



PUBLIC SERVICE COMMISSION ANNUAL PERFORMANCE PLAN FOR THE 2023/24 FINANCIAL YEAR

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



It is with delight that I present the Annual Performance Plan (APP) of the Public Service Commission (PSC) for 2023/24, which comes at a time when the PSC is repositioning the institutions to effectively contribute towards building a capable, ethical and developmental state. In the 2023 State of the Nation Address (SONA), the President of the Republic of South Africa, His Excellency President Cyril Ramaphosa indicated that:

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

The process of reviewing the PSC's legislation is at an advanced stage. It is envisaged that the legislative review process, which would see the current PSC Bill being enacted into law, will be completed by the end of the year. Once enacted into law, the PSC Bill will enable the conversion of the Office of the Public Service Commission (OPSC) from a government department in terms of the Public Service Act of 1994, into a function shift as an independent PSC Secretariat established in terms of the Public Service Commission Act. This is to ensure that the PSC executes its mandate fully as an independent and impartial constitutional entity. Furthermore, the mandate of the PSC will be reinforced and extended in terms of local government and public entities in line with section 196(2) of the Constitution.

The maintenance of an effective and efficient government is one of the core constitutional mandates of the PSC. The repositioning of the PSC will enable us to deliver on high catalytic impact projects that will contribute towards strategic state capacity and ensure that government functions effectively and efficiently. The high impact projects further represent a fundamental mindset shift from the audit driven to more impact driven performance outcomes. We have also seen an increase in the visibility of the PSC and the strengthening of stakeholder relations, which are an integral part of the repositioning.

Through the Citizens Forum programme, the PSC has begun to effectively engage with ordinary South Africans, as a means to facilitate the resolution of service delivery complaints by the relevant government authorities. This community outreach programme also serves as an advocacy mechanism to raise awareness about the important role that the PSC plays in ensuring public participation and for public administration to be held accountable in accordance with the constitutional values and principles as per section 195 of the Constitution.

A key development in the area of public sector reforms was the approval of the National Framework for the Professionalisation of the Public Sector (Professionalisation Framework) during 2022. This is seen by some as a potential game-changer that will bring about systemic change in the organisation, capacity, capability and ethos of the public sector as a whole. One of the objectives of the Professionalisation Framework is to ensure that qualified and competent individuals are appointed into positions of authority, in pursuit of a transformed, professional, ethical, capable and developmental public administration. The PSC will work closely with key stakeholders such as the National School of Government, Department of Public Service and Administration, and the National Planning Commission, as well as institutions supporting democracy and other experts to ensure the effective implementation of the Professionalisation Framework.

Other key priority projects that the PSC will execute during the 2023/24 financial year include a review of the whistleblower protection regime to ensure greater effectiveness; and an assessment of human resources practices in the public service, as well as government support services in the Information and Communications Technology and property management environments.

As the Commission we commit to seeing the effective execution of this Annual Performance Plan with continued vigour. I hereby also thank the entire Commission for their support, more especially the strength of each of the Commissioners, who have helped us to provide the level of leadership required by the PSC. The OPSC team led by the Director-General, Adv. Dinkie Dube has demonstrated zeal and energy in executing the vision of the PSC. This enthusiasm is encouraging, and on behalf of the Commission, I would like to thank everyone for their unwavering support.

PROF SOMADODA FIKENI

CHAIRPERSON

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PUBLIC SERVICE COMMISSION

ACCOUNTING OFFICER STATEMENT



I am pleased to present the Annual Performance Plan (APP) 2023/24 of the Office of the Public Service Commission (OPSC). This APP was developed in line with the 5-year Strategic Plan of the Public Service Commission (PSC), as well as the Medium Term Strategic Framework.

The character of a strong and well-functioning institution is in its effectiveness and impact. In the 2023/24 financial year, a number of the APP targets have been increased as a response to the need for more impact based performance outcomes as opposed to merely audit driven outcomes. The increased target for own accord investigations will assist in proactively addressing systemic deficiencies that have been identified within the public service. We have also increased the target for the finalisation of complaints-based investigations, from 75% to 85%, as a way of improving efficiencies to resolve matters.

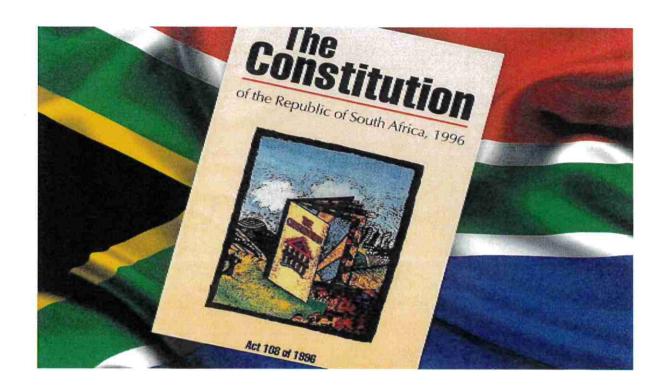
In keeping with the repositioning of the PSC, the Office has, for the financial year 2023/24, planned for a number of organisational reforms, which are aimed at ensuring that the PSC is a strong and well-functioning institution that effectively delivers on its mandate. The reforms include the development of a functional structure; automation of business processes; and the introduction of a central intake and assessment centre, as well as a rapid response unit to speed up the resolution of complaints lodged with the PSC. The PSC will further conduct a skills audit to inform the design of its functional structure, and simultaneously respond to the implications of the PSC Bill. The finalisation of the Bill is a key project of the PSC, as such the

process of tabling for approval before Cabinet, as well as submission to Parliament will be given priority.

The maintenance of the highest standard of professional ethics is non-negotiable for public servants. We have planned a series of ethics workshops to institutionalise the constitutional values and principles internally and inculcate a high ethical culture. As a custodian of good governance, it is critical for the OPSC to be exemplary, displaying the highest standard of professional ethics and adherence to principles of good governance and clean administration. The OPSC is committed to maintaining a good track record of achieving clean audits in the financial year 2023/24.

In conclusion, I would like to extend a word of gratitude to the Chairperson and the Commissioners for their leadership in setting the strategic direction of the PSC, as well as the commitment demonstrated by all the officials in ensuring that the Office achieves its targets. As the administration, we commit to continue supporting the work of the PSC to even greater impact in the 2023/24 financial year and the next MTSF.

ADV. DINKIE P. DUBE
DIRECTOR-GENERAL
PUBLIC SERVICE COMMISSION





OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan 2023/24:

- was developed by the PSC through the assistance of the management of the Office of the PSC under the guidance of Professor Somadoda Fikeni, the Chairperson of the PSC,
- was prepared in line with the current Strategic Plan of the PSC; and
- taking into account all the relevant policies, legislation and other mandates that the PSC will endeavour to achieve in 2023/24.

MR S GIYOSE

Chief Director: Executive Support, Stakeholder Relations & Provincial Coordination.

MS D MICHAEL

Chief Director:

People Management Practices

MS I MATHENJWA

Deputy Director-General:

Monitoring & Evaluation

MR KZ MOMEKA

Chief Financial Officer

MR MMALATSI

Deputy Director-General Integrity and Anti-Corruption

Mr L Madzivhandila

Acting Deputy Director-General

Leadership and Management Practices

RECOMMENDED BY:

ADV DINKIEP DUBE

OFFICE OF THE PUBLIC SERVICE COMMISSION

Director-General

APPROVED BY:

PROF SOMADODA FIKENI

PUBLIC SERVICE COMMISSION

Chairperson

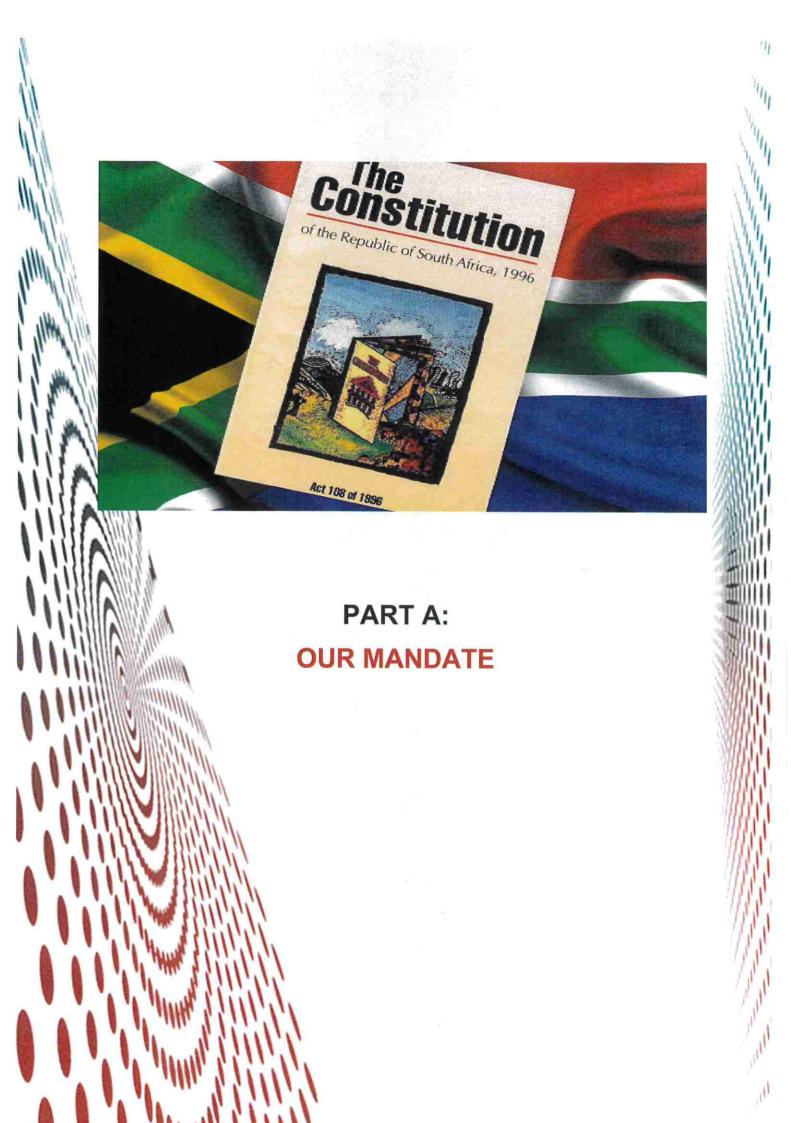
LIST OF ACRONYMS

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

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PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

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

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

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice.	190 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service.	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service.	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service.	196 (4) (c)
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195.	
The PSC must report on its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	196 (4) (6)
The PSC may either of its own accord or on receipt of any complaint:	
 investigate and evaluate the application of personnel and public administration practices to report to the relevant executive authority and legislature; 	
 investigate grievances of employees in the Public Service concerning official acts or omissions and recommend appropriate remedies; 	196 (4) (f)
c) monitor and investigate adherence to applicable procedures in the Public Service; and	Cont. so Labour
 advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment 	

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

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
transfer, discharge and other aspects of the careers of employees in the Public Service.	
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament.	196 (4) (g)
The PSC is accountable to the National Assembly.	196 (5)
The PSC must report at least once a year to the National Assembly.	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province.	196 (6) (b)

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

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

2. LEGISLATIVE AND OTHER MANDATES

2.1 Legislative Mandate

2.1.1 Public Service Commission Act, 1997

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

- a) constitution of the Commission;
- b) appointment of Commissioners;
- c) designation of the Chairperson and Deputy Chairperson;
- d) conditions of appointment of Commissioners;
- e) removal from office;
- f) functions of the Commission (inspections, inquiries, etc.);

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

- g) rules according to which the PSC should operate; and
- h) the Office of the PSC (OPSC).

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

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

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

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

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

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

The purpose of the Rules is to provide for the procedures and service standards in the investigation of grievances by the PSC, timeframes within which grievances may be referred to or lodged with the PSC and mechanisms of monitoring grievance management by departments. Once the PSC has finalised its investigation, the relevant Executive Authority is informed of its findings and recommendations. The latter is expected to inform the PSC and aggrieved employees about his or her decision based on the PSC's recommendations. The PSC also reports on the outcome of its investigations in respect of grievances to the National Assembly and Provincial Legislatures on an annual basis.

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

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

2.2 Updates to the Relevant Legislative and Policy Mandates

2.2.1 The Public Service Commission Bill

Significant progress on the review of the Public Service Commission Act of 1997 has been made. The primary objectives of the PSC Bill are to:

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

It is envisaged that the current PSC Act of 1997 will be repealed and replaced by a new Act.

2.2.2 National Framework towards the Professionalisation of the Public Sector

On 25 October 2022, the former Acting Minister for the Public Service and Administration, Mr T. Nxesi briefed the media on the Cabinet's approval of the National Framework towards Professionalisation of the Public Sector. The Professionalisation Framework will have significant policy shifts in the conditions of employment of the Director-Generals (DGs) and Heads of Department (HoDs). This is seen by some as a potential game changer or at the very least the catalyst for systemic change in the organisation, capacity, capability and ethos of the public sector as a whole. The Professionalisation Framework takes a public sector wide approach and has shifted the focus towards a single public administration that applies to all three spheres of government as well State Owned Entities. It seeks to ensure that only qualified and competent individuals are appointed into positions of authority in pursuit of a transformed, professional, ethical, capable and developmental public administration. Amongst others, the Professionalisation Framework aims to achieve the following:

- The tightening of pre-entry requirements as well as effective recruitment and selection processes that inform meritocratic appointments at middle and senior management levels.
- Undertaking workplace orientation and induction programmes that are linked to onboarding and mainstreamed as an intervention for organisational socialisation.
- Effective planning, performance management and appraisal systems, including performance standards and assessment instruments for different categories of employees. Performance management can also be aligned with professional body / association registration.
- Public servants returning to the simulator by undertaking continuous learning and professional development. This will include, as well, the professionalisation of certain categories of occupations in the public sector.

Managing the career progression and career incidents of public servants and HODs respectively.

As the thrust of the PSC's mandate is to ensure the maintenance of an effective and efficient public administration and a high standard of professional ethics in the Public Service, it has an invaluable role to play in any revised governance framework. The Professionalisation Framework answers the repeated calls inside as well as outside of government for the strengthening of the powers of the PSC to enable it to play a decisive role in the revised institutional governance framework so that a culture based on the cornerstone values of the Constitution are internalised and practiced in the Public Service and public administration.

To this extent, the role of the PSC in the recruitment process of DGs, HODs and Municipal Managers will be to develop a database consisting of a pool of experts from which the Executive Authorities and Municipal Councils will source the appropriate experts with relevant technical expertise / knowledge of the sector / department / institution to form part of their selection panels. This will enable the Executive Authority and Municipal Councils to run a rigorous selection and recruitment process supported by experts who can technically assess the suitability of the shortlisted candidates. With regard to the performance assessments of DGs and HODs, it has now been resolved that the PSC will play a role in their performance evaluation to improve objectivity and introduce a comprehensive approach that should link the performance of the individual to that of the institution they lead.



Media engagement following the adoption of the National Framework for the Professionalisation of the Public Service by Cabinet

2.3 Updated List of Relevant Court Rulings

There are no relevant court rulings affecting this plan.

3 VISION, MISSION AND VALUES

Vision

An impartial and innovative champion of public administration excellence in South Africa.

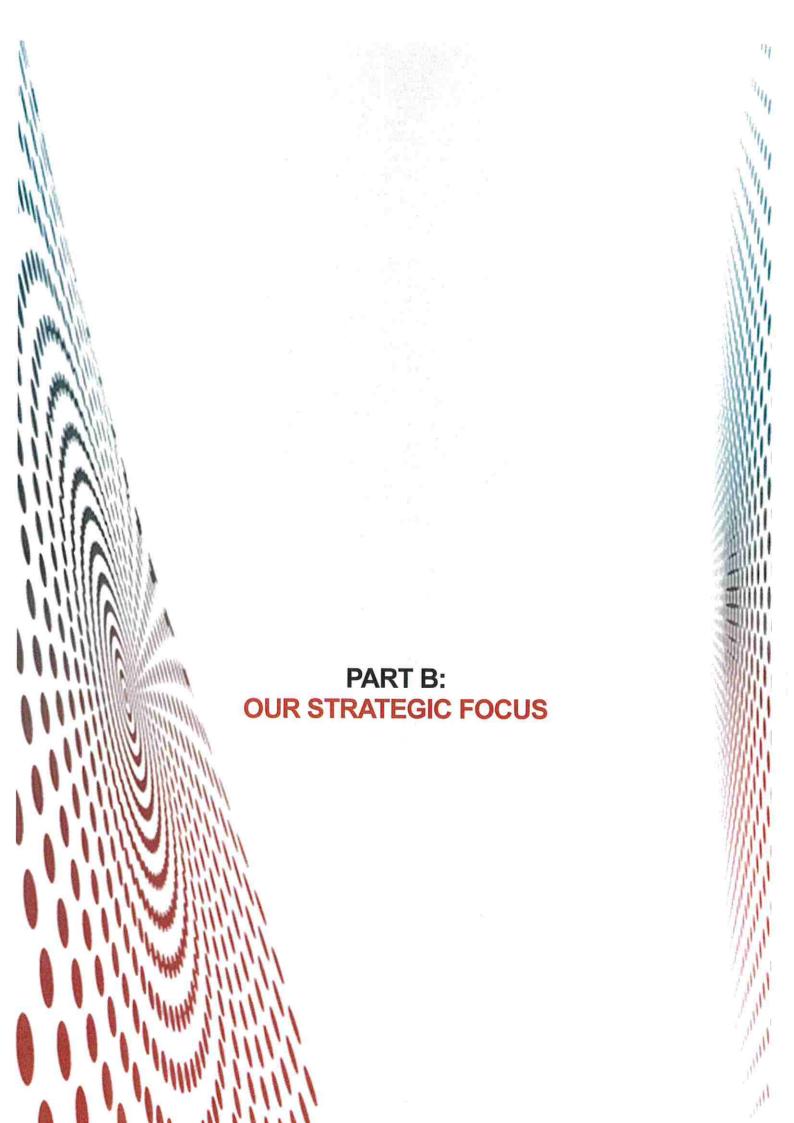
Mission

To actively promote the constitutional values and principles as well as service excellence in public administration practices, which result in a capable, ethical, innovative and developmental state.

Values

Professionalism
Respect
Empathy
Fairness
Accountability
Integrity
Responsiveness

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



PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

The PSC held its strategic planning session on 26-28 September 2022. Key external stakeholders were invited to engage on various topical issues confronting the Public Service, as well as implications for the PSC. The key stakeholders included Minister Nxesi, the then Acting Minister of the Public Service and Administration; the National School of Government; the National Planning Commission; the Department of Planning, Monitoring and Evaluation; the Indlulamithi South Africa Scenarios 2030; the Forum of Institutions Supporting Democracy; and the Public Affairs Research Institute. The PSC gained valuable inputs and insights, particularly on the role it needs to play in steering public sector reforms that are geared towards building state capacity.

The building of a capable, ethical and developmental state underpins all seven apex priorities of the Medium Term Strategic Framework (MTSF). It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. To ensure the continued joint pursuit of a capable state, intergovernmental and citizen engagements are key enablers of this priority³.

The following key definition is provided for Priority 1:



CAPABLE STATE

A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the National Development Plan through a social contract with the people.



ETHICAL STATE

An ethical state is driven by the Constitutional Values and Principles of Public Administration and the rule of law, focused on the progressive realisation of the socio-economic rights and social justice as outlined in the Bill of Rights.

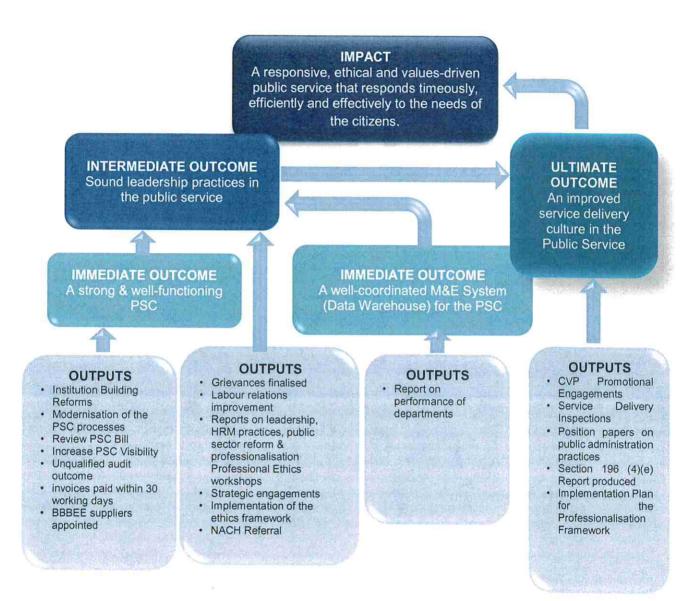


DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through interventionist, developmental; and participatory public administration. This entails building a state that is driven by the public interest and not individual or sectional interest.

³ Revised MTSF for 2019 - 2024

2. MODEL TO DELIVER ON PSC STRATEGY



3. EXTERNAL ENVIRONMENTAL ANALYSIS

Analysis of the external environment reflects major inhibitors to the realisation of a Capable, Ethical and Developmental State. The strategic planning session of the PSC occurred against the backdrop of the release of the final installation of the report of the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State (State Capture Commission). The State Capture Commission unearthed evidence of state capture and corruption of an industrial-scale. It also revealed numerous governance and ethical failures in the public service. The report highlighted the poor record of oversight bodies and asked fundamental questions such as "how, and why, did all the other oversight bodies fail? How and why did each of them fail?"

These questions confront the PSC as a constitutional body charged with the responsibility of providing oversight over the Public Service. According to the Indlulamithi South Africa Scenarios 2030, the country has reportedly sunk into what is referred to as the Gwara Gwara⁴. This scenario is characterised by socio-economic inequalities, social disorder, decay and lack of trust and confidence towards state institutions. Poverty and inequality in South Africa is estimated to be amongst the highest in the world. Statistics South Africa (Stats SA) has reported that the official unemployment rate was 33,9% in the second quarter of 2022. Of particular concern to the PSC is the maintenance of an effective and efficient public administration and a high standard of professional ethics in the Public Service as well as the ability of the state to address poverty, inequality and unemployment. As such, the PSC intends to play a significant role in overseeing the implementation of the Framework for the Professionalisation of the Public Sector.









⁴ South African Scenarios 2030 (Indlulamithi Day 2021)

4. INTERNAL ENVIRONMENTAL ANALYSIS

The repositioning of the PSC for high catalytic impact is a key priority area arising out of the strategic planning session. The Chairperson of the PSC outlined the following pillars that underpin the repositioning of the institution:

- Change the PSC to be a reflection of the Constitutional Values and Principles.
- Innovativeness Adapt and adopt new technologies to be properly able to discharge the mandate of the PSC and institute positive change in the PSC.
- Prepare the PSC for policy changes that will affect the PSC itself and the public sector as a whole.
- There is a need for greater coordination between PSC and its role players through strategic partnerships.

Shifting from an Audit Mind-set to an Impact Mind-set

At the centre of the repositioning of the PSC is the need for a fundamental mind-set shift from an audit-driven performance to an impact-driven performance. The PSC's view is that a focus on impact assessment is critical to the future of South Africa. How government impacts poverty, employment, education, health, and the delivery of needed community development is the key to our future. While impact assessment includes issues of efficiency and effectiveness, the focus moves us to the questions of what value the work of the public service brings to the people of South Africa, particularly in the areas of financial, economic, environmental and social spheres.

The PSC recognised the need to develop a distinctive, African approach to this work, which builds on the established methodologies and practices of impact assessment, leverages the experiences of the Commissioner predecessors, constitutional entities, and other governments where this methodology is in constant use.

Leadership Stability

Leadership stability is regarded as one of the central pillars of a well-functioning organisation. While the vacancies in the Commission have impacted on the PSC's ability to function optimally, the PSC welcomed the appointment of the Chairperson and Deputy Chairperson of the Public Service Commission by the President, and noted that significant progress was made to fill the two existing vacancies for Mpumalanga and the National Office.

Visibility of the PSC

The PSC has identified the need to increase its visibility. The integrated communication and stakeholder management strategy of the PSC includes, amongst other key activities, media and stakeholder interactions, which will go a long way in increasing its visibility.

Review of PSC Governance

In keeping with the repositioning priorities, the PSC is also embarking on a review of its Rules to ensure that these are aligned with the various public service reforms and ensure overall organisational efficiency and effectiveness. In addition to the legislative reforms, the PSC will establish a Rapid Response function that will focus on speedily resolving matters brought to the PSC. Furthermore, the PSC has established an Institutional Development and Governance Committee to support the outcome of a 'strong and well-functioning PSC'.

Organisational Efficiencies

A strong & well-functioning PSC is one of the key strategic outcomes of the PSC to deliver on its mandate. To this end, a number of interventions have been put in place to focusing on the following priority areas:

- Organisational Design and Operating Model
- Review of Policies and Standard Operating Procedures
- Performance Management and Productivity
- Skills Development and Capacity Building
- Information Communication Technology
- Organisational Structure

Information Communication Technology (ICT)

The PSC continues to place great emphasis on the need to revamp and modernise its ICT infrastructure particularly in light of the lessons learnt during the COVID-19 pandemic, the repositioning of the PSC and the move towards 4IR. The work of ICT, which is overseen by the IT Strategy and Steering Committees, will continue to be strengthened with special focus dedicated to the stabilisation of the network and automation of business process as a way of improving efficiencies.



5. PSC STAKEHOLDERS

As a constitutional body, the PSC's primary stakeholders are the National Assembly and Provincial Legislatures. In addition, the PSC works closely with various stakeholders within and outside the Public Service.



PSC meeting with the Minister of Police, Arcadia, Pretoria



PSC Meeting with Auditor General of South Africa, Lynwood, Pretoria



Eastern Cape PSC Office at the Eastern Cape Provincial Legislature, Bhisho

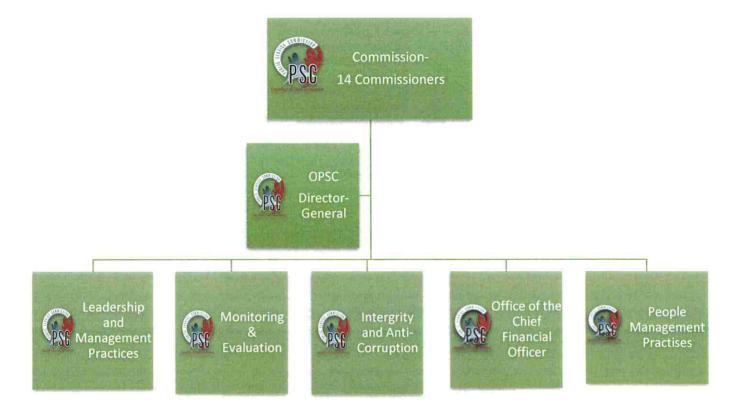


Chairperson of the PSC with the Premier of Northern Cape during the Citizen's Forum in the Northern Cape



PART C: MEASURING OUR PERFORMANCE

Public Service Commission organogram



1. MEMBERS OF THE PUBLIC SERVICE COMMISSION



The PSC consists of fourteen Commissioners. There are five Commissioners at the National Office with nine Commissioners for each Provincial Office of the PSC. Currently, there are three vacant positions of Commissioners: North West, Mpumalanga and National Office. Plans were at an advanced stage to fill the vacancies of Mpumalanga and the National Office.

The North West position was vacated in February 2023. The PSC would like to extend its appreciation to Commissioner Leballo for his contribution and the sterling role he played during his tenure as the North West Commissioner.

The role of the Commissioners is to provide oversight on the work of the OPSC through various governance structures.

2. PROGRAMME 1: ADMINISTRATION



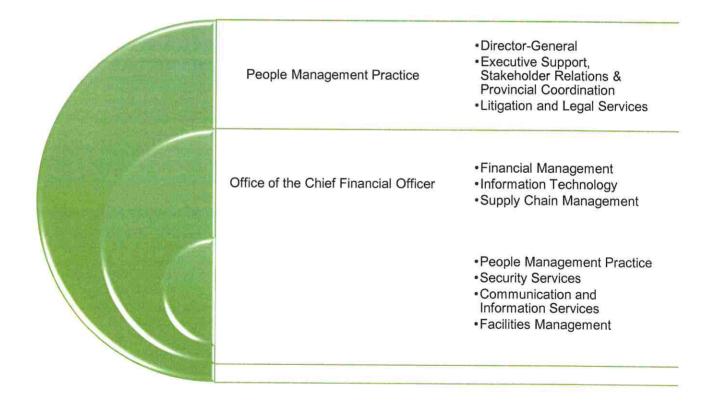






Purpose: The programme provides overall management of the PSC and centralised support services.

The Programme consists of the following Sub-programmes:





Outcomes, Outputs, Performance Indicators and Targets

2.1

	Indicator	Output Indicator	Audited	Audited/Actual Performance	rmance	Performance	2023/24	Medium-Term Targets	jets 2025/26
	1.1	Audit opinion	Unqualified audit outcome opinion	Unqualified audit opinion outcome	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome	Unqualified audit outcome
1	1.2	Percentage of valid invoices paid within 30 days of receipt	100%	%26.66	%88	100%	100%	100%	100%
I	1.3	Percentage of B- BBEE suppliers appointed	28%	62%	62%	%09	%09	%09	%09
	4.	Number of reports on stakeholder outreach programmes coordinated	New output indicator	New output indicator	New output indicator	4	4	4	4
	1.5	Approval of PSC functional structure	New output indicator	New output indicator	New output indicator	New output indicator	PSC functional structure approved	implementation of the functional Structure	implementation of the functional Structure
	1.6	Number of reports on Skills Audit approved	New output indicator	New output indicator	New output indicator	New output indicator	1 report on Skills Audit approved	Implementation of the Report on Skills Audit	Implementation of the Report on Skills Audit
	1.7	Percentage maintenance of the vacancy rate	New output indicator	New output indicator	New output indicator	New output indicator	Vacancy rate maintained at maximum	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%
and	1.8	Number of processes automated	New output indicator	New output indicator	New output indicator	New output indicator	2	2	2
PSC Bill submitted to Parliament	1.9	Submission of the PSC Bill to Parliament	New output Indicator	New output indicator	New output indicator	New output indicator	PSC Bill Submitted to Parliament	Implementation and roll out plan on the PSC Bill	Implementation the PSC Bill

2.2 Indicators, Annual and Quarterly Targets

Code	10人間とは、10人間の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の					
		Annual Target		Quar	Quarterly Targets	
1.7	Cutput Indicators	2023/24	1st	2nd	3rd	4th
	Audit opinion	Unqualified audit outcome opinion	ı	Unqualified audit outcome opinion	007	ī
1.2	Percentage of valid invoices paid within 30 days of receipt	100%	100%	100%	100%	100%
1.3	Percentage of B-BBEE suppliers appointed	%09	ij,	ч	ï	%09
4.1	Number of reports on stakeholder outreach programmes coordinated	4	Ţ	1	-	-
1.5	Approval of PSC functional structure	PSC functional structure approved	ĭ	1		PSC functional structure approved
1.6	Number of reports on Skills Audit approved	1 report on Skills Audit approved	ä	1	¥.	1 report on Skills Audit approved
1.7	Percentage maintenance of the vacancy rate	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%
1.8	Number of processes automated	2	1	ï	ĭ	2
1.9	Submission of the PSC Bill to Parliament	PSC Bill Submitted to Parliament	ā	A	£	PSC Bill Submitted to Parliament



2.3 Explanation of Planned Performance over the MTEF Period

For the next MTEF period, the PSC will continue to strive for a clean audit outcome for a fourth consecutive year. The target on the payment of valid invoices within 30 days remains a focus area for the PSC during 2023/24 and the MTEF.

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

In line with the aspirations of Chapter 13 of the NDP on Building a Capable State, the PSC will continue to prioritise development of employees by offering training and bursaries to deserving employees. Implementation of Institution Building Reforms will continue in the 2023/24 cycle to support the repositioning of the PSC. The targets that were set for 2022/23 in support of Institution Building Reforms have been stretched to accommodate the more impactful project of implementing the organisational structure. The attainment of the 2023/24 targets will contribute to the realisation of the desired outcome of "A strong & well-functioning PSC" by the end of the term.

The repositioning of the PSC is critical in pursuit of an effective and efficient PSC. The PSC Bill, once assented into an Act, will augment the PSC's repositioning. In addition, the approval of the revised PSC Organisational Structure will also contribute to the repositioning.

Programme 1, through the Communications Directorate, is one of the key contributors to institutional visibility. It showcases the results of the work of the PSC and the related positive experiences of citizens. Showcasing the work does not only promote transparency and accountability but also raises public awareness of the services offered by the PSC to all its stakeholders.

Stakeholder collaborations further enhance the visibility of the PSC. In the last financial year, the nationwide broadcasting of the conference on "The Cost of Failure of Governance and Ethics in the Public Service: Response to the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State" in December 2022 was a success due to various stakeholders working together.

2.4 Programme Resource Consideration

Expenditure Estimates

	Ex	penditure Out	comes	Adjusted Appropriation	Mediur	n-Term Expe Estimates	nditure
Programme 1	2019/20 R' 000	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000
PSC	20,584	17,901	18,663	22,889	24,024	25,103	26,228
Office of the DG	15,823	17,934	16,150	19,789	15,740	16,448	17,184
Corporate Services	22,474	23,352	24,922	28,419	28,928	30,227	31,582
Property Management	20,901	22,801	23,282	25,376	25,496	26,639	27,833
Chief Financial Officer	45,937	39,649	38,930	44,146	45,249	47,280	49,398
Total	125,719	121,637	121,947	140,619	139,437	145,697	152,225

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

Furthermore, the Administration budget includes the allocation for centralised support services e.g. accommodation costs, SITA services, training, internal audit, lease payments, Auditor General's fees, etc. For the first year of the MTEF, a total budget of R139, 437 million will be utilised to ensure that the PSC achieves the outputs for Programme 1 whilst at the same time providing high-level strategic direction to the PSC.



Meeting with the Auditor-General of South Africa, Lynwood, Pretoria

3. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES





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

The Programme consists of the following two Sub-programmes:

Labour Relations Improvement

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

Leadership and Human Resource Reviews

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

Outcomes, Outputs, Performance Indicators and Targets

	gets	2025/26	85%	85%	က	4	က	10
	Medium-Term Targets	2024/25	85%	85%	က	4	က	10
	Мес	2023/24	85%	85%	င	4	ю	10
	Estimated Performance	2022/23	85%	85%	New output indicator	က	m	10
	ormance	2021/22	83%	74%	New output indicator	N	n	New indicator
	Audited/Actual Performance	2020/21	%92	%98	New output indicator	es es	г	New indicator
ts	Audited/	2019/20	84%	%26	New output indicator	8	m	New indicator
Outcomes, Outputs, Performance Indicators and Targets	Output Indicator		Percentage of all registered levels 2-12 grievances concluded within 30 days of receipt of all relevant information	Percentage of all registered SMS grievances concluded within 45 days of receipt of all relevant information	Number of own accord investigative reports produced as contemplated in section 196(4)(f) (iii) and (iv) of the Constitution, 1996	Number of reports produced on leadership and human resource management practices, public sector reform and professionalisation	Number of reports on grievance management and efficiency of the grievance procedure in the Public Service produced	Number of strategic engagements conducted on the implementation of PSC recommendations with targeted departments
s, Perform		Indicator Code	2.1	2.2	2.3	2.4	2.5	2.6
Outcomes, Output		Output	Grievances finalised		Reports on own accord investigations	Reports produced on leadership, human resource management practices, public sector reform and professionalization	Reports on the management of grievances and efficiency of the grievance procedure in the Public Service	Strategic engagements on implementation of PSC recommendations on human resource management practices
3.1 (Ontrolles			əoivrə& əildu ^c	1 əht ni səcitcesi o	Sound leadership	

3.2 Indicators, Annual and Quarterly Targets

		Annual Target		Qu	Quarterly Targets	
	Output Indicator	2023/24	1st	2 nd	3rd	4th
2.1	Percentage of all registered levels 2-12 grievances concluded within 30 days of receipt of all relevant information	85%	%09	70%	%08	85%
2.2	Percentage of all registered SMS grievances concluded within 45 days of receipt of all relevant information	85%	%09	%02	%08	85%
2.3	Number of own accord investigative reports produced as contemplated in section 196(4)(f) (iii) and (iv) of the Constitution, 1996	င	,	1	£	က
2.4	Number of reports developed on leadership and human resource management practices, public sector reform and professionalisation	4	,	a.	90	4
2.5	Number of reports on grievance management and efficiency of the grievance procedure in the Public Service produced	3	1	1 Technical brief on departmental grievance resolution	1 Factsheet on Grievance Resolution	1 Technical brief on departmental grievance resolution
2.6	Number of strategic engagements conducted on the implementation of PSC recommendations with targeted departments	10	L	4	4	2



3.3 Explanation of Planned Performance over the Medium-Term Period

The LMP Branch derives its mandate from section 196(4) of the Constitution, with emphasis on section 196(4) (b-f). As part of implementing the applicable provisions of the PSCs constitutional mandate, the Branch:

- Conducts research and monitors compliance with human resource management practices and prescripts;
- Monitors and evaluates leadership practices in the Public Service;
- · Promotes best practices and provides professional advice;
- Proposes strategic interventions in the areas of human resource management and leadership;
- Develops guidelines and conducts advocacy to share information;
- Informs policy reforms and reviews, and facilitates implementation of recommendations emanating from the PSC's reports;
- · Investigates grievances of employees and recommends appropriate remedies; and
- Performs other functions assigned to the PSC in terms of an Act of Parliament and Executive framework and decisions.

Branch LMP Flagship Projects for the 2023/24 MTEF

The flagship projects listed below include ongoing multiyear-projects, as well as newly identified projects. The Branch will conduct research in these project areas, with a view to contribute to the achievement of a capable, ethical and development state:

- Impact that hybrid-working arrangements had on service delivery in the Public Service. (This
 is a Continuation from 2021/22 financial year and targeted to be completed by the 2023/2024
 financial year)
- Public administration reforms and professionalization of the Public Service: A Public Service Commission perspective (Started in 2022/2023 and targeted to end in 2023/2024.)
- Assessment of digitisation of HR processes in the Public Service (New project).
- The extent of utilisation of head hunting process in the Public Service (New Project).

The Branch has set its targets for the 2023/24 financial year and identified flagship projects for greater impact. It is assumed that by achieving the identified flagship projects, the Branch will in the short to medium term, strengthen engagements and advocacy to build awareness amongst managers and practitioners in the areas of HRM and Labour Relations, with a view to improving good governance and compliance with the regulatory framework, thereby resulting in performance enhancement of the Public Service.

In the long term, the Branch is targeting to contribute to the enhancement of the competency levels of HRM practitioners and managers and to instil a values-driven approach, and ethical HRM and leadership practices in order to support the building of a capable and developmental Public Service.

To deliver on the mandate of the Branch, the national PSC office coordinates and leads transversal projects that cut across all provinces, and facilitates implementation of projects at national level. At the provincial level, PSC offices are responsible for implementing transversal projects and take responsibility for implementing province specific initiatives. Where necessary and possible, support is provided to provincial PSC offices by staff from the national office and/or staff from other provincial offices are deployed to support specific projects at the national office or specific projects in other provinces.

Grievance investigations and advisory services are predominantly demand driven, reactive and not predictable, whereas other areas of work are to a greater degree influenced by the PSC – even though the PSC is also required to be responsive to stakeholder demands and needs. However, both types of work feed into each other.

In respect of the supply-led work, the Branch is guided by the PSC's concerns, observations, and decisions as well as contemporary discussions and debates. Specific initiatives are also undertaken as a result of the following:

- Requests from Parliament and Provincial Legislatures;
- · Requests from Executive Authorities and Heads of Departments; and
- Requests or invitations from other external stakeholders such as bargaining councils and civil society.

While the Branch delivers on all initiatives primarily through internal capacity, the PSC does collaborate and solicits insight from expert stakeholders including higher education institutions, other oversight bodies and civil society.

3.4 Programme Resource Consideration

Expenditure Estimates

P3	Ехре	enditure Outc	omes	Adjusted Appropriation	Mediu	m-Term Exp Estimates	
Programme 2	2019/20 R' 000	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000
Labour Relations Improvement	15,244	14,865	16,042	14,566	14,187	14,823	15,488
Leadership and Human Resource Reviews	9,195	9,337	9,527	9,691	9,457	9,882	10,324
Programme Management: LMP	24,552	23,070	24,159	24,305	23,019	24,052	25,131
Total	48,991	47,272	49,728	48,565	46,663	48,757	50,943

The Programme 2 budget for the 2023/24 financial year is less by R2 million compared to the previous financial year. This calls for the Branch to find innovative ways to do more with less. However, the budget for the subsequent two years of the MTEF is showing signs of growing.

The Branch is mandated to ensure that leadership and human resource management

practices support effective and efficient delivery of services to the public, as per the Constitutional requirements. It will endeavour to economically utilise the allocated budget to execute on this mandate through the targeted routine and flagship projects.



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4. PROGRAMME 3: MONITORING AND EVALUATION





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

The Programme consists of the following two Sub-programmes:

Governance Monitoring

- Public Service Monitoring and Evaluation System
- Programme Evaluations

Service Delivery and Compliance Evaluations

- Compliance Evaluations and Organisational Reviews
- Consultative Evaluations



4.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicat or	Output Indicator	Audited//	Audited/Actual Performance	lance	Estimated Performanc e	Me	Medium-Term Targets	uts
		Code		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Position papers on public administration practices	3.1	Number of position papers produced on public administration practices	12	25	2	2	2	2	2
əɔivı		3.2	Number of reports on service delivery inspections approved	New Indicator	8	6	10	10	10	10
əS əil	Service Delivery	3.3	Number of Citizen Forums conducted	New Indicator	New Indicator	New Indicator	6	6	6	6
du' ənt ni	Assessments	3.4	Number of studies conducted on the effectiveness of government support for service delivery	New Indicator	New Indicator	New Indicator	2	2	2	2
ılture	Section 196 (4)(e) Report produced	3.5	Number of Section 196 (4)(e) Reports produced	-	-	-	-	-	1	-
rvice delivery cu	National advocacy campaign on the Constitutional Values and Principles	3.6	Number of reports produced on the National Advocacy Campaign on the CVPs	New Indicator	New Indicator	New Indicator	New Indicator	~	-	~
əs bəvorqmi nA	Implementation Plan for the National Professionalisation Framework	3.7	Approval of Implementation Plan for the National Framework Towards the Professionalisation of the Public Service	New Indicator	New Indicator	New Indicator	New Indicator	Approved Implementation Plan for the National Framework Towards the Professionalisati on of the Public Service	Monitor the Implementation Professionalis ation of the Public Service	Monitor the Implementation of the National Framework on Professionalisati on of the Public Service
A well- coordinated M&E System (Data Warehouse) for the PSC	Reports on the performance of departments	3.8	Number of reports on the performance of departments produced	New Indicator	New Indicator	New	4	4	4	4

4.2 Indicators, Annual and Quarterly Targets

No.	Output Indicator	Annual Target		Quarterly Targets	Targets	
			1st	2nd	3rd	4th
3.1	Number of position papers produced on public administration practices	2	Ŀ		r	2
3.2	Number of reports on service delivery inspections approved	10 Reports on Service Delivery Inspections approved	Į.	ဇ	4	ю
3.3	Number of Citizen Forums conducted	6	-	2	က	т
3.4	Number of studies conducted on the effectiveness of government support for service delivery focusing on government accommodation and ICT	2	2	1	1	2
3.5	Number of Section 196 (4)(e) Reports produced	-	Ĭ.	ı	1	·
3.6	Number of reports produced on the National Advocacy Campaign on the CVPs	-	1	4	1	V
3.7	Approval of Implementation Plan for the National Framework Towards the Professionalisation of the Public Service	Implementation Plan for the National Framework Towards the Professionalisation of the Public Service approved		1	Ţ	Implementation Plan for the National Framework Towards the Professionalization of the Public Service approved
3.8	Number of reports on the performance of departments produced	4	-	·-	~	_

4.3 Explanation of Planned Performance over the Medium-Term Period

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

- Drives a national campaign with both public and private sector stakeholders on the constitutional values and principles to build social cohesion, and with the intention to change behaviours and attitudes.
- Conducts service delivery inspections to monitor adherence with applicable procedures and set standards, and assess actual delivery and citizen experiences thereof.
- Evaluates the extent to which the values and principles set out in section 195 are complied with.
- Produces a Section 196 (4) (e) report on the activities and the performance of the PSC, including any findings, directions and advice the PSC may make or give.
- · Assesses how departments are organised for optimal service delivery.
- Conducts research on public administration practices and proposes measures for efficient and effective service delivery.
- Conducts roundtables on public administration, especially systemic issues that hamper service delivery.
- Conducts Citizen Forums to interact with citizens and mobilise government and private institutions to respond to the needs of citizens in a participatory manner.
- Endeavours to position the PSC as a contributor to the societal values contained in the Constitution.
- Performs other functions assigned to the PSC in terms of various Acts of Parliament as well as Executive framework and decisions.

The above-mentioned activities help the PSC improve visibility and reach to the outlying and far-flung areas where the needs of the majority of citizens are often neglected. Service delivery inspections provide a dip-stick to some of the challenges experienced by citizens at service delivery sites on daily basis. On-the-spot recommendations assist to quickly unlock such challenges. Similarly, some key government departments and institutions are tasked with supporting all departments to deliver effective services to the citizens.

The cognitive internalisation of the CVPs will play a significant role in the professionalization of the Public Service. In addition, the Branch will conduct an assessment of the key service delivery drivers within the Public Service, the Office Accommodation and the status of Information Communication Technology by SITA. The identification of bottlenecks in these two areas will be key to improving service delivery.

Branch M&E Flagship Projects for the 2023/24 MTEF

The 2023/24 Flagship projects for the M&E Branch will include the following:

- National Advocacy Campaign on the Constitutional Values and Principles. It is anticipated that this will be a multi-year project of the PSC.
- Citizen Forums in all nine provinces focusing on providing access to the needs of the citizens.
- Effectiveness of Government Support for Service Delivery focusing on
 - a) Office Accommodation and
 - b) Information and Communication Technology (ICT) Projects (multi-year project)
- Service delivery inspections with a focus on improved coordination and collaboration of the integrated justice system.
- Facilitation towards the development of an implementation plan for the professionalization framework of the public service.
- Development of position papers on the principles of accountability and effective, efficient and economic use of resources.

There has been very little demonstrative change in the internalisation and actualisation of the constitutional values and principles in the public service. It is apparent that the problem is no longer about awareness but rather the cognitive understanding and translation into a new moral understanding and consciousness so that it becomes intrinsic. This will require a national campaign in partnership with various sectors of the society on the values and principles and to change the direction of the country.

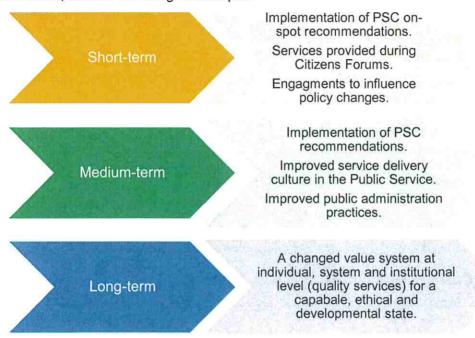
During 2023/24, the greater focus of the Citizens Forums will be on improving service delivery in various communities through monitoring the implementation of commitments made by various government departments based on previous Forums held by the PSC.



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

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





PSC Commissioners and the DG with the Premier of the Northern Cape during the Citizens Forum in Northern Cape.



Northern Cape Citizens Forum

4.4 Programme Resource Consideration

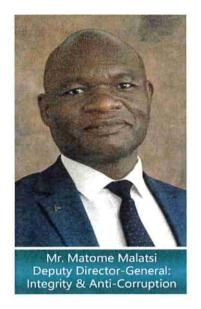
Expenditure Estimates

Branch M&E Resource Allocation

Programme 3	Exper	nditure Outcor	mes	Adjusted Appropriation	Medium-Te	rm Expenditur	e Estimates
Frogramme 3	2019/20 R' 000	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000
Governance Monitoring	9,158	8,982	9,024	9,271	9,671	10,096	10,538
Service Delivery and Compliance Evaluations	9,971	8,549	9,471	9,974	9,885	10,319	10,773
Programme Management: M&E	23,184	21,012	23,173	25,725	24,773	25,863	26,999
Total	42,313	38,543	41,668	44,970	44,329	46,278	48,310

The reduced allocated budget of R44, 329 million for the 2023/24 financial year is an indication that government is raising less revenue than expenditure requirements. In the previous financial year, the Branch received an allocation of R44, 970 million following the adjustments.

5. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION





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

The Programme consists of the following two Sub-programmes:

Public Administration Investigations

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

Professional Ethics

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

5.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Output	Indicator	Output Indicator	Audited/A	Audited/Actual Performance	папсе	Estimated Performance	Me	Medium-Term Targets	gets
		Code		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ð.	Public administration investigations finalised	4.1	Percentage of complaints finalised within 90 working days upon receipt of a valid complaint by an Investigating Officer	%96	94%	93%	75%	85%	85%	85%
oivie& Sildu9		4.2	Number of own accord investigation reports as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996 finalised	New indicator	New indicator	New indicator	2	10	10	10
ədt ni səəi	Implementation	4.3	Number of oversight reports produced on the implementation of the ethics framework	New indicator	New	New	ന	~	~	V-
hip pract	of the ethics framework promoted	4.4	Number of articles on the promotion of professional ethics produced	New indicator	4	4	4	4	4	4
l leaders		4.5	Number of engagements conducted on the ethics framework	New indicator	New indicator	New indicator	င	20	20	20
ounos	Promotion of CVP's	4.6	Number of CVP promotional engagements held	28	26	20	20	12	12	12
	Referral of NACH cases.	4.7	Percentage of NACH cases referred within 7 days of receipt of case report	100%	100%	100%	80%	%06	%06	%06

5.2. Indicators, Annual and Quarterly Targets

<u>8</u>	Output Indicator	Annual Target		Quarterly Targets	argets	
		ZUZƏIZ4	-/st	2110	3rd	4th
1 .	Percentage of complaints finalised within 90 working days upon receipt of a valid complaint by an Investigating Officer	85%	jI	45%		%58
4.2	Number of own accord investigation reports as contemplated in section 196(4)(f) (i), (iii) and (iv) of the Constitution, 1996 finalised	10	3	,	1	10
4.3	Number of oversight reports produced on the implementation of the ethics framework	1	ı	ì	L	-
4.4	Number of articles on the promotion of professional ethics produced	4	_	_	_	~
4.5	Number of engagements conducted on the ethics framework	20	5	5	5	2
4.6	Number of CVP promotional engagements held	12	3	3	3	က
4.7	Percentage of NACH cases referred within 7 days of receipt of case report	%06	%06	%06	%06	%06

5.3 Explanation of Planned Performance over the Medium-Term Period

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

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

Branch Flagship Projects for 2023/24 and the MTEF

- The study on the extent and nature of the protection of whistle-blowers and Investigators in the Public Service.
- International Anti-Corruption Day Conference Report
- Comparative study on the management of conflicts of Interest in selected international and continental countries.
- Comparative study on the evaluation of public procurement processes and identifying gaps that aid corruption and fraud in the public service.
- Consolidated Report on the assessment of leadership commitment of Heads of Departments and Executive Authorities in promoting ethics in the Public Service.

5.4 Programme Resource Consideration

Branch IAC Resource Consideration

Programme 4	Exper	nditure Outco	omes	Adjusted Appropriation	Medium-Te	rm Expenditure	e Estimates
r Togramme +	2019/20 R' 000	2020/21 R' 000	2021/22 R' 000	2022/23 R' 000	2023/24 R' 000	2024/25 R' 000	2025/26 R' 000
Public Administration Investigations	15,422	12,055	9,517	12,196	11,729	12,256	12,806
Professional Ethics	20,368	20,360	20,404	21,289	20,813	21,747	22,721
Programme Management: IAC	21,716	21,289	22,507	23,441	23,297	24,346	25,435
Total	57,506	53,704	52,428	56,926	55,839	58,349	60,962

The budget for the Branch IAC is targeted at activities to ensure that good ethical conduct is practised in the public service. These entail investigations, efficient finalisation of complaints and promotion of professional ethics. In addition, the budget will be utilised in executing some of the flagship projects as identified above.

6. OVERALL PROGRAMME RESOURCES CONSIDERATION

Total Budget Allocation

				Adjusted Appropriation	Medium-Te	rm Expenditure	Estimates
Programme	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administration	125,719	121,637	121,947	140,619	139,437	145,697	152,225
Leadership and Management Practices	48,991	47,272	49,728	48,562	46,663	48,757	50,943
Monitoring and Evaluation	42,313	38,542	41,668	42,342	42,982	44,912	46,924
Integrity and Anti- Corruption	57,506	53,704	52,428	56,926	55,839	58,349	60,962
TOTAL	274,529	261,155	265,771	288,449	284,921	297,715	311,054
Compensation of employees	212 736	202 952	204 753	216 742	212 877	222 437	232 403
Goods and services	52 003	51 889	55 691	69 658	69 401	72 516	75 766
Interest and rent on land	5	-	.=	•	_	<u> </u>	' '
Transfer and subsidies	2 690	1 977	1 933	611	558	583	609
Payments for capital assets	6824	4295	3383	1438	2085	2179	2276
Payments for financial assets	271	43	11	-	-	-	-
TOTAL	274 529	261 156	265 771	288 449	284 921	297 715	311 054

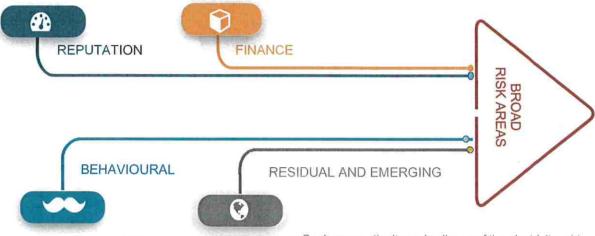






7. UPDATED BROAD RISK AREAS

- · Government credibility
- · Corruption and fraud
- Transparency deficit
- · PSC reputation and stakeholder engagement
- Reduction in the budget for Compensation of Employees
- · Inability of government to fill critical posts
- · Cuts in goods & services budget
- · Mitigating the financial constraints of government
- · Adverse Audits in the Public Service

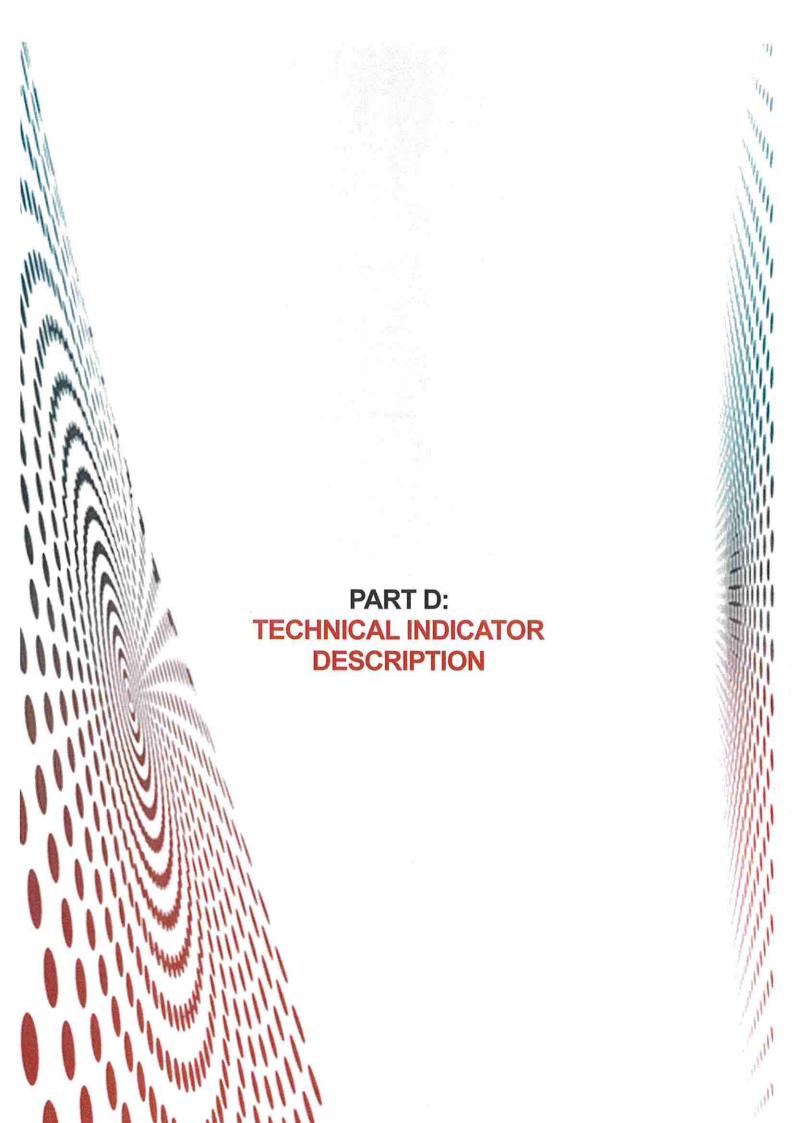


- Compromised CVPs
- · Unprofessional behaviour
- · Factional, unfair and inequitable services
- Indifferent to people's needs
- · Putting Self before clients
- · Instability due to unrests and riots
- · Business continuity and collapse of the electricity grid
- · Readiness and ceasing opportunity of the 4IR
- Instability of PSC's ICT platform and internet connectivity

Mitigation against key risks

Outcome	Key Risk	Risk Mitigation
A strong & well- functioning PSC	Lack of capacity by the OPSC to fully discharge the mandate of the PSC	 Draft PSC Bill to reposition the PSC Establishment of OPSC as secretariat Skills audit conducted Training plan implemented Culture change recommendations implemented Organisational structure reviewed
	Instability of the PSC's ICT platform and internet connectivity	 IT infrastructure upgrade Engage with SITA on platforms for data security
Sound leadership practices in the Public Service	Failure of departments in providing leadership to dissatisfied employees	Promote effective grievance management in departments
	Instability at leadership level due to high turnover	Induction of leadershipIssue advice to leadership
	Government leadership's credibility deficit in promoting ethical leadership conduct in the Public Service	 Research on ethical leadership Engagements on Ethical Leadership conducted within the Public Service
An improved service delivery culture in the Public Service	Unprofessional and unethical behavior of public servants impacting negatively on the discharge of their duties	 Engagements on the CVPs Grievance and Public Administration Investigations with findings and recommendations for appropriate action
	Poor service delivery that leads to instability (destruction of property and loss of life) in the country	Service delivery inspections aimed at unlocking service delivery bottlenecks
A well-coordinated and functioning M&E System (Data Warehouse) for the PSC	Incomplete and inaccurate data captured from data sources such as outstanding Annual Reports.	Intensify follow-up on outstanding data sources and quality assurance of data sets





PART D: TECHNICAL INDICATOR DESCRIPTION

1. PROGRAMME 1: ADMINISTRATION

OUTCOME: A STRONG A	ND WELL-FUNCTIONING PSC
1.1. Indicator Title	Audit opinion
Definition	An unqualified audit outcome on financial statements, performance against predetermined objectives and compliance with prevailing laws and regulations
Source of data	AG's Audit opinion/Management Report and Annual Report
Method of calculation/ Assessment	Audit report provided by external auditors reflecting no matters of emphasis under Financial Statements, Performance information and Compliance with applicable legislation
Means of verification	AG's Audit opinion in Annual Report
Assumptions	The OPSC has internal control systems in place for financial and non-financial information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	An unqualified audit outcome
Contributing Indicator Responsibility	CFO

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.2 Indicator Title	Percentage of valid invoices paid within 30 days of receipt
Definition	To measure the number of valid tax invoices paid to service providers within 30 days according to the Treasury Regulations and policy guidance from the National Treasury
Source of data	Register of payments and monthly creditors age of analysis
Method of calculation/	The following formula should be used:
Assessment	$\frac{A}{B}$ X 100
	Where:
	A is the number of valid invoices paid within 30 days
	B is the number of valid invoices received
	The invoice is valid once all disputes regarding an invoice are resolved
Means of verification	Exception report on payment of suppliers submitted to Accounting Officer and National Treasury.
	Checking date stamps on the invoices to determine the receipt date as well as the date stamp on the payment voucher
Assumptions	Suppliers submit valid invoices within stipulated timeframes
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual reporting
Desired performance	100% of valid invoices paid within 30 days of receipt
Contributing Indicator Responsibility	CFO

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.3 Indicator Title	Percentage of B-BBEE suppliers appointed
Definition	This is a percentage of suppliers appointed by the PSC who meet the B-BBEE criteria
Source of data	Logis
Method of calculation/	The following formula should be used:
Assessment	A/B X 100
	Where:
	A= number of suppliers appointed who meet the B-BBEE criteria
	B= total number of suppliers appointed in the financial year
Means of verification	Logis report
	Central Supplier Database (CSD) B-BBEE report
Assumptions	Compliance with B-BBEE requirements
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly and annual reporting
Desired performance	60% of B-BBEE suppliers appointed
Contributing Indicator	CFO
Responsibility	

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

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.5 Indicator Title	Approval of PSC functional structure
Definition	This indicator is defined as the approval of the PSC functional structure to create the requisite capacity in line with the approved Business Case.
Source of data	Approved functional structure, Approved Business Case, Approved Service Delivery Model
Method of calculation/ Assessment	Simple count
Means of verification	Signed business case, concurred and approved functional structure.
Assumptions	The functional structure is approved
Disaggregation of Beneficiaries	Youth, women and people with disabilities will be considered
Spatial Transformation	Nationally
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	To design and approve a functional structure that responds to the mandate and strategy of the organisation
Contributing Indicator Responsibility	Director: People Management Practices (PMP)

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.6 Indicator Title	Number of reports on Skills Audit approved
Definition	This indicator serves to determine the skills level of employees appointed in the PSC with a view to determine skills gaps
Source of data	Approved Project charter, Approved Memorandum of Understanding, Skills Audit Report
Method of calculation/ Assessment	Simple Count
Means of verification	Skills audit close-out report
Assumptions	Employees comply with the Skills Audit requirements
Disaggregation of Beneficiaries	Youth, women and people with disabilities skills gaps would will be prioritised for training
Spatial Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Annual reporting
Desired performance	To approve 1 report on the comprehensive skills audit undertaken, which identifies skills deficiencies / gaps so that development programmes may be implemented to meet the performance requirements of the PSC
Contributing Indicator Responsibility	Director People Management Practices (PMP)

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.7 Indicator Title	Percentage maintenance of vacancy rate
Definition	This indicator serves to ensure that the PSC vacancy rate is maintained at maximum 10% to ensure that there is enough capacity to deliver on the PSC mandate
Source of data	PSC staff complement, organisational structure, PERSAL Report
Method of calculation/ Assessment	The following formula should be used: A/B X 100
	Where: A= number of funded vacant posts B= total number of approved funded posts
Means of verification	PSC approved vacancy rate report, PERSAL report
Assumptions	It is assumed that programme managers will be proactive in ensuring that vacant posts are filled within 3-months.
Disaggregation of Beneficiaries	Youth, women and people with disabilities,
Spatial Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Annual reporting
Desired performance	Maintain the PSC vacancy rate at 10% or below
Contributing Indicator Responsibility	Director: PMP

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.8 Indicator Title	Number of processes automated
Definition	In order to improve efficiency & effectiveness, the PSC has identified two process for automation. PMDS and Organisational Performance Monitoring processes will be automated in the 2023/24 implementation cycle.
Source of data	Two automated process will be used as a source of data.
Method of calculation/ Assessment	Simple count
Means of verification	Functional automated PDMS and Organisational Performance Monitoring
Assumptions	It is assumed that the ICT Team together with end users will collaborate in the implementation of PSC automation of its processes.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2 processes automated
Contributing Indicator Responsibility	D:IT

OUTCOME: A STRONG AND WELL-FUNCTIONING PSC	
1.9 Indicator Title	Submission of PSC Bill to Parliament
Definition	The PSC is currently repositioning itself to deliver effectively on its mandate. To do this, it is a requirement that the PSC reviews the current PSC legislation with an aim of amending it to strengthen the role of the PSC.
Source of data	Cabinet Memorandum, Approved submission for the submission of PSC Bill to Parliament, Proof of PSC Bill submitted to Parliament
Method of calculation/	Simple count
Assessment	^
Means of verification	Bill submitted to Parliament
Assumptions	It is assumed that all other processes, such as presenting the Bill to FOSAD and Cabinet, which must recommend for the Bill to be submitted to Parliament will be granted.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nationally
Calculation type	Year-end target
Reporting cycle	Annual reporting
Desired performance	PSC Bill submitted to Parliament
Contributing Indicator Responsibility	Director Litigation and Legal Services

2. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

OUTCOME: SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE	
2.1 Indicator Title	Percentage of all registered levels 2-12 grievances concluded within 30 days of receipt of all relevant information
Definition	To consider grievances of employees on salary levels 2-12. Salary levels 2-12 refer to all employees employed in the Public Service below SMS level, including employees employed by the services departments (Departments of Police, Defence and Correctional Services), educators, health professionals, those employed in terms of the Occupational Service Dispensation and other unknown categories
Source of data	PSC database of grievances
Method of calculation/	The following formula should be used:
Assessment	$\frac{A}{R}$ X 100
	Where:
	 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 For noting: The grievances lodged include those lodged in the year under review and those that are carried over from previous financial years
Means of verification	Electronic copy of database
	Quarterly statistical report
	Date on which the last information was received
	Signed minutes of PSC Panel meetings
Assumptions	Database is maintained continuously
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Year-end target: Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	85% of all registered levels 2 – 12 grievances concluded within 30 days of receipt of all relevant information
Contributing Indicator Responsibility	CD: LRI

OUTCOME: SOUND LEA	DERSHIP PRACTICES IN THE PUBLIC SERVICE
2.2 Indicator Title	Percentage of all registered SMS grievances concluded within
	45 days of receipt of all relevant information
Definition	To consider grievances of members of the SMS, as defined in the SMS Handbook
Source of data	Database of grievances referred by employees or Executive Authorities
Method of calculation/	The following formula should be used:
Assessment	$\frac{A}{R}$ X 100
	В.
	Where:
	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
	employees of the OFSC
	For noting:
	The grievances lodged include those lodged in the year under review and those
	carried over from previous financial years
Means of verification	Electronic copy of the database
	Quarterly statistical report
	Date on which the last information was received
	Signed minutes of PSC Panel meetings
Assumptions	Database is maintained continuously
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Year-end target: Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	85% of all registered SMS grievances concluded within 45 days of receipt of all
	relevant information
Contributing Indicator	CD:LRI
Responsibility	

OUTCOME: SOUND LEA	DERSHIP PRACTICES IN THE PUBLIC SERVICE
2.3 Indicator Title	Number of own accord investigative reports produced as contemplated in section 196(4)(f) (iii) and (iv) of the
	Constitution, 1996
Definition	As per section 196(4)(f) (iii) and (iv) of the Constitution, 1996, the PSC is mandated to monitor and investigate adherence to applicable procedures in the public service; and advise national and provincial organs of state regarding personnel practices in the public service, including those related to recruitment, appointment, transfer, discharge & other aspects of the careers of employees in the public service.
Source of data	Allegations that come to the PSC's attention via the public discourse, observation on issues to be attended to.
Method of calculation/ Assessment	Simple count of reports submitted
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	All requested information is provided to the PSC to enable continuation of investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	Produce 3 own accord investigative reports
Responsibility	CD: LHRR

OUTCOME : SOUND LEA	DERSHIP PRACTICES IN THE PUBLIC SERVICE
2.4 Indicator Title	Number of reports developed on leadership and human resource management practices, public sector reform and professionalisation
Definition	Reports to be produced to influence leadership practices, human resources management practices, public sector reform and professionalisation policy perspectives in the Public Service
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count of reports developed
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission & an approved Report
Assumptions	Full cooperation by departments in providing the PSC with relevant information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annual Reporting
Desired performance	Develop 4 reports on leadership and human resource management practices, public sector reform and professionalisation
Contributing Indicator Responsibility	CD: LHRR

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

OUTCOME : SOUND I	LEADERSHIP PRACTICES IN THE PUBLIC SERVICE
2.6 Indicator Tittle	Number of strategic engagements conducted on the implementation of PSC recommendations with targeted departments
Definition:	The PSC's strategic engagements with departments on findings and recommendations from various HRM and labour relations reports would result in departments complying with prescripts and a reduction of grievances and complaints lodged by employees. Information will be sourced from the previous financial years for comparison purposes
Source of data	Attendance registers/ Agenda/ Presentations
Method of calculation/ Assessment	Simple count
Means of verification	Attendance registers/ Agenda/ Presentation
Assumptions	N/A
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Conducted 10 strategic engagements on the implementation of PSC recommendations with targeted departments
Contributing Indicator Responsibility	CD:LHRR

3. PROGRAMME 3: MONITORING AND EVALUATION

3.1 Indicator Title	Number of position papers produced on public administration practices
Definition	Two position papers on public administration practices with a view to influence substantive implementation of PSC advice. The papers will focus on: Efficient, economic and effective use resources Accountability
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count of reports produced
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Departmental compliance with the CVP assessments
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 2 position papers on public administration practices
Contributing Indicator Responsibility	CD: Governance Monitoring

3.2 Indicator Title	D SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE Number of reports on service delivery inspections approved
Definition	Reports on inspections aimed at unlocking service delivery bottlenecks in the Public Service
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/ Assessment	Simple count of reports approved on service delivery inspections
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Bottlenecks in the Public Service are identified and addressed on the spot
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual Reporting
Desired performance	Approve 10 reports on service delivery inspections
Contributing Indicator Responsibility	CD: Service Delivery and Compliance Evaluation

OUTCOME: AN IMPROVE	D SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE
3.3 Indicator Title	Number of Citizen Forums conducted
Definition	Citizen Forums involve government working with citizens to propose practical measures to improve service delivery and focuses on a specific community at a given point. Six (6) of the Citizen Forums for 2023/24 will focus on the monitoring of commitments made during the previous Citizen Forums, while the other 3 will be new Citizen Forums.
Source of data	Primary sources: Concept document / Close out report on event/ Programme Secondary sources: Letters to stakeholders / Survey forms / Partnership agreement (if applicable) / Content of message delivered (presentation) NB: Primary sources will serve as conclusive proof of POE otherwise, secondary sources may be included.
Method of calculation/ Assessment	Simple count of the number of Citizen Forums conducted
Means of verification	Simple count of the number of Citizen Forums facilitated with citizens during the reporting period vis a vis the number targeted. Physical verification of records from data sources.
Assumptions	Approval from the Provincially Based Commissioner. Needs analysis for interventions are accurate. Targeted audience will attend the campaign
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly and Annual Reporting
Desired performance	Conduct 9 Citizen Forums
Contributing Indicator Responsibility	CD: Service Delivery and Compliance Evaluation

OUTCOME: AN IMPROVE	ED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE
3.4 Indicator Title	Number of studies conducted on the effectiveness of
	government support for service delivery focusing on
	government accommodation and ICT
Definition	Studies conducted by the PSC, aimed at identifying the challenges facing government that hampers service delivery focusing on government accommodation and information and communication technology
Source of data	Primary and secondary sources of research and consultations with stakeholders
Method of calculation/	Simple count
Assessment	
Means of verification	Approved report
Assumptions	Participation of selected departments
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Conduct 2 studies on the effectiveness of government support for service delivery, focusing on government accommodation and ICT
Contributing Indicator Responsibility	CD: Service Delivery and Compliance Evaluation

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

3.6 Indicator Title	ED SERVICE DELIVERY CULTURE IN THE PUBLIC SERVICE Number of reports produced on the national advocacy
	campaign on the CVPs
Definition	The national advocacy campaign is to ensure that the CVP's contribute to social cohesion and nation building.
Source of data	Approved reports on the National Advocacy Campaign
Method of calculation/	Simple count or report produced
Assessment	U STAN AND AND STAN STAN STAN STAN STAN STAN STAN STAN
Means of verification	Signed submission route form/ Approved reports on the National Advocacy Campaign
Assumptions	It is assumed that the society at large will embrace and adhere to the CVP's
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nationally
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 1 report on the National Advocacy Campaign on CVP's
Contributing Indicator	CD: Governance Monitoring
Responsibility	

OUTCOME: A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC	
3.7 Indicator Title	Approval of Implementation Plan for the National Framework Towards the Professionalisation of the Public
	Service
Definition	Cabinet has adopted the National Framework on the Professionalisation of the Public Service. The OPSC is expected to play a crucial in the implementation of the Professionalisation Framework, in order to do so, the PSC will develop a plan to implement the relevant portions in collaboration with stakeholders
Source of data	Approved Implementation Plan, National Framework on the Professionalisation of the Public Service, Minutes of meetings with stakeholders
Method of calculation/ Assessment	Simple count
Means of verification	PSC Implementation plan approved by the Commission
Assumptions	It is assumed that the PSC implementation Plan will be supported by all primary stakeholders
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nationally
Calculation type	Cumulative (Year-end)
Reporting cycle	Annual Reporting
Desired performance	Approve Implementation Plan for the professionalisation of the public service
Contributing Indicator Responsibility	CD: Governance Monitoring

OUTCOME: A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC	
3.8 Indicator Title	Number of reports on the performance of departments produced
Definition	Consolidated reports on compliance with the CVP's by selected government departments
Source of data	Data warehouse, secondary data and consultation with departments
Method of calculation/ Assessment	Simple count of reports produced
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Departmental compliance with the CVP assessments
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 4 reports on the performance of departments
Contributing Indicator Responsibility	CD: Governance Monitoring

4. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

OUTCOME: SOUND MAN SERVICE	IAGEMENT AND LEADERSHIP PRACTICES IN THE PUBLIC
4.1 Indicator Title	Percentage of complaints finalised within 90 working days upon receipt of a valid complaint by an Investigating Officer
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
Source of data	Database on complaints
Method of calculation/	The following formula should be used to calculate the achievement:
Assessment	$\frac{A}{B}$ X 100
	Where:
	A: is the total number of complaints finalised within 90 working days upon the Investigating Officer receiving a valid complaint.
	B: is the total number of complaints reported in the financial year under review.
Means of verification	Electronic copy of database
	Quarterly statistical report
	Date of allocation of complaint to the Investigating Officer
	Signed minutes of PSC Panel meetings
Assumptions	All requested information is provided to the PSC to enable continuation of investigation
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Annual target, with in-year monitoring
Reporting cycle	Annual Reporting, with in-year monitoring
Desired performance	Finalise 85% of complaints within 90 working days upon receipt of a valid complaint.
Contributing Indicator Responsibility	CD: Public Administration Investigations

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

4.3 Indicator Title	DERSHIP PRACTICES IN THE PUBLIC SERVICE Number of oversight reports produced on the implementation
4.5 marcator ritie	of the ethics framework
Definition	These are oversight reports produced on the Financial Disclosures Framework, complaints lodged with the PSC and financial misconduct
Source of data	Statistical reports submitted by departments at national and provincial level, the e-disclosure system
Method of calculation/ Assessment	Simple count of report produced
Means of verification	Signed submission route form/ Memorandum in terms of the Delegations of Authority or Assignment of Duties and submission
Assumptions	Data availability and accuracy for consolidation of the required information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual Reporting
Desired performance	Produce 1 oversight report on the implementation of the ethics framework
Contributing Indicator Responsibility	CD: Professional Ethics

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

4.5 Indicator Title	Number of engagements conducted on the ethics frameworks
Definition	Hosting professional ethics events wherein thought leaders in the ethics space will lead discussions
Source of data	Research studies
Method of calculation/	Count of number of engagements on professional ethics
Assessment	
Means of verification	Confirmatory emails or attendance registers in case of physical engagements
Assumptions	Improved professional ethics within the public service
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annual Reporting
Desired performance	Conduct 20 engagements on the ethics framework
Contributing Indicator Responsibility	CD: Professional Ethics

OUTCOME: A WELL-COORDINATED AND FUNCTIONING M&E SYSTEM FOR THE PSC		
4.6 Indicator Title	Number of CVP promotional engagements held	
Definition	Engagements aimed at raising awareness around the Constitutional Values and Principles (CVPs) and ensuring a common understanding of the CVPs and the impact of the implementation of the principles on public administration. Furthermore, it is aimed at improving the buy-in for implementation and as a result, improving service delivery	
Source of data	Constitution and the CVP Booklet	
Method of calculation/ Assessment	Simple count	
Means of verification	Completed Stakeholder Engagement Template/ Attendance register/ Invitation from stakeholders/ Copy of virtual meeting link/Copy of media statement or opinion piece and/or articles/ Survey forms/ content of message delivered (presentation)	
Assumptions	Public servants understand the CVPs and their responsibilities to implement the CVPs in their daily duties, that there will be an improvement overall in service delivery and the performance of the public service	
Disaggregation of Beneficiaries	N/A	
Spatial Transformation	N/A	
Calculation type	Cumulative (Year-end)	
Reporting cycle	Annual Reporting	
Desired performance	Hold 12 CVP promotional engagements	
Contributing Indicator Responsibility	CD: Professional Ethics	

OUTCOME: SOUND LEADERSHIP PRACTICES IN THE PUBLIC SERVICE		
4.7 Indicator Title	Percentage of NACH cases referred within 7 days of receipt	
	of case reports	
Definition	These are eligible cases of alleged corruption reported via the NACH (and are within the mandate of the PSC) and referred to departments and within PSC within 7 working days of receipts of case report generated from the NACH system	
Source	NACH Database, case reports on eligible cases of alleged corruption	
Method of calculation/ Assessment	The following formula should be used to compute this benchmark:	
	$\frac{A}{B} \times 100$	
	Where:	
	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	
	For noting:	
	Cases that are not related to corruption but lodged by complainants via the	
	NACH will be excluded for reporting in the APP	
Means of verification	Electronic copy database	
	Quarterly statistical report	
Assumptions	Data availability and accuracy	
Disaggregation of Beneficiaries	N/A	
Spatial Transformation	N/A	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly and Annual Reporting	
Desired performance	90% of NACH cases referred within 7 days of receipt of case reports	
Contributing Indicators	CD: Professional Ethics	

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