



PUBLIC SERVICE COMMISSION
ANNUAL PERFORMANCE PLAN
FOR THE
2019/20 FINANCIAL YEAR

JUNE 2019

FOREWORD



I am honoured to submit the Public Service Commission's (PSC's) Annual Performance Plan for the 2019/20 financial year.

The Plan provides an overview of the PSC's budget for the 2019/20 financial year and the Medium Term Expenditure Framework estimates. The Plan also provides the annual targets for the PSC's strategic objectives as set out in its Strategic Plan for the fiscal years 2015/16 – 2019/20.

In preparation for its planning for the 2019/20 financial year, the PSC held its Strategic Planning Sessions in June and July 2018 under the theme ***“Renewal and Revitalisation of the Public Service Commission to meet the challenges of the Public Service Commission's Constitutional Mandate and the New Dawn”***. The objectives of the Strategic Planning Sessions were to:

- Consolidate and take stock of the activities of the PSC over the 2014-2019 Medium Term Strategic Framework
- Align the work of the PSC through use of the Logic Model in preparation for the next term (2020/21-2025/26)
- Identify impact-driven flagship projects for implementation in the 2019/20 financial year
- Reflect on the support role of the PSC in preparation for the new administration

All the flagship projects identified are aimed at increasing the PSC's visibility and improving its impact. The PSC is fully committed to ensuring that this Plan is implemented.

A handwritten signature in black ink, appearing to read 'Rizani', written in a cursive style.

RK SIZANI
CHAIRPERSON: PUBLIC SERVICE COMMISSION

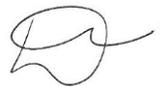
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Office of the Public Service Commission under the guidance of Advocate Sizani, the Chairperson of the PSC;
- was prepared in line with the 2015/16 – 2019/20 PSC Strategic Plan; and
- accurately reflects the performance targets which the PSC will endeavour to achieve given the resources made available in the budget for the 2019/20 financial year.



Mr Zweli Momeka
Acting Chief Financial Officer



Ms Fienie Viviers
Chief Director: Public Service Commission Support



Dr Dovhani Mamphiswana
Accounting Officer



RK SIZANI
CHAIRPERSON: PUBLIC SERVICE COMMISSION
Executive Authority

CONTENTS

- PART A: STRATEGIC OVERVIEW 1**
- 1. UPDATED SITUATIONAL ANALYSIS.....2**
- 1.1 PERFORMANCE DELIVERY ENVIRONMENT.....2
- 1.2 ORGANISATIONAL ENVIRONMENT3
- 1.3 DESCRIPTION OF THE STRATEGIC PLANNING PROCESSES7
- 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES9**
- 3. OVERVIEW OF THE 2019/20 BUDGET AND MTEF ESTIMATES10**
- 3.1 EXPENDITURE ESTIMATES.....10
- PART B: PROGRAMME AND SUB-PROGRAMME PLANS 12**
- 4. PROGRAMME 1: ADMINISTRATION13**
- 4.1 STRATEGIC OBJECTIVE ANNUAL TARGETS.....14
- 4.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS.....14
- 4.3 QUARTERLY TARGETS15
- 5. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES16**
- 5. STRATEGIC OBJECTIVE ANNUAL TARGETS.....17
- 5.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS.....17
- 5.3 QUARTERLY TARGETS18
- 6. PROGRAMME 3: MONITORING AND EVALUATION19**
- 6.1 STRATEGIC OBJECTIVE ANNUAL TARGETS.....20
- 6.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS.....20
- 6.3 QUARTERLY TARGETS20
- 7. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION21**
- 7.1 STRATEGIC OBJECTIVE ANNUAL TARGETS.....22
- 7.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS.....22
- 7.3 QUARTERLY TARGETS23
- 8. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF 25**
- 8.1 PROGRAMME 1: ADMINISTRATION25
- 8.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES25
- 8.3 PROGRAMME 3: MONITORING AND EVALUATION.....26
- 8.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION.....26
- PART C: LINKS TO OTHER PLANS..... 28**
- 9. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS.....29
- 10. CONDITIONAL GRANTS.....29
- 11. PUBLIC ENTITIES.....29
- 12. PUBLIC-PRIVATE PARTNERSHIPS.....29
- APPENDIX A: TECHNICAL INDICATOR DESCRIPTIONS FOR THE 2019/20 FINANCIAL YEAR 30**
- APPENDIX B: ADJUSTMENTS TO OPSC’S STRATEGIC PLAN (2015/16-2019/20)..... 42**



PART A:

STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

The situational analysis reflected in the Public Service Commission's (PSC) Strategic Plan for the 2015/16 - 2019/20 financial years provided the strategic direction and the basis for the updated situational analysis in this Annual Performance Plan (APP). The PSC's Strategic Planning Sessions that were held in June and July 2018 also assisted in this regard, wherein key strategic issues that have a bearing on the development-oriented Public Service were identified and priorities outlined.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

During the State of the Nation Address (SONA) the President indicated that the rising inequality in South Africa was one of the serious challenges that can create social strife, and also promote "us and them" if not attended to. It is imperative that the Constitutional values are abided by and to know that South Africa belongs to all who live in it. There is a need to change the mind set of individuals and to realise that although we have different histories, languages, cultures, experiences, views and interests we are bound by common destiny.

There has been large scale dissatisfaction with access to social services resulting in social instability and service delivery protests from citizens. This has also led to government structures being vandalised. A lot of funds will be needed in order to reconstruct the vandalised structures and this will cause serious burden on the budget.

During the Public Service Month in September 2018, the PSC launched the Constitutional Values and Principles (CVPs) throughout the country under the theme: "*Building a Value-Driven Public Service through Ethical Leadership for Service Delivery*". The PSC will continue with its work to improve the understanding of the CVPs amongst Public Servants and the general public; and promote the institutionalisation of the CVPs in public servants daily activities with the view of changing behaviour. The CVPs are central to building a capable and developmental state. It is through CVPs that a value-based Public Service, which is responsive to the needs of the citizens, is built.

The PSC recognises that the 2019 National Elections may cause disruptions in the work of government for various reasons, including possible changes in the Executive / Government. It accordingly has a significant role to play in terms of ensuring that there is continuity in terms of the programmes of government during the transitional period. There is also a need to provide support during the post-election period to the newly elected Executive Authorities (EAs) as well as to Heads of Departments (HoDs) and for the PSC to undertake strategic engagements with EAs, HoDs and employees in departments to promote Public Service stability and continuity prior to, during and after the change of administration.

The South African economy has been affected by the global economic meltdown as well as corruption, maladministration and non-compliance with prescripts. These have resulted in government resources being compromised. All these factors have led to constrained budget allocations for departments, including the PSC due to cost saving measures that were

implemented by government. Cabinet has made a commitment to maintain a sustainable fiscal framework as well as addressing the R40 billion budget deficit gap that has been identified in the country by applying expenditure reduction and revenue enhancing measures.

The escalating Wage Bill remains a challenge in the Public Service. The ceiling on the compensation of employees that was put by government means that the Public Service must execute its mandate with less staff, thus requiring innovative ways of carrying its mandate without compromising accountability and responsibilities in discharging its duties. As indicated by the President in the 2018 State of the Nation Address, the macro-organization and the reconfiguration of the state would receive attention, so as to ensure that it is optimally suited to meet the needs of the people and ensure the most efficient allocation of public resources.

1.2 ORGANISATIONAL ENVIRONMENT

1.2.1 Capacity constraints

The diminishing growth of the PSC's budget poses challenges to the PSC in executing its mandate. As such, the PSC's finances are unsustainable as the PSC's establishment is too expensive for its budget and will become more so as salaries rise and continued growth in spending on accommodation costs squeezes out other spending in the Goods and Services (G&S) budget.

The budget for the PSC, including changes effected through the Adjustments Budget, has increased from R162 million in 2012/13 to R248 million in 2017/18, an average annual increase of about 8.9%. The same is true for expenditure, changes of which are an almost perfect match of changes in the Adjusted Budget. About 45% of the total increase in the budget can be explained by the single annual increase in spending between 2012 and 2013, and after that date, annual increases in the budget have averaged only 5.3% a year. Critically, between 2014 (R226m) and 2016 (229m). This is a fact of enormous significance, especially when one considers what has occurred in the budget for (and spending on) the Compensation of Employees (**CoE**).

Unlike the budget as a whole, budgets allocated to compensation have been adjusted significantly in the course of every year, with an average reduction in compensation spending of over 8% a year when final spending is compared to the original budget, with significant changes effected through the Adjustments Budget and by virements effected by the PSC itself. The PSC commenced with a process of abolition of posts in order to accommodate the critical need to generate savings, The abolishment of posts was on the basis of the critical need to generate savings as and when posts become vacant through natural attrition.

The PSC's organizational structure was revised over the past 2 years to generate savings to stay within the cap set by National Treasury (**NT**) on the CoE. National Treasury has acknowledged that the cap was not based on the PSC's structure or CoE inputs. The abolishment of posts has placed a significant burden on certain employees who have had to take on additional tasks. This approach is accordingly not sustainable as it may lead to issues

of low morale, high levels of stress with an adverse impact on health and productivity of officials as well as increased resignations thus feeding into the cycle of less employees subject to greater expectations. This could also lead to the loss of critical skills which would in turn adversely affect outputs.

1.2.2 Impact driven flagship projects

At the Strategic Planning sessions of the PSC held in June and July 2018, the following impact driven flagship projects were identified in response to the priorities articulated in the SONA on the one hand and, the execution of its mandate within the confines of the available resources on the other hand:

(a) Promotion and evaluation of implementation of Constitutional Values and Principles (CVPs)

Section 195 of the Constitution lays down the values and principles that must govern public administration. The PSC has a very specific mandate to promote these values and principles in accordance with section 196(4)(a), and to provide an evaluation of the extent to which the values and principles are complied with, in accordance with section 196(4)(e) of the Constitution.

Through its monitoring and evaluation reports, the PSC has found that, in general, the Public Service follows a mechanistic, rules-driven, compliance and regulatory approach to public administration, to the extent that the 'service' aspect of service delivery lacks care and responsiveness. It may be argued that an indicator of the aforementioned is the high rate of public protests regarding service delivery. Recent serious service delivery failures have led to Commissions of Enquiry (e.g Life Esidimeni) with government not being able to demonstrate adherence to Constitutional values and principles. Both citizens and public servants appear dissatisfied about public administration and the Public Service in general. The emphasis needs to be placed on a value-driven Public Service cognisant of the fact that the regulatory framework exists to enable service and policy impact on society.

The PSC's work in relation to the CVPs has both a promotional and evaluation aspect. The objectives of the promotional aspect of the programme are to engage and promote the internalisation of values and principles in the daily activities of public servants at various levels (such senior management and service delivery sites with the intention of changing behaviours and attitudes) and to build a cohort of public servants that embrace the founding values and the public administration related values and principles. The promotion programme contains messages about what these values and principles mean and what aspects of public administration and behaviour of public servants should change to make the Public Service more values driven. Through promotion in certain departments, such as the Department of Cooperative Governance, and other departments with oversight responsibility over public entities, the PSC seeks to establish strategic partnerships and champions for promotion in local government and the public entities which are not part of the Public Service.

The evaluation aspect of the programme will involve annual evaluations of the performance of departments against the principles in section 195 and will culminate in an annual state of the Public Service report as required by section 196(4)(e) of the Constitution. The objectives of the evaluation programme includes evaluating whether the intention of the public administration values and principles is achieved at an outcome level, that is, whether there is real change in society; to determine how institutional processes can be changed. This is to ensure that the Public Service is values driven and responds to the needs of the people rather than pure mechanistic compliance with rules and regulations. Lastly, to identify systemic public administration issues, which are currently hampering the development of the Public Service, and make recommendations to change key features of the institution of the Public Service. The primary objective of the programme is therefore the transformation of the Public Service to progressively comply with the values and principles governing public administration.

The PSC developed a transversal Monitoring & Evaluation (**M&E**) tool in the late 1990s. The results of the PSC's M&E studies indicated that while departments were generally compliant with rules this had not prevented poor service delivery outcomes. Moreover, the disjuncture between institutional compliance and citizen satisfaction which is cause for concern. The PSC subsequently developed a revised Institutional Evaluation Tool (**the Tool**). The Tool uses the nine public administration principles as a frame and contains qualitative and quantitative performance indicators for each principle. Qualitative and quantitative tools are research methodologies. For instance, a quantitative tool aims to establish whether systems are in place while qualitative tools aim to determine whether the systems are assisting to bring about change. The Tool was developed in 2016 and piloted in three departments in 2017, followed by another nine departments in 2018.

Over the medium term, the PSC will alternate in subsequent years between qualitative and quantitative evaluations, aiming to conduct 100 quantitative evaluations in 2018/19, followed by 12 qualitative evaluations in 2019/20. This will then be followed by another round of quantitative evaluations in 2020/21. The evaluations will target both national and provincial departments.

(b) *An assessment of leadership commitment in promoting professional ethics in the Public Service*

In line with Chapters 13 and 14 of the National Development Plan (**NDP**), which emphasize building a capable and developmental state, and rooting out corruption in government, the PSC will over the medium term place more emphasis on the promotion of professional ethics in the Public Service. Through its scrutiny of compliance with Financial Disclosure Framework, the PSC has observed that there are a number of instances where weak compliance with the Framework is identified and referred to EAs and HoDs for appropriate action. The PSC will therefore examine concrete actions taken by EAs and HoDs to address ethical violations in their respective departments. It will assess the level of leadership commitment to institutionalize ethics and integrity and the PSC will in the second phase over the medium term, design a customized programme to promote ethical leadership in the Public Service.

(c) *Formulation of a strategy to build capacity to deal with the consequences of the reorganisation of the state after the elections in 2019*

Outcome 12 of government's 2014-2019 Medium-Term Strategic Framework advocates for an efficient, effective and development oriented Public Service. In contributing to Outcome 12, the PSC will over the medium term focus on aiming to build capacity in the Public Service. During the election transition period, there will be a need for EAs, HoDs and public servants to maintain, amongst others, a high standard of professional ethics, integrity and accountability. If these principles are not adhered to, there is a high risk of poor service delivery. In its Strategic Planning Session held in June 2018, the PSC identified the need for strategic engagement with EAs, HoDs and public servants in departments to promote Public Service stability and continuity prior to, during and after the change of administration.

The PSC has observed that the periods building up to, during and immediately after elections are often characterized by reduced level of productivity amongst officials due to multiple reasons, including, the diversion of interest to election campaigns and debates, anxiety about possible or actual restructuring and general lack of focus on government's responsibility in ensuring service delivery to the people at all times. The PSC, with this strategic engagement, is attempting to remind departments about their continuous responsibilities during the period of elections, including what to do and not, during a transitional period. It is in this regard that the PSC will formulate a strategy to build capacity in the Public Service to deal with the consequences of the reorganisation of the state after the elections in 2019. The PSC will provide advice and monitor departments on such matters as matching and placing of employees in the Public Service, reskilling of employees and change management processes. In addition, the PSC will also deal with grievances and complaints emanating from the reorganisation process.

(d) *PSC's contribution to the Induction of new Executive Authorities*

In an effort to build better capacity in the Public Service, the PSC will also be involved in the induction process of new executive authorities and HoDs after the 2019 elections. Specifically, the PSC will develop guides that can be utilised in the induction of new executive authorities and HoDs. The PSC will provide advice and monitor departments on such matters as match and place, reskilling of employees and change management processes.

(e) *Leadership stability*

The NDP requires that the Public Service must be meritocratic, professional and career-oriented. Stability in leadership is critical in this regard. The PSC believes that the new administration will strengthen stability at the political-administrative interface which is key to service delivery.

To create stability in the leadership echelon of the Public Service, the PSC is of the view that mechanisms for the appointment of individuals to senior government positions, state owned entities and law enforcement agencies should be strengthened to improve transparency and prevent undue influence amongst others. The PSC will accordingly engage with the Presidency

and Minister of Public Service and Administration with regard to the implementation of the NDP recommendations on the establishment of the Head of Administration. The PSC will furthermore collaborate with the National School of Government, Presidency and Ministry for Public Service and Administration on the induction of EAs and HoDs using the guide on induction of EAs and HoDs that it (PSC) has produced.

(f) *Public Service Performance in South Africa: An Investigative analysis into the performance of selected departments*

After 25 years of South Africa's democracy, performance in the public sector can at best be described as uneven with major service delivery challenges in the areas of health, education, housing and land as well as an increasing lack of accountability, transparency and corporate governance at State Owned Entities. Although the NDP posits that the uneven performance is a result of a number of factors that include the instability in administrative leadership, skill deficits, the erosion of accountability and inadequate staffing, very little research has been conducted on specific departments to identify the actual performance challenges and bottlenecks. The PSC has therefore decided to embark on an investigative analysis into the performance of selected departments in the Public Service. The investigative analysis will be grounded in public management theory, public performance management models and organisational development as a means to determine the human resource performance, skill, capacity and commitment within the relevant department.

The investigative study will focus on the following factors to determine the level of performance of selected departments.

- a. The legal and regulatory framework of a department.
- b. Organisational structure of a department.
- c. The department's responsiveness to the needs of service level beneficiaries.
- d. Human resources in respect of skill, capacity and performance management.
- e. Observations of adherence to the Constitutional Values and Principles.
- f. Leadership

1.3 DESCRIPTION OF THE STRATEGIC PLANNING PROCESSES

The PSC held its Strategic Planning Session from 19 – 21 June 2018 and 3- 4 July 2018 under the theme: *“Renewal and Revitalisation of the Public Service Commission to meet the challenges of the Public Service Commission's Constitutional Mandate and the New Dawn”*.

The objectives of the Strategic Planning Session were as follows:

- a) To strengthen the institutional performance of the PSC as a Constitutional Body through advice from the Government Technical Advisory Centre (GTAC) Team.
- b) To discuss the PSC Amendment Bill and the analysis of the legislative mandate of the PSC.
- c) To strengthen the role of the PSC as a Constitutional Body within the new societal priorities, i.e. the “New Dawn”.

- d) To conduct an internal and external environmental scan.
- e) To identify flag-ship projects for the 2019/20 financial year and beyond, aligned to the PSC's mandate and the internal and external environment.

Prof S Sangweni, former Chairperson of the PSC, attended the Strategic Planning Session as a guest of the PSC and provided a reflection of the Public Service. He based his presentation on the "January 8 Statement" of the ruling party as well as the President's **SONA**.

An Operational Planning Session was subsequently held from 14 to 15 August 2018. The purpose of the Session was:

- a) To provide strategic context to the 2019 planning environment & bring to the attention of management key issues emanating from the PSC's 2018 Strategic Planning Session.
- b) To provide context to PSC's current budgeting and planning practices, challenges and areas of improvements.
- c) To review the PSC's outcome-oriented strategic goals and strategic objectives.
- d) To develop the logic model by mapping processes, key activities and outputs to outcomes and impact.
- e) To present on the agreed key activities for alignment to the PSC's projects for 2019/20 financial year and beyond.

Project proposals for the PSC's projects for 2019/20 were subsequently developed and submitted to the November 2018 Plenary of the PSC. The Technical Indicator Descriptions were also refined after engagement with the Auditor-General in order to ensure that they comply with the "SMART" principle and to assist with a better understanding of the business processes of the PSC.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

2.1 PSC AMENDMENT BILL OF 2015 [B21- 2015]

The purpose of the Bill is to amend the Public Service Commission Act, 1997, so as to clarify the procedure with regard to the renewal of term of office of a commissioner; to provide for a commissioner to act as the chairperson when both the chairperson and deputy chairperson are absent or for any reason unable to act as chairperson, and to provide for matters connected therewith.

The Public Service Commission Bill was adopted by the National Assembly on 19 March 2019. The President has to assent to the Bill where after it will be published and will take effect on the date of publication.

2.2 INSTITUTIONAL PRACTICE REVIEW

The PSC has conducted an Institutional Practice Review in respect of the efficacy, desirability and legal compatibility of an independent constitutional institution being supported by a Public Service department. The need for the Review emanated from discussions by the PSC which revealed that the PSC and other important stakeholders are of the view that the independence of the PSC is not best served by the Office of the Public Service Commission (**OPSC**) being a Public Service department.

The PSC therefore explored models, outside the Public Service department, that will provide clear direction and a legal foundation for the demarcation of roles and responsibilities in respect of the PSC and the OPSC, and the definition of accountability lines. Benchmarking studies both nationally and internationally has been undertaken and various stakeholders, including Institutions Supporting Democracy, Office of Institutions Supporting Democracy in the Speaker's Office, Government Employees Pension Fund, National Treasury and the Department of Public Service and Administration were consulted.

The PSC intends proposing the repeal of the PSC Act, 1997, to regulate the PSC in accordance with the provisions of section 196 of the Constitution; and to provide for matters incidental thereto. The latter include:

- (a) Addressing the question of the definition of the Public Service in the Public Service Act and the Constitution and the possible extension of the PSC's mandate to local government and public entities.
- (c) The PSC's independence being compromised by the OPSC being a national department.
- (d) The compromised independence due to the determination of the remuneration and benefits of Commissioners by the President.
- (e) The issuing of PSC recommendations and the status of these recommendations.

3. OVERVIEW OF THE 2019/20 BUDGET AND MTEF ESTIMATES

3.1 EXPENDITURE ESTIMATES

Programme	Audited outcomes			Adjusted appropriation 2018/19	Medium-term expenditure estimates		
	R million	2015/16	2016/17		2017/18	2019/20	2020/21
Administration	106 179	120 900	120 900	124 822	130 520	138 967	147 469
Leadership and Management Practices	37 428	41 235	41 235	44 682	46 493	49 965	53 175
Monitoring and Evaluation	34 255	32 552	32 552	39 716	41 853	44 936	47 819
Integrity and Anti-Corruption	51 177	48 077	48 077	55 179	59 363	63 759	67 867
Total	229 039	242 764	242 764	264 399	278 229	297 627	316 330
Current payments	226 611	225 648	240 787	263 103	272 887	291 991	310 401
Compensation of employees	167 108	172 696	183 188	200 711	212 866	208 137	228 871
Goods and services	59 503	52 952	57 599	62 392	60 021	63 120	66 655
Transfer and subsidies	835	758	984	307	1 420	1 498	1 576
Payments for capital assets	1 848	2 586	993	989	3 922	4 138	4 353
Payments for financial assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	229 039	242 764	242 764	264 399	278 229	297 627	316 330

The baseline allocations for the PSC over the Medium Term Expenditure Framework (MTEF) period is R278.2 million, R297.6 million and R316.3 million respectively. Out of this budget, R212.9 million, R208.1 million and R228.9 million is allocated to CoE. Since the PSC is primarily a knowledge-based institution and furthermore does not outsource its functions, the relatively high percentage of the budget applied to CoE is believed to be justified. The MTEF baseline budget allocated for Goods & Services over the MTEF period is R60.0 million, R63.1 million and R66.7 million respectively.

Out of this budget for Goods and Services, 97% is for mandatory and operational costs whilst 3% is for the implementation of the mandate of the PSC over the MTEF period.

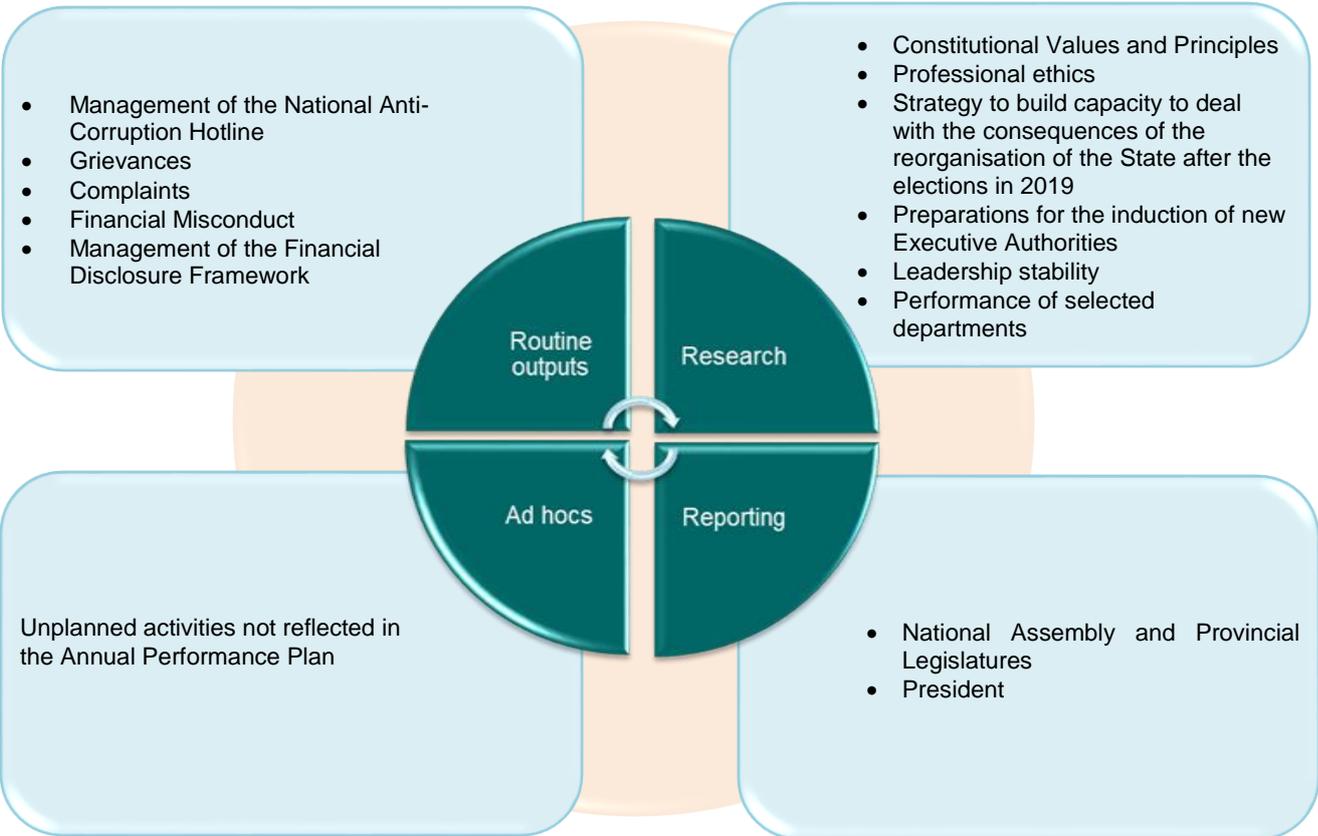
The budget for operational costs is high as the budget provides for National, Parliamentary and 9 Provincial offices, i.e. 11 offices. The 9 Provincial Offices supports the provincially-based Commissioners, appointed in terms of section 196(7)(b) of the Constitution, 1996, with an average staff complement of 9 employees each.

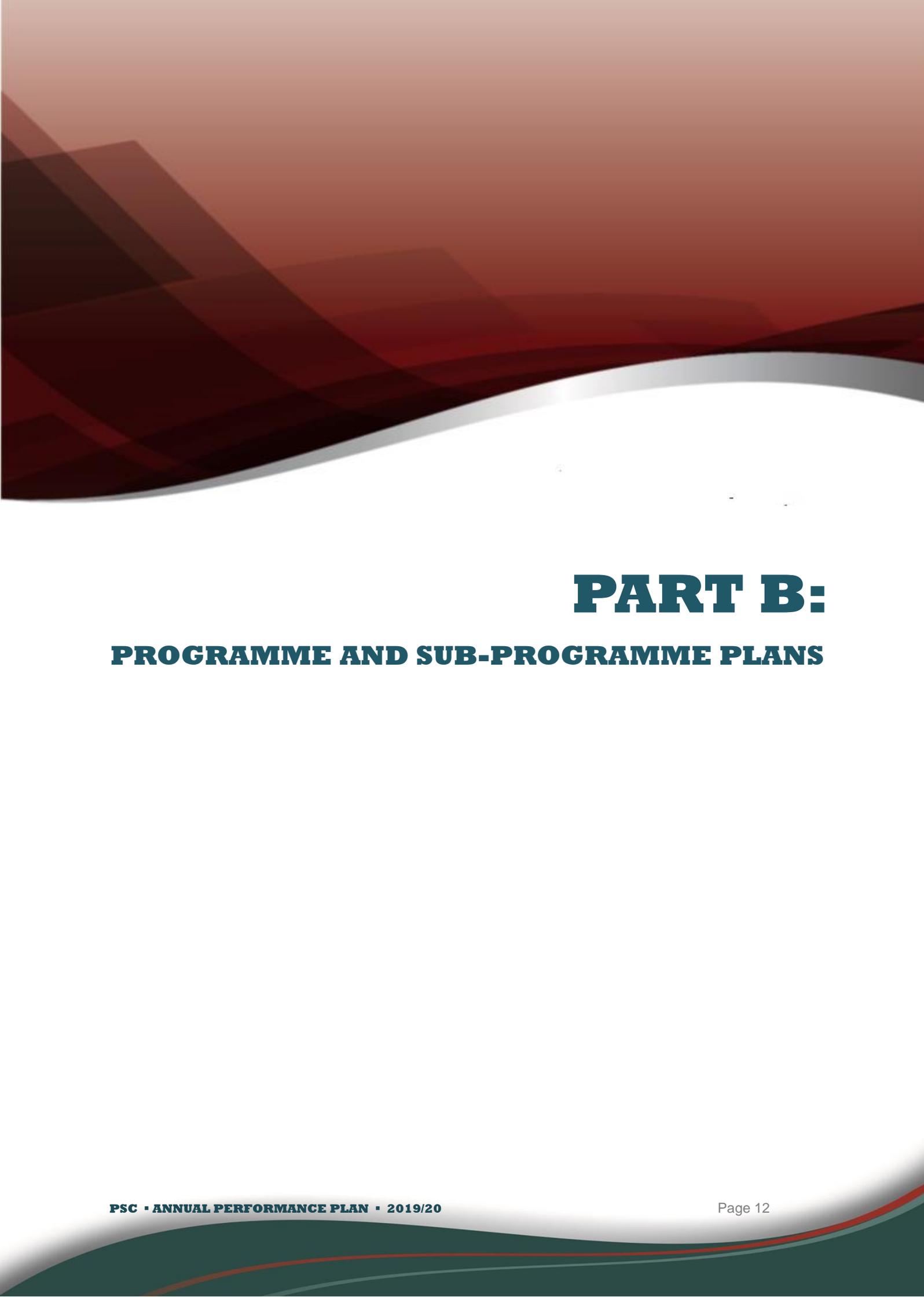
3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

The PSC is a knowledge-based organisation and does not outsource its work. The bulk of the PSC's spending is on compensation of employees across all programmes. Over the MTEF period, spending on compensation of employees and goods and services will decrease significantly due to the impact of fiscal constraints.

During the MTEF cycle, National Treasury implemented headcount management strategies and PSC's personnel budget ceiling was reduced by an average of R5 million for each financial year. This action immediately created budget shortfalls starting from the 2017 financial year and throughout the outer years and the PSC had to abolish non-critical posts as and when they became vacant. In order to mitigate the risk emanating from the approach followed, the PSC will undertake a diagnostic of its Macro Service Delivery Model and associated challenges, as well as an audit of available human resource skills.

The PSC will continue to ensure that its mandate is achieved through its programmes. Given the available resources, the PSC's focus will be on the following:





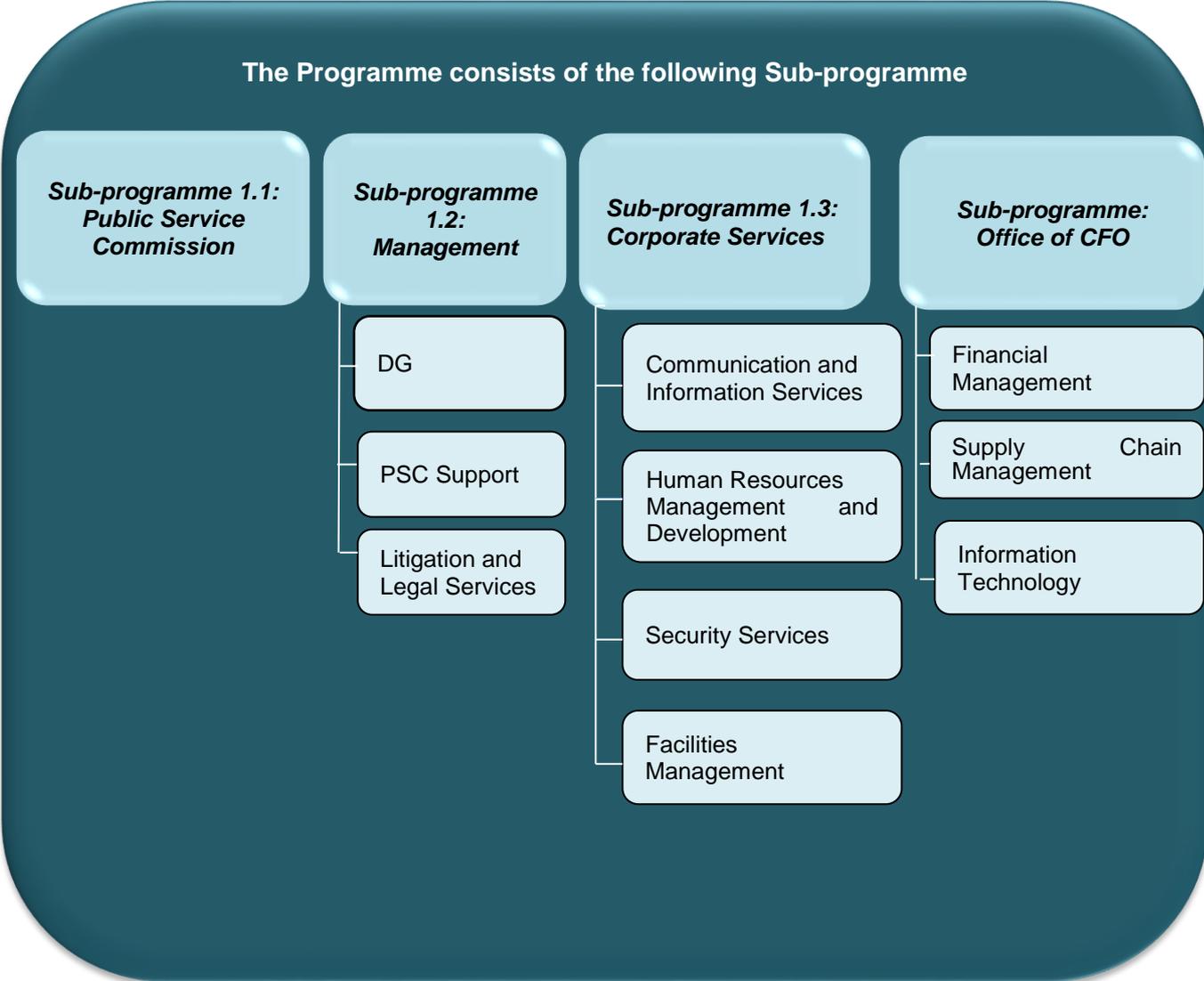
PART B:

PROGRAMME AND SUB-PROGRAMME PLANS

4. PROGRAMME 1: ADMINISTRATION

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

A new sub-programme “Office of the CFO” was created resulting in the functions for Financial Management, Supply Chain Management and Information Technology being moved from Corporate Services to the sub-programme: Office of the CFO for 2019/20 financial year.



4.1 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Objective	5 Year Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Provide strategic direction to the PSC	Annual review of the Strategic Plan and Annual Performance Plan	Strategic Plan for 2015/16 – 2019/20 approved Annual Performance Plan for 2015/16 financial year approved	Annual Performance Plan for 2017/18 financial year approved	Annual Performance Plan for 2018/19 financial year approved	Annual Performance Plan for 2019/20 financial year approved	Strategic Plan for 2020/21 – 2024/25 approved APP 2020/21 financial year approved	Annual Performance Plan for 2021/22 financial year approved	Annual Performance Plan for 2022/23 financial year approved
Organisation Building	Implementation of Imvuselelo Programme (4 pillars)	New target	New target	New target	New target	Implementation of Imvuselelo Programme as per plan	Implementation of Imvuselelo Programme as per plan	Implementation of Imvuselelo Programme as per plan

4.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Approved Annual Performance Plan tabled in Parliament by 31 March 2020	Annual Performance Plan for 2016/17 financial year approved	Annual Performance Plan for 2017/18 financial year approved	Annual Performance Plan for 2018/19 financial year approved	Annual Performance Plan for 2019/20 financial year approved	Annual Performance Plan for 2020/21 financial year approved in March 2020	Annual Performance Plan for 2021/22 financial year approved in March 2021	Annual Performance Plan for 2022/23 approved in March 2022
Unqualified audit report	Clean audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report
Percentage of valid invoices paid within 30 working days of receipt	New indicator	New indicator	New indicator	100%	100%	100%	100%
Number of quarterly risk management reports produced	New indicator	New indicator	4	4	4	4	4

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Promotion of Access to Information Act, Section 15 Notice submitted to DoJCD	New indicator	New indicator	New indicator	PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD by March 2020	PAIA Section 15 Notice submitted to DoJCD by March 2021	PAIA Section 15 Notice submitted to DoJCD by March 2022
Number of interim financial statements submitted to National Treasury	New indicator	New indicator	New indicator	4	4	4	4
Percentage of BBBEEE suppliers appointed by March	New indicator	New indicator	New indicator	10%	10%	10%	10%

4.3 QUARTERLY TARGETS

	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
4.3.1	Approved Annual Performance Plan tabled in Parliament by 31 March 2020	Quarterly	Tabled Performance Plan for 2019/20 financial year approved	-	1 st draft Annual Performance Plan submitted to NT & DPME on 31 August 2019	2 nd draft Annual Performance Plan submitted to NT & DPME on 30 November 2019	Final Annual Performance Plan for 2019/20 financial year tabled in Parliament by 31 March 2020
4.3.2	Unqualified audit report	Annually	Unqualified audit report	-	Unqualified audit report	-	-
4.3.3	Percentage of valid invoices paid within 30 working days of receipt	Quarterly	100%	100%	100%	100%	100%
4.3.4	Number of risk management reports produced	Quarterly	4	1	1	1	1
4.3.5	Promotion of Access to Information Act, Section 15 Notice submitted to DoJCD	Annually	Section 15 Notice of PAIA submitted to DoJCD	-	-	-	Section 15 Notice of PAIA submitted to DoJCD by 31 March 2020
4.3.6	Number of interim financial statements submitted to National Treasury	Quarterly	4	1	1	1	1
4.3.7	Percentage of BBBEEE suppliers appointed by March 2020	Annually	10%	-	-	-	10%

5. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Purpose of the Programme: The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.

There were no changes in the budget programme structure for the 2019/20 financial year. The figure below provides an overview of the two sub-programmes.



5. STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Objective	5 Year Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Improved labour relations in the Public Service	80% of all referred grievances concluded	89% (605 of 682)	87% (615 of 709)	85.5% (559 of 654)	80%	80%	80%	80%
Effective and efficient Leadership and HRM practices promoted in the public service	25 reports on leadership and human resource reviews	5 research reports produced	8 research reports produced	6 research reports produced	5 research reports produced	2 research reports produced	2 research reports produced	2 research reports produced

5.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Percentage of grievances concluded within 30 days (for levels 1-12) of receipt of all relevant information	89% (431 of 484)*	81% (456 of 560)	82% (416 of 510)	80%	80%	80%	80%
Percentage of grievances concluded within 45 days (for SMS) of receipt of all relevant information	89% (431 of 484)*	93% (51 of 55)	92% (45 of 49)	80%	80%	80%	80%
Number of reports on the management of grievances in the Public Service produced	1	1	1	1	3	1	1
Number of communiques on grievance management produced by March 2020	New indicator	New indicator	2	2	2	2	2
Number of research reports in strategic human resources and leadership produced	5	5	6	5	2	2	2

*This figure is inclusive of the reported figure for grievances for SMS as the two indicators were combined in 2015/16 and only separated in 2016/17 and subsequent years

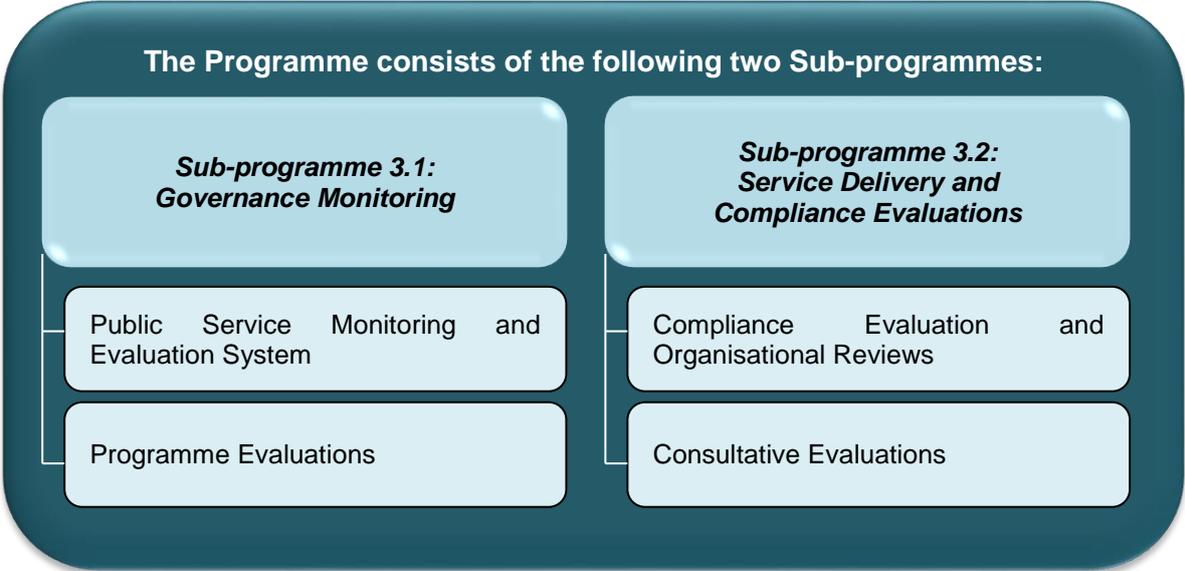
5.3 QUARTERLY TARGETS

	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
5.3.1	Percentage of investigations on grievances of employees on salary levels 2 – 12 concluded within 30 working days from date of receipt of all relevant information	Quarterly	80%	30%	50%	60%	80%
5.3.2	Percentage of investigations on grievances of SMS members concluded within 45 working days from date of receipt of all relevant information	Quarterly	80%	30%	50%	60%	80%
5.3.3	Number of reports on the management of grievances in the Public Service produced	Quarterly	3 reports	-	1 Technical brief on 6 monthly reports on departmental grievance resolution	1 Factsheet on trends analysis of grievances	1 Technical brief on 6 monthly reports on departmental grievance resolution
5.3.4	Number of Grievance Management communiqué produced by March 2020	Bi-annually	2	-	1	-	1
5.3.5	Number of research reports on strategic human resources and leadership produced	Annually	2	-	-	-	2 <ul style="list-style-type: none"> • Strategic engagements with EAs, HoDs, Senior Management and other staff on prescripts and legislative requirements for the new administration • An investigative analysis into performance of selected departments in the Public Service

6. PROGRAMME 3: MONITORING AND EVALUATION

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

There were no changes in the budget programme structure for the 2019/20 financial year. The figure below provides an overview of the two sub-programmes.



6.1 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Objective	5 Year Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
		205/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Improved functionality of the Public Service	50 research reports produced	4	4 research reports on CVPs produced	14 research reports on the evaluation of departments against the CVPs produced	100 quantitative evaluation reports	12 research reports on the qualitative evaluation of departments against the CVPs produced	100 quantitative evaluation reports	12 research reports on the qualitative evaluation of departments against the CVPs produced

6.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of reports on Evaluation of departments against the CVPs produced	4	4	14	100 quantitative evaluation reports	12 qualitative evaluation reports	100 quantitative evaluation reports	12 qualitative evaluation reports
Number of CVP engagements held	New indicator	New indicator	New indicator	60	10	10	10

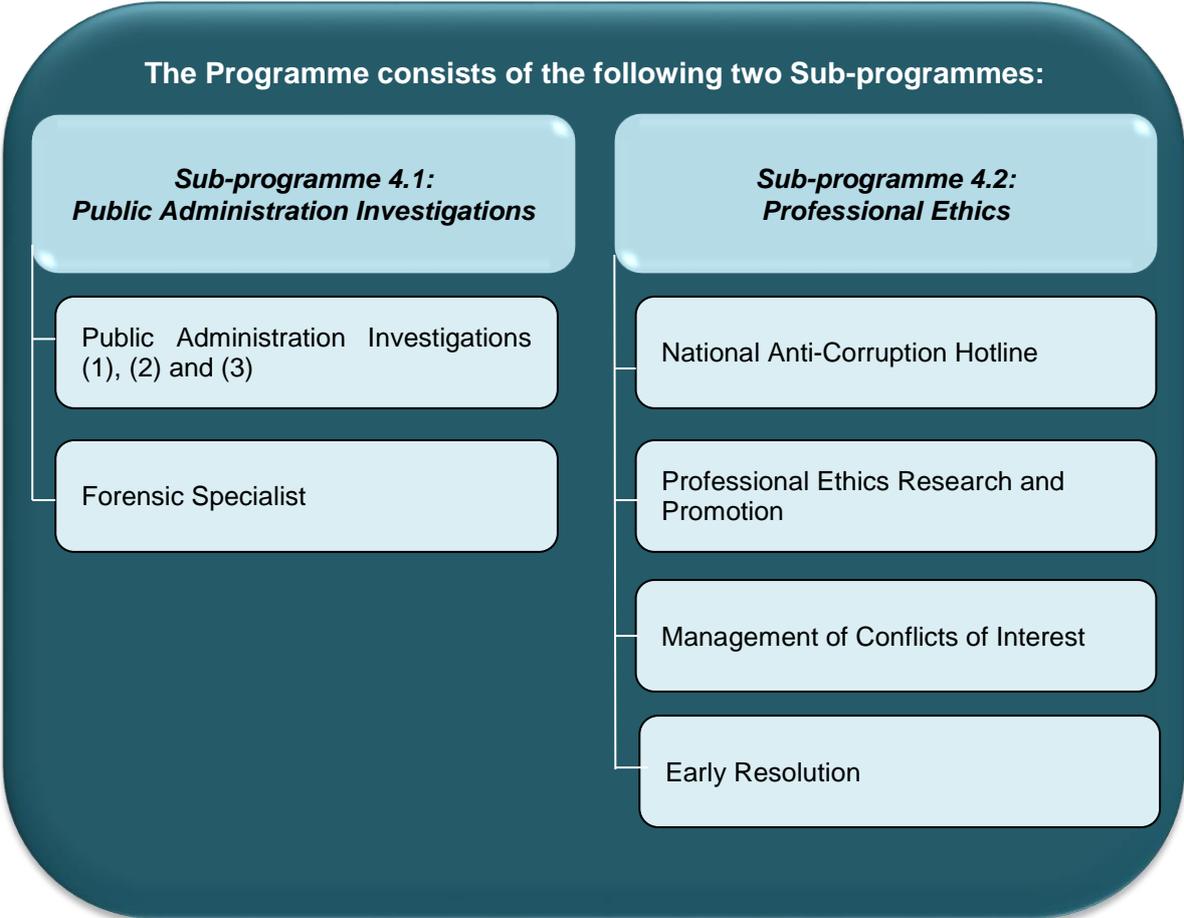
6.3 QUARTERLY TARGETS

	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
6.3.1	Number of reports on Evaluation of departments against the CVPs produced	Annually	12	-	-	-	12
6.3.2	Number of CVP engagements held	Quarterly	10	2	3	3	2

7. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

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

There were no changes in the budget programme structure for the 2019/20 financial year. The figure below provides an overview of the two sub-programmes.



7.1 STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Objective	5 Year Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Improved public administration practices	75% of complaints finalised	73% (371 of 510)	84% (303 of 360)	69% (211 of 306)	65%*	70%*	75%*	75%*
Promote professional ethics	100% of financial disclosure forms scrutinised ¹	100% (8 986 of 8 986)	100% (10 302 of 10 302)	100%& (10 267 of 10 267)	100%*	100%*	100%*	100%*
	90% referral of NACH cases	100% (1 374 of 1 374)	100%* (1 856 of 1 856)	99.5% (878 of 882)	90%*	90%*	80%*	90%*

* Absolute numbers cannot be provided as the PSC cannot determine the number of cases it will receive within a financial year.

7.2 SELECTED PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Percentage of public administration investigations finalised ² within 3 months upon receipt of all relevant information ³	<p>Complaints Rules cases:</p> <ul style="list-style-type: none"> As at 31 March 2016, 381 complaints were lodged with the PSC of which 182 were carried over from the 2014/15 financial year & 199 were lodged during 2015/16 financial year Of the 182 complaints carried over, 132 were finalised. Of the 199 complaints lodged during the 2015/16 financial year, 153 were finalised. In total, of the 381 complaints lodged, 287 	<p>Of the 360 complaints lodged, 303 (84%) complaints were concluded. Of these complaints that were concluded - 61 (20%) were finalised/closed through investigations, of which 49 (80%) were finalised within 3 months of receipt of all relevant documentation.</p>	<p>As at 31 March 2018, there were 306 complaints on the database, of which 211 (69%) were finalized. Of the 211, 46 (22%) were finalised through investigations, of which 38 (83%) were finalised within 3 months of receipt of all relevant documentation. Of the 211, 165 (78%) cases were finalised as early resolution cases, of which 148 (90%) were finalised within 45 days of receipt of all relevant documentation</p>	65%	70%	75%	75%

¹ To arrive at an opinion on whether the involvement of a senior manager in any activity of a particular entity constitutes a potential conflict between his/her private interests and official responsibilities.

² Cases are concluded through the delegations to the Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC.

³ Cases concluded include cases carried forward from the previous financial year and those received in the year under review.

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
	(75%) were finalised during the 2015/16 financial year)						
Number of factsheets on financial misconduct produced	1	1	1	1	1	1	1
Percentage of NACH cases referred within 7 days of receipt of case report	100% (1 374 of 1 374)	100% (1 856 of 1 856)	99.5% (878 of 882)	85%*	90%*	80%	80%*
Number of reports on the closure of NACH cases by departments	New indicator	New indicator	New indicator	1	1	1	1
Number of overview report on Financial Disclosure Framework produced	New indicator	New indicator	New indicator	New indicator	1	1	1
Number of research reports in professional ethics	New indicator	New indicator	1 (Assessment of the state of professional ethics & Anti-Corruption measures in the North West Province against predetermined objectives approved in March 2018)	1	1	1	1
Percentage of early resolution cases finalised within 45 days upon receipt of all relevant information	100% (154 of 154)	66% (18 of 27)	89% (17 of 19)	85%	90%	80%	80%

7.3 QUARTERLY TARGETS

	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
7.3.1	Percentage of public administration investigations finalised within 3 months upon receipt of all relevant information	Quarterly	70%	30%	45%	60%	70%
7.3.2	Number of factsheets on financial misconduct produced	Annually	1	-	-	1	-
7.3.3	Percentage of NACH cases referred within 7	Quarterly	90%	90%	90%	90%	90%

	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
	working days of receipt of case report						
7.3.4	Number of reports produced on the closure of NACH cases by departments	Annually	1	-	-	-	1
7.3.5	Number of overview reports on Financial Disclosure Framework produced	Annually	1	-	-	-	1
7.3.6	Number of research reports in professional ethics produced	Annually	1	-	-	-	1 "Assessment of professional ethics in the Public Service"
7.3.7	Percentage of investigations on early resolution cases finalised within 45 working days upon receipt of all relevant information	Quarterly	90%	90%	90%	90%	90%

8. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

8.1 PROGRAMME 1: ADMINISTRATION

8.1.1 Expenditure Estimates

Programme 1	Expenditure Outcomes			Adjusted Appropriation 20/18/19	Medium-Term Expenditure Estimates		
	2015/16	2016/17	2017/18		2019/20	20/20/21	2021/22
Rand million							
Public Service Commission	19 338	19 106	21 548	21 345	24 462	26 258	27 939
Office of the DG	5 829	11 816	13 604	15 338	15 747	16 909	17 996
Corporate Services	61 289	50 490	50 188	60 873	66 393	70 761	74 941
Property Management	21 491	24 767	35 560	27 266	23 918	25 039	26 593
Total	107 947	106 179	120 900	124 822	130 520	138 967	147 469

8.1.2 Performance and Expenditure Trends

This programme carries the bulk of the budget due to the budget of the Chairperson, Deputy Chairperson and 12 nationally and provincially based Commissioners being part of Programme 1. The number of Commissioners is prescribed in section 196 of the Constitution.

Furthermore, the PSC has centralised its corporate service support and as a result the budget for Corporate Services as a sub-programme of Administration is high as it includes the budget for centralised corporate support e.g. State Information Technology Agency (SITA) services, training, internal audit, operation lease payments, Auditor General's fees, etc.

8.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

8.2.1 Expenditure Estimates

Programme 2	Expenditure Outcomes			Adjusted Appropriation 2018/19	Medium-Term Expenditure Estimates		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Labour Relations Improvement	23 477	11 862	12 340	14 784	15 149	16 312	17 362
Leadership and Human Resource Reviews	13 037	6 086	9 406	9 367	9 031	9 699	10 325
Programme Management: LMP	1 650	19 480	19 489	20 531	22 313	23 954	25 488
Total	38 164	37 428	41 235	44 682	46 493	49 965	53 175

8.2.2 Performance and Expenditure Trends

The baseline allocations for programme 2 over the Medium Term Expenditure Framework (MTEF) period totals R46.49 million, R49.97 million and R53.18 million respectively. Out of this budget, R43.80 million, R47.13 million and R50.19 million is allocated to Compensation of Employees and R2.44 million, R2.57 million and R2.70 million allocated to Goods & Services.

8.3 PROGRAMME 3: MONITORING AND EVALUATION

8.3.1 Expenditure Estimates

Programme 3	Expenditure Outcomes			Adjusted Appropriation 2018/19	Medium-Term Expenditure Estimates		
	Rand million	2015/16	2016/17		2017/18	2019/20	2020/21
Governance Monitoring	17 428	7 335	7 666	9 582	10 717	11 508	12 246
Service Delivery and Compliance Evaluations	18 006	7 466	6 813	7 476	8 197	8 806	9 375
Programme Management: M&E	721	19 454	18 073	22 658	22 939	24 622	26 198
Total	36 155	34 255	32 552	39 716	41 853	44 936	47 819

8.3.2 Performance and Expenditure Trends

The baseline allocations for programme 3 over the Medium Term Expenditure Framework (MTEF) period totals R41.85 million, R44.94 million and R47.82 million respectively. Out of this budget, R39.07 million, R42.00 million and R44.73 million is allocated to Compensation of Employees and R2.48 million, R2.61 million and R2.75 million allocated to Goods & Services.

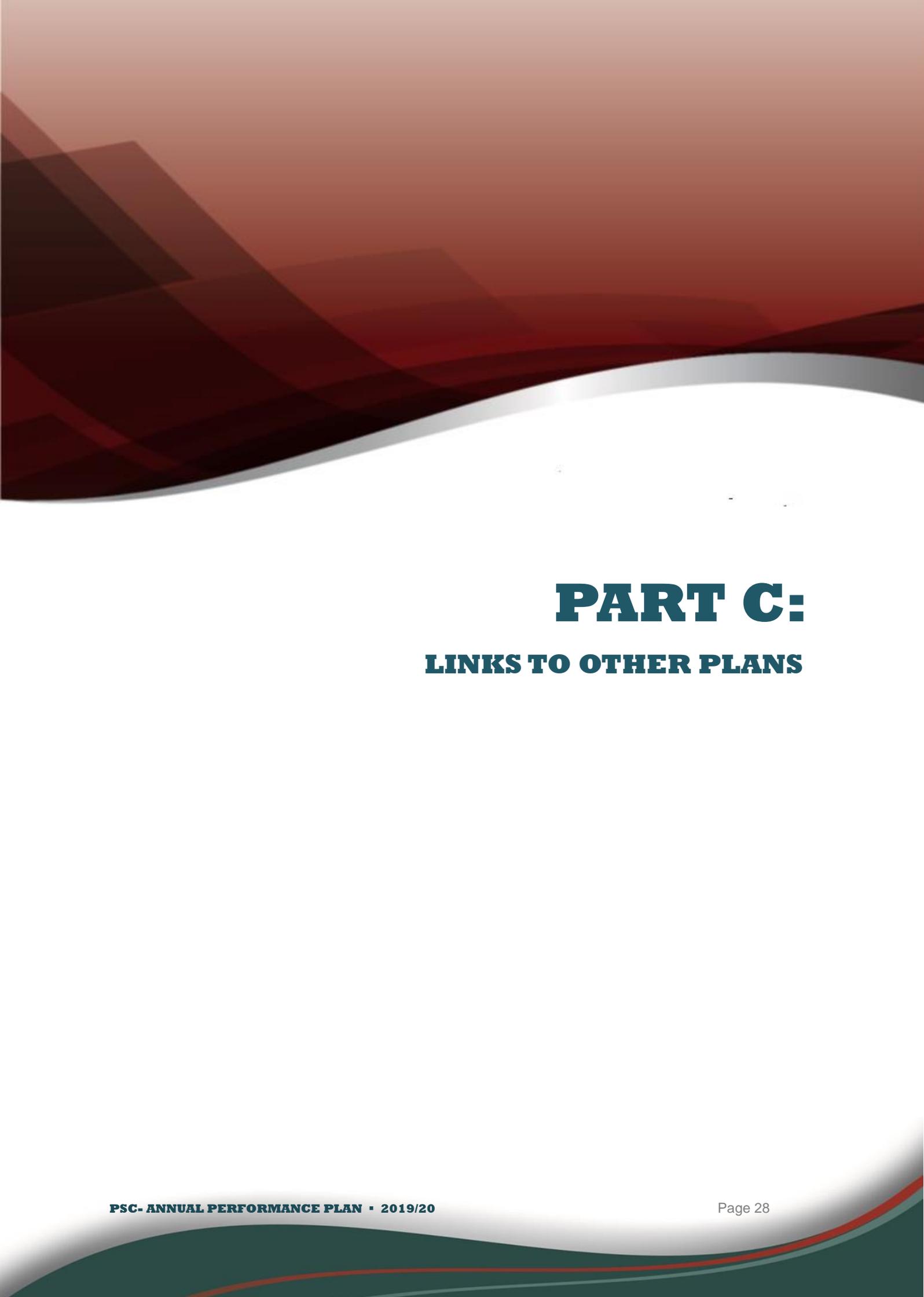
8.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

8.4.1 Expenditure Estimates

Programme 4	Expenditure Outcomes			Adjusted Appropriation 2018/19	Medium-Term Expenditure Estimates		
	Rand million	2015/16	2016/17		2017/18	2019/20	2020/21
Public Administration Investigations	19 466	13 021	12 450	13 496	14 738	15 839	16 864
Professional Ethics	25 519	19 793	19 034	22 315	23 484	25 235	26 869
Programme Management: IAC	2 069	18 363	16 593	19 368	21 141	22 685	24 134
Total	47 054	51 177	48077	55 179	59 383	63 759	67 867

8.4.2 Performance and Expenditure Trends

The baseline allocations for programme 4 over the Medium Term Expenditure Framework (MTEF) period totals R59.36 million, R63.76 million and R67.87 million respectively. Out of this budget, R56.70 million, R60.95 million and R64.92 million is allocated to Compensation of Employees and R2.57 million, R2.71 million and R2.85 million allocated to Goods & Services.



PART C:

LINKS TO OTHER PLANS

9. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

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

10. CONDITIONAL GRANTS

The PSC does not pay conditional grants.

11. PUBLIC ENTITIES

The PSC does not have public entities reporting to it.

12. PUBLIC-PRIVATE PARTNERSHIPS

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

PROGRAMME 1: ADMINISTRATION

Strategic objective	Provide strategic direction to the PSC
Short definition	Strategic direction is provided by the PSC on planning matters (in the course of PSC's implementation of the its mandate) through the development of the SP and APP and reflection of strategic projects thereof in the said documents
Purpose/importance	To ensure that the SPs and APPs reflect strategic projects that have been consulted on with stakeholders in line with the planning legislative framework
Source/collection of data	Strategic Plan, Annual Performance Plan, Quarterly and Annual Performance Reports
Method of calculation	None
Data limitations	Delays in approval of SP, APP and Quarterly and Annual Reports
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Strategic Plans to reflect the strategic priorities of the PSC, Medium Term Strategic Framework of government and National Development Plan as well as ensuring alignment between planned and reported projects.
Responsibility	Director-General

Strategic objective	Organisation Building
Short definition	To build a capable workforce that has the skills to execute the PSC's mandate
Purpose/importance	To ensure that the PSC remains a relevant and responsive organisation with a capable workforce
Source/collection of data	Report on the Implementation of Imvuselelo Programme
Method of calculation	The following formula should be used to compute performance results: $\frac{A}{B} \times 100$ Where: <ul style="list-style-type: none"> • A is the total number of activities completed in the Implementation Plan of Imvuselelo Programme in the year under review • B is the total number of planned activities in the Implementation Plan of Imvuselelo Programme in the year under review
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved capabilities of PSC workforce for meaningful execution of the PSC's mandate
Responsibility	Deputy Director-General: Corporate Services

4.3.1 Indicator title	Approved Annual Performance Plan tabled in Parliament by 31 March 2020
Short definition	This is the APP that is tabled in Parliament reflecting the outputs and activities of the PSC for implementation in the year under review.
Purpose/importance	To ensure that the PSC develops an Annual Performance Plan in line with

4.3.1 Indicator title	Approved Annual Performance Plan tabled in Parliament by 31 March 2020
	the PSC's Constitutional mandate and also responds to public service trends that requires in-depth research and/ or engagement with stakeholders through roundtable discussions, workshops, conferences, etc.
Source/collection of data	Approved route form and APP
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An approved and tabled APP within the prescribed time frame.
Indicator responsibility	Director: Planning, Monitoring and Reporting

4.3.2 Indicator title	Unqualified audit report
Short definition	An unqualified audit opinion on financial statements, performance against predetermined objectives and compliance with laws and regulations
Purpose/importance	To ensure that the institution has strong financial management, sound internal controls, robust budgeting process and targets are met
Source/collection of data	Audit report
Method of calculation	No calculation required
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified audit report
Indicator responsibility	Director: Financial Management Director: Human Resource Management and Development Director: Performance, Monitoring and Evaluation Branch Heads and Coordinators for Performance Information

4.3.3 Indicator title	Percentage of valid invoices paid within 30 working days of receipt
Short definition	To measure the quantity of valid invoices paid within 30 working days according to the National Treasury Guidelines
Purpose/importance	To assess the level of compliance with legislation, regulations and accounting standards
Source/collection of data	Register of payments
Method of calculation	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 valid invoices paid within 30 days • B is the number of valid invoices paid The invoice is valid once all disputes regarding an invoice are resolved
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of valid invoices paid within 30 days
Indicator responsibility	Director: Financial Management and all responsibility managers

4.3.4 Indicator title	Number of risk management reports produced
Short definition	To report on the progress with the risk management implementation plan after each quarter
Purpose/importance	To ensure compliance with the Public Finance Management Act, 1999, that among others requires that the accounting officer must maintain effective, efficient and transparent systems of risk management.
Source/collection of data	Approved memorandum
Method of calculation	None
Data limitations	No data limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To assist the PSC to deal with the risks inherent in achieving its objectives.
Indicator responsibility	Chief Director: Public Service Commission Support

4.3.5 Indicator title	Promotion of Access to Information Act, Section 15 Notice submitted to DoJCD
Short definition	To report on the submission of the PAIA Section 15 notice in compliance with PAIA requirements
Purpose/importance	To ensure compliance with the Promotion of Access to Information Act
Source/collection of data	Manual
Method of calculation	None
Data limitations	No data limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To comply with PAIA and improve accessibility of information to stakeholders
Indicator responsibility	Director: Legal Services

4.3.6 Indicator title	Number of interim financial statements submitted to National Treasury
Short definition	These are interim financial statements reflecting the financial position of the PSC
Purpose/importance	To ensure in year monitoring of the budget expenditure of the PSC
Source/collection of data	Approved submission route form and interim financial statements
Method of calculation	Simple count
Data limitations	No data limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To monitor and promote good financial management practice and ensuring good financial health of PSC
Indicator responsibility	Director: Financial Management

4.3.7 Indicator title	Percentage of BBEEE suppliers appointed by March 2020
Short definition	This is a percentage of suppliers who meet the BBEE criteria appointed by the PSC.
Purpose/importance	To ensure equity in procurement of goods and services
Source/collection of data	Logis
Method of calculation	The following formula should be used to compute this benchmark:

4.3.7 Indicator title	Percentage of BBEEE suppliers appointed by March 2020
	$\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> • A= number suppliers appointed who meet the BBEEE criteria • B= total number of suppliers appointed in the financial year
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To ensure that SMMEs, Co-ops and township and rural enterprises are empowered
Indicator responsibility	Director: Supply Chain Management and Security Services

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Strategic objective	Improved labour relations in the Public Service
Short definition	Management of grievances and labour relations improvement through investigation of grievance cases
Purpose/importance	The management of grievances and monitoring of emerging labour relations issues enables the PSC to identify the level of compliance with prescripts, policy implementation challenges and desirable/undesirable management practices that have an impact on the effectiveness of the Public Service, and propose measures to address weaknesses in the system
Source/collection of data	Database of grievances referred by employees and Executive Authorities, and approved reports
Method of calculation	<p>The following formula should be used to compute this benchmark:</p> $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> • A is the number of investigations on grievances concluded • B is the number of grievances referred to/lodged with the PSC <p>For noting: The grievances lodged include those lodged in the year under review and those carried over from the previous financial year</p>
Data limitations	Errors during grievance data capturing
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Grievances lodged with the PSC are managed and research reports with findings, recommendations and advice on grievance trends and labour relations matters produced
Responsibility	Chief Director: Labour Relations Improvement

Strategic objective	Effective and efficient Leadership and HRM practices promoted in the public service
Short definition	Reviews are conducted on leadership and human resource practices in the public service resulting in the generation of reports on leadership and human resources.
Purpose/importance	To measure the production of research reports on the reviews conducted within the set time frames

Strategic objective	Effective and efficient Leadership and HRM practices promoted in the public service
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Research reports with findings, recommendations and advice on strategic human resources and leaderships issues in the Public Service produced
Responsibility	Chief Director: Leadership and Human Resource Reviews

5.3.1 Indicator title	Percentage of investigations on grievances of employees on salary levels 2 – 12 concluded within 30 working days from date of receipt of all relevant information
Short 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
Purpose/importance	To ensure that grievances lodged by public service employees on salary levels 2 – 12 are investigated and concluded timeously
Source/collection of data	PSC database of grievances referred by employees or Executive Authorities
Method of calculation	<p>The following formula should be used to compute this benchmark:</p> $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of investigations on grievances concluded within 30 working days of receipt of relevant information 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 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: The grievances lodged include those lodged in the year under review and those carried over from previous financial years</p>
Data limitations	Errors during data capturing of grievances
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Concluding grievances of public service employees on salary levels 2 – 12 within 30 days of receipt of all information
Indicator responsibility	Chief Director: Labour Relations Improvement

5.3.2 Indicator title	Percentage of investigations on grievances of SMS members concluded within 45 working days from date of receipt of all relevant information
Short definition	To consider grievances of members of the SMS, as defined in the SMS Handbook
Purpose/importance	To ensure that grievances lodged by public service employees are investigated and concluded timeously
Source/collection of data	Database of grievances referred by employees or Executive Authorities
Method of calculation	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of investigations on grievances concluded within 45 working days of receipt of relevant information 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 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: The grievances lodged include those lodged in the year under review and those carried over from previous financial years</p>
Data limitations	Errors during data capturing of grievances
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Concluding grievances of public service employees on SMS level within 45 days of receipt of all information
Indicator responsibility	Chief Director: Labour Relations Improvement

5.3.3 Indicator title	Number of reports on the management of grievances in the Public Service produced
Short definition	This is a report on grievance trends in the Public Service
Purpose/importance	To monitor and report on grievance trends in the Public Service and propose measures to address weaknesses
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Reports produced within the time frame
Indicator responsibility	Chief Director: Labour Relations Improvement

5.3.4 Indicator title	Number of Grievance Management communiqué produced
Short definition	These are electronic communiques on grievances that were produced by the PSC
Purpose/importance	The communiques are aimed at empowering departments with knowledge and skills regarding the investigation of grievances and the interpretation/development of various policies
Source/collection of data	Approved submission route form and communiqué
Method of calculation	Simple count

5.3.4 Indicator title	Number of Grievance Management communiqué produced
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	Communiqué produced within the time frame
Indicator responsibility	Chief Director: Labour Relations Improvement

5.3.5 Indicator title	Number of research reports on strategic human resources and leadership produced
Short definition	This is a report that focuses on strategic human resources and leadership issues in the Public Service
Purpose/importance	To produce research reports on personnel practices in the Public Service
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Reports produced within the time frame
Indicator responsibility	Chief Director: Leadership and Human Resource Reviews

PROGRAMME 3: MONITORING AND EVALUATION

Strategic objective	Improved functionality of the Public Service
Short definition	The improvements in the functionality of the public service are to be realised through monitoring and evaluation of public administration and report on compliance with the constitutional values and principles through the production of research reports on CVPs.
Purpose/importance	To ensure effective and efficient performance in the Public Service
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Produce evidence-based evaluations within the time frame
Responsibility	Chief Director: Governance Monitoring

6.3.1 Indicator title	Number of reports on evaluation of departments against CVPs produced
Short definition	These are evaluation reports assessing departmental compliance with CVPs
Purpose/importance	To provide an evaluation of the extent to which the nine values and principles in section 195 of the Constitution are complied with by government departments
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output

6.3.1 Indicator title	Number of reports on evaluation of departments against CVPs produced
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Produce evaluation reports within the prescribed time frame
Indicator responsibility	Chief Director: Governance Monitoring

6.3.2 Indicator title	Number of CVP engagements held
Short definition	These are engagements aimed at the promotion of the constitutional values and principles in the public service.
Purpose/importance	To ensure that the public service complies with the constitutional values and principles in rendering public goods and services
Source/collection of data	Attendance Register or Agenda
Method of calculation	Simple count
Data limitations	Non-attendance and attendance register not signed by the attendees
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved levels of compliance with the constitutional values and principles by the public service
Indicator responsibility	Chief Director: Service Delivery Compliance Evaluation

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Strategic objective	Improved public administration practices
Short definition	Investigations conducted by PSC, either on own accord or on receipt of a complaint on matters related to personnel and public administration practices
Purpose/importance	To conduct investigations in order to improve public administration practices
Source/collection of data	Database on complaints
Method of calculation	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> • A is the number of investigations on complaints finalised in the financial year under review • B is the number of complaints lodged in the year under review and including complaints carried over from previous financial year
Data limitations	Errors during data capturing of complaints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Investigations finalised and advice/recommendations and directions made on corrective action and the improvement of public administration practices
Responsibility	Chief Director: Public Administration Investigations

Strategic objective	Promote professional ethics
Short definition	This refers to promotion of integrity and professional ethical conduct through the management of conflicts of interest, the NACH and professional advice
Purpose/importance	To promote integrity and professional conduct in the Public Service
Source/collection of data	Database of financial disclosures, NACH database.
Method of calculation	Varied based on the programme performance indicators on NACH case referral and Overview Report on Financial Disclosure Framework.
Data limitations	Proper capturing of information for databases
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Professional ethics in the Public Service promoted
Responsibility	Chief Director: Professional Ethics

7.3.1 Indicator title	Percentage of public administration investigations finalised within 3 months upon receipt of all relevant information
Short definition	The investigation and evaluation of personnel and public administration practices on receipt of any complaint as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996, in line with specific terms of reference
Purpose/importance	To conduct investigations in order to improve personnel and public administration practices
Source/collection of data	Database on complaints
Method of calculation	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> A is the number of investigations finalised within 3 months 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 B is the number of investigations on complaints finalised (carry over cases from previous financial years and those lodged in the financial year under review) <p>For noting: The 3 months (working days) will be calculated on the basis of the date on which the last information is received to enable the PSC to pronounce on the merits of the complaint</p>
Data limitations	Errors during data capturing of complaints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Finalising investigations within 3 months (working days) upon receipt of all relevant information
Indicator responsibility	Chief Director: Public Administration Investigations

7.3.2 Indicator title	Number of factsheets on financial misconduct produced
Short definition	Factsheet on the number of cases reported to the PSC in terms of section 85(1)(a) and (e) of the Public Finance Management Act, 1999, read with Treasury Regulation 4.3.1.
Purpose/importance	A report that outlines finalized financial misconduct cases in the public service reported to the PSC

7.3.2 Indicator title	Number of factsheets on financial misconduct produced
Source/collection of data	Approved submission route form and factsheet
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Factsheet produced within the time frame
Indicator responsibility	Chief Director: Public Administration Investigations

7.3.3 Indicator title	Percentage of NACH cases referred within 7 working days of receipt of case report
Short 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 PSC within 7 working days of receipt of case report generated from the NACH system.
Purpose/importance	To combat corruption and promote integrity in the public service as mandated by Cabinet
Source/collection of data	NACH database, case reports on eligible cases of alleged corruption
Method of calculation	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ <p>Where:</p> <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 case of alleged corruption referred in the year under review <p>For noting: Cases that are not related to corruption but lodged by complainants via the NACH will be excluded for reporting in the APP.</p>
Data limitations	Accuracy of qualitative and quantitative data from the NACH database
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Referral of NACH within 7 working days of registering the case on the NACH
Indicator responsibility	Chief Director: Professional Ethics

7.3.4 Indicator title	Number of reports produced on closure of NACH cases by departments
Short definition	The report will reflect on the NACH cases closed by departments
Purpose/importance	To monitor progress with the closure of NACH cases as part of promoting professional ethics in the public service
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	<ul style="list-style-type: none"> Possible incomplete in the NACH database Quality of information provided and delays in the submission of responses by departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No, added at the request of the Department of Planning, Monitoring and

7.3.4 Indicator title	Number of reports produced on closure of NACH cases by departments
	Evaluation to ensure alignment to the MTSF: Outcome 12: An efficient, effective and development-oriented public service, impact indicator. However, the attainment of the indicator and target is outside the control of the PSC. Workshops and targeted visits to departments are aimed at improving the closure rate.
Desired performance	Report on the closure of NACH cases produced within the time frame
Indicator responsibility	Chief Director: Professional Ethics

7.3.5 Indicator title	Number of overview report on Financial Disclosure Framework produced
Short definition	The report reflecting on the compliance with the Financial Disclosure Framework
Purpose/importance	To report on the level of compliance by national and provincial departments with the Financial Disclosure Framework including reporting on the outcome of scrutiny of all the disclosure forms scrutinised by the PSC
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	Delays in the completion of the report due to non-disclosure by the officials at both national and provincial government level
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved levels of disclosures by officials at provincial and national departments
Indicator responsibility	Chief Director: Professional Ethics

7.3.6 Indicator title	Number of research reports on professional ethics produced
Short definition	This is a report that focuses on research in the area of professional ethics
Purpose/importance	To produce a report on the PSC's findings
Source/collection of data	Approved submission route form and report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Report produced within the time frame
Indicator responsibility	Chief Director: Professional Ethics

7.3.7 Indicator title	Percentage of investigation on early resolution cases finalised within 45 working days upon receipt of all relevant information
Short definition	The investigation and evaluation of complaints as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996, where there is a possibility that the complaint can be resolved within 45 days from the date of receipt of all relevant documentation
Purpose/importance	To monitor the percentage of complaints investigated in line with early resolution procedures and finalized
Source/collection of data	Database on early resolution cases
Method of calculation	The following formula should be used to compute this benchmark: $\frac{A}{B} \times 100$ <p>Where:</p>

7.3.7 Indicator title	Percentage of investigation on early resolution cases finalised within 45 working days upon receipt of all relevant information
	<ul style="list-style-type: none"> • A is the number of investigations on early resolution cases finalised within 45 working days (upon receipt of all relevant information) 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 • B is the number of investigations on early resolution cases finalised in the year under review (includes investigations on carry over cases from previous financial years) <p>For noting: The 45 working days will be calculated on the basis of the date on which the last information is received to enable the PSC to pronounce on the merits of the complaint</p>
Data limitations	Errors during data capturing of early resolution cases
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Finalising all early resolution cases within 45 days upon receipt of all documentation
Indicator responsibility	Chief Director: Professional Ethics

APPENDIX B: ADJUSTMENTS TO OPSC'S STRATEGIC PLAN (2015/16-2019/20)

The Framework for Strategic and Annual Performance Plans (2012) provides that “A Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment. The relevant institution does this by issuing an amendment to the existing plan, which may be published as an Annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan”. The Framework further requires departments to set SMART strategic objectives that reflect the high level outputs the Department would like to produce in order to achieve its outcome-oriented goals and vision.

In view of the above, the PSC made adjustments to some of its strategic objectives and programme performance indicators during the 2018/19 financial year and these adjustments were reflected in the 2018/19 APP and are being carried through in 2019/20 financial year.

**ADJUSTMENTS TO THE STRATEGIC PLAN (2015/16- 2019/20)
ADJUSTMENTS EFFECTED IN 2018/19 FINANCIAL YEAR**

Original Strategic Objective	Revised Strategic Objective	Original 5 year Strategic Plan Target	Revised Strategic Plan 5 year Target	Justification for adjustments to the strategic objective
Programme 2: Leadership and Management Practices				
Improve labour relations in the Public Service	Improved labour relations in the Public Service	80% of all properly referred grievances concluded	80% of all referred grievances concluded	To ensure that the strategic objectives reflect outputs instead of activities. To further ensure that the strategic plan 5 year target is properly defined and aligned to business processes and reporting
		Strategic Objective Annual Target: 80%* of all grievances received concluded within 30 days (for levels 1-12) and 45 days (for SMS) of receipt of all documentation	Strategic Objective Annual Target: 80% of all referred grievances concluded	To further ensure that the strategic objective annual target is aligned to the strategic plan 5 year target.
Conduct leadership and human resource reviews	Effective and efficient Leadership and Human Resource Management practices promoted in the public service	80% of set annual targets achieved	25 reports on leadership and human resource reviews	To ensure that the strategic plan 5 year target adequately reflects the expected deliverables. To further ensure that the 5 year target is aligned to the strategic objective annual targets.
Programme 3: Monitoring and Evaluation				
<p>Purpose: The purpose of the programme has been revised</p> <ul style="list-style-type: none"> • from “To establish a high standard of service delivery, monitoring and good governance in the Public Service” • to “To improve the functionality of the Public Service through institutional and service delivery evaluations.” 				
Undertake governance monitoring	Improved functionality of the Public Service	80% of annual targets achieved	50 research reports on Evaluation of departments against the CVPs produced	To ensure that the strategic objectives reflect outputs instead of activities. To further ensure that the strategic plan 5 year target adequately reflects the expected deliverables and is aligned to the strategic objective annual targets
Adjusted in 2018/19: Improved service delivery in the public service	Removed from 2019/20 APP due to budget constraints that were communicated to DPME, NT & AG (SA) in 2018/19	Removed from 2019/20 APP due to budget constraints that were communicated to DPME, NT & AG (SA) in 2018/19	Removed from 2019/20 APP due to budget constraints that were communicated to DPME, NT & AG (SA) in 2018/19	Removed from 2019/20 APP due to budget constraints that were communicated to DPME, NT & AG (SA) in 2018/19
Programme 4: Integrity and Anti-Corruption				
Conduct public administration investigations	Improved public administration practices	60% of complaints concluded	75% of complaints finalised	To ensure that the strategic objective reflects outputs instead of activities. To further ensure the alignment of strategic plan 5 year target and strategic objective annual targets to the business processes for investigation of public administration complaints.