2	95%

3. PERFORMANCE PER PROGRAMME/BRANCH

3.1 PROGRAMME 1: ADMINISTRATION



3.1.1 Performance Per Sub-Programme/Chief Directorate



3.1.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (7 OUT OF 8 TARGETS)

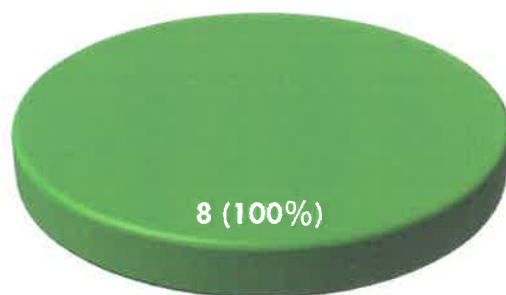
Sub - Programme		Chief Financial Officer
Annual Target	Submit 2015/16 Annual Financial Statements to the Auditor General by 31 May 2016 and 2016/17 Quarterly Interim Financial Statements to National Treasury by the end of July 2016, September 2016 and January 2017	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
2 nd quarter Interim Financial Statements submitted to National Treasury by 31 October 2016	The 2 nd quarter Interim Financial Statements were submitted to National Treasury on 31 October 2016	Achieved
Sub - Programme		Strategic Management, Planning and Support
Annual Target	Quarterly reports on the implementation of the 2015/16 and 2016/17 Annual Plans and the 2015/16 Annual Report submitted to the National Treasury and the DPME and Parliament by the due date	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
2 nd quarter (2016/17) report submitted to the Executive Authority, National Treasury and the DPME by 31 October 2016	The 2 nd quarter (2016/17) report was submitted to the Executive Authority, National Treasury and the DPME by 31 October 2016	Achieved
Sub - Programme		Internal Audit and Risk Management
Annual Target	Submit quarterly Internal Audit and risk management performance reports to the Audit and Risk Committees	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
2 nd quarter Internal Audit and 3 rd quarter risk management reports submitted to the Audit and Risk Committee	The 2 nd quarter Internal Audit and 3 rd quarter risk management reports were submitted to the Audit and Risk Committee on 10 November 2016	Achieved
Sub - Programme		Corporate Resource and Transformation Management
Annual Target	Monitor compliance of DPSA's to internal and external Human Resources and Labour Relations Policy Prescripts and Procedures and submit quarterly reports to the Executive Committee	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
3 rd report on the DPSA's compliance to internal and external Human Resources and Labour Relations Policy Prescripts and Procedures presented to the Executive Committee	The 3 rd report on the DPSA's compliance to internal and external Human Resources and Labour Relations Policy Prescripts and Procedures was presented to the Executive Committee	Achieved

Sub - Programme		Corporate Communication and Technology Management	
Annual Target	Monitor and quarterly report on the implementation of the ICT support systems and processes and governance arrangements to the Executive Committee		
3rd Quarter Target (5)	Audited Reported Performance		Audited Performance Rating
3 rd quarter report on the status of ICT support systems and processes and governance arrangements submitted to the Executive Committee	The 3 rd quarter report on the status of ICT support systems and processes and governance arrangements was submitted to the Executive Committee in November 2016		Achieved
Sub - Programme		International Cooperation Programme	
Annual Target	Submit quarterly progress reports implementation of the department's Bi-lateral agreements and Multi-lateral arrangements to the Minister		
3rd Quarter Target (6)	Audited Reported Performance		Audited Performance Rating
3 rd quarter progress report on the implementation of the department's Bi-lateral agreements and Multi-lateral arrangements submitted to the Minister	The 3 rd quarter progress report on the implementation of the department's Bi-lateral agreements and Multi-lateral arrangements submitted to the Minister		Achieved
Sub - Programme		Legal Services	
Annual Target	Finalise the consultation on the first phase Public Administration Management Regulations and submit revised first phase regulations to the Minister for approval and submit the draft second phase Public Administration Management Regulations to Minister to approve for public comment		
3rd Quarter Target (7)	Audited Reported Performance		Audited Performance Rating
1 st draft of second phase of the Public Administration Management Regulations compiled	The 1 st draft of second phase of the Public Administration Management Regulations was compiled		Achieved

3.1.3 DETAILS OF 3RD QUARTER TARGETS THAT WERE NOT ACHIEVED (1 OUT OF 7 TARGETS)

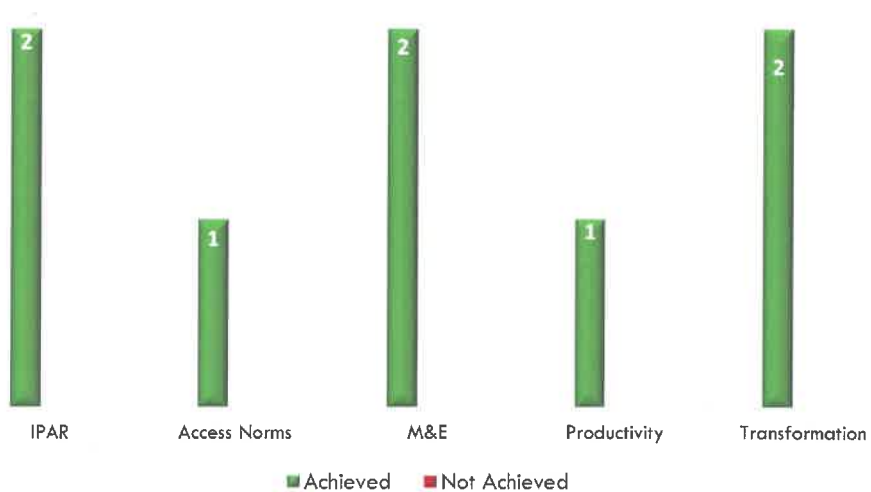
Sub - Programme		Corporate Communication and Technology Management		
Annual Target	Submit quarterly reports on the implementation of the Communication plan to EXCO			
3rd Quarter Target (8)	Reported Performance	Audited Performance Rating	Reasons for the Variance	Action to address the non-achievement of the 3rd Quarter Target
3 rd quarter report on the implementation of Communication Campaigns compiled and submitted to the Executive Committee	The 3 rd quarter report on the implementation of Communication Campaigns was compiled and submitted to the Deputy Director- General: Corporate Services	Not Achieved	The report was not submitted to the Executive Committee on time	The report has since been submitted to the Executive Committee

3.2 PROGRAMME 2: RESEARCH AND POLICY ANALYSIS



■ Achieved ■ Not Achieved

3.2.1 Performance Per Sub-Programme/Chief Directorate

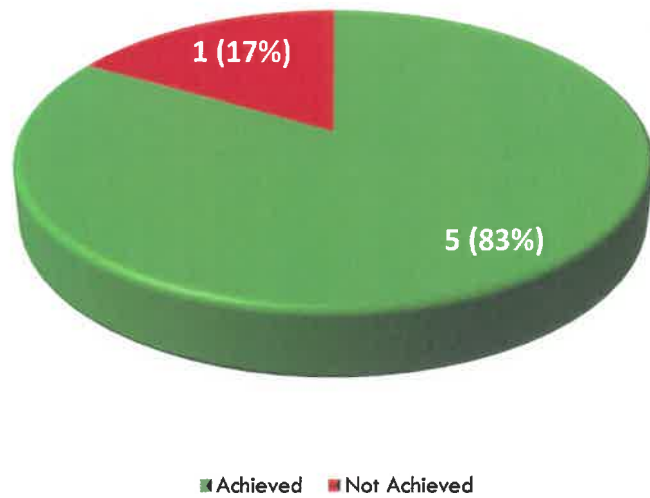


3.2.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (8 OUT OF 8 TARGETS)

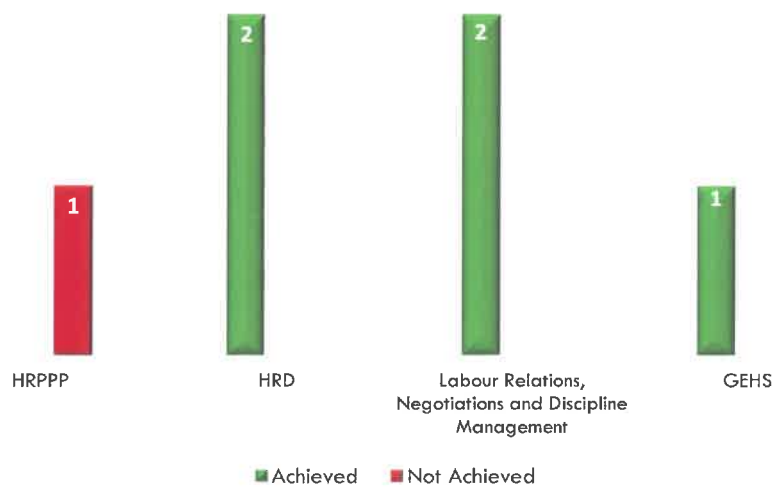
Sub - Programme		Integrated Public Administration Reform
Annual Target	Conduct research to support and inform the design of the draft regulations for identified section of the Public Administration Management Act (2014)	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
Research to support the development of next set of regulations (proclamation 2) for local government and the public service continued	Research to support the development of next set of regulations has been conducted and a draft research document is being compiled	Achieved
Annual Target	Compile report on the appropriate institutional model for the co-ordination of the Thusong Service Centres and submit to the Minister for approval to submit to Cabinet	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
Subject to Minister's approval; Consultation on the recommendations continued	Consultations took place with Cabinet and the Department of Cooperative Governance during October and November 2016. In December 2016, letters were also sent to the Minister of Cooperative Governance and Traditional Affairs, Minister of Finance and the Minister of Public Works	Achieved
Sub - Programme		Access Norms and Mechanisms
Annual Target	Produce research report on an alternative service delivery model for the Thusong Service Centres cluster departments of Home Affairs, Labour, SASSA and SAPS	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
Draft Proposed alternative delivery model for Thusong Service Centres consulted on with the departments of Home Affairs, Labour, SASSA and SAPS	The draft Proposed alternative delivery model for Thusong Service Centres consulted on with the departments of Home Affairs, Labour, SASSA and SAPS	Achieved
Sub - Programme		Monitoring and Evaluation
Annual Target	Assess the current status quo in relation to how departments (one national department and two provinces) are implementing existing Public Administration Norms and Standards in the areas of Performance Management, HR Planning and Human Resource Development and compile a report	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
Assessment of the current status quo in relation to how departments (one national department and two provinces) are implementing existing Public Administration Norms and Standards in the areas of Performance Management, HR Planning and Human Resource commenced	A draft report on the commencement of the assessment in relation to current status quo on the implementation of public administration norms and standards (PMDS, HRD and HR Planning in the selected departments of the two provincial administration of the Eastern Cape and Northern Cape, as well as the National Department of Public Works	Achieved

Sub - Programme		Productivity and Efficiency Studies
Annual Target	Apply the Draft Public Service Productivity measurement tool in a further 2 selected service departments, refine the tools and submit final for approval	
3rd Quarter Target (5)	Audited Reported Performance	Audited Performance Rating
Case studies and lessons learnt from the application of the Draft Public Service Productivity Measurement Tool in the 2 service departments compiled	Productivity Assessments in two departments (Limpopo Social Development as well as Rural Development & Land Reform) have been conducted as per the Draft Public Service Productivity Measurement Tool and case studies have been compiled	Achieved
Sub - Programme		Monitoring and Evaluation
Annual Target	Refine the current Public Administration OFA tool and submit for approval	
3rd Quarter Target (6)	Audited Reported Performance	Audited Performance Rating
1 st draft of the re-designed Public Administration OFA tool consulted on with national and provincial departments	The 1 st draft of the re-designed Public Administration OFA tool has been consulted on with national and provincial departments at dedicated workshops in Free State, KwaZulu-Natal and 2 Organisational Design and Job Evaluation Forum meetings	Achieved
Sub - Programme		Transformation Policies and Programmes
Annual Target	Monitor and report on the progress made by the Public Service with regards to the provision of reasonable accommodation and assistive devices and on meeting of the Public Service Equity Targets (2% disability and 50% women in SMS)	
3rd Quarter Target (7)	Audited Reported Performance	Audited Performance Rating
Draft report on the provision of reasonable accommodation and assistive devices compiled	The draft report on the provision of reasonable accommodation and assistive devices was compiled	Achieved
3rd Quarter Target (8)	Audited Reported Performance	Audited Performance Rating
Final report on the meeting of equity targets by national and provincial departments submitted to the Minister	The final report on the meeting of equity targets by national and provincial departments was submitted to the Minister in October 2016	Achieved

3.3 PROGRAMME 3: LABOUR RELATIONS AND HUMAN RESOURCE MANAGEMENT



3.3.1 Performance Per Sub-Programme/Chief Directorate



3.3.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (5 OUT OF 6 TARGETS)

Sub - Programme		Human Resource Development
Annual Target	Submit the proposed Model for Public Service Graduate Recruitment Scheme model for approval to pilot in the selected 5 departments from 2017	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
Proposed Model consulted on with the G&A Cluster	The proposed Model was presented to the G&A Working Session during the 2 nd quarter (September 2016)	Achieved
Annual Target	Conduct workshops to support departments in appointing 20 000 youths into learnership, internship and artisan programmes within the Public Service	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
Workshop conducted to provide support to departments in appointing youths into learnership, internship and artisan programmes	Workshops were conducted in Limpopo, Northern Cape, Mpumalanga and Eastern Cape during November, and December 2016 to provide support to departments in appointing youths into learnership, internship and artisan programmes	Achieved
Sub - Programme		Labour Relations, Negotiations and Discipline Management
Annual Target	Monitor the average number of days taken to resolve disciplinary cases by all national and provincial departments and submit quarterly reports to the Minister for the Public Service and Administration	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
2 nd quarter report on the management of disciplinary cases within the Public Service compiled for submission to the Minister for Public Service and Administration	The 2 nd quarter report on the management of disciplinary cases within the Public Service compiled for submission to the Minister for Public Service and Administration	Achieved
Annual Target	Monitor the implementation of the Public Service Co-ordinating Bargaining Council (PSCBC) resolutions by departments and submit quarterly reports to the Minister	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
3 rd quarter report on the implementation of the PSCBC Resolutions submitted to the Minister	The 3 rd quarter report on the implementation of the PSCBC Resolutions submitted to the Minister	Achieved
Sub - Programme		Government's Housing Scheme
Annual Target	Submit 4 quarterly reports on the implementation of the Government Employee Housing Scheme (GEHS) to the Minister	
3rd Quarter Target (5)	Audited Reported Performance	Audited Performance Rating
3 rd quarter report on the implementation of the GEHS submitted to the Minister	The 3 rd quarter report on the implementation of the GEHS submitted to the Minister	Achieved

3.3.3 DETAILS OF 3RD QUARTER TARGETS THAT WERE NOT ACHIEVED (1 OUT OF 6 TARGETS)

Sub - Programme				
Human Resource Planning, Performance and Practices				
Annual Target	Revise the current Senior Management Service PMDS and submit for approval Subject to approval; issue the approved Revised PMDS for implementation			
3rd Quarter Target (6)	Reported Performance	Audited Performance Rating	Reasons for the Variance	Action to address the non-achievement of the 2nd Quarter Target
Final Revised Senior Management Service PMDS developed and submitted for approval	The draft revised PMDS for SMS developed. Since the PMDS for SMS has been developed on the same architecture of that of the PMDS for HODs, the submission to obtain the Minister's approval had been kept in abeyance until Cabinet approval for the PMDS for HODs has been obtained	Not Achieved	The draft PMDS for SMS and the supporting documents have been developed but have not been submitted for approval, as we await Cabinet's approval for the PMDS for HODs	The decision was taken to consult the Presidency again on the Cabinet Memorandum and the revised PMDS for HODs. In December 2016, the Director-General of DPSA wrote to the Director-General in the Presidency and requested his comments/concurrence on recommendation in the Cabinet Memorandum. Once Cabinet approval has been obtained, the Minister for Public Service and Administration will be approached to approve the PMDS for SMS

3.4 PROGRAMME 4: GOVERNMENT'S CHIEF INFORMATION OFFICER (GCIO)



■ Achieved

3.4.1 Performance Per Sub-Programme/Chief Directorate



■ Achieved

3.4.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (4 OUT OF 4 TARGETS)

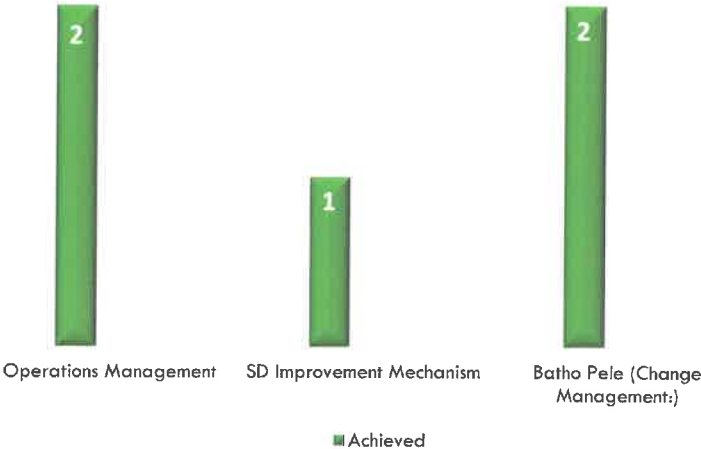
Sub - Programme		e-Enablement
Annual Target	Develop e-Enablement value propositions for the remaining 2 prioritised services of the Department of Health and SAPS for endorsement by these department	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
Relevant department consulted on the proposed e-Enablement value propositions	Consultation meeting was held with the SAPS on 25 November 2016	Achieved
Sub - Programme		IT Stakeholder Management
Annual Target	Monitor and report on the improvements made by national and provincial departments in managing technology obsolescence through the implementation of the developed mechanisms	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
Report on the improvements made by departments in managing technology obsolescence compiled	The report on the Information Communication Technology (ICT) Obsolescence on the improvements made by departments in managing technology obsolescence was compiled	Achieved
Sub - Programme		IT Service Management
Annual Target	Issue ICT Cost Management Guidelines to National and Provincial departments and conduct workshops to support departments with the implementation of the guidelines	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
Workshops conducted with departments to support the implementation of the ICT cost management Guidelines	Workshop was held on 28 November 2016 to guide the departments on the implementation of the new transversal contracts for IT desktops, laptops, mobile devices and IT Peripherals	Achieved
Sub - Programme		IT Risk Management
Annual Target	Issue the ICT security guidelines and provide support to all national and provincial departments on the implementation of the Guidelines	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
Workshops convened to support departments with the implementation of the Guidelines	Workshop on ICT Security Access and Incident Management Sub-guidelines was held on 9 November 2016	Achieved

3.5 PROGRAMME 5: SERVICE DELIVERY SUPPORT



■ Achieved

3.5.1 Performance Per Sub-Programme/Chief Directorate



■ Achieved

3.5.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (5 OUT OF 5 TARGETS)

Sub - Programme		Operations Management
Annual Target	Support 3 prioritised departments to map Business Processes for their selected services	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
Current Business processes of the for 3 prioritised departments analysed and assistance given with the implementation of improved business processes	The current business processes of the 3 prioritised departments analysed and workshops were held with the departments of Mineral Resources, Trade and Industry and Health to assess their current business processes. Assistance was provided for improvements that have been identified for implementation	Achieved
Annual Target	Support three (3) prioritised departments to develop Standard Operating Procedures	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
Standard Operating Procedures for the 3 prioritised departments developed	<p>The following SOPS were developed based on the improved business processes for the three priority departments:</p> <ul style="list-style-type: none"> • Application for Mining Rights, Application for Prospecting Rights and Application for Mining Permit for the Department of Mineral Resources (DMR) • Roadside Alcohol Testing, Screening of unknown drugs and screening of unknown pesticides for the Department of Health (DoH) • Application for Liquor licence, Call Centre Enquiries and Black Industrialist Scheme for the Department of Trade and Industry (DTI) 	Achieved
Sub - Programme		Service Delivery Support Programmes and Service Centres (Thusong)
Annual Target	Establish baseline data for the improvement of service delivery turnaround times in the three (3) departments	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
Establishment of the baseline data for turnaround times for the 3 departments of Trade continued	<p>The baseline data for the following services were established:</p> <ul style="list-style-type: none"> • Mining Rights and Prospecting rights for the DMR • Roadside Alcohol Testing, Screening of unknown drugs and screening of unknown pesticides for the DoH • Application for Liquor licence, call centre enquiries and Black Industrialist Scheme for the DTI 	Achieved
Sub - Programme		Complaints and Change Management (Batho Pele)
Annual Target	Support the 6 prioritised service departments to improve the quality and implementation of the Service Delivery Improvement Plans (SDIPs)	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
Support provided to a further 2 of the 6 service departments to improve the quality and implementation of SDIPs	<p>Support was provided to the following 2 prioritised departments:</p> <ul style="list-style-type: none"> • KwaZulu-Natal Economic Development • Gauteng Treasury 	Achieved

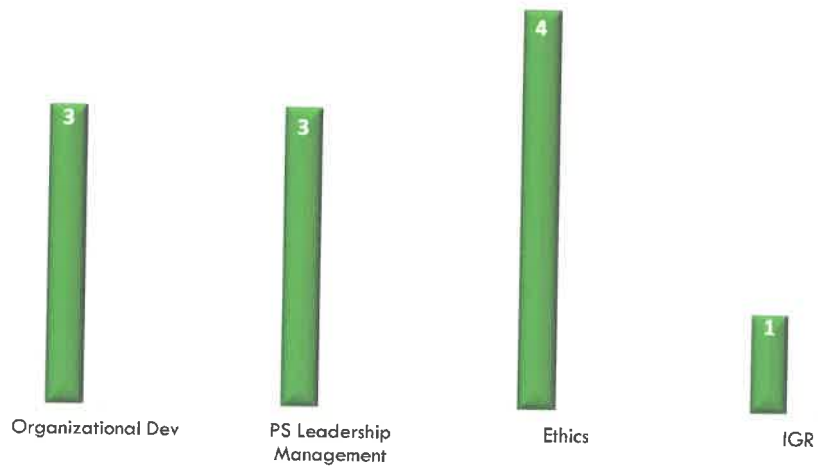
Annual Target	Support 3 prioritised service departments to communicate the Batho Pele standards to the users of their services and monitor and report on the implementation of the standards	
3rd Quarter Target (5)	Audited Reported Performance	Audited Performance Rating
2 nd department supported through workshops with the communication and monitoring of its Batho Pele standards	The Department of Health was supported in implementing their six Health Standards by visiting four health service sites	Achieved

3.6 PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION



■ Achieved

3.6.1 Performance Per Sub-Programme/Chief Directorate



■ Achieved

3.6.2 DETAILS OF ACHIEVED 3RD QUARTER TARGETS (11 OUT OF 11 TARGETS)

Sub - Programme		Organizational Design and Macro Organising
Annual Target	Guidelines to clarify administrative roles and responsibilities when developing operational policy submitted for approval	
3rd Quarter Target (1)	Audited Reported Performance	Audited Performance Rating
Guidelines to clarify administrative roles and responsibilities when developing operational policy finalised	The Guide was finalised and consulted at the G&A Working Group meeting of 24 November 2016 for final amendments before submission for approval in the 4 th quarter	Achieved
Annual Target	Monitor and report on improved adherence by national and provincial departments to the Directive on Public Administration and Management Delegations as measured by MPAT	
3rd Quarter Target (2)	Audited Reported Performance	Audited Performance Rating
Moderation of the performance standards in the 2015 MPAT conducted	The moderation of the performance standards in the 2015 MPAT was conducted. Delegation standards (together with all other MPAT performance standards) were workshopped by the DPME with DPMSA policy owners and where necessary, revised performance standards included in the MPAT 2016 revised standards In respect of delegations, the performance standards remained unchanged so as to assess against the 2015 benchmark. Confirmation in this regard was submitted to DPME	Achieved
Annual Target	Conduct workshops to support selected departments with the implementation of the Guidelines to clarify administrative roles and responsibilities when developing operational policy	
3rd Quarter Target (3)	Audited Reported Performance	Audited Performance Rating
3 Provincial workshops conducted to support the implementation of the Guidelines to clarify administrative roles and responsibilities when developing operational policy	The draft Guide was presented and made available to all departments as part of the capacity building workshops that were conducted during August and September 2016 on the Directive on delegations. The Guide was consulted at the G&A Working Group meeting of 24 November 2016 The Toolkit in the Guide was piloted on the leave policy of the Northern Cape Office of the Premier	Achieved
Sub - Programme		Public Service Leadership Management
Annual Target	Subject to approval; Pilot mechanisms to facilitate on-the-job mentoring for newly appointed senior managers in 4 selected departments and submit a report to the Minister	
3rd Quarter Target (4)	Audited Reported Performance	Audited Performance Rating
Support provided to the identified 4 pilot departments in facilitating on the job mentoring for newly appointed senior managers	Engagement meetings and workshop held with the 4 pilot departments to support them on the implementation of the Guideline on Mentoring and peer support mechanisms for senior managers, and also to review progress made by these departments	Achieved

Annual Target	Review the current exercises linked to the SMS competency assessment, develop revised exercises which include an appropriate instrument to measure Emotional Intelligence and submit for approval	
3rd Quarter Target (5)	Audited Reported Performance	Audited Performance Rating
Review of current exercises and development of exercises for competency assessment commenced	The process of reviewing the current competency exercises and the development of parallel exercises has commenced	Achieved
Annual Target	Submit a statistical fact sheet on the average time spent by HODs in a post	
3rd Quarter Target (6)	Audited Reported Performance	Audited Performance Rating
Statistical fact sheet on the average time average time spent by HODs in a post complied and submitted	The report on average time spent by HoDs in a post was approved by MPSA	Achieved
Sub - Programme	Intergovernmental Government Relations	
Annual Target	Support 5 departments to strengthen their internal Human Resources Capacity	
3rd Quarter Target (7)	Audited Reported Performance	Audited Performance Rating
Pilot of the Strategy on the Provision of Targeted Support on Human Resources (HR) in 5 departments commenced	The Strategy on the Provision of Targeted Support on HR was piloted in the five departments	Achieved
Sub - Programme	Ethics and Integrity Management	
Annual Target	Issue directive on other designated categories of employees to submit financial disclosure forms	
3rd Quarter Target (8)	Audited Reported Performance	Audited Performance Rating
Directive on other designated categories of employees to submit financial disclosure forms submitted for approval	A Cabinet Memorandum has been drafted	Achieved
Annual Target	Monitor and report on implementation of electronic submission of financial disclosure forms	
3rd Quarter Target (9)	Audited Reported Performance	Audited Performance Rating
Data on the submission of Financial Disclosure Forms collected from the E-Disclosure System	The report on the performance of other remunerative work by members of the SMS compiled	Achieved

Annual Target	Conduct 10 workshops with departments to support the implementation of the Directive on Other Remunerative Work to prohibit public servants from doing business with the state	
3rd Quarter Target (10)	Audited Reported Performance	Audited Performance Rating
3 workshops conducted to provide implementation support to departments on the implementation of the Directive on Other Remunerative	13 workshops were conducted (with 9 provinces as well as 3 in house workshops which was attended by various national departments and other stakeholders). Furthermore a workshop was also held for NSG	Achieved
Annual Target	Analyse whistle blowing in the Public Service and submit an analysis report	
3rd Quarter Target (11)	Audited Reported Performance	Audited Performance Rating
Draft report on whistle blowing in the Public Service compiled	The draft report on whistle blowing in the Public Service was compiled and submitted	Achieved