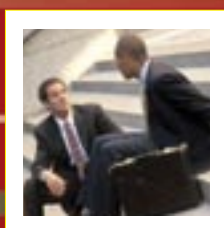


# ANNUAL REPORT 2004 / 2005



Custodian of Good Governance





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**ANNUAL REPORT 2004/2005**



31 August 2005

**PROF SS SANGWENI**  
**CHAIRPERSON OF THE PUBLIC SERVICE COMMISSION**

Private Bag X121  
PRETORIA  
0001

**Dear Prof Sangweni**

It is a great honour and pleasure to present to you the 2004/2005 Annual Report for the Public Service Commission. The Report reflects the overall role played by the Commission in solidifying its position as a champion of effective administration and governance in the field of public service. It also highlights the achievements and challenges faced by the Commission in its quest to achieve the set objectives during the period under review.

Yours sincerely

**MJ SIKHOSANA**  
**DIRECTOR-GENERAL:**  
**OFFICE OF THE PUBLIC SERVICE COMMISSION**



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**P**ermit me to begin our second decade of democracy by submitting the Annual Report of the Public Service Commission (PSC/Commission), the custodian of good governance, for the financial year 2004/2005. It gives me great pleasure to do so in fulfilment of the provisions of Section 196 of the Constitution, 1996 and Sections 40 and 65 of the Public Finance Management Act, 1999.

During the period under review, the Office of the Public Service Commission, through which the Commission executes its Constitutional mandate, completed its restructuring in accordance with Resolution 7 of 2002. Consequently, for the period under review, the operations of the line function branches of the Office of the Public Service Commission were premised on new Key Performance Areas. It is commendable that, as is apparent in the report, this, and the restructuring process, has improved our operations and enhanced the performance of the Commission, yielding good results.

Most significantly, our work on Monitoring and Evaluation, which is central to the fulfilment of the Constitutional oversight role of the Commission, was strengthened and culminated in the hosting of an international conference on Monitoring and Evaluation. Hosted jointly with the African Evaluation Association from 1 – 4 December 2004, the conference brought together 55 countries, 47 of which were from Africa, reinforced by the participation of the Secretariat of the New Partnership for Africa's Development (NEPAD). The primary purpose of the conference was to provide an opportunity for South Africans with an interest in the transformation of our state into a developmental state, to draw on international expertise. Clearly this will enable us to engage on a commonly understood discourse to assess our government constructively. For Africa, the conference provided a vital platform for capacity building and the enhancement of understanding on an area that is central to the pursuit of the Global Millennium Development Goals and the restructuring of relations with international donors, developed countries and agencies as envisaged by the aspirations embodied in NEPAD.

The Commission also raised its management of the evaluation of the performance of Heads of Department (HoDs) to a higher level by introducing a refined common evaluation framework. This framework applies to all HoDs at national and provincial levels. We continue generating valuable advice for Executive Authorities and HoDs on areas requiring development and/or improvement to enhance the performance of HoDs and the Public Service as a whole. The Commission is appreciative of the acceptance by both the Executive Authorities and the HoDs of the whole system and their continued cooperation.

In carrying out its Constitutional mandate to promote a high standard of professional ethics in the Public Service, and also in response to a Cabinet decision calling for the establishment of a single national Anti-Corruption Hotline for the Public Service, the Commission launched the National Anti-Corruption Hotline during the period under review. The Hotline, which is housed at the Commission, gives citizens a chance to report suspected acts of corruption and related incidences as they occur in the Public Service. It is supported by a dedicated Anti-Corruption Hotline Unit, which was also established during the period under review.



**Prof SS Sangweni**

In March 2005, in its capacity as the Secretariat of the National Anti-Corruption Forum, the Commission held the second National Anti-Corruption Summit, which brought together Government, Business and Civil Society. The success of the Summit is reflected in the unanimous adoption of resolutions to strengthen the fight against corruption by the three sectors. These resolutions, while acknowledging the progress accomplished in combating corruption since the first National Anti-Corruption Summit held in 2000, also chart the way forward in a sustained partnership between Government, Business and Civil Society.

In fulfilment of its Constitutional mandate to promote good personnel practices in the Public Service, the Commission continues to deal with unresolved departmental grievances. To improve human resource management in the Public Service, the Commission gazetted new Complaints Rules, which became effective from September 2004. We are positive that these rules will give managers direction on how complaints under investigation are to be managed and will contribute to the improvement of personnel practices.

To advance the entrenchment of *Batho Pele* as an ethos that inform the conduct of public servants, the Commission initiated, during the period under review, another citizen satisfaction survey. The survey focused on the criminal justice sector covering the Departments of Correctional Services, Justice and Constitutional Development, and Safety and Security. More sectors will be covered in future.

It has now become customary for the Commission to issue a State of the Public Service Report at the beginning of each year. Drawing on the vast amount of work done by the Commission since its reconstitution in 2000 in fulfilling its multidimensional Constitutional mandate, the State of the Public Service Report is not just intended to give everyone in our government a clear line of sight of government transformation and performance in creating a better life for every South African; it is also meant to equip our citizenry to understand both government and its governance. Accordingly, the State of the Public Service Report for 2005 came out just after the State of the Nation Address by the President in February 2005.

The Commission is immensely grateful to the staff of the Office of the Public Service Commission, operating under the leadership of the Director-General,

Mr Mpume Sikhosana, for yet another year of many great achievements and milestones.

I would like to thank my fellow Commissioners for their commitment and hard work during the period under review.

In conclusion, I would like to thank the Minister for the Public Service and Administration, Ms Geraldine Fraser-Moleketi and the Chairperson of the Portfolio Committee on Public Service and Administration, Mr PJ Gomomo, for their direction and support during the period under review.



**PROF SS SANGWENI**  
**CHAIRPERSON:**  
**PUBLIC SERVICE COMMISSION**









# INTRODUCTION

## 1.1 Overview by the Director-General

**T**his is our last Annual Report covering a financial year that started within the first decade of democracy. It was during this decade that the Commission, whose stature continues to grow as the custodian of good governance, made its mark as a valuable force in proposing measures for good governance and the improvement of the quality of service delivery in the Public Service. We are committed to keep adding value to the Public Service and, indirectly, to the people that each Public Service Department serves.

The period under review saw key senior members of staff leaving the Office for greener pastures. Three Chief Directors and two Deputy Directors-General were offered better positions elsewhere. On behalf of the Office, I would like to wish them well in their careers.

In our quest to improve good governance and service delivery in the Public Service, the period under review witnessed the Commission spread its wings throughout the continent. This came in the form of the 3rd African Evaluation Conference that the Commission co-hosted with the African Evaluation Association (AfrEA) in Cape Town during December 2004. This conference offered an ideal opportunity for all those involved in Monitoring and Evaluation (M&E), and related fields, to be exposed to high-quality training by international experts, as well as exposure to various technical and special strands that deliberated on the practice of monitoring & evaluation on the continent.

In addition to our strategic objectives, the year under review was also characterised by *ad hoc* requests from various spheres of government. These requests covered a wide spectrum of needs ranging from investigations, support and advice on public administration and governance matters.

The Commission continues to roll out its transversal Monitoring and Evaluation System for the Public Service. The system assesses departments according to a set of performance indicators drawn from the principles and values of public administration enshrined in the Constitution. The application of the system has provided insightful information, which, together with the outputs of all the other programmes of the Commission, creates an informed base for the compilation of our annual State of the Public Service Report. The State of the Public Service Report is the only document that provides the Executive and other organs of government with a comprehensive view of how, from any one year to the next, our governance hangs together. It also gives the citizenry a sense of how it is being served.

In its commitment to dealing with and resolving employee grievances in the Public Service, the Commission has been involved in various activities aimed at putting in place mechanisms and processes to facilitate the effective and efficient management of grievances. Investigations into various issues affecting



**Mr M.J. Sikhosana**

employee/employer relations have been conducted with a view to recommend improvements. Various guidelines have also been developed to assist departments.

Efforts to continuously strive towards the promotion of affirmative action, equity and representation in the Public Service, have remained high on the Commission's agenda during the period under review. Further, it (Commission) has also placed emphasis on ensuring that human resources are managed in compliance with Constitutional values and principles and the transformation policies of government. Its activities in respect of human resource management and development focused on research projects aimed at assessing management practices, monitoring transformation targets and recommending best practice in this regard.

On an annual basis the Commission facilitates the evaluation of the performance of Heads of Department (HoDs). The evaluation process has succeeded in providing a comprehensive feedback to the Executing Authorities on the performance of their HoDs. During 2004/2005, 40 evaluations of HoDs at national and provincial level were conducted.

The period under review saw the launch of the National Anti-Corruption Hotline for the Public Service (0800 701 701). This toll-free hotline, as already alluded to by the Chairperson, is housed by the Commission and is intended to give citizens a voice to report suspected acts of corruption and related activities in the Public Service. Although it is too early to claim victories, the kinds of calls received indicate that the citizens want to join hands with government in fighting corruption.

The Commission played a critical role as the Secretariat for the National Anti-Corruption Forum, in organising the 2nd National Anti-Corruption Summit. The Summit was held in Pretoria at the end of March 2005. This Summit intended to, and succeeded in, achieving the following objectives:

- assessing strategies and past achievements in fighting corruption;
- examining future challenges for both combating and preventing corruption; and
- uniting participating sectors, i.e. Government, Civil Society and Business in a common programme of action.

The success in achieving these objectives is evident in the resolutions that were reached at the Summit.

As in previous years the Commission continued to produce valuable reports and made regular presentations on its reports to Parliament, Portfolio Committees on Public Service and Administration and Provincial Legislatures. Overall, these presentations were well received. Our published reports are obtainable from our offices countrywide and can be downloaded from our website: [www.psc.gov.za](http://www.psc.gov.za).

The period under review saw the termination of the internal audit function of a consortium of Gobodo Risk Management and MSGM Masuku-Jeena at the end of July 2004. The internal audit function of the Office was subsequently outsourced to Gobodo Corporate Governance Services with effect from 1 November 2004 for a period of 36 months.

Finally, I wish to express my appreciation to colleagues at national departments and provincial administrations for their co-operation during the various project-related interactions.

My gratitude also goes out to Professor Stan Sangweni, the Chairperson of the Commission, and his Deputy, Mr John Ernstzen, for their leadership and support, as well as to the Commissioners and the staff of the OPSC for professionally carrying out their responsibilities with commitment and dedication.

Special thanks go to the Minister for the Public Service and Administration, Ms Geraldine Fraser-Moleketi and the Portfolio Committee on Public Service and Administration for their support during the period under review.



**MJ SIKHOSANA**  
**DIRECTOR-GENERAL:**  
**OFFICE OF THE PUBLIC SERVICE COMMISSION**

## 1.2 Information on the Commission

### 1.2.1 Background

The Public Service Commission was established in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. The Constitution stipulates that there be a single public service commission for the Republic of South Africa, consisting of 14 members, five of which are appointed on the recommendation of the National Assembly. One member is appointed from each of the nine provinces, after nomination by the Premier of the province. The Commission is accountable to the National Assembly and must report to the Assembly annually. It must also report to the Legislature of the province concerned on its activities in each province

The President appointed the first members of the Commission with effect from 1 January 1999. However, the commencement of formal operations by the Commission was delayed until 1 July 1999 because of legal difficulties around certain aspects of the Public Service Laws Amendment Act, 1997.

On 1 July 1999, the Public Service Laws Amendment Act, 1997 and Section 15 (1) of the Public Service Commission Act, 1997, as well as the abolition of the Commission for Administration Act, 1984, came into effect.

### 1.2.2 Members

The following are Members of the Commission:

*Nominated by the National Assembly:*

**Prof SS Sangweni**, Chairperson

**Mr JH Ernstzen**, Deputy Chairperson

**Dr EG Bain**

**Ms MRV Mokgalong**

**Ms N Mxakato-Diseko**

*Nominated by the Provincial Legislatures:*

**Mr M Msoki** (Eastern Cape)

**Mr P Helepi** (Free State)

**Dr R Mgijima** (Gauteng)

**Ms PM Tengen** (KwaZulu-Natal)

**Mr KE Mahoai** (Limpopo)

**Mr DW Mashego** (Mpumalanga)

**Mr KL Mathews** (Northern Cape)

**Mr JDS Mahlangu** (North West)

**Dr NV Maharaj** (Western Cape)



## MEMBERS OF THE COMMISSION



**Prof SS Sangweni**  
Chairperson



**Mr JH Ernstzen**  
Deputy Chairperson



**Dr EG Bain**  
Pretoria



**Ms MRV Mokgalong**  
Pretoria



**Ms N Mxakato-Diseko**  
Pretoria



**Ms PM Tengi**  
(KwaZulu-Natal)



**Mr KE Mahoai**  
(Limpopo)



**Mr M Msoki**  
(Eastern Cape)



**Mr DW Mashego**  
(Mpumalanga)



**Mr KL Mathews**  
(Northern Cape)



**Mr P Helepi**  
(Free State)



**Dr RR Mgijima**  
(Gauteng)



**Mr JDS Mahlangu**  
(North West)



**Dr NV Maharaj**  
(Western Cape)

## 1.2.3 Official visits abroad

During the year under review, the Chairperson of the Commission, Prof Stan Sangweni, and five Commissioners undertook official visits abroad. The trips were undertaken as follows:

| DESTINATION        | DATE/PERIOD            | NAME OF COMMISSIONER                | PURPOSE OF VISIT   |
|--------------------|------------------------|-------------------------------------|--|
| Singapore          | 25 to 27 October 2004  | Prof SS Sangweni<br>Mr JDS Mahlangu | To attend CAPAM 10 <sup>th</sup> Anniversary Biennial Conference.  |
| Florence, Italy    | 9 to 13 May 2004       | Mr J H Ernstzen                     | To attend the International Symposium on Personnel Management.   |
| Seoul, South Korea | 12 to 18 July 2004     | Ms PM Tengi<br>Mr P Helepi          | To attend the 26 <sup>th</sup> International Congress of Administrative Sciences and the Annual Conference of the International Association of Schools and Institutes of Administration (IASIA). |
| London, UK         | 22 to 26 November 2004 | Dr RR Mgiima                        | To attend the Public Administration International (PAI) study programme.   |

## 1.2.4 Institutions falling under the control of the Chairperson of the Commission

There were no such institutions during the period under review.

## 1.2.5 Bills submitted during the financial year

No Bills were submitted during the period under review.

## 1.3 Mission Statement

The Commission's vision and mission are derived from the values and principles of public administration laid down in the Constitution, 1996 (Section 195 (1) (a)-(i)).

### Vision

The Public Service Commission is an independent and impartial body created by the Constitution, 1996, to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free and responsive to the needs of the people of South Africa.

### Mission

The Public Service Commission aims to promote the constitutionally enshrined democratic principles and values in the Public Service by investigating, monitoring, evaluating, communicating and reporting on public administration. Through research processes, it will ensure the promotion of excellence in governance and the delivery of affordable and sustainable quality services.

## 1.4 Legislative Mandate

The Commission derives its mandate from Sections 195 and 196 of the Constitution, 1996. Section 195 sets out the values and principles governing public administration, which should be promoted by the Commission. These values and principles are:

- a high standard of professional ethics;
- efficient, economic and effective use of resources;
- a development-orientated public administration;
- provision of services in an impartial, fair and equitable way, without bias;
- responding to people's needs and encouraging the public to participate in policy-making;
- accountable public administration;
- fostering transparency;
- the cultivation of good human resource management and career-development practices; and
- a representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

**In terms of Section 196(4) of the Constitution, 1996, the functions and powers of the Commission are:**

- to promote the values and principles, as set out in Section 195, throughout the Public Service;
- to investigate, monitor and evaluate the organisation, administration and per-



- sonnel practices of the Public Service, in particular adherence to the values and principles set out in Section 195 and the public service procedures;
- c. to propose measures to ensure effective and efficient performance within the Public Service;
  - d. to give directives aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195;
  - e. to report on its activities and the performance of its functions, including any findings it may make and directives and advice it may give; and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with; and
  - f. either of its own accord, or on receipt of any complaint,
    - i. to investigate and evaluate the application of personnel and public administration practices and to report to the relevant Executive Authority and Legislature;
    - ii. to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;
    - iii. to monitor and investigate adherence to applicable procedures in the Public Service; and
    - iv. to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.

**The Public Service Commission Act, 1997 provides for the regulation of the Public Service Commission with regard to:**

- a. the Constitution of the Public Service Commission;
- b. appointment of Commissioners;
- c. designation of the Chairperson and Deputy Chairperson;
- d. conditions of appointment of Commissioners;
- e. removal from office of Commissioners;
- f. functions of the Commission (inspections, inquiries, etc);
- g. rules according to which the Commission should operate;
- h. the Office of the Public Service Commission; and
- i. transitional arrangements with regard to service commissions (created under the Interim Constitution, 1994).

## 1.5 Management Systems

The Commission is supported by the Office of the Public Service Commission (OPSC), with its Head Office in Pretoria and one regional office in each province. A Director-General (DG) heads the OPSC and is the Accounting Officer.

The work of the Commission is structured around six key performance areas, as reflected in 2.1.2.2.

These areas are divided into two line function branches\*, each with three key focus areas.

**a) Branch: Investigations and Human Resource Reviews**

This branch enables the Commission to improve labour relations and management; undertake public administration audits and investigations and promote anti-corruption practices; and review the implementation of human resource policies in the Public Service. [DDG<sup>1</sup>]

**b) Branch: Monitoring and Evaluation**

This branch enables the Commission to establish a high standard of public service leadership, good governance and improved service delivery through public participation. [DDG<sup>2</sup>]

The two branches are supported by **Corporate Services**. Corporate Services renders administrative and overall support services to the two line-function branches. [DDG<sup>3</sup>]

The Commission has nine regional offices located in each of the provinces and established as part of a single national entity. These offices serve as a base for the regionally based Commissioners and are administered by Regional Directors and support staff. The activities of the regional offices are covered as part of the sub-programme reports under both the above-mentioned line-function branches.

\* More information on the branches follows in Chapter 2 under Programme Performance.



**Mpume Sikhosana**

[DG]



**Odette Ramsingh**

[DDG<sup>1</sup>]



**Mashwahle Diphofa**

[DDG<sup>2</sup>]



**Dumisani Maphumulo**

[DDG<sup>3</sup>]





A close-up photograph of two hands shaking, symbolizing agreement or partnership. The hands are dark-skinned, and one hand is wearing a blue sleeve. The background is dark.

# 2

# PROGRAMME PERFORMANCE

## Voted Funds

|                    |             |
|--------------------|-------------|
| Main Appropriation | R73 081 000 |
|--------------------|-------------|

## Statutory Appropriations

|                          |   |
|--------------------------|---|
| Responsible Minister     | Minister for the Public Service and Administration              |
| Administering Department | Office of the Public Service Commission                         |
| Accounting Officer       | Director-General of the Office of the Public Service Commission |

## 2.1 The Public Service Commission



Minister for the Public Service and Administration, Ms G Fraser-Moleketi interacting with stakeholders at one of the exhibitions, where the PSC participated

The activities undertaken by the Public Service Commission during the period under review are discussed in this chapter per programme and sub-programme. In order to place the activities of the sub-programmes in context, a brief analysis of the aims and key objectives of Vote 11 (the Public Service Commission) is provided.

### 2.1.1 Aim of the Vote

The aim of the Commission is to promote the Constitutional values and principles of public administration in the Public Service.

### 2.1.2 Key measurable objectives

The Commission's objectives are to promote and maintain effective and efficient public administration with a high standard of professional ethics.

The core business of the Commission is to investigate, monitor, evaluate and advise on strategic public service issues. The Commission is a knowledge-based organisation, which produces and uses information to contribute to a participatory and developmental Public Service.

### 2.1.2.1 Key objectives of the Commission are to:

- build professional ethics and risk management;
- investigate allegations of corruption;
- monitor and evaluate service delivery and improve its management;
- monitor labour relations and improve human resource management and development; and
- promote sound institution-building in the Public Service.

### 2.1.2.2 Key Performance Areas of the Commission are:

- labour relations improvement;
- public administration investigations;
- professional ethics and human resource reviews;
- governance monitoring;
- leadership and performance improvement; and
- service delivery and quality assurance.

### 2.1.3 Summary of programmes

The activities of the Commission are organised into three programmes: Administration; Investigations and Human Resource Reviews; and Monitoring and Evaluation.

- **Administration** manages and organises the Office of the Public Service Commission.
- **Investigations and Human Resource Reviews** enables the Commission to improve labour relations and management; undertake public administration audits and investigations and promote anti-corruption practices; and review the implementation of human resource policies in the Public Service.
- **Monitoring and Evaluation** enables the Commission to establish a high standard of Public Service leadership, good governance and improved service delivery through public participation.

### 2.1.3.1 Overview of the service delivery environment for 2004/2005

During the period under review, the Premier of KwaZulu-Natal requested that a scoping exercise be conducted in all departments under the Provincial Administration, to determine how ready departments are to deliver on their service delivery mandate. Consequently, Public Service Commission officials were deployed to conduct the scoping exercise and to identify possible areas of assistance. This development has created more demands for the Commission's services.

In a move to give members of the public structures through which they can lodge complaints about substandard service, the Commission launched the Public Service Complaints Rules.

Through the Complaints Rules, members of the public are able to report to the Commission, any dissatisfaction regarding an act or omission within the Public Service, which adversely affects or may adversely affect a person, or may be detrimental to public administration. The Commission published brochures in all the official languages of South Africa to afford the citizenry open access to the complaints mechanism.

The Commission also launched the National Anti-Corruption Hotline for the Public Service. The Hotline, which is housed by the Commission, gives citizens the opportunity to report suspected acts of corruption in the Public Service. This new coordinated approach to report corruption and related acts will assist government in creating a database of all corruption cases reported.

### 2.1.3.2 Overview of the organisational environment for 2004/2005

The resignation of the Chief Financial Officer and promotion of the Deputy Director-General: Monitoring and Evaluation to Director-General of the Department of Public Service and Administration had a direct impact on the performance and output of the organisation.

To mitigate the impact of the above, the Director: Corporate Services was appointed to the position of Acting Chief Financial Officer whilst three Chief Directors were appointed as Acting Deputy Director-General on a rotating basis.

### 2.1.3.3 Strategic overview and key policy developments for the 2004/2005 financial year

During 2003/2004, the Commission engaged in an institutional assessment exercise, which assessed the appropriateness of the structure of its Office, among other issues. The outcome of the exercise was to clarify that the core functions of the Public Service Commission are monitoring, evaluation and investigations. This necessitated a change to the line function branches and programme structures. The former Human Resource Management and Labour Relations programme changed to Investigations and Human Resource Reviews, and the former Good Governance and Service Delivery programme changed to Monitoring and Evaluation. The sub-programmes also changed.

### Monitoring and evaluation

The Commission has made good progress with the implementation of the transversal monitoring and evaluation system. This will equip the Commission with the tools to investigate, monitor and evaluate the Public Service and its administration, as well as the personnel practices of the Public Service. The system is based on assessing the performance of public service entities according to a limited number of strategic performance indicators, based on the Constitutional principles governing the Public Service and Administration. The system uses participatory and self-evaluation techniques, and relies on existing data wherever possible. The intention is for the system to indicate clearly to departments where they need to concentrate their efforts to improve. The first phase report has been completed and was presented to the Parliamentary Portfolio Committee on Public Service and Administration. The second phase includes the review of the assessment framework used to evaluate departments, as well as ongoing engagement with departments.

The Commission developed an appropriate framework for evaluating HoDs, which was approved and regulated by the Minister for the Public Service and Administration. The first evaluation period covered by the framework was the 2000/2001 financial year. Cabinet has since decided that the implementation of this framework be mandatory at provincial level, effective from 2002/2003.

### National Public Service Anti-Corruption Hotline

Individual cases of corruption and other related matters are reported to the Commission for investigation. The Commission has established a dedicated Anti-Corruption Hotline Unit, which deals with the alleged corruption matters referred to it by all public sector institutions. It investigates these cases and compiles reports for the Parliamentary Portfolio Committee or the responsible Executive Authority. The Commission also tracks the implementation of its recommendations.

In terms of the Public Service Anti-Corruption Strategy, the effectiveness of the current whistle-blower hotlines was reviewed to identify areas of improvement. The Commission conducted the review and the outcome indicated that implementation of hotlines had been incomplete and uneven. While some hotlines were operating effectively, others were ineffective. In August 2003, Cabinet approved the establishment of a single National Public Service Anti-Corruption Hotline to be housed and managed by the Commission. Preparatory work began during 2003/2004 and the hotline became operational from September 2004.

The National Anti-Corruption Forum (NACF) was launched in June 2001 and the Commission took on the added function of providing a secretariat function to the NACF. The Secretariat has to carry out strategic research and give advice on preventing and combating corruption; liaise with various stakeholders in the NACF; get donor funding where required; and provide strategic direction on the latest trends in preventing and combating corruption. The National Anti-Corruption Summit took place in March 2005.

## Citizen satisfaction surveys

During 2001/2002, the Commission, with the assistance of donor funds and technical support from Statistics South Africa, developed a citizen satisfaction survey tool and piloted it in the Departments of Education, Housing, Health and Social Development. The survey facilitates the measuring of gaps between citizens' expectations about particular services and the actual delivery of those services, as experienced by citizens. Once gaps have been identified, it becomes possible to determine how to better meet expectations. The Commission believes that a comprehensive approach to measuring citizen satisfaction can bring considerable benefits to public service delivery institutions. This will enhance *Batho Pele* and help to develop a service delivery culture throughout the Public Service. Based on identified needs, this programme will also be rolled out to selected provinces.

The pilot was successful and the Commission initiated another citizen satisfaction survey on the criminal justice sector during 2003/2004, which was completed in September 2004. The survey covered the Departments of Correctional Services, Justice and Constitutional Development, and Safety and Security. A survey focussing on the economic services and infrastructure sector, which includes the Departments of Agriculture, Land Affairs, and Water Affairs and Forestry, is at an advanced stage but will only be completed in the 2005/2006 financial year.

## Citizens' forums

Citizens' forums have evolved as a unique development of the Commission. The forums involve institutions that are independent of the Executive, like the Commission and Legislatures, participating jointly with citizens to propose practical measures for improving service delivery and to contribute to consolidating government's approach to people-centred development. The Commission piloted the concept in the Department of Health in Mpumalanga, where the focus was on the primary health care programme, and in the Department of Social Development in the Eastern Cape, where the focus was on the poverty alleviation programme. Reports with recommendations from the forums on how to improve service delivery were submitted to the relevant departments.

## Improvements in labour relations

Under Resolution 14 of 2002 of the Public Service Co-ordinating Bargaining Council, the Commission gazetted new grievance rules for the Public Service, which became effective in September 2003. The purpose of the rules is to find a uniform approach and method for dealing with grievances. An advocacy pro-

gramme was initiated and the Commission is publishing grievance guidelines to help departments implement the new rules.

The Complaints Rules were gazetted and then launched in September 2004. These are rules to explain how complaints under investigation are to be managed. Brochures were printed in all 11 official languages and distributed. Because the functions of the Commission and the Public Protector sometimes overlap, the two organisations signed a Memorandum of Understanding. It has been agreed that the Public Protector will deal with complaints from the public and the Commission will deal with complaints from the public servants.

## Additional mandate

The Commission has adopted additional mandates, which include updating and managing a register of the financial interest of public servants; and managing a register of cases of financial misconduct by public servants and the outcome of these cases, according to the PFMA.

### 2.1.4 Collection of departmental revenue

No revenue collection was planned for the period under review. Revenue was, however, received from various different sources.

### 2.1.5 Transfer payments

There were no transfer payments during the period under review.

### 2.1.6 Conditional grants and earmarked funds

There were no conditional grants or earmarked funds during the period under review.

### 2.1.7 Capital investment, maintenance and asset management plan

There was no capital investment, maintenance or asset management plan during the period under review.

### 2.1.8 Notes on programmes

For ease of reference, each Chief Directorate in a branch (programme) will be considered to be a sub-programme.

## 2.2 Programme 1: Administration



**Dumisani Maphumulo, Deputy Director-General**

This programme is responsible for the overall management of the Office of the Public Service Commission. It provides for policy formulation by the Minister; the Commission itself, the Director-General and members of the Office's management. Other functions include organising the Office, providing centralised administrative and legal support services, managing departmental personnel and financial administration, determining working methods and procedures and exercising internal control of the Department.

The programme is divided into three sub-programmes: the Public Service Commission, Management and Corporate Services.

### 2.2.1 Sub-programme: Public Service Commission

#### Purpose

This sub-programme provides for the conditions of service of the 14 Commissioners appointed in terms of Section 196 of the Constitution, 1996.

#### Measurable objectives

The objectives and activities of the Commission are based on its Constitutional mandate and are presented in its business plans for each financial year.

The objectives and activities for 2004/2005 are discussed in detail under Programme 2: Investigations and Human Resource Reviews and Programme 3: Monitoring and Evaluation.

### 2.2.2 Sub-programme: Management

#### Purpose

This sub-programme conducts the overall management of the Office. It comprises the office of the Director-General and the Heads of the two line-function branches, as well as Corporate Services.

#### Measurable objectives

By means of strategic direction, management and control, the management of the Office of the Public Service Commission ensures that the business plan of the Commission is executed in an effective way. In addition, it ensures that the Commission is correctly advised on all matters emanating from its Constitutional mandate.

### 2.2.3 Sub-programme: Corporate Services

#### Purpose

The main aim of this sub-programme is to provide corporate services to the Commission and its Office.

#### Measurable objectives

The activities of this sub-programme are structured to meet the following objectives:

- implementing and maintaining sound human resource management and development practices;
- providing effective logistical support;
- ensuring accountable financial administration and management;
- providing effective information technology services; and
- providing effective communication and information services.

## 2.3 Programme 2: Investigations and Human Resource Reviews



**Odette Ramsingh, Deputy Director-General**

This programme aims to enable the Commission to improve labour relations and management; undertake public administration audits and investigations and promote anti-corruption practices; and review the implementation of human resource policies in the Public Service. The programme is divided into three sub-programmes: Labour Relations Improvement, Public Administration Investigations, and Professional Ethics and Human Resource Reviews.

### 2.3.1 Sub-programme: Labour Relations Improvement

The labour relations dispensation has brought along fundamental changes and developments in this arena in the Public Service. During the period under review, the Commission endeavoured to provide a more focused analysis of the field of labour relations by highlighting important concepts and issues, and advising on best practices.



**Mmathari Mashao**  
Chief Director

#### Purpose

The core-function of the sub-programme is to enhance public service labour relations and management by conducting investigative research and providing advice on complaints, grievances, labour relations practices and policies.

#### Measurable objectives

The main objectives of the sub-programme are to:

- investigate grievances and complaints lodged by public servants and recommend appropriate remedies to national and provincial Executing Authorities;
- conduct investigations into complaints relating to the application of personnel and public administration; and
- conduct research on issues relating to the implementation of labour relations principles.

This sub-programme attempts to contribute to a more informed workforce in the Public Service, with fewer work stoppages, improved productivity, a lower rate of absenteeism, and a high level of initiative, which in turn leads to improved service delivery to the citizenry. These can also discourage corrupt practices and irregularities.

#### 2.3.1.1 Service delivery objectives and indicators

In terms of fair and sound labour relations practices, all employees in the Public Service have the right to be treated with dignity, equality and fairness. This, amongst others, implies that the grievances of employees should be dealt with in a manner that does not prejudice any employee and affords employees a fair and just opportunity to have their grievances resolved to their satisfaction.

In view of the fact that it is also an acknowledged labour relations principle that a grievance be considered and resolved within the shortest possible period of time, the Commission published rules for dealing with the grievances of employees in the Government Gazette of 25 July 2003. These rules were implemented



with effect from 19 September 2003. The Grievance Rules clearly outline the procedure that has to be followed in instances when public servants have labour relations grievances. In the event that they are not content with the outcome of the internal process, the matter is referred to the Office of the Public Service Commission for investigation. Upon conclusion of labour relations grievance investigation, the Executing Authorities consider the proposed recommendations for implementation or provide an explanation for deviation.

There is, however, an increasing demand from unions that employees should be allowed to have their disputes referred to the relevant sectoral councils to be dealt with in terms of the provisions of the Labour Relations Act, 1995.

#### **A synopsis on the achievement of targets, which contributed to achieving the Commission's outcomes**

During the period under review, the Commission embarked on the Verification of Implementation of Grievance Procedure Rules, as contained in Government Gazette 25209. The findings compared well with, and confirmed that, the compliance with the Grievance Procedure Rules in the Public Service needs to be improved. The high number of grievances that were referred back to the departments, as the Grievance Procedure Rules were not followed, verifies this. The referrals back to the department for non-compliance with the Grievance Procedure Rules in the year under review stands at 73%. These referrals only occur after the Commission's thorough analysis of the grievances that have been lodged from the departments, together with supporting documentation. A detailed analysis of reasons for non-compliance with the Grievance Rules may have to be conducted at a later stage.

The Commission, in an effort to assist departments with the implementation of the Grievance Rules, also drafted Guidelines on the Grievance Rules. These were presented to the departments during workshops that were held both nationally and provincially. The national promotion of the guidelines will be concluded in the 2005/2006 financial year.

The Complaints Rules, which were published in Government Gazette 23635 on 19 July 2002 in all 11 official languages, were launched on 1 September 2004.

In pursuit of the Commission's Constitutional mandate, several activities were undertaken during the period under review. The following is a synopsis of additional projects that were undertaken.

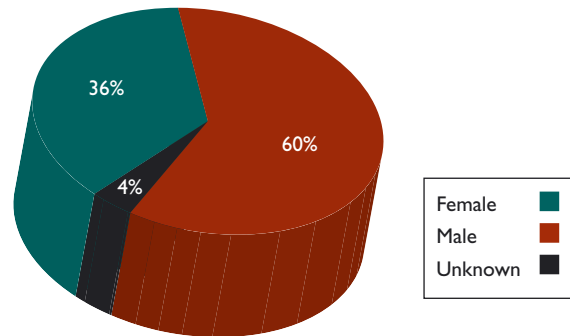
- Translation of the Complaints Rules in terms of Section 11 of the Public Service Commission Act, 1997 and subsequent publication in Government Gazette 23635. The Complaints Rules were launched by the Commission on 1 September 2004 and brochures to sensitise the public and employees on their right to lodge complaints were printed in all 11 official languages.
- Assessment of the role of labour relations officers was conducted and information was obtained through questionnaires and interviews with role players. The information was assessed and analysed and a report compiled and finalised by March 2005. This is a project that was carried over from 2003/2004, due to the deployment of certain staff members to the Eastern Cape. This resulted in a delay in the finalisation of the report.
- Verification of the implementation of the Grievance Procedure Rules as contained in Government Gazette 25209 was conducted during the period under review. A report was drafted with regard to an analysis of the implementation of the Grievance Rules of the Commission, which came into effect on 19 September 2003.
- Guidelines in respect of the new Grievance Rules were developed by 30 April 2004. Promotion of these guidelines was done between 1 May 2004 and 31 March 2005. Promotion of the guidelines will continue in the next financial year.
- A Governance and Administration (G&A) Cluster Project regarding the role clarification and distinction between the Executing Authority and HoDs in the Public Service was conducted during the period under review. The first report will be presented to the G&A cluster of the Forum of South African Directors-General (FOSAD).

## 2.3.1.2 Service delivery achievements

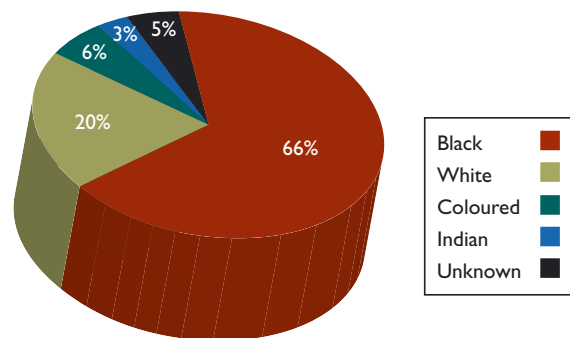
| Sub-programme                | Outputs                                     | Output performance measures/service delivery indicators        | Actual performance against target |  |
|------------------------------|---|--|-----------------------------------|--|
|                              |   |  | Quantity/quality/timeliness       |  |
|                              |   |  | Target                            | Actual   |
| Labour Relations Improvement | Investigation of grievances and complaints. | Percentage of grievances and complaints successfully assessed. | 95%                               | <p>The Commission received 471 grievances during the period under review, of which 299 were finalised.</p> <p>Of these, 220 were referred due to the fact that the Commission had no jurisdiction to consider them (grievances). Reasons for this may be one of the following:</p> <ul style="list-style-type: none"> <li>Grievances were not dealt with in terms of the prescribed grievance procedure.</li> <li>The grievances related to former officers over whom the Commission has no jurisdiction.</li> </ul> |
|                              |   |  |                                   | <p>Forty-two grievances were referred to other institutions.</p> <p>The Commission considered the merits of 37 grievances and found 20 to be substantiated.</p>  |
|                              | Reports on labour relations issues.         | Number of reports with recommendations.                        | Four reports by March 2005        | <p>Only three reports were produced due to the deployment of officers to the Eastern Cape.</p> <p>These are:</p> <ul style="list-style-type: none"> <li>Assessment of the role of labour relations officers.</li> <li>Verification of the implementation of the Grievance Procedure Rules.</li> <li>G&amp;A Cluster Project: Role clarification and distinction between the Executing Authority and the HoDs in the Public Service.</li> </ul>   |



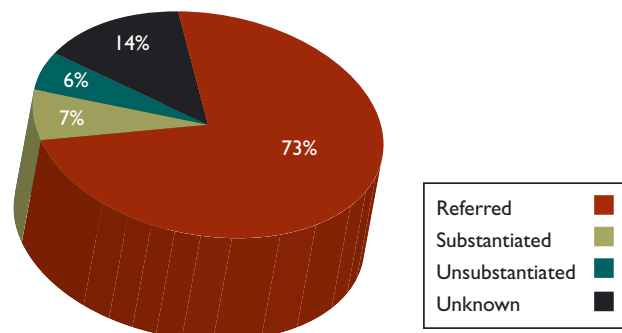
**CHART 1: GENDER IN RESPECT OF GRIEVANCES LODGED**



**CHART 2: RACE IN RESPECT OF GRIEVANCES LODGED**



**CHART 3: GRIEVANCES FINALISED**



## 2.3.2 Sub-programme: Public Administration Investigations

In order to administrate audits and investigations, the Commission drafted a protocol document containing the procedure for conducting public administration investigations. The protocol document encompasses, amongst others the guiding principles, type of investigations, appointment of investigating officers, the investigative process, the publishing of investigation reports, and the monitoring of the implementation of the Commission's recommendations.



### Purpose

The main purpose of this sub-programme is to undertake audits and investigations into public administration practices.

### Measurable objectives

The main objectives of the sub-programme are to:

- investigate public administration practices and make recommendations to departments;
- undertake forensic audits and investigations into public administration practices; and
- monitor and evaluate financial misconduct cases and maintain a database.

### 2.3.2.1 Service delivery objectives and indicators

A number of audits and forensic investigations into public administration practices were conducted. Most of the investigations related to maladministration and irregularities pertaining to human resource and procurement practices. These investigations emanated from complaints lodged with the Commission and requests from, among others, Executing Authorities, public servants and whistle-blowers. These investigations culminated in reports containing findings and recommendations in an attempt to remedy, rectify and/or improve practices investigated.

In terms of the provisions of the PFMA, 1999, read with the Treasury Regulations, departments are compelled to report finalised financial misconduct cases to, amongst others, the Public Service Commission. By analysing the information provided by departments, the Commission compiles a report on financial misconduct for each financial year.

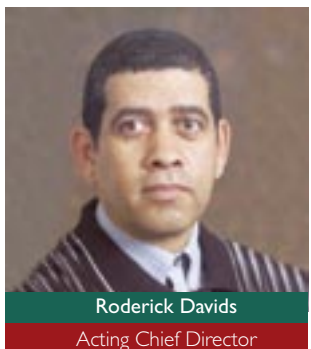
### 2.3.2.2 Service delivery achievements

| Sub-programme                        | Outputs   | Output performance measures/service delivery indicators | Actual performance against target |  |
|--------------------------------------|---|---|-----------------------------------|--|
|                                      |   |   | Quantity/quality/timeliness       |  |
|                                      |   |   | Target                            | Actual   |
| Public Administration Investigations | Various allegations pertaining to irregular appointments and tender irregularities at the National Prosecuting Authority. | Reports with findings and recommendations produced.     | March 2005                        | Reports on human resource issues and procurement matters were compiled and handed to the Minister. |
|                                      | Mismanagement and maladministration in the Judicial Inspectorate of Prisons.  | Report with findings and recommendations produced.      | February 2005                     | A report was compiled and handed to the Judicial Inspector of Prisons.                             |
|                                      | Investigation into HR practices: KZN Department of Economic Development and Tourism.                                      | Report with findings and recommendations produced.      | November 2004                     | A report was compiled and handed to the MEC.   |
|                                      | Alleged irregularities: Mpumalanga Department of Housing.   | Report with findings and recommendations produced.      | July 2004                         | A report was compiled and forwarded to the MEC.  |

| Sub-programme | Outputs  | Output performance measures/service delivery indicators                | Actual performance against target |   |
|---------------|--|--|-----------------------------------|---|
|               |  |  | Quantity/quality/timeliness       |   |
|               |  |  | Target                            | Actual  |
|               | Irregularities on social services payment and issuing of fraudulent identity documents: Social Development.                      | Investigative procedures followed according to the appropriate policy. | December 2004                     | The Department has appointed a consultancy to look into the matter and a report is awaited. |
|               | Victimisation and harassment: Department of Correctional Services.   | Appropriate advice given to Department.                                | July 2004                         | The matter was referred to the Department for finalisation.                                 |
|               | Investigation into HR- related allegations: Water Affairs and Forestry.  | A report with findings and recommendations produced.                   | March 2005                        | Awaiting the approval of the Commission.  |
|               | Filling of posts: Home Affairs.  | Appropriate advice given to Department.                                | March 2005                        | Investigation underway.   |
|               | Investigation into grievance lodged by CFO of SAMDI against the DG.  | A report produced.   | July 2004                         | A report was compiled and handed to the Minister.   |
|               | Investigation into allegations of payment of acting allowance: Judicial Inspectorate of Prisons.                                 | A report with findings and recommendations produced.                   | March 2005                        | A report was compiled and forwarded to the Judicial Inspector of Prisons.                   |
|               | Investigation into the filling of posts: KZN Department of Housing.  | A report with findings and recommendations produced.                   | March 2005                        | A report was compiled and handed to the MEC.  |
|               | Investigation into the awarding of tender and filling of post: KZN Department of Economic Development and Tourism.               | A report with findings and recommendations produced.                   | March 2005                        | A report was compiled and forwarded to the MEC.   |
|               | Governance & Administration Cluster Project on support capacity to the Executive.  | A report with findings and recommendations produced.                   | March 2005                        | A report was compiled and handed to the Minister.   |
|               | Investigation into corruption and maladministration in the Free State Department of Environmental, Economic Affairs and Tourism. | A report with findings and recommendations produced.                   | March 2005                        | Investigation is underway. Investigation was delayed due to slow submission of information. |
|               | Various allegations of corruption and maladministration in the Mpumalanga Department of Land Affairs and Agriculture.            | A report with findings and recommendations produced.                   | March 2005                        | Investigation is underway. Investigation delayed due to slow response from the Department.  |

## 2.3.3 Sub-programme: Professional Ethics and Human Resource Reviews

The Commission has a Constitutional mandate to promote a high standard of professional ethics in the Public Service. An essential component of the democratisation of the Public Service has been a dedicated effort to make good governance and professional ethics a cornerstone of public administration. This entails addressing important issues, such as accountability and transparency and the prevention of corruption.



### Purpose

The main aim of this sub-programme is to establish a culture of professional and ethical behaviour and to review human resource practices in the Public Service.

### Measurable objectives

The main objectives of the sub-programme are to:

- research and evaluate professional ethics and corruption prevention;
- monitor and raise awareness of conflict of interest issues among managers and maintain the financial disclosure framework; and
- review human resource practice in the Public Service.

### 2.3.3.1 Service delivery objectives and indicators

During the year under review, the Commission continued to manage the Financial Disclosure Framework for senior managers in the Public Service. Such disclosures help to avoid potential conflict of interest with respect to supply chain management.

The drafting of the Public Service Pledge has been finalised and will help to promote professional ethics amongst public servants. The National Anti-Corruption Hotline for the Public Service was launched during September 2004. To date, 600 cases have been referred to departments for investigation and finalisation.

The second National Anti-Corruption Summit was successfully hosted by the National Anti-Corruption Forum (NACF) on 22 and 23 March 2005. A critical outcome of the summit was a draft National Anti-Corruption Programme, which the NACF will approve and adopt later in 2005.



President Thabo Mbeki flanked by the PSC Chairperson, Prof Stan Sangweni, and his Deputy, Mr John Ernstzen, at the 2nd National Anti-Corruption Summit, in Pretoria

### 2.3.3.2 Service delivery achievements

| Sub-programme                                  | Outputs   | Output performance measures/service delivery indicators                                  | Actual performance against target                |  |
|--|---|--|--|--|
|  |   |  | Quantity/quality/timeliness                      |  |
|  |   |  | Target   | Actual   |
| Professional Ethics and Human Resource Reviews | Promotion of professional ethics and anti-corruption. | A number of ethics workshops held and a number of reports with recommendations produced. | Twelve workshops and three reports by March 2005 | Only nine workshops were held due to capacity constraints.   |
|  |   |  |  | Three reports with recommendations were produced:  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• Implementation of Financial Disclosure Requirements.</li> <li>• Explanatory Manual for the Public Service (development and translation).</li> <li>• Measuring of Efficacy of the Code of Conduct for the Public Service.</li> </ul> |
|  |   |  |  | In addition to the above, the following was also done:   |
|  |   |  |  | <ul style="list-style-type: none"> <li>• The provisioning of secretariat services to the National Anti-Corruption Forum.</li> </ul>  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• The successful hosting of the Second National Anti-Corruption Summit in March 2005.</li> </ul>  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• The production of a generic professional ethics statement for the Public Service.</li> </ul>  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• Publication of an easy-to-read whistle-blowing guideline.</li> </ul>  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• Management of the Financial Disclosure Framework.</li> </ul>  |
|  |   |  |  | <ul style="list-style-type: none"> <li>• The establishment and launch of the National Anti-Corruption Hotline in September 2004.</li> </ul>  |
|  | Review of human resource management.                  | A number of reports with recommendations produced.                                       | Three reports produced by March 2005             | Report on the Evaluation of the Implementation of the Policy Framework on Managing HIV/AIDS in the workplace and the establishment of an employee assistance programme within the Public Service was finalised by March 2005.  |
|  |   |  |  | The drafting of a report on the Gender Mainstreaming Initiative in the Public Service only commenced in May 2005 due to late donor funding approval and capacity constraints.  |

## 2.4 Programme 3: Monitoring and Evaluation



Mashwahle Diphofa, Deputy Director-General

This programme aims to enable the Commission to establish a high standard of public service leadership, good governance and improved service delivery through public participation. The programme is divided into three sub-programmes: Governance Monitoring, Leadership and Performance Improvement, and Service Delivery and Quality Assurance.

### 2.4.1 Sub-programme: Governance Monitoring

It has become increasingly evident that an effective Monitoring and Evaluation system is pivotal for effective service delivery. The Commission strives to improve governance by, amongst others, implementing a comprehensive public service monitoring and evaluation system, which, as its organisational framework, uses nine Constitutional principles of the Public Service as norms (ideals) against which to measure individual departmental performance. The normative approach of this system

signals to departments the standards and priority areas, thus directing attention, effort and resources. The assumption is that performance in the identified areas contributes to an overall improvement in governance.



### Purpose

The main aim of this sub-programme is to promote good governance and improve governance practices in the Public Service.

### Measurable objectives

The main objectives of the sub-programme are to:

- monitor and evaluate the implementation of the principles governing public administration; and
- monitor and evaluate the implementation of compliance frameworks in the area of selected legislation, e.g. the Promotion of the Administrative Justice Act and Promotion of the Access to Information Act.

#### 2.4.1.1 Service delivery objectives and indicators

The Commission has made significant progress with the implementation of its *Transversal Public Service Monitoring and Evaluation System* (PSM&ES), which focuses on the performance of individual Public Service departments. The PSM&ES is based on the nine Constitutional values and principles governing Public Service and Administration as set out in Section 195 of the Constitution. The PSM&ES is intended to contribute towards an improvement in governance and service delivery in South Africa. Through this system, problems are identified; priority areas are communicated; good practice is noted; and departments are given an opportunity to reflect on their own performance.

The Commission has undertaken two rounds of research after the pilot phase in selected departments at national and provincial level. The first consolidated Public Service Monitoring and Evaluation Report was completed and presented to the Parliamentary Portfolio Committee on Public Service and Administration.

The second consolidated Public Service Monitoring and Evaluation Report is currently in the process of being finalised and is targeted for completion by the end of May 2005. A third round of research is about to commence.



Prof Stan Sangweni (middle) flanked by co-chairs of the AfrEA Conference, Mr Indran Naidoo (second from left) and Dr Zenda Ofir; (second from right) as well as Prof Richard Levin (extreme left) and Mr John Ernstzen (extreme right)

In promoting the use of M&E practices and systems within the Public Service, the Commission co-hosted the *Third African Evaluation Conference* with African Evaluation Association (AfrEA). The conference was held in Cape Town between 29 November 2004 and 4 December 2004. It took the form of 10 pre-training sessions delivered by international experts, special sessions and conference strands. The theme of the conference was **Africa matters, evaluation matters – joining forces for democracy, governance and development**. The Commission worked closely with the Department of Public Service and Administration and the Department of Provincial and Local Government as South African partners. The conference enjoyed the support of 25 international sponsors and partners, as well as representatives of leading evaluation associations globally.

The conference was a huge success, with over 470 participants drawn from 55 countries (47 of which were African), engaging in definitive deliberations on the practice of M&E for promoting development on the continent. In the final analysis, the conference provided an impetus for the development of evaluation in Africa. The Commission has been called upon to play a more active role in the development of M&E at continental level. An invitation was accepted from the Joint Africa Institute and the African Development Bank to co-host a development evaluation seminar in Tunis, Tunisia, in April 2005.

The Commission undertook a management audit at the Western Cape Department of Arts, Culture, Sport and Recreation at the request of the MEC responsible for that Department. The Commission succeeded in assessing all seven national and ten provincial governmental departments as planned. All the departments included in the project have been provided with detailed individual departmental reports.

The fourth *State of the Public Service Report* was produced. This is a high-level report that draws on the vast amount of work done by the Commission over the preceding year. This work includes the 14 in-depth M&E departmental reports and a range of other reports on key service delivery issues and structural concerns in departments that the Commission has conducted on its own accord or at the request of Ministers. Its recommendations seek to build on systems, procedures and processes that are currently in place.

The 2004 edition of the State of the Public Service Report was retrospective in its conceptualisation, looking back on a decade of democracy in South Africa, highlighting the changes that had taken place in relation to the transformation of the Public Service. The 2005 edition of the State of the Public Service Report afforded the Commission the opportunity to once again comment on the state of the Public Service by referring to research conducted internally, as well as limited external research. The timing of the 2005 edition also came at a juncture that allowed the Commission to make a contribution to the ongoing transformation of the Public Service by providing a road map and a vision for the next decade and beyond of what the ideal public service should be.

The Commission assisted the Business Unit of the Master's Office in the Department of Justice with the implementation of fraud prevention activities. A workshop was held in Durban in June 2004 to address fraud and corruption within the Master's Office with specific focus on the Liquidations Section, Deceased Estate Section and the Guardians Fund. A fraud risk assessment was performed for each of these sections. Presentations were made on the Protected Disclosures Act (Whistle-Blowing Act), dealing with gifts and entertainment.

The Commission assessed the implementation of selected compliance frameworks within the Public Service since these frameworks enhance accountability and transparency in the Public Service. A rapid assessment of the implementation of the Promotion of Administrative Justice Act (PAJA) was undertaken. The research assessed the degree to which public servants and staff in civil society organisations are aware of the PAJA; the extent to which administrative decisions meet the fairness standards stipulated in the PAJA; and the systematic implementation of the PAJA. The research focused on public service institutions at all three levels of government, including a national department (the Department of Home Affairs), two provincial departments (one that has received formal training on the PAJA and one that has not received such training), and one local government institution that has received training on the PAJA.

In strengthening the implementation of the Public Service Anti-Corruption Strategy, the Commission developed a set of guidelines to empower departments to verify the qualifications of all staff already employed by the State. The Commission will in future monitor the processes used by departments to verify the qualifications of all public servants. A national workshop with representatives from all the national and provincial departments will be held in June 2005 to assist departments with the implementation of the guidelines.

## 2.4.1.2 Service delivery achievements

| Sub-programme         | Outputs   | Output performance measures/service delivery indicators | Actual performance against target     |   |
|-----------------------|---|---|---------------------------------------|---|
|                       |   |   | Quantity/quality/timeliness           |   |
|                       |   |   | Target                                | Actual  |
| Governance Monitoring | Monitoring and evaluation of good governance practices. | A number of evaluation reports produced.                | Five evaluation reports by March 2005 | Six national department reports and eight provincial department reports on the departments' compliance with the Constitutional values and principles of public administration were produced by February 2005. |
|                       |   |   |                                       | The State of the Public Service Report was released in February 2005.   |
|                       |   |   |                                       | A report was produced in October 2004 following a management audit in the Western Cape Department of Arts, Culture, Sport and Recreation.   |
|                       |   |   |                                       | A report was produced following an assessment of the corruption prevention plan of the Master's Office in the Department of Justice.  |
|                       |   |   |                                       | Guidelines were developed for the verification of qualifications in the Public Service.   |
|                       |   |   |                                       | A monitoring report was produced in March 2005 on the implementation of the Promotion of the Administrative Justice Act.  |

## 2.4.2 Sub-programme: Leadership and Performance Improvement

The success of any organisation, whether in the public or private sectors, is largely dependant on the ability of its leadership to plan and manage resources. The Public Service Commission has, therefore, focused its attention, in the execution of its M&E task, on the assessment of public service leadership and performance. The Commission's contribution in this area is ever increasing and was performed during the period under review through the facilitation of the evaluation process for HoDs, as well as through the evaluation of key programmes of government.

### Purpose

The main aim of this sub-programme is to promote a high standard of public service leadership and to encourage improvements in service delivery.

### Measurable objectives

The main objectives of this sub-programme are to:

- facilitate the evaluation of national and provincial HoDs;



**Admill Simpson**  
Chief Director

- provide guidelines on the performance management of HoDs;
- advise Executing Authorities and HoDs on the quality of performance agreements; and
- conduct evaluations of key government programmes.



### 2.4.2.1 Service delivery objectives and indicators

Emanating from the 2004 national elections, a number of changes occurred at the executive interface. New Ministers and MECs were appointed, whilst others changed portfolios. Similarly, new HoDs were appointed, whilst a number were deployed to other departments. These changes hampered progress with the evaluation of HoDs at national and provincial level. During 2004/2005, a total of 17 HoDs were evaluated at national level, whilst 23 were evaluated in the provinces. The Commission issued new guidelines on HoD evaluations during September 2004.

Emanating from a Cabinet decision, the Commission is the custodian of performance agreements of HoDs. Compliance in this regard has also been disappointing, with only 14 national and 49 provincial HoDs submitting performance agreements by the end of the 2004/2005 financial year.

The Commission intends to supplement its feedback on HoD performance with feedback on organisational performance. It, therefore, commenced during 2004/2005 with the development of an organisational performance assessment instrument.

In evaluating performance across government, the Commission decided to focus its attention on key government-wide programmes. The poverty relief programme of government was accordingly identified as the first programme of such a nature to be evaluated by the Commission. The first phase of the evaluation of the poverty relief programme commenced with an audit of all government poverty relief programmes and projects. This audit is scheduled for completion during the first quarter of 2005/2006.

### 2.4.2.2 Service delivery achievements

| Sub-programme                          | Outputs                                       | Output performance measures/service delivery indicators | Actual performance against target   |  |
|--|---|---|---|--|
|  |   |   | Quantity/quality/timeliness   |  |
|  |   |   | Target  | Actual   |
| Leadership and Performance Improvement | Management of the HoD performance evaluation. | A number of evaluations successfully completed.         | Thirty-three evaluations in national departments and 86 in provincial departments conducted by March 2005 | Seventeen national HoDs and 23 provincial HoDs were evaluated. The number of HoDs evaluated is dictated by a number of factors including: <ul style="list-style-type: none"> <li>whether HoDs have completed qualifying periods; and</li> <li>whether a signed performance agreement is in place.</li> </ul> |
|  | Promotion of improved service delivery.       | A number of programmes evaluated.                       | Three programmes evaluated by March 2005  | The Commission decided to focus on a major government-wide programme, rather than smaller department-specific programmes. The first phase of the evaluation of the poverty relief programme of government commenced with an audit of all government poverty relief programmes and projects.                  |

## 2.4.3 Sub-programme: Service Delivery and Quality Assurance

Government is committed to modernising public service management processes and improving citizen satisfaction with the services it delivers. This is a continuous process, which requires departments to shift from inward-looking bureaucratic systems, processes and attitudes to searching for new ways of working that put the needs of the clients first.

One of the challenges in the Public Service is that there tend to be no clear standards of the quality of service that is required and no specific mention of the consequence of failure to achieve those standards. This can be addressed through the culture of public service management and service delivery systems that take the needs of citizens into account. During the period under review, the Commission conducted a number of studies where recommendations were presented on how citizen participation could be enhanced.



Dr Zwelakhe Tshandu  
Chief Director

### Purpose

The main aim of this sub-programme is to promote improved service delivery through public participation and quality audits.

### Measurable objectives

The main objectives of the sub-programme are to:

- conduct performance and management audits;
- promote *Batho Pele* compliance;
- assess the impact of the quality assurance assessment methodology;
- plan, conduct and manage citizen satisfaction surveys and citizens' forums; and
- monitor and investigate adherence to applicable procedures in the Public Service.

## 2.4.3.1 Service delivery objectives and indicator

### Citizen satisfaction surveys

In order to implement the *Batho Pele* principle of consultation, the Commission undertook a project to measure the satisfaction levels of citizens with government services. The project was rolled out in phases concentrating on specific government sectors. The first such survey was done in the social services sector during 2003/2004. This was followed up in 2004/2005 by a second survey concentrating on the Departments of Correctional Services, Justice and Constitutional Development, and the South African Police Services in the criminal justice sector. An overview report on the findings will be published, while department-specific reports with recommendations will be submitted to the relevant departments.

### Review of sector policing and the role of the SAPS in community crime prevention

Over and above focusing on the functioning of the Community Police Forums (CPFs), this project adopted an approach to the study of police stations that looked at the systems of their functioning within a broader community context. It aims to contribute to a more holistic understanding of the role of police stations in crime prevention and community involvement. Recommendations emanating from this study were discussed with the SAPS. Most of the recommendations were well received and are being considered for implementation to improve the sector policing programme in South Africa.

### Good practice guides on sector policing management

Sector policing is a relatively new concept, which was only introduced in South Africa in 2002/2003 as a way of increasing the visibility and accessibility of police officers. It was implemented in 50 police stations in 2003/2004. After reviewing the functioning of sector policing in 40 police stations, the Public Service Commission compiled a document with practical case studies of the management of sector policing. This document presents some of the key findings of the study in a manner that will assist the SAPS to identify success factors and challenges in their involvement in the sector policing initiatives and processes.

### Evaluation of the implementation of service standards in the Public Service

The Commission completed a study on the evaluation of the implementation of service standards in the Public Service. The study included 131 national and provincial departments, of which 122 responded (representing a 93% response rate). The aim of this study was to determine whether departments comply with the requirements of the *Batho Pele White Paper* that government departments should establish and implement service standards and use these standards in managing client expectations as a means to improving client satisfaction. Furthermore,

these service standards have to be communicated so that people are aware of what level of service to expect from departments. The Commission noted from the study that most departments do not yet have service standards in place and that the standards of most of the departments that do have such standards in place are poorly formulated and do not mention costs or redress mechanisms. The Commission compiled a report with examples of well-developed service standards to inform the work of other departments. The report provides recommendations on what elements to consider when developing service standards.

#### **Development of a guideline for school district management**

School district management, as an area where assistance is required, was identified after it had been established that little support or advice is provided to school district officials. Schools rely on school districts for both administrative and professional support. The performance management guide that was developed focuses on certain key elements that can enhance the management of school district educational sites. It is trusted that the guide will enhance the quality of education provision by providing assistance to provincial education departments,

and more specifically to school district managers, in performing their duties. The guidelines provide, amongst others, a checklist for monitoring performance that can easily be accessed from the Public Service Commission's website.

#### **Monitoring and evaluation of the procurement and distribution of learner support material**

The procurement and distribution of learner support material to public schools has been a source of tension within the Department of Education, especially in KwaZulu-Natal. Following up on the findings of the 1999 Proudfoot report, the Commission evaluated the extent to which those recommendations had been implemented. The outcome of the Commission's evaluation includes key shortcomings identified in the procurement process. The shortcomings provide critical information that, if taken into consideration, may assist in ensuring that the 2005 school year is less disruptive. These include reducing delays in ordering learner support material; ensuring that delivery of catalogues to schools is done early in the year; the timeous payment of suppliers after delivery; and speeding up the printing of catalogues for General Education and Training band learners.

## 2.4.3.1 Service delivery achievements

| Sub-programme                          | Outputs   | Output performance measures/service delivery indicators                        | Actual performance against target               |  |
|--|---|--|---|--|
|  |   |  | Quantity/quality/timeliness                     |  |
|  |   |  | Target  | Actual   |
| Service Delivery and Quality Assurance | Service delivery and quality assurance information and recommendations. | A number of service delivery evaluation reports with recommendations produced. | Three reports by March 2005                     | Three reports were produced: <ul style="list-style-type: none"> <li>Review of Sector Policing and SAPS' Role in Community Crime Prevention.</li> <li>Evaluation of the Implementation of Service Standards in the Public Service.</li> <li>Monitoring and Evaluation of Learner Support Material.</li> </ul>   |
|  |   |  |   | The following guidelines on service delivery have also been produced: <ul style="list-style-type: none"> <li>Good Practice Guides on Sector Policing Management.</li> <li>Guide on Performance Management in Welfare Departments.</li> <li>Guide on Performance Management in Hospitals.</li> <li>Guideline for School District Management.</li> </ul> |
|  |   | A number of citizen satisfaction surveys conducted.                            | One survey conducted by March 2005              | A survey on the Criminal Justice Sector was conducted and a report produced.   |
|  |   |  |   |  |
|  |   | A number of citizens' forums conducted.  | Twelve citizens' forums conducted by March 2005 | After pilot forums were conducted during the previous years, it was decided to develop a tool kit for the implementation of Citizens' Forums by departments. An instructional video and a graphic step-by-step guide to the implementation of Citizens' Forums have been developed and will be finalised for roll-out in the new financial year.       |



# 3

## HUMAN RESOURCE MANAGEMENT

## SUPPORT



**T**he statistics and information in this Chapter of the Annual Report relate to the management of the Office and are required in terms of Section 40 (1)(d)(i), Chapter 5 of the PFMA, 2000, read in conjunction with Regulation III.J.1-12 of the Public Service Regulations, and have been prescribed by the Minister for the Public Service and Administration for all government departments within the Public Service.

### 3.1. Service delivery

All departments are required to develop a Service Delivery Improvement (SDI) Plan. The following tables reflect the components of the SDI plan, as well as progress made in the implementation of this plan.



Dumisani Maphumulo, Deputy Director-General



**Table 3.1.1 - Main services provided and standards**

| Main services   | Actual customers   | Potential customers   | Standard of service   | Actual achievement against standards   |
|---|--|---|---|--|
| Recommendations, advice and proposed measures to promote ethical behaviour and fight corruption.  | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Parliament<br>Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public<br>National and Provincial Departments | Provide secretariat services to the National Anti-Corruption Forum.<br><br>Organise second National Anti-Corruption Summit.   | Provided secretariat services to the National Anti-Corruption Forum.<br><br>Successfully managed the hosting of the second National Anti-Corruption Summit; and hosted two National Anti-Corruption Forum meetings.  |
| Information and education on anti-corruption measures, ethical issues and the Code of Conduct for public servants.  | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public<br>National and Provincial Departments               | Promote the Code of Conduct and anti-corruption measures through training workshops and provide anti-corruption promotional material.<br><br>Manage National Anti-Corruption Hotline.   | Workshops on Gifts; Whistle-blowing; Code of Conduct; and Anti-Corruption were held. A policy on Whistle-blowing has been compiled.<br><br>National Anti-Corruption Hotline was launched in September 2004. Six hundred cases were referred to provincial and national departments.  |
| Monitoring and evaluation of, research and advice on, the organisation and performance of the Public Service, service delivery and resource management practices. | Executives<br>Departments<br>Legislatures                                    | Executives<br>Legislatures<br>Departments   | Clients are informed about their performance and the state of service delivery.<br><br>Recipients of advice are satisfied with the information and analysis provided to them.<br><br>Recommendations are implemented.<br><br>Reports are produced on key compliance frameworks (Administrative Justice and Access to Information Acts). | Report on the implementation of the Promotion of Administrative Justice Act (PAJA) was produced in collaboration with the German Donor Agency (GTZ) and Department of Justice and Constitutional Development.<br><br>Fourteen departmental monitoring and evaluation reports were compiled and sent to the departments concerned for their input.<br><br>Based on feedback from some of the clients, the reports were well received. |

| Main services  | Actual customers   | Potential customers  | Standard of service  | Actual achievement against standards   |
|--|--|--|--|--|
|  |  |  | Based on feedback from clients, the Commission's reports are well-received and contribute to effective public administration.  |  |
| Monitoring and evaluation of, research and advice on, affirmative action, human resource development, personnel practices, performance management and conditions of service. | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | Meetings held with departments and legislatures updating them on progress against targets.<br><br>Production of investigative reports and feedback to complainants.<br><br>Production of thematic reports. | Reports on affirmative action in the Public Service were completed and updates given to pertinent legislatures and departments on affirmative action progress.<br><br>Reports produced on specific investigations: <ul style="list-style-type: none"> <li>• Performance Management Systems in the Public Service.</li> <li>• Management of Discipline in the Public Service.</li> <li>• Verification of Qualifications of Middle Managers.</li> <li>• Toolkit on Recruitment and Selection.</li> </ul> |
| Grievances, resolution and complaints.   | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | Recommendations accepted by all stakeholders.  | Only one recommendation in respect of grievances was not implemented.  |
| Research into grievances and related labour relations matters.   | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | Monitor trends in labour relations.<br><br>Report published.<br><br>Database completed.  | Database on PERSAL is in the process of being amended.<br><br>Database on grievances was established.  |
| Advice on grievance procedures.  | Executives<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | Ten workshops on the Guidelines to Grievance Rules.<br><br>Advice as requested.  | Ten workshops were conducted.<br><br>Advice was provided when requested.   |
| Reports and advice based on investigations conducted.  | Cabinet<br>Legislatures<br>Departments                                       | Executing Authorities<br>Whistle-blowers<br>Officials<br>Media reports (own accord)                  | Reports with findings and recommendations finalised within set targets.  | Delay in submission of data by departments impacted on performance against standards.  |



| Main services  | Actual customers                              | Potential customers  | Standard of service   | Actual achievement against standards  |
|--|---|--|---|---|
|  |   |  |   | The Commission must receive feedback on the implementation of recommendations in every report within three months from receipt of the report.   |
| Secretariat Services on Heads of Department Evaluation | Cabinet<br>Legislatures<br>Executives<br>HoDs |  | Evaluations to be conducted according to the framework for the evaluation of HoDs and guidelines set by the Commission. | Seventeen national HoDs and 23 provincial HoDs were evaluated during the 2004/2005 financial year. Lack of response by Executing Authorities is impacting negatively on the implementation process. |
| Investigation of merits of grievances                  | Departments<br>Employees                      | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | The Commission strives to finalise a grievance within 30 days from receipt of all relevant information.                 | The Commission finalised 299 grievances during the 2004/2005 financial year.  |

**Table 3.1.2 - Consultation arrangements with customers**

| Type of arrangement  | Actual customers  | Potential customers  | Actual achievements  |
|--|---|--|--|
| Meetings with stakeholders to explain the new Public Service Commission and to discuss their expectations of the Commission. | The Executive<br>Departments<br>Legislatures<br>Public servants<br>Complainants | Consultative Forums<br>Institutions of Democracy<br>Organised Labour<br>Strategic Partners<br>Public | Informed stakeholders.<br><br>Assessed the report of the Commission.<br><br>Facilitated the enforcement of the Commission's recommendations. |
| Extensive engagement on terms of reference of project, and conclusion of project on findings and recommendations             | Executives<br>Legislatures<br>Departments                                       | Executives<br>Legislatures<br>Departments  | Extensive engagement on terms of reference of projects and upon conclusion of the project on findings and recommendations.                   |

**Table 3.1.3- Service delivery access strategy**

| Access strategy  | Actual achievements   |
|--|---|
| Grievances of public servants are dealt with departmentally. When the grievance is not resolved to the officer's satisfaction, the matter may be referred to the Commission for investigation. In addition, the Commission plans to increase access by ensuring that all employees, departments, provincial administrations, organised labour and other stakeholders have access to the Commission's Grievance Rules that were gazetted on 29 February 2000. | Some 299 grievances that were referred to the Commission were finalised during the 2004/2005 financial year.<br><br>Ten workshops were conducted to popularise the Guidelines on the Commission's Grievance Rules.  |
| Telephonic or written requests addressed to the Commission at its head office in Pretoria and its regional offices. Reports and other published material are accessible to all stakeholders through a variety of media, e.g. print and internet and distributed to relevant stakeholders.  | The Commission's published reports were tabled in Parliament and provincial legislatures. They were also distributed to stakeholders of the Commission. Media briefings were held to brief members of the media about the content of some of the reports. |
| Depending on capacity of the Office, the Commission undertakes projects on request.  | Extensive engagement on terms of reference of projects and upon conclusion of the project on findings and recommendations.  |
| Reports are also presented to legislatures' portfolio committees at their request.   | Requests of portfolio committees for presentations were met.  |

**Table 3.1.4 – Service information tool**

| Types of information tool  | Actual achievements   |
|--|---|
| In order to ensure wider accessibility, all Commission reports that are tabled are accessible on the Commission's website. | All tabled reports of the Commission are accessible on the website. |

**Table 3.1.5 – Complaints mechanism**

| Complaints mechanism   | Actual achievements   |
|--|---|
| All complaints are recorded and responded to within the allocated time frames. | All complaints, including anonymous ones, are either referred to the relevant institutions (the Independent Complaints Directorate, the Auditor-General, the Human Rights Commission, etc) or investigated within set targets in accordance with the Procedure for Conducting Public Administration Investigations by the Commission. |
| Complaints from the public are referred to the Public Protector:               | A formal agreement has been entered into with the Public Protector and that the Office of the Public Protector will provide feedback to the Commission.   |

## 3.2. Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 3.2.1) and by salary bands (Table 3.2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the Department.

**Table 3.2.1 – Personnel costs by programme, 2004/2005**

| Programme        | Personnel Expenditure (R'000) | Training Expenditure (R'000) | Professional and Special Services (R'000) | Total Expenditure (R'000) | Average personnel cost per employee (R'000) |
|------------------|-------------------------------|------------------------------|---|---------------------------|---|
| 1. Admin         | 21 072                        | 347                          | 3 059                                     | 24 478                    | 248   |
| 2. I&HRR         | 14 679                        | 12                           | 1 706                                     | 16 397                    | 267   |
| 3. M&E           | 14 691                        | 166                          | 3 043                                     | 17 900                    | 245   |
| Theft and losses | 0                             | 0                            | 0   | 0                         | 0   |
| <b>TOTAL</b>     | <b>50 442</b>                 | <b>525</b>                   | <b>7 808</b>                              | <b>58 775</b>             | <b>760</b>                                  |

**Table 3.2.2 – Personnel costs by salary bands, 2004/2005**

| Salary bands                             | Personnel expenditure (R'000) | % of total personnel cost | Average personnel cost per employee (R'000) | Total personnel expenditure | Number of employees |
|--|-------------------------------|---------------------------|---|-----------------------------|---------------------|
| Lower skilled (Levels 1-2)               | 745                           | 1.5                       | 248   | 50 442                      | 3                   |
| Skilled (Levels 3-5)                     | 2 913                         | 5.8                       | 71  | 50 442                      | 41                  |
| Highly skilled production (Levels 6-8)   | 6 343                         | 12.6                      | 127   | 50 442                      | 50                  |
| Highly skilled supervision (Levels 9-12) | 13 813                        | 27.4                      | 256   | 50 442                      | 54                  |
| Senior management (Levels 13-16)         | 26 628                        | 52.8                      | 512   | 50 442                      | 52                  |
| <b>TOTAL</b>                             | <b>50 442</b>                 | <b>100</b>                | <b>252</b>                                  | <b>50 442</b>               | <b>200</b>          |

The following tables provide a summary per programme (Table 3.2.3) and salary bands (Table 3.2.4), of expenditure incurred as a result of salaries, overtime, home-owners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

**Table 3.2.3 – Salaries, overtime, home-owners allowance and medical assistance by programme, 2004/ 2005**

| Programme    | Salaries       |                                   | Overtime       |                                   | Home-owners allowance |                              | Medical assistance |   | Total personnel cost (R'000) |
|--------------|----------------|-----------------------------------|----------------|-----------------------------------|-----------------------|------------------------------|--------------------|---|------------------------------|
|              | Amount (R'000) | Salaries as a % of personnel cost | Amount (R'000) | Overtime as a % of personnel cost | Amount (R'000)        | HOA as a % of personnel cost | Amount (R'000)     | Medical assistance as a % of personnel cost |                              |
| Programme 1  | 18 414         | 36.5                              | 87             | 0.2                               | 100                   | 0.2                          | 705                | 1.4   | 21 072                       |
| Programme 2  | 12 622         | 25.0                              | 1              | 0                                 | 78                    | 0.2                          | 573                | 1.1   | 14 679                       |
| Programme 3  | 12 716         | 25.2                              | 0              | 0                                 | 75                    | 0.1                          | 543                | 1.1   | 14 691                       |
| <b>TOTAL</b> | <b>43 752</b>  | <b>86.7</b>                       | <b>88</b>      | <b>0.2</b>                        | <b>253</b>            | <b>0.5</b>                   | <b>1 821</b>       | <b>3.6</b>                                  | <b>50 442</b>                |

**Table 3.2.4 – Salaries, overtime, home-owners allowance and medical assistance by salary bands, 2004/ 2005**

| Salary bands                             | Salaries       |                                   | Overtime       |            | Home-owners allowance |               | Medical assistance |   | Total personnel cost (R'000) |
|--|----------------|-----------------------------------|----------------|------------|-----------------------|---------------|--------------------|---|------------------------------|
|  | Amount (R'000) | Salaries as a % of personnel cost | Amount (R'000) |            | Amount (R'000)        | HOA as a % of | Amount (R'000)     | Medical assistance as a % of personnel cost |                              |
| Lower skilled (Levels 1-2)               | 636            | 1.3                               | 0              | 0          | 2                     | 0             | 27                 | 0.1   | 745                          |
| Skilled (Levels 3-5)                     | 2 710          | 5.4                               | 6              | 0.1        | 26                    | 0.1           | 237                | 0.5   | 2 913                        |
| Highly skilled production (Levels 6-8)   | 5 955          | 11.8                              | 54             | 0.1        | 68                    | 0.1           | 340                | 0.6   | 6 343                        |
| Highly skilled supervision (Levels 9-12) | 13 565         | 26.9                              | 28             | 0          | 157                   | 0.3           | 455                | 0.9   | 13 813                       |
| Senior management (Levels 13-16)         | 20 886         | 41.4                              | 0              | 0          | 0                     | 0             | 762                | 1.5   | 26 628                       |
| <b>TOTAL</b>                             | <b>43 752</b>  | <b>86.7</b>                       | <b>88</b>      | <b>0.2</b> | <b>253</b>            | <b>0.5</b>    | <b>1 821</b>       | <b>3.6</b>                                  | <b>50 442</b>                |

### 3.3. Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: programme (Table 3.3.1), salary band (Table 3.3.2) and critical occupations (Table 3.3.3). Departments have identified critical occupations that need to be monitored. Table 3.3.3 provides establishment and vacancy information for the key critical occupations of the department. The vacancy rate reflects the percentage of posts that are not filled.

**Table 3.3.1 – Employment and vacancies by programme, 31 March 2005**

| Programme      | Number of posts | Number of posts filled | Vacancy rate  | Number of posts filled additional to the establishment |
|----------------|-----------------|------------------------|---------------|--|
| 1. Programme 1 | 126             | 85                     | 32.53         | 0  |
| 2. Programme 2 | 63              | 55                     | 12.70         | 0  |
| 3. Programme 3 | 63              | 60                     | 4.76          | 0  |
| <b>TOTAL</b>   | <b>252</b>      | <b>200</b>             | <b>20.64%</b> | <b>0</b>   |

**Table 3.3.2 – Employment and vacancies by salary bands, 31 March 2005**

| Salary band                                | Number of posts | Number of posts filled | Vacancy rate | Number of posts filled additional to the establishment |
|--|-----------------|------------------------|--------------|--|
| Lower skilled (Levels 1-2)                 | 7               | 4                      | 42.9         | 0  |
| Skilled (Levels 3-5) Permanent             | 63              | 42                     | 33.3         | 0  |
| Skilled (Levels 3-5) Temporary             | 0               | 0                      | 0            | 0  |
| Highly skilled production (Levels 6-8)     | 63              | 48                     | 23.8         | 0  |
| Highly skilled supervision (Levels 9-12)   | 64              | 55                     | 14.1         | 0  |
| Senior management (Levels 13-16) Permanent | 55              | 51                     | 7.3          | 0  |
| Senior management (Levels 13-16) Temporary | 0               | 0                      | 0            | 0  |
| <b>TOTAL</b>                               | <b>252</b>      | <b>200</b>             | <b>20.6</b>  | <b>0</b>   |

**Table 3.3.3 – Employment and vacancies by critical occupation, 31 March 2005**

| Critical occupations  | Number of posts | Number of posts filled | Vacancy rate | Number of posts filled additional to the establishment |
|---|-----------------|------------------------|--------------|--|
| Administrative related, permanent                               | 1               | 1                      | 0            | 0  |
| Cleaner, permanent  | 1               | 1                      | 0            | 0  |
| Switch Operator, permanent                                      | 1               | 1                      | 0            | 0  |
| Communication and information- related, permanent               | 2               | 1                      | 50           | 0  |
| Finance and economics-related, permanent                        | 3               | 1                      | 66.7         | 0  |
| Financial and related professionals, permanent                  | 4               | 3                      | 25           | 0  |
| Financial Clerks, permanent                                     | 8               | 4                      | 50           | 0  |
| Food Services Aid, permanent                                    | 2               | 0                      | 100          | 0  |
| Head of Department  | 1               | 1                      | 0            | 0  |
| Housekeepers, laundry and related workers, permanent            | 9               | 0                      | 100          | 0  |
| Human resources and organisation development related, permanent | 24              | 21                     | 12.5         | 0  |
| Human resource clerks, permanent                                | 9               | 6                      | 33.3         | 0  |
| Human resources-related, permanent                              | 42              | 36                     | 14.3         | 0  |
| Information Technology, permanent                               | 1               | 1                      | 0            | 0  |
| Language practitioners, interpreters and other                  | 2               | 1                      | 50           | 0  |
| Other communication-related, permanent                          | 2               | 2                      | 0            | 0  |
| Library-related personnel, permanent                            | 7               | 5                      | 28.6         | 0  |
| Driver, permanent   | 1               | 1                      | 0            | 0  |
| Logistical support personnel, permanent                         | 8               | 5                      | 37.5         | 0  |
| Material recording and transport clerks, permanent              | 4               | 3                      | 75           | 0  |
| Messengers, permanent   | 3               | 2                      | 33.3         | 0  |
| Other administrative and related clerks, permanent              | 2               | 2                      | 0            | 0  |
| Other administrative policy and related officers, permanent     | 2               | 2                      | 0            | 0  |
| Other information technology personnel, permanent               | 2               | 2                      | 0            | 0  |
| Others occupations, permanent                                   | 1               | 1                      | 0            | 0  |
| Chairperson: PSC  | 1               | 1                      | 0            | 0  |
| Deputy Chairperson: PSC   | 1               | 1                      | 0            | 0  |
| Member: PSC   | 11              | 11                     | 0            | 0  |

| Critical occupations         | Number of posts | Number of posts filled | Vacancy rate | Number of posts filled additional to the establishment |
|------------------------------|-----------------|------------------------|--------------|--|
| Secretaries, permanent       | 46              | 41                     | 11.2         | 0  |
| Secretaries, temporary       | 0               | 0                      | 0            | 0  |
| Security officers, permanent | 12              | 11                     | 8.3          | 0  |
| Security officers, temporary | 0               | 0                      | 0            | 0  |
| Senior managers, permanent   | 39              | 35                     | 10.3         | 0  |
| <b>TOTAL</b>                 | <b>252</b>      | <b>200</b>             | <b>20.6</b>  | <b>0</b>   |

The information in each case reflects the situation as at 31 March 2005. For an indication of changes in staffing patterns over the period under review, refer to Section 5 of this report.

### 3.4. Job evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, Executing Authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled.

The following table (Table 3.4.1) summarises the number of jobs that were evaluated during the period under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 3.4.1 – Job Evaluation, 1 April 2004 to 31 March 2005**

| Salary band                              | Number of posts | Number of jobs evaluated | % of posts evaluated according to salary bands | Posts upgraded |                      | Posts downgraded |                      |
|--|-----------------|--------------------------|--|----------------|----------------------|------------------|----------------------|
|  |                 |                          |  | Number         | % of posts evaluated | Number           | % of posts evaluated |
| Lower skilled (Levels 1-2)               | 3               | 0                        | 0  | 0              | 0                    | 0                | 0                    |
| Skilled (Levels 3-5)                     | 47              | 22                       | 46.8   | 19             | 86.36                | 0                | 0                    |
| Highly skilled production (Levels 6-8)   | 60              | 28                       | 46.7   | 4              | 14.29                | 2                | 7.14                 |
| Highly skilled supervision (Levels 9-12) | 70              | 19                       | 27.1   | 0              | 0                    | 0                | 0                    |
| Senior Management Service Band A         | 30              | 6                        | 20   | 0              | 0                    | 0                | 0                    |
| Senior Management Service Band B         | 7               | 1                        | 20   | 0              | 0                    | 0                | 0                    |
| Senior Management Service Band C         | 3               | 0                        | 14.3   | 0              | 0                    | 0                | 0                    |
| Senior Management Service Band D         | 1               | 0                        | 0  | 0              | 0                    | 0                | 0                    |
| <b>TOTAL</b>                             | <b>221</b>      | <b>75</b>                | <b>33.9</b>                                    | <b>23</b>      | <b>30.67</b>         | <b>2</b>         | <b>2.67</b>          |



The following table provides a summary of the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

**Table 3.4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2004 to 31 March 2005**

| Beneficiaries | African   | Asian    | Coloured | White    | Total     |
|---------------|-----------|----------|----------|----------|-----------|
| Female        | 7         | 0        | 0        | 1        | 8         |
| Male          | 5         | 0        | 0        | 0        | 5         |
| <b>TOTAL</b>  | <b>12</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>13</b> |

|                                    |          |
|------------------------------------|----------|
| <b>Employees with a disability</b> | <b>0</b> |
|------------------------------------|----------|

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

**Table 3.4.3 – Profile of employees whose salaries exceeded the grades determined by job evaluation in 2004/2005**

|                                  |             |
|----------------------------------|-------------|
| <b>Total number of employees</b> | <b>none</b> |
|----------------------------------|-------------|

Table 3.4.4 summarises the beneficiaries of the above in terms of race, gender and disability.

**Table 3.4.4 – Profile of employees whose salary levels exceed the grade determined by job evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR I.V.C.3)**

| Beneficiaries | African  | Asian    | Coloured | White    | Total    |
|---------------|----------|----------|----------|----------|----------|
| Female        | 0        | 0        | 0        | 0        | 0        |
| Male          | 0        | 0        | 0        | 0        | 0        |
| <b>TOTAL</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |

|                                    |          |
|------------------------------------|----------|
| <b>Employees with a disability</b> | <b>0</b> |
|------------------------------------|----------|

### 3.5. Employment changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the Department. The following tables provide a summary of turnover rates by salary band (Table 3.5.1) and by critical occupations (Table 3.5.2).

**Table 3.5.1 – Annual turnover rates by salary band for the period 1 April 2004 to 31 March 2005**

| Salary band  | Number of employees per band as on 1 April 2004 | Appointments and transfers into the Office | Terminations and transfers out of the Office | Turnover rate |
|--|---|--|--|---------------|
| Lower skilled (Levels 1-2) permanent               | 3   | 0  | 0  | 0             |
| Lower skilled (Levels 1-2) temporary               | 6   | 3  | 10   | 166.7         |
| Skilled (Levels 3-5) permanent                     | 31  | 15   | 5  | 16.1          |
| Highly skilled production (Levels 6-8) permanent   | 53  | 2  | 1  | 1.9           |
| Highly skilled supervision (Levels 9-12) permanent | 49  | 2  | 0  | 0             |
| Senior Management Service Band A permanent         | 26  | 1  | 2  | 7.7           |
| Senior Management Service Band B permanent         | 7   | 3  | 2  | 28.6          |
| Senior Management Service Band C permanent         | 11  | 1  | 1  | 9.1           |
| Senior Management Service Band D                   | 4   | 0  | 0  | 0             |
| Senior Management Service Band D temporary         | 0   | 0  | 0  | 0             |
| <b>TOTAL</b>                                       | <b>190</b>                                      | <b>27</b>                                  | <b>14</b>                                    | <b>6.9</b>    |

**Table 3.5.2 – Annual turnover rates by critical occupation for the period 1 April 2004 to 31 March 2005**

| Occupation  | Number of employees per occupation as on 1 April 2004 | Appointments and transfers into the Department | Terminations and transfers out of the Department | Turnover rate |
|---|---|--|--|---------------|
| Administrative-related, permanent                               | 3   | 0  | 0  | 0             |
| Cleaner; permanent  | 1   | 0  | 0  | 0             |
| Switch operator; permanent                                      | 1   | 0  | 0  | 0             |
| Communication and information- related, permanent               | 1   | 0  | 0  | 0             |
| Finance and economics-related, permanent                        | 1   | 0  | 1  | 100           |
| Financial and related professionals, permanent                  | 2   | 0  | 0  | 0             |
| Financial clerks, permanent                                     | 7   | 0  | 0  | 0             |
| Human resources and organisation development-related, permanent | 23  | 2  | 0  | 0             |
| Human resources clerks, permanent                               | 4   | 0  | 0  | 0             |
| Human resource clerks, temporary                                | 0   | 2  | 2  | 0             |
| Human resource-related, permanent                               | 32  | 2  | 0  | 0             |
| Library-related personnel, permanent                            | 6   | 0  | 0  | 0             |
| Logistical support personnel, permanent                         | 4   | 0  | 0  | 0             |

| Occupation  | Number of employees per occupation as on 1 April 2004 | Appointments and transfers into the Department | Terminations and transfers out of the Department | Turnover rate |
|---|---|--|--|---------------|
| Material recording and transport clerks, permanent          | 3   | 0  | 1  | 33.3          |
| Messengers, permanent                                       | 3   | 0  | 0  | 0             |
| Other administrative and related clerks, permanent          | 1   | 0  | 0  | 0             |
| Other administrative policy and related officers, permanent | 2   | 0  | 0  | 0             |
| Other information technology personnel, permanent           | 2   | 0  | 0  | 0             |
| Others occupations, permanent                               | 9   | 0  | 0  | 0             |
| Rank: unknown, permanent                                    | 3   | 0  | 0  | 0             |
| Secretaries, permanent                                      | 36  | 7  | 4  | 11.1          |
| Secretaries, temporary                                      | 1   | 0  | 1  | 100           |
| Security officers, permanent                                | 5   | 9  | 0  | 0             |
| Security officers, temporary                                | 5   | 1  | 7  | 140           |
| Senior managers, permanent                                  | 32  | 5  | 5  | 15.6          |
| <b>TOTAL</b>  | <b>187</b>  | <b>25</b>                                      | <b>21</b>  |               |

Table 3.5.3 identifies the major reasons why staff left the Office.

**Table 3.5.3 – Reasons why staff left the Office**

| Termination type              | Number    | Percentage of total | Percentage of total employment |
|-------------------------------|-----------|---------------------|--------------------------------|
| Death                         | 1         | 4.8                 | 0.5                            |
| Resignation, permanent        | 8         | 38.1                | 4.2                            |
| Resignation, temporary        | 9         | 42.9                | 4.7                            |
| Expiry of contract, temporary | 1         | 4.8                 | 0.5                            |
| Other; permanent              | 2         | 9.5                 | 1.1                            |
| <b>TOTAL</b>                  | <b>21</b> | <b>100</b>          | <b>11.1</b>                    |

**Table 3.5.4 – Promotions by critical occupation**

| Occupation  | Employees as at 1 April 2004 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progressions as a % of employees by occupation |
|---|------------------------------|------------------------------------|---|---|--|
| Administrative- related                               | 3                            | 1                                  | 33.3  | 4   | 133.3  |
| Cleaner   | 1                            | 0                                  | 0   | 1   | 100  |
| Switchboard operator                                  | 1                            | 0                                  | 0   | 1   | 100  |
| Communication and information-related                 | 1                            | 0                                  | 0   | 1   | 100  |
| Finance and economics- related                        | 1                            | 0                                  | 0   | 1   | 0  |
| Financial and related professionals                   | 2                            | 2                                  | 100   | 1   | 50   |
| Financial clerks                                      | 7                            | 0                                  | 0   | 7   | 100  |
| Head of Department and DDGs                           | 3                            | 0                                  | 0   | 0   | 0  |
| Human resources and organisation development- related | 23                           | 3                                  | 13  | 10  | 43.5   |
| Human resource clerks                                 | 4                            | 2                                  | 50  | 2   | 50   |
| Human resource-related                                | 32                           | 3                                  | 9.4   | 11  | 34.4   |
| Library-related personnel                             | 6                            | 0                                  | 0   | 6   | 100  |
| Logistical support personnel                          | 4                            | 1                                  | 25  | 4   | 100  |
| Material recording and transport clerks               | 3                            | 0                                  | 0   | 3   | 100  |
| Messengers  | 1                            | 0                                  | 0   | 1   | 100  |
| Other administrative and related clerks               | 1                            | 0                                  | 0   | 1   | 100  |
| Other administrative policy and related officers      | 2                            | 0                                  | 0   | 20  | 100  |
| Other information technology personnel                | 2                            | 0                                  | 0   | 0   | 0  |
| Others occupations                                    | 9                            | 0                                  | 0   | 0   | 0  |
| Rank, unknown   | 3                            | 0                                  | 0   | 0   | 0  |
| Secretaries   | 37                           | 3                                  | 8.1   | 28  | 75.7   |
| Security officers                                     | 10                           | 3                                  | 30  | 2   | 20   |
| Senior managers                                       | 32                           | 0                                  | 0   | 3   | 9.4  |
| <b>TOTAL</b>  | <b>188</b>                   | <b>18</b>                          | <b>9.6</b>  | <b>89</b>   | <b>47.3</b>  |

**Table 3.5.5 – Promotions by salary band**

| Salary band                              | Employees 1 April 2003 | Promotions to another salary level | Salary bands promotions as a % of employees by salary level | Progressions to another notch within a salary level | Notch progressions as a % of employees by salary band |
|--|------------------------|------------------------------------|---|---|---|
| Lower skilled (Levels 1-2)               | 3                      | 0                                  | 0   | 10  | 333.3   |
| Lower skilled (Levels 1-2) temporary     | 6                      | 0                                  | 0   | 0   | 0   |
| Skilled (Levels 3-5)                     | 31                     | 4                                  | 12.9  | 23  | 74.2  |
| Highly skilled production (Levels 6-8)   | 53                     | 5                                  | 9.4   | 36  | 67.9  |
| Highly skilled supervision (Levels 9-12) | 49                     | 7                                  | 14.3  | 18  | 36.7  |
| Senior management (Levels 13-16)         | 48                     | 2                                  | 4.2   | 3   | 6.3   |
| <b>TOTAL</b>                             | <b>190</b>             | <b>18</b>                          | <b>9.5</b>  | <b>90</b>   | <b>47.4</b>   |

### 3.6. Employment Equity

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

**Table 3.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2005**

| Occupational categories (SASCO)      | Male      |           |          |           | Female    |          |          |           | Total      |
|--------------------------------------|-----------|-----------|----------|-----------|-----------|----------|----------|-----------|------------|
|                                      | African   | Coloured  | Indian   | White     | African   | Coloured | Indian   | White     |            |
| Senior managers                      | 17        | 2         | 4        | 4         | 6         | 1        | 1        | 1         | 36         |
| Middle managers                      | 35        | 7         | 1        | 10        | 26        | 2        | 2        | 9         | 92         |
| Administrative/clerks                | 7         | 1         | 0        | 1         | 37        | 3        | 1        | 9         | 59         |
| Service and sales workers, permanent | 10        | 0         | 0        | 0         | 1         | 0        | 0        | 0         | 11         |
| Elementary occupations               | 1         | 1         | 0        | 0         | 0         | 0        | 0        | 0         | 2          |
| <b>TOTAL</b>                         | <b>70</b> | <b>11</b> | <b>5</b> | <b>15</b> | <b>70</b> | <b>6</b> | <b>4</b> | <b>19</b> | <b>200</b> |

|                                    |          |          |          |          |          |          |          |          |  |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| <b>Employees with disabilities</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |  |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|--|

**Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2005**

| Occupational bands  | Male      |           |          |           | Female    |          |          |           | Total      |
|---|-----------|-----------|----------|-----------|-----------|----------|----------|-----------|------------|
|   | African   | Coloured  | Indian   | White     | African   | Coloured | Indian   | White     |            |
| Top management  | 9         | 3         | 1        | 1         | 3         | 1        | 0        | 0         | 18         |
| Senior management   | 15        | 1         | 4        | 4         | 7         | 0        | 1        | 2         | 34         |
| Professionally qualified and experienced specialists and mid-management   | 20        | 5         | 0        | 7         | 12        | 1        | 2        | 7         | 54         |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 11        | 0         | 0        | 3         | 25        | 3        | 0        | 8         | 50         |
| Semi-skilled and discretionary decision- making   | 15        | 1         | 0        | 0         | 23        | 1        | 1        | 2         | 43         |
| Unskilled and defined decision-making   | 0         | 1         | 0        | 0         | 0         | 0        | 0        | 0         | 1          |
| <b>TOTAL</b>  | <b>70</b> | <b>11</b> | <b>5</b> | <b>15</b> | <b>70</b> | <b>6</b> | <b>4</b> | <b>19</b> | <b>200</b> |

**Table 3.6.3 - Recruitment for the period 1 April 2004 to 31 March 2005**

| Occupational bands  | Male      |          |          |          | Female    |          |          |          | Total     |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
|   | African   | Coloured | Indian   | White    | African   | Coloured | Indian   | White    |           |
| Top management  | 1         | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 1         |
| Senior management   | 1         | 0        | 0        | 2        | 1         | 0        | 0        | 0        | 4         |
| Professionally qualified and experienced specialists and mid-management   | 1         | 0        | 0        | 0        | 0         | 0        | 1        | 0        | 2         |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 0         | 0        | 0        | 0        | 2         | 0        | 0        | 0        | 2         |
| Semi-skilled and discretionary decision-making  | 9         | 0        | 0        | 0        | 6         | 0        | 0        | 0        | 15        |
| Unskilled and defined decision-making   | 1         | 0        | 0        | 0        | 2         | 0        | 0        | 0        | 3         |
| <b>TOTAL</b>  | <b>13</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>11</b> | <b>0</b> | <b>1</b> | <b>0</b> | <b>27</b> |

|                                    |          |          |          |          |          |          |          |          |          |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Employees with disabilities</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

**Table 3.6.4 - Promotions for the period 1 April 2004 to 31 March 2005**

| Occupational bands   | Male    |          |        |       | Female  |          |        |       | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|  | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
| Top management (15-16)   | 0       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 0     |
| Senior management (13-14)  | 2       | 0        | 1      | 0     | 1       | 0        | 1      | 0     | 5     |
| Professionally qualified and experienced specialists and mid-management (9-12)             | 9       | 2        | 0      | 0     | 8       | 0        | 2      | 4     | 25    |
| Skilled technical and academically qualified workers, junior management, supervisors (7-8) | 5       | 0        | 0      | 2     | 21      | 3        | 1      | 9     | 41    |



| Occupational bands                                   | Male      |          |          |          | Female    |          |          |           | Total      |
|--|-----------|----------|----------|----------|-----------|----------|----------|-----------|------------|
|  | African   | Coloured | Indian   | White    | African   | Coloured | Indian   | White     |            |
| Semi-skilled and discretionary decision-making (4-6) | 8         | 1        | 0        | 1        | 11        | 1        | 1        | 4         | 27         |
| Unskilled and defined decision-making (1-3)          | 5         | 1        | 0        | 0        | 4         | 0        | 0        | 0         | 10         |
| <b>TOTAL</b>   | <b>29</b> | <b>4</b> | <b>1</b> | <b>3</b> | <b>45</b> | <b>4</b> | <b>5</b> | <b>17</b> | <b>108</b> |

|                                    |          |          |          |          |          |          |          |          |          |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Employees with disabilities</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

**Table 3.6.5 - Terminations for the period 1 April 2004 to 31 March 2005**

| Occupational bands  | Male     |          |          |          | Female   |          |          |          | Total     |
|---|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
|   | African  | Coloured | Indian   | White    | African  | Coloured | Indian   | White    |           |
| Top management  | 1        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1         |
| Senior management   | 1        | 0        | 1        | 1        | 0        | 0        | 0        | 0        | 3         |
| Professionally qualified and experienced specialists and mid-management   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0         |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 1        | 2         |
| Semi-skilled and discretionary decision-making  | 0        | 0        | 0        | 0        | 3        | 0        | 0        | 1        | 4         |
| Unskilled and defined decision-making   | 7        | 0        | 0        | 0        | 3        | 0        | 0        | 0        | 10        |
| <b>TOTAL</b>  | <b>9</b> | <b>0</b> | <b>1</b> | <b>1</b> | <b>7</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>20</b> |

|                                    |          |          |          |          |          |          |          |          |          |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Employees with disabilities</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

**Table 3.6.6 - Disciplinary action for the period 1 April 2004 to 31 March 2005**

|                     | Male    |          |        |       | Female  |          |        |       | Total |
|---------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|                     | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
| Disciplinary action | 0       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 0     |

**Table 3.6.7 - Skills development for the period 1 April 2004 to 31 March 2005**

| Occupational categories   | Male      |          |          |          | Female    |          |          |          | Total     |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
|   | African   | Coloured | Indian   | White    | African   | Coloured | Indian   | White    |           |
| Senior officials and managers (13-16)   | 7         | 0        | 2        | 0        | 4         | 1        | 0        | 2        | 16        |
| Professionally qualified and experienced specialists and middle management (9-12) | 6         | 1        | 0        | 4        | 6         | 0        | 1        | 2        | 20        |
| Skilled technical, junior management and supervisors (7-8)                        | 6         | 0        | 0        | 1        | 11        | 1        | 0        | 2        | 21        |
| Semi-skilled workers (4-6)  | 2         | 0        | 0        | 1        | 12        | 1        | 0        | 1        | 17        |
| Elementary occupations (1-3)  | 10        | 0        | 0        | 0        | 1         | 0        | 0        | 0        | 11        |
| <b>Total</b>  | <b>31</b> | <b>1</b> | <b>2</b> | <b>6</b> | <b>34</b> | <b>3</b> | <b>1</b> | <b>7</b> | <b>85</b> |

|                                    |          |          |          |          |          |          |          |          |  |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| <b>Employees with disabilities</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |  |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|--|

### 3.7. Performance rewards

To encourage good performance, the Office granted the following performance rewards during the period under review. The information is presented in terms of race, gender and disability (Table 3.7.1), salary bands (Table 3.7.2) and critical occupations (Table 3.7.3).

**Table 3.7.1 – Performance rewards by race, gender, and disability, 1 April 2004 to 31 March 2005**

|                 | Beneficiary profile     |                                    |                         | Cost         |                           |
|-----------------|-------------------------|------------------------------------|-------------------------|--------------|---------------------------|
|                 | Number of beneficiaries | Total number of employees in group | % of total within group | Cost (R'000) | Average cost per employee |
| <b>African</b>  |                         |                                    |                         |              |                           |
| Male            | 19                      | 70                                 | 27.1                    | 424          | 22 305                    |
| Female          | 27                      | 70                                 | 38.6                    | 288          | 10 666                    |
| <b>Asian</b>    |                         |                                    |                         |              |                           |
| Male            | 3                       | 5                                  | 60                      | 95           | 31 660                    |
| Female          | 4                       | 4                                  | 100                     | 57           | 14 372                    |
| <b>Coloured</b> |                         |                                    |                         |              |                           |
| Male            | 3                       | 11                                 | 27.3                    | 49           | 16 196                    |
| Female          | 5                       | 6                                  | 83.3                    | 91           | 118 297                   |
| <b>White</b>    |                         |                                    |                         |              |                           |
| Male            | 7                       | 14                                 | 50                      | 168          | 23 937                    |
| Female          | 16                      | 19                                 | 84.2                    | 308          | 19 267                    |

|                             | Beneficiary profile     |                                    |                         | Cost         |                           |
|-----------------------------|-------------------------|------------------------------------|-------------------------|--------------|---------------------------|
|                             | Number of beneficiaries | Total number of employees in group | % of total within group | Cost (R'000) | Average cost per employee |
| Employees with a disability | 1                       | 1                                  | 100                     | 7            | 6 789                     |
| <b>TOTAL</b>                | <b>85</b>               | <b>200</b>                         | <b>42.5</b>             | <b>1 487</b> | <b>17 493</b>             |

**Table 3.7.2 – Performance rewards by salary bands for personnel below senior management service, 1 April 2004 to 31 March 2005**

| Salary bands                             | Beneficiary             |                     |                                |                    |                           |
|--|-------------------------|---------------------|--------------------------------|--------------------|---------------------------|
|  | Number of beneficiaries | Number of employees | % of total within salary bands | Total cost (R'000) | Average cost per employee |
| Lower skilled (Levels 1-2)               | 0                       | 2                   | 0                              | 0                  | 0                         |
| Skilled (Levels 3-5)                     | 17                      | 41                  | 41.5                           | 93                 | 5 471                     |
| Highly skilled production (Levels 6-8)   | 28                      | 50                  | 56                             | 305                | 10 893                    |
| Highly skilled supervision (Levels 9-12) | 26                      | 54                  | 48.1                           | 602                | 23 154                    |
| <b>TOTAL</b>                             | <b>71</b>               | <b>148</b>          | <b>48</b>                      | <b>1 000</b>       | <b>14 085</b>             |

**Table 3.7.3 – Performance rewards by critical occupations, 1 April 2004 to 31 March 2005**

| Critical occupations                                   | Beneficiary profile     |                     |                              | Cost               |                           |
|--|-------------------------|---------------------|------------------------------|--------------------|---------------------------|
|  | Number of beneficiaries | Number of employees | % of total within occupation | Total cost (R'000) | Average cost per employee |
| Senior managers  | 12                      | 40                  | 30                           | 432                | 36 000                    |
| Human resources and organisational development-related | 31                      | 70                  | 44.3                         | 711                | 22 935                    |
| Finance clerks   | 9                       | 9                   | 100                          | 109                | 12 111                    |
| Secretaries  | 25                      | 44                  | 56.8                         | 243                | 9 720                     |
| Logistical support personnel                           | 8                       | 11                  | 72.7                         | 62                 | 7 750                     |
| <b>TOTAL</b>   | <b>85</b>               | <b>174</b>          | <b>48.9</b>                  | <b>1 557</b>       | <b>18 318</b>             |

**Table 3.7.4 – Performance -related rewards (cash bonus), by salary band, for senior management service**

| Salary band  | Beneficiary profile     |                     |                        | Total cost (R'000) | Average cost per employee | Total cost as a % of the total personnel expenditure |
|--------------|-------------------------|---------------------|------------------------|--------------------|---------------------------|--|
|              | Number of beneficiaries | Number of employees | % of total within band |                    |                           |  |
| Band A       | 10                      | 23                  | 43.5                   | 317                | 3 170                     | 2.7  |
| Band B       | 2                       | 11                  | 18.2                   | 51                 | 2 550                     | 1.6  |
| Band C       | 1                       | 14                  | 7.1                    | 50                 | 5 000                     | 0.6  |
| Band D       | 1                       | 4                   | 25                     | 68                 | 6 800                     | 1.9  |
| <b>TOTAL</b> | <b>14</b>               | <b>52</b>           | <b>26.9</b>            | <b>486</b>         | <b>34 714</b>             | <b>1.8</b>   |

### 3.8 Foreign workers

The tables below summarise the employment of foreign nationals in the Office in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

**Table 3.8.1 – Foreign workers, 1 April 2004 to 31 March 2005, by salary band**

| Salary band                              | 1 April 2004 |            | 31 March 2005 |            | Change   |            |
|--|--------------|------------|---------------|------------|----------|------------|
|  | Number       | % of total | Number        | % of total | Number   | % change   |
| Lower skilled (Levels 1-2)               | 0            | 0          | 0             | 0          | 0        | 0          |
| Skilled (Levels 3-5)                     | 0            | 0          | 0             | 0          | 0        | 0          |
| Highly skilled production (Levels 6-8)   | 0            | 0          | 0             | 0          | 0        | 0          |
| Highly skilled supervision (Levels 9-12) | 0            | 0          | 1             | 100        | 1        | 100        |
| Senior management (Levels 13-16)         | 0            | 0          | 0             | 0          | 0        | 0          |
| <b>TOTAL</b>                             | <b>0</b>     | <b>0</b>   | <b>1</b>      | <b>100</b> | <b>1</b> | <b>100</b> |

**Table 3.8.2 – Foreign workers, 1 April 2004 to 31 March 2005, by major occupation**

| Major occupation           | 1 April 2004 |            | 31 March 2005 |            | Change   |            |
|----------------------------|--------------|------------|---------------|------------|----------|------------|
|                            | Number       | % of total | Number        | % of total | Number   | % change   |
| Professionals and managers | 0            | 0          | 1             | 100        | 1        | 100        |
| <b>TOTAL</b>               | <b>0</b>     | <b>0</b>   | <b>1</b>      | <b>100</b> | <b>1</b> | <b>100</b> |

### 3.9 Leave utilisation for the period 1 January 2004 to 31 December 2004

The Public Service Commission identified the need for the careful monitoring of sick leave within the Public Service. The following tables provide an indication of the use of sick leave (Table 3.9.1) and disability leave (Table 3.9.2). In both cases, the estimated cost of the leave is also provided.

**Table 3.9.1 – Sick leave, 1 January 2004 to 31 December 2004**

| Salary band                              | Total days  | % days with medical certification | Number of employees using sick leave | % of total employees using sick leave | Average days per employee | Estimated cost (R'000) | Total number of days with medical certification |
|--|-------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|---|
| Lower skilled (Levels 1-3)               | 76          | 78.9                              | 12                                   | 7.5                                   | 6                         | 11                     | 60  |
| Skilled (Levels 4-6)                     | 362         | 79                                | 37                                   | 23.3                                  | 10                        | 83                     | 286   |
| Highly skilled production (Levels 7-8)   | 235         | 58.3                              | 39                                   | 24.5                                  | 6                         | 84                     | 137   |
| Highly skilled supervision (Levels 9-12) | 304         | 77                                | 39                                   | 24.5                                  | 8                         | 219                    | 234   |
| Senior management (Levels 13-16)         | 274         | 80.7                              | 32                                   | 20.1                                  | 9                         | 489                    | 221   |
| <b>TOTAL</b>                             | <b>1251</b> | <b>75</b>                         | <b>159</b>                           | <b>100</b>                            | <b>8</b>                  | <b>886</b>             | <b>938</b>                                      |

**Table 3.9.2 – Disability leave (temporary and permanent), 1 January 2004 to 31 December 2004**

| Salary band                      | Total days taken | % days with medical certification | Number of Employees using disability leave | % of total employees using disability leave | Average days per employee | Estimated cost (R'000) | Total number of days with medical certification |
|----------------------------------|------------------|-----------------------------------|--|---|---------------------------|------------------------|---|
| Skilled production (Levels 6-8)  | 8                | 100                               | 1  | 50  | 8                         | 2                      | 8   |
| Senior management (Levels 13-16) | 9                | 100                               | 1  | 50  | 9                         | 15                     | 9   |
| <b>TOTAL</b>                     | <b>17</b>        | <b>100</b>                        | <b>2</b>                                   | <b>100</b>                                  | <b>9</b>                  | <b>17</b>              | <b>17</b>                                       |

Table 3.9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000 requires the management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

**Table 3.9.3 – Annual leave, 1 January 2004 to 31 December 2004**

| Salary bands                             | Total days taken | Average per employee | Employment |
|--|------------------|----------------------|------------|
| Lower skilled (Levels 1-3)               | 243              | 19                   | 13         |
| Skilled (Levels 4-6)                     | 814              | 15                   | 53         |
| Highly skilled production (Levels 7-8)   | 1 175            | 20                   | 60         |
| Highly skilled supervision (Levels 9-12) | 1 241            | 23                   | 55         |
| Senior management (Levels 13-16)         | 1 009            | 19                   | 52         |
| <b>TOTAL</b>                             | <b>4 482</b>     | <b>19</b>            | <b>233</b> |

**Table 3.9.4 – Capped leave, 1 January 2004 to 31 December 2004**

| Salary band                              | Total days of capped leave taken | Average number of days taken per employee | Average capped leave per employee as at 31 December 2004 | Total days of capped leave available at 31 December 2004 | Number of employees as at 31 December 2004 |
|--|----------------------------------|---|--|--|--|
| Lower skilled (Levels 1-3)               | 10                               | 5   | 32   | 96   | 3  |
| Skilled Levels (4-6)                     | 14                               | 4   | 35   | 521  | 15   |
| Highly skilled production (Levels 7-8)   | 58                               | 8   | 32   | 1 092  | 34   |
| Highly skilled supervision (Levels 9-12) | 64                               | 8   | 62   | 3 038  | 49   |
| Senior management (Levels 13-16)         | 10                               | 2   | 70   | 2 888  | 41   |
| <b>TOTAL</b>                             | <b>156</b>                       | <b>6</b>                                  | <b>54</b>  | <b>7 635</b>   | <b>142</b>                                 |

**Table 3.9.5 – Leave payouts for the period 1 April 2004 to 31 March 2005**

The following table summarises payments made to employees as a result of leave that was not taken.

| Reason  | Total amount (R'000) | Number of employees | Average payment per employee |
|---|----------------------|---------------------|------------------------------|
| Leave payout for 2004/05 due to non-utilisation of leave for the previous cycle | 0                    | 0                   | 0                            |
| Capped leave payouts on termination of service for 2004/05                      | 5                    | 2                   | 2 500                        |
| Current leave payout on termination of service for 2004/05                      | 0                    | 0                   | 0                            |
| <b>TOTAL</b>  | <b>5</b>             | <b>2</b>            | <b>2 500</b>                 |

### 3.10 HIV/AIDS and health promotion programmes

**Table 3.10.1 – Steps taken to reduce the risk of occupational exposure**

| Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any) | Key steps taken to reduce the risk |
|--|------------------------------------|
| 0  | None yet                           |

**Table 3.10.2 – Details of health promotion and HIV/AIDS programmes**

| Question  | Yes | No | Details, if yes   |
|---|-----|----|---|
| 1. Has the Department designated a member of the senior management service to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.   | √   |    | Mr H A Maluleke<br>Director: Human Resource Management and Development  |
| 2. Does the Department have a dedicated unit or has it designated specific staff members to promote the health and wellbeing of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose. | √   |    | Twenty-seven Employment Equity Consultative Forum members   |
| 3. Has the Department introduced an employee assistance or health promotion programme for your employees? If so, indicate the key elements/services of this programme.  | √   |    | The programme aims to: <ul style="list-style-type: none"> <li>encourage and assist employees to overcome personal problems affecting their work performance negatively;</li> <li>provide an effective framework for wellness promotion and preventative services;</li> <li>in so far as it is possible, provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life;</li> <li>enhance the performance and maintain high productivity levels of all employees;</li> <li>establish a working relationship with other departments and stakeholders who are involved in employee wellness;</li> <li>prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors; and</li> <li>allow supervisors to manage their human resources in an objective and consistent manner.</li> </ul> |



| Question  | Yes | No | Details, if yes   |
|---|-----|----|---|
| 4. Has the Department established a committee/committees as contemplated in Part VI E.5 (e) of Chapter I of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent. | ✓   |    | See attached list of names (Annexure B)                           |
| 5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.                         | ✓   |    | HIV/AIDS Policy and Programme<br>Recruitment and Selection Policy |
| 6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.  | ✓   |    | HIV/AIDS Policy and Programme                                     |
| 7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.  | ✓   |    | None so far   |
| 8. Has the Department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.  | ✓   |    | HIV/AIDS Programme  |

## 3.11 Labour relations

The following collective agreements were entered into with trade unions within the Office

**Table 3.11.1 – Collective agreements, 1 April 2004 to 31 March 2005**

| Subject matter | Date              |
|----------------|-------------------|
| HR Policies    | 30 September 2004 |
| HR Policies    | 1 June 2004       |
| HR Policies    | 1 April 2004      |

The following table summarises the outcome of disciplinary hearings conducted within the Office for the period under review.

**Table 3.11.2 – Misconduct and disciplinary hearings finalised, 1 April 2004 to 31 March 2005**

| Outcomes of disciplinary hearings | Number   | % of total |
|-----------------------------------|----------|------------|
| Correctional counselling          | 0        | 0          |
| Verbal warning                    | 0        | 0          |
| Written warning                   | 1        | 100        |
| Final written warning             | 1        | 100        |
| Suspended without pay             | 1        | 100        |
| Fine                              | 0        | 0          |
| Demotion                          | 0        | 0          |
| Dismissal                         | 0        | 0          |
| Not guilty                        | 0        | 0          |
| Case withdrawn                    | 1        | 100        |
| <b>TOTAL</b>                      | <b>4</b> | <b>100</b> |

**Table 3.11.3 – Types of misconduct addressed at disciplinary hearings**

| Outcomes of disciplinary hearings | Number   | % of total |
|-----------------------------------|----------|------------|
| Poor performance                  | 0        | 0          |
| Removal of state property         | 0        | 0          |
| <b>TOTAL</b>                      | <b>0</b> | <b>0</b>   |

**Table 3.11.4 – Grievances lodged for the period 1 April 2004 to 31 March 2005**

|                                   | Number   | % of total |
|-----------------------------------|----------|------------|
| Number of grievances resolved     | 1        | 100        |
| Number of grievances not resolved | 0        | 0          |
| <b>TOTAL</b>                      | <b>1</b> | <b>100</b> |

**Table 3.11.5 – Disputes lodged with councils for the period 1 April 2004 to 31 March 2005**

|                              | Number   | % of total |
|------------------------------|----------|------------|
| Number of disputes upheld    | 0        | 0          |
| Number of disputes dismissed | 1        | 0          |
| <b>TOTAL</b>                 | <b>1</b> | <b>0</b>   |

**Table 3.11.6 – Strike actions for the period 1 April 2004 to 31 March 2005**

|  |          |
|--|----------|
| <b>Total number of person working days lost</b>        | <b>0</b> |
| Total cost (R'000) of working days lost                | 0        |
| Amount (R'000) recovered as a result of no work no pay | 0        |

**Table 3.11.7 – Precautionary suspensions for the period 1 April 2004 to 31 March 2005**

|  |    |
|--|----|
| Number of people suspended                         | 1  |
| Number of people whose suspension exceeded 30 days | 1  |
| Average number of days suspended                   | 58 |
| Cost (R'000) of suspensions                        | 0  |

## 3.12. Skills development

This section highlights the efforts of the Office with regard to skills development.

**Table 3.12.1 - Training needs identified for the period 1 April 2004 to 31 March 2005**

| Occupational categories | Gender | Number of employees as at 1 April 2004 | Training needs identified at start of reporting period |  |                         |       |
|-------------------------|--------|--|--|--|-------------------------|-------|
|                         |        |  | Learnerships identified                                | Skills programmes and other short courses  | Other forms of training | Total |
| Chairperson             | Male   | 1                                      | 0  | 0  | 0                       | 0     |
|                         | Female | 0                                      | 0  | 0  | 0                       | 0     |
| Deputy Chairperson      | Male   | 1                                      | 0  | 0  | 0                       | 0     |
|                         | Female | 0                                      | 0  | 0  | 0                       | 0     |
| Commissioners           | Male   | 9                                      | 0  | 0  | 0                       | 0     |
|                         | Female | 3                                      | 0  | 0  | 0                       | 0     |
| Director-General        | Male   | 9                                      | 0  | 0  | 0                       | 0     |
|                         | Female | 0                                      | 0  | 0  | 0                       | 0     |
| Deputy Director-General | Male   | 2                                      | 0  | 0  | 0                       | 0     |
|                         | Female | 1                                      |  | Finance management for non-financial managers.   |                         | 1     |
| Chief Directors         | Male   | 5                                      |  | Finance management for non-financial managers.   |                         | 0     |
|                         | Female | 1                                      |  |  | SAAPAM Conference.      | 1     |
| Directors               | Male   | 19                                     |  | Dealing with fraud.<br><br>Supply chain management.<br><br>Financial management for non-financial managers.                        |                         | 2     |
|                         | Female | 9                                      |  | Financial management for non-financial managers.<br><br>Train the trainer.<br><br>Financial management for non-financial managers. |                         | 3     |

| Occupational categories | Gender | Number of employees as at 1 April 2004 | Training needs identified at start of reporting period |  |   |       |
|-------------------------|--------|--|--|--|---|-------|
|                         |        |  | Learnerships identified                                | Skills programmes and other short courses  | Other forms of training   | Total |
| Deputy Directors        | Male   | 21                                     |  | Supply chain management.<br><br>Dealing with conflict.<br><br>Train the trainer on the Administrative Justice Act.<br><br>PFMA.<br><br>Financial management for non-financial managers.<br><br>Labour relations.   | Advanced management and development programme.<br><br>14 <sup>th</sup> Annual Conference. | 7     |
|                         | Female | 16                                     |  | Supply chain management.<br><br>Labour relations.<br><br>Fraud and corruption in the Public Service.<br><br>Refresher trainer training course.<br><br>Train the trainer on the Administrative Justice Act.<br><br>Financial management for non-financial managers. | Advanced management and development programme.  | 8     |
| Assistant Directors     | Male   | 1                                      |  |  |   | 0     |
|                         | Female | 3                                      |  | Introduction and re-orientation.   |   | 1     |

| Occupational categories                       | Gender | Number of employees as at 1 April 2004 | Training needs identified at start of reporting period |   |                         |       |
|---|--------|--|--|---|-------------------------|-------|
|   |        |  | Learnerships identified                                | Skills programmes and other short courses                     | Other forms of training | Total |
| Principal/Chief State administration officers | Male   | 10                                     |  |   |                         | 0     |
|   | Female | 3                                      |  |   |                         | 0     |
| Senior/State accountants                      | Male   | 1                                      |  | Refresher trainer training course.                            |                         | 0     |
|   | Female | 1                                      |  | Standard chart of accounts.                                   |                         | 1     |
| Accounting clerk                              | Male   | 1                                      |  | Standard chart of accounts.                                   |                         | 2     |
|   | Female | 0                                      |  |   |                         | 0     |
| Chief personnel officer                       | Male   | 0                                      |  |   |                         | 0     |
|   | Female | 1                                      |  | PERSAL establishment course.                                  |                         | 1     |
| Principal personnel officer                   | Male   | 1                                      |  | Renewal of certification.<br><br>PERSAL establishment course. |                         | 1     |
|   | Female | 1                                      |  |   |                         | 0     |
| Personnel officer                             | Male   | 1                                      |  |   |                         | 0     |
|   | Female | 2                                      |  |   |                         | 0     |
| Provisioning administration officer           | Male   | 2                                      |  | LOGIS I.<br><br>Supply chain management.                      |                         | 2     |
|   | Female | 0                                      |  | LOGIS I.<br><br>LOGIS II.<br><br>Supply chain management.     |                         | 4     |
| Provisioning administration clerk             | Male   | 1                                      |  |   |                         | 0     |
|   | Female | 1                                      |  |   |                         | 0     |
| Document clerk                                | Male   | 1                                      |  |   |                         | 0     |
|   | Female | 1                                      |  |   |                         | 0     |

| Occupational categories      | Gender | Number of employees as at 1 April 2004 | Training needs identified at start of reporting period |   |  |       |
|------------------------------|--------|--|--|---|--|-------|
|                              |        |  | Learnerships identified                                | Skills programmes and other short courses   | Other forms of training                    | Total |
| Communication officer        | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 1                                      |  |   |  | 0     |
| Registry clerk               | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 1                                      |  | Paper-based documentation and record management.  |  | 1     |
| Administrative secretary     | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 36                                     |  | Annual Secretarial Administrative Professional Symposium.<br><br>2004 Annual Seminar.<br><br>Refresher trainer training course. | Office management.<br><br>Time management. | 13    |
| Telecom operator             | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 1                                      |  |   |  | 0     |
| Library assistant            | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 1                                      |  |   |  | 0     |
| Administration clerk         | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 0                                      |  |   |  | 0     |
| General aid                  | Male   | 2                                      |  |   |  | 0     |
|                              | Female | 1                                      |  |   |  | 0     |
| Typist                       | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 1                                      |  |   |  | 0     |
| Cleaner                      | Male   | 1                                      |  |   |  | 0     |
|                              | Female | 0                                      |  |   |  | 0     |
| State administration officer | Male   | 8                                      |  |   |  | 0     |
|                              | Female | 6                                      |  | Dealing with fraud.<br><br>English short course.<br><br>Business writing skills.  |  | 2     |
| Administration officer       | Male   | 0                                      |  |   |  | 0     |
|                              | Female | 2                                      |  |   |  | 0     |

| Occupational categories                   | Gender | Number of employees as at 1 April 2004 | Training needs identified at start of reporting period |   |  |           |
|---|--------|--|--|---|--|-----------|
|   |        |  | Learnerships identified                                | Skills programmes and other short courses   | Other forms of training                  | Total     |
| Assistant administration officer          | Male   | 0                                      |  |   |  | 0         |
|   | Female | 0                                      |  |   |  | 0         |
| Messenger                                 | Male   | 0                                      |  |   |  | 0         |
|   | Female | 0                                      |  |   |  | 0         |
| Chief accounting clerk                    | Male   | 0                                      |  |   |  | 0         |
|   | Female | 3                                      |  | Standard chart of accounts.   |  | 3         |
| Human resource practitioners              | Male   | 1                                      |  | Job evaluation initial training.<br><br>Job evaluation follow-up training.<br><br>Induction and re-orientation for public servants. | National Public Service Trainers' Forum. | 4         |
|   | Female | 1                                      |  | Strategic planning session.<br><br>6 <sup>th</sup> EAPA South Africa Conference   |  | 2         |
| PC specialist                             | Male   | 1                                      |  |   |  | 0         |
|   | Female | 1                                      |  | Refresher trainer training course.  |  | 1         |
| Security administration/ security officer | Male   | 10                                     |  | Security management course.   |  | 1         |
|   | Female | 1                                      |  |   |  | 0         |
| Subtotal                                  | Female | 99                                     |  |   |  | 42        |
|   | Male   | 101                                    |  |   |  | 31        |
| <b>TOTAL</b>                              |        | <b>200</b>                             |  |   |  | <b>73</b> |

**Table 3.12.2 - Training provided for the period 1 April 2004 to 31 March 2005**

| Occupational categories                 | Gender | Number of employees as at 1 April 2004 | Training provided within the reporting period |  |   |       |
|---|--------|--|---|--|---|-------|
|   |        |  | Learnerships identified                       | Skills programmes and other short courses  | Other forms of training   | Total |
| Senior officials and managers           | Male   | 27                                     |   | Dealing with fraud.<br>Supply chain management.<br>Financial management for financial managers.<br>Financial management for non-financial managers.  |   |       |
|   | Female | 9                                      |   | Financial management for non-financial managers.<br>Train the trainer:   | SAAPAM Conference.  | 5     |
| Technicians and associate professionals | Male   | 52                                     |   | Supply chain management.<br>Dealing with fraud.<br>Labour relations.<br>Train the trainer on the Administrative Justice Act.<br>PFMA.<br>Financial management for non-financial managers.  | Advanced management development programme.<br>14 <sup>th</sup> Annual Conference. | 10    |
|   | Female | 39                                     |   | Supply chain management.<br>Labour relations.<br>Fraud and corruption in the Public Service.<br>Refresher trainer training course.<br>Train the trainer on the Administrative Justice Act.<br>Financial management for non-financial managers.<br>Induction and re-orientation course. | Advanced management development programme.  | 9     |



| Occupational categories | Gender | Number of employees as at 1 April 2004 | Training provided within the reporting period |   |  |       |
|-------------------------|--------|--|---|---|--|-------|
|                         |        |  | Learnerships identified                       | Skills programmes and other short courses   | Other forms of training                      | Total |
| Clerks                  | Male   | 19                                     |   | Renewal of certification and establishment.<br><br>LOGIS I.<br><br>Supply chain management.<br><br>Job evaluation initial course.<br><br>Job evaluation follow-up training.<br><br>Security management course.<br><br>Dealing with fraud.<br><br>Business writing skills.<br><br>Refresher trainer training course.<br><br>Standards chart of accounting.<br><br>Induction and re-orientation for public servants.      | National Public Service Trainers Conference. | 12    |
|                         | Female | 51                                     |   | PERSAL establishment course.<br><br>LOGIS II.<br><br>LOGIS I.<br><br>Supply chain management.<br><br>Annual Secretarial Administrative Professional Symposium.<br><br>Dealing with fraud.<br><br>Strategic planning session.<br><br>Standard chart of accounts.<br><br>2004 Annual Seminar.<br><br>Refresher trainer training course.<br><br>English short course.<br><br>6 <sup>th</sup> EAPA South Africa Conference. | Office management.<br><br>Time management.   | 28    |

| Occupational categories | Gender | Number of employees as at 1 April 2004 | Training provided within the reporting period |   |                         |           |
|-------------------------|--------|--|---|---|-------------------------|-----------|
|                         |        |  | Learnerships identified                       | Skills programmes and other short courses | Other forms of training | Total     |
| Elementary occupations  | Male   | 3                                      | 0   | 0   | 0                       | 0         |
|                         | Female | 0                                      | 0   | 0   | 0                       | 0         |
| Subtotal                | Female | 99                                     |   |   |                         | 42        |
|                         | Male   | 101                                    |   |   |                         | 31        |
| <b>Total</b>            |        | <b>200</b>                             |   |   |                         | <b>73</b> |

### 3.13. Injury on duty

The following tables provide basic information on injury on duty.

**Table 3.13.1 – Injury on duty, 1 April 2004 to 31 March 2005**

| Nature of injury on duty              | Number   | % of total |
|---------------------------------------|----------|------------|
| Required basic medical attention only | 0        | 0          |
| Temporary total disablement           | 0        | 0          |
| Permanent disablement                 | 0        | 0          |
| Fatal                                 | 0        | 0          |
| <b>TOTAL</b>                          | <b>0</b> | <b>0</b>   |

### 3.14. Utilisation of consultants

**Table 3.14.1 - Report on consultant appointments using appropriated (voted) funds**

| Project title   | Total number of consultants that worked on the project | Duration: work days             | Contract value in Rand              |
|---|--|---------------------------------|-------------------------------------|
| Audit of Reporting Requirements and Departmental Monitoring and Evaluation Systems in the Public Service. | 6  | 110                             | 838 219                             |
| Citizen Satisfaction Survey (CASE).   | 4  | 170                             | 1 145 021                           |
| Good Practice Guide on Sector Policing Management (Umlhlab Development Services).                         | 4  | 160                             | 160 680                             |
| Development of Best Practice Guide on School District Management.   | 7  | 150                             | 451 000                             |
| Translation of the Explanatory Manual on the Code of Conduct  | 11   | 300                             | 736 000                             |
| <b>Total number of projects</b>   | <b>Total individual consultants</b>                    | <b>Total duration work days</b> | <b>Total contract value in Rand</b> |
| 5   | 32   | 890                             | 3 330 920                           |

**Table 3.14.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)**

| Project title  | Percentage ownership by HDI groups | Percentage management by HDI groups | Number of consultants from HDI groups that worked on the project |
|--|------------------------------------|-------------------------------------|--|
| Citizen Satisfaction Survey  | 45                                 | 50                                  | 2  |
| Good Practice Guide on Sector Policing Management (Umhlaba Development Services)                             | 70                                 | 70                                  | 3  |
| Development of Best Practice Guide on School District Management   | 100                                | 100                                 | 5  |
| Audit of the Reporting Requirements and Departmental Monitoring and Evaluation Systems in the Public Service | 100                                | 100                                 | 6  |

**Table 3.14.3 - Report on consultant appointments using donor funds**

| Project title   | Total number of consultants that worked on the project | Duration: work days       | Donor and contract value in Rand |
|---|--|---------------------------|----------------------------------|
| Evaluation of the Implementation of the Service Standards in the Public Service.                      | 1  | 260                       | 855 000                          |
| Review of Sector Policing and SAPS' Role in Community Crime Prevention (Umhlaba Development Service). | 4  | 160                       | 400 000                          |
| Monitoring and Evaluation of Learner Support Material (Injobo Nebandla)                               | 6  | 60                        | 285 700                          |
| Measuring the Efficiency of the Code of Conduct for Public Servants (German Technical Co-operation)   | 2  | 250                       | 206 596                          |
| Total number of projects  | Total individual consultants                           | Total duration: work days | Total contract value in Rand     |
| <b>4</b>  | <b>13</b>  | <b>730</b>                | <b>1 747 296</b>                 |

**Table 3.14.4 - Analysis of consultant appointments using donor funds, in terms of Historically Disadvantaged Individuals (HDIs)**

| Project title   | Percentage ownership by HDI groups | Percentage management by HDI groups | Number of consultants from HDI groups that worked on the project |
|---|------------------------------------|-------------------------------------|--|
| Evaluation of the Implementation of the Service Standards in the Public Service (Strategy and Tactics). | 80                                 | 50                                  | 0  |
| Review of Sector Policing and SAPS' Role in Community Crime Prevention (Umhlaba Development Service).   | 70                                 | 70                                  | 3  |
| Monitoring and Evaluation of Learner Support Material (Injobo Nebandla).                                | 50                                 | 50                                  | 3  |

## Annexure A

(This Annexure relates to Table 3.10.2)

### Office of the Public Service Commission's Special Programmes Task Team Members

| Name              | Role                         |
|-------------------|------------------------------|
| Mr HA Maluleke    | Chairperson                  |
| Mr JD Kgoedi      | Deputy Chairperson – Gauteng |
| Mr SW Ngema       | Member                       |
| Ms PT Khumalo     | Member                       |
| Ms P. Africa      | Member                       |
| Mr MF Dolamo      | Member – Mpumalanga          |
| Mr JS Hartzenberg | Member                       |
| Ms RK Nesamari    | Member                       |
| Ms M Rasebopye    | Member                       |
| Ms PCZZ Nkosi     | Member                       |
| Ms JH Human       | Member – Secretary           |
| Ms LC Qithi       | Member – Free State          |
| Ms ROM Mmutle     | Member – North West          |
| Ms NG de Free     | Member                       |
| Ms DN Mdunge      | Member                       |
| Ms MM Poto        | Member                       |
| Ms CM Mokoena     | Member                       |
| Ms LT Magagula    | Member                       |
| Mr MV Rhawana     | Member – KwaZulu-Natal       |
| Mr AR Chauke      | Member – Eastern Cape        |
| Ms L Dlamini      | Member – Limpopo             |
| Ms C Gunn         | Member – Northern Cape       |
| Ms JM Sikhosana   | Member                       |
| Ms DE Botma       | Member                       |
| Ms GL Kunene      | Member                       |
| Ms AM Dunga       | Member – Western Cape        |
| Mr AM Dandu       | Member – Gauteng             |





# 4

# AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2005.

## 4.1 Audit Committee Members and Attendance

The Audit Committee consists of the members listed hereunder and meets at least two times per annum as per the approved Audit Committee Charter. During the year under review two meetings were held i.e. 23 July 2004 and 23 March 2005.

| Name of Member                               | Number of Meetings Attended |
|--|-----------------------------|
| Prof H de Jager                              | 2                           |
| Mr A K Soma                                  | 2                           |
| Mr D Mbatha                                  | 2                           |
| Ms F Mokwena (appointed 1 May 2004)          | 1                           |
| Mr N Khoza (resigned November 2004)          | 1                           |
| Mr D N Maphumulo (appointed 1 February 2005) | 1                           |

## 4.2 Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter; has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

## 4.3 The Effectiveness of Internal Control

The system of controls is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed and from the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the management letter of the Auditor-General, it was noted that no significant or material non-compliance with prescribed policies and procedures have been reported. In line with the PFMA requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes.

For the period 1 August 2004 to 30 October 2004 the internal audit function was not in operation and therefore the reports of internal audit detailing the performance of internal audit against the internal audit plan were not submitted for all quarters. This did not result in significant or material non-compliance with prescribed policies and procedures.

## 4.4 The quality of in year management and monthly reports submitted in terms of the PFMA

The Audit Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Office during the year under review.

## 4.5 Evaluation of Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the Audited Annual Financial Statements to be included in the annual report; and
- Reviewed the Auditor-General's management letter and management's responses.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements be accepted and read together with the report of the Auditor-General.

**Chairperson of the Audit Committee**  
**Date: 25 July 2005**



5

ANNUAL  
FINANCIAL  
STATEMENTS







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# REPORT OF THE ACCOUNTING OFFICER

for the year ended 31 March 2005

**Report by the Accounting Officer to the Executive Authority and Parliament of the Republic of South Africa.**

## 5.1.1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

For the financial year 2004/2005, the Public Service Commission's (PSC) Vote 11 received R73 081 000 from National Treasury. No additional amount was allocated in the Adjustments Estimate. The surplus on the budget for the 2004/2005 financial year was R1 954 000. This represents 3 % of the total budget allocation for 2004/2005. An amount of R1 063 000 has been requested for roll-out to the 2005/2006 financial year for the funding of the project.

Despite the deployment of significant resources of the PSC to KwaZulu-Natal, the planned outputs for 2004/2005 were achieved. Some of the outputs achieved during the year under review are as follows:

### Investigations and Human Resource Reviews

- Report on Human Resource Issues and Procurement matters at the National Prosecuting Authority
- Report on Mismanagement and Maladministration in the Judicial Inspectorate of Prisons
- Report: Investigation into Human Resource Practices at the KwaZulu-Natal, Department of Economic Development and Tourism
- Report: Investigations into allegations of payment of acting allowance at the Judicial Inspectorate of Prisons
- Report: Investigation into filling of posts: KwaZulu-Natal Department of Economic Development and Tourism
- Report: Implementation of Financial Disclosure Requirements
- Report: Development and Translation of the Explanatory Manual for the Public Service
- Measuring the efficacy of the Code of Conduct for the Public Service
- Successful hosting of the Second National Anti-Corruption Summit in March 2005
- Production of generic professional ethics statement for Public Service
- Publication of an easy to read whistle-blowing guideline
- Management of the Financial Disclosure Framework
- Establishment and launch of the National Anti-Corruption hotline in September 2004

### Monitoring and Evaluation

- Implementation of Transversal Public Service Monitoring and Evaluation System
- Co-hosting of Third African Evaluation Conference with African Evaluation Association (AfrEA) in December 2004

- Management Audit at the Western Cape Department of Arts, Culture, Sport and Recreation
- Report on the State of the Public Service
- Report: Assessment of the corruption prevention plan of the Masters Office in the Department of Justice
- Assessment of Compliance Frameworks with the Public Service
- Develop a set of guidelines to empower departments to verify the qualifications of staff already employed by the state
- Report on implementation of the Promotion of Administrative Justice Act (PAJA)
- Review of Sector Policing and SAPS' Role in Community Crime Prevention
- Evaluation of the Implementation of Service Standards in the Public Service
- Monitoring and Evaluation of Learner Support Material

The abovementioned outputs are explained in detail in chapter 2 of this annual report.

## 5.1.2. SERVICES RENDERED BY THE PUBLIC SERVICE COMMISSION

The Public Service Commission, as an independent and impartial institution, established by the Constitution, 1996, has been tasked and empowered to, amongst other functions and powers, investigate, monitor and evaluate the organization and administration of the Public Service. This mandate also entails the evaluation of achievements, or lack thereof of Government programmes. Linked to the aforementioned powers, the PSC must also promote measures to ensure effective and efficient performance within the Public Service and to promote values and principles of public administration as set out in the Constitution, throughout the Public Service.

The PSC comprises 14 Commissioners: 5 Pretoria-based Commissioners and one Commissioner resident in each province. The PSC is supported by the Office of the PSC, headed by the Director-General, with its head office in Pretoria and regional offices in each province.

## 5.1.3. MANDATE OF THE PSC

The PSC derives its mandate from sections 195 and 196 of the Constitution of the Republic of South Africa, which sets out its powers and functions as follows:

- Promote the values and principles described in Section 196 of the Constitution
- Investigate, monitor and evaluate the organisation and administration and the personnel practices of the public service, and to advise national and provincial organs of state on their personnel practices.

- Propose measures to ensure effective and efficient performance within the public service
- Give directions to ensure that personnel procedures comply with the constitutional values and principles
- To investigate the grievances of employees in the public service
- Report on its activities and performance.

#### 5.1.4. STRATEGIC FOCUS

##### *Labour Relations Improvement*

The executive and legislatures advised on trends and other matters relating to labour relations in the public service through investigative research.

##### *Public Administration Investigations*

Audits and investigations into public administration practices undertaken and selected corruption cases resolved.

##### *Professional Ethics and Human Resource Reviews*

Human resource practices reviewed and a culture of professional and ethical behavior in the public service promoted.

##### *Governance Monitoring*

Good governance promoted and the state of the public service systematically monitored and evaluated in terms of the constitutional values governing public administration.

##### *Leadership and Performance Improvement*

The executive and legislatures advised on the performance and employment conditions of the senior management service and to advise and inform them on the administration and effectiveness of conditions of service for all public servants.

##### *Service Delivery and Quality Assurance*

Improved service delivery through public participation and quality audits promoted.

#### 5.1.5. CAPACITY CONSTRAINTS AND IMPROVEMENTS

As already indicated above, the year under review witnessed the deployment of PSC officials to KwaZulu-Natal at the request of the Premier to conduct a scoping exercise in all departments under the provincial administration in order to determine the readiness of departments to deliver on their service delivery mandate. Furthermore, the Chief Financial Officer resigned and Deputy Director-General: Monitoring and Evaluation was promoted to Director-General at the Department of Public Service and Administration.

Despite the above, the PSC managed to make significant progress in achieving the planned outputs for 2004/2005.

#### 5.1.6. DONOR FUNDS

During the previous financial year the PSC received an amount of R477 258 from the German Agency for Technical Cooperation (GTZ) to fund the services of the Monitoring and Evaluation System Technical Advisor. This amount was deposited into the RDP Fund which is under the control of National Treasury. An amount of R342 646 was drawn and utilised for this purpose. A balance of R134 611 was drawn and utilized during the period under review.

Furthermore, the PSC continued to receive donor funds in kind mainly from GTZ. These donations come in kind as the PSC only receive the services procured by the donors on its behalf. Therefore, none of the donor funds were under the control of the PSC. It should however, be noted that the availability of the donor funds has significantly improved the ability of the PSC to deliver on its mandate taking into consideration the limited financial resources at its disposal.

#### 5.1.7. TRADING ENTITIES/PUBLIC ENTITIES

The PSC does not have any Trading Entities/Public Entities under its control.

#### 5.1.8. OTHER ORGANISATIONS TO WHOM TRANSFER PAYMENTS HAVE BEEN MADE

The PSC has not made any transfer payments to any organisation during the period under review.

#### 5.1.9. PUBLIC /PRIVATE PARTNERSHIPS (PPP)

The PSC does not have any Public/Private Partnerships.

#### 5.1.10. CORPORATE GOVERNANCE ARRANGEMENTS

The PSC continues to have appropriate governance structures which were set up to deal with ongoing management issues as follows:

##### *Public Service Commission Plenary*

This is a quarterly meeting of all the Commissioners together with the Executive Management of the Office of the Public Service Commission where policy issues are discussed and decisions in this regard taken. Furthermore, the strategic plan as well as the annual work plan of the PSC are also considered and approved at such meetings.

##### *Executive Committee*

The Executive Committee (EXCO) comprises of Pretoria based Commissioners including the Commissioner from Gauteng Province as well as Executive Managers from the Office of the Public Service Commission. It

# REPORT OF THE ACCOUNTING OFFICER

for the year ended 31 March 2005

meets bi-weekly to consider and make operational decisions within the parameters of the policy framework including ad-hoc projects. These are subsequently ratified at full plenary where all the Commissioners are present.

## Specialist Teams

The Specialist Teams comprise of selected Senior Officials from the Office of the Public Service Commission as well as selected Commissioners. These meet on quarterly basis to consider progress on projects and related issues. Currently, there are three (3) Specialist Teams, namely:

- Governance Monitoring and Leadership and Performance Improvement;
- Labour Relations Improvement and Professional Ethics and Human Resource Reviews; and
- Service Delivery and Quality Assurance.

## Executive Management Committee

This Committee consists of Executive Managers from the Office of the Public Service Commission. It meets on a bi-weekly basis to consider policy and management issues affecting the Office of the Public Service Commission.

## Management Committee

This is a Forum comprising Executive and Senior Managers from the Office of the Public Service Commission. The purpose of this forum is to discuss project related issues and to engage on the strategic planning exercise as well as to give feedback to Senior Managers on policy and management decisions taken at the various aforementioned governance structures. This Forum meets on a bi-annually basis.

### 5.1.11. DISCONTINUED ACTIVITIES

No activities were discontinued during the period under review.

### 5.1.12. NEW OR PROPOSED ACTIVITIES

The Public Service Commission will be focusing on the ongoing implementation of the National Anti-Corruption Hotline (0800 701 701) for the public service, the roll out of the Citizen Satisfaction Surveys as well as the Citizens' Forums.

### 5.1.13. EVENTS AFTER ACCOUNTING DATE

There were no material events that occurred after 31 March 2005.

### 5.1.14. PROGRESS WITH FINANCIAL MANAGEMENT IMPROVEMENTS

During the year under review the PSC continued with its programme of

improving the various internal controls as well as the documentation of financial policies and procedures.

At the end of August 2004, the internal audit function of a Consortium of Gobodo Risk Management and MSGM Masuku-Jeena was terminated. The internal audit function of the Office was subsequently outsourced to Gobodo Corporate Governance Services with effect from 1 November 2004, for a period of 36 months.

The internal auditors performed a number of audits as per the internal audit coverage plan thus providing management with important findings and observations on issues of internal controls. The year under review has also seen an improvement in the coordination of activities and resources between the Internal Auditors and the Auditor-General. The functioning of the Audit Committee has improved.

### 5.1.15. PERFORMANCE INFORMATION

The PSC with the assistance of the GTZ (donors) is in the process of developing an Information and Knowledge Management System (IKM). This system will be used to address the following areas:

- Workflow and project management;
- Manage the project related budgeting and financial reporting;
- Store data gathered through the M&E system and other projects; and
- Management of information system that will enhance decision making.

The implementation and ongoing review of the Public Finance and Management Act, Public Service Act and Regulations related policies has continued during the year under review. The implementation of these policies continues to result in significant improvements in financial management and human resource management within the Office of the Public Service Commission. Furthermore, training on Finance for Non-Financial Managers was arranged for all Responsibility Managers during the period under review. All the financial reports and documentation required in terms of the PFMA, as well as the Treasury Regulation were prepared timeously and forwarded to the relevant parties. The quarterly information required by National Treasury on the achievement on Estimate of National Expenditure (ENE) outputs was also submitted timeously.

### APPROVAL

The annual financial statements set out on pages 72 to 100 have been approved by the Accounting Officer.



**MJ SIKHOSANA**  
**DIRECTOR-GENERAL**  
**DATE: 31 MAY 2005**



# REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF VOTE 11 - PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 31 MARCH 2005

## 5.2.1 AUDIT ASSIGNMENT

The financial statements as set out on pages 72 to 100, for the year ended 31 March 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

## 5.2.2 NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No. 1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

## 5.2.3 AUDIT OPINION

In my opinion, the financial statements fairly present, in all material respects, the financial position of the Public Service Commission at 31 March 2005 and the results of its operations and cash flows for the year then ended, in accordance with prescribed accounting practice and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA).

## 5.2.4 EMPHASIS OF MATTER

Without qualifying the audit opinion expressed above, attention is drawn to the following matter:

### 5.2.4.1 Internal audit

- Internal audit was not fully functional as envisaged by section 38(1)(a)(ii) of the PFMA and Treasury Regulation 3.2 as there was no internal audit function in operation for the period of 1 August 2004 to 30 October 2004.
- Quarterly reports detailing the performance of internal audit against the annual internal audit plan were not submitted for all quarters to the audit committee as required by Treasury Regulation 3.2.7(d).

## 5.2.5 APPRECIATION

The assistance rendered by the staff and management of the Office of the Public Service Commission during the audit is sincerely appreciated.

**JE van Heerden for Auditor-General**

**Pretoria**

**30 July 2005**



AUDITOR-GENERAL

The Annual Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Annual Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act. The following issued, but not yet effective Standards of Generally Recognised Accounting Practice have not been fully complied with in the Annual Financial Statements: GRAP 1, 2 and 3.

## 5.3.1. Basis of preparation

The Annual Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

## 5.3.2. Revenue

### *Appropriated funds*

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National Expenditure. Unexpended voted funds are surrendered to the National Revenue Fund, unless otherwise stated.

### *Departmental revenue*

#### *Tax revenue*

A tax receipt is defined as compulsory, irrecoverable revenue collected by entities. Tax receipts are recognised as revenue in the Statement of Financial Performance on receipt of the funds.

### *Sale of goods and services other than capital assets*

This comprises the proceeds from the sale of goods and/or services produced by the entity. Revenue is recognised in the Statement of Financial Performance on receipt of the funds.

### *Fines, penalties and forfeits*

Fines, penalties and forfeits are compulsory receipts imposed by court or quasi-judicial body. Revenue is recognised in the Statement of Financial Performance on receipt of the funds.

### *Interest, dividends and rent on land*

Interest and dividends received are recognised upon receipt of the funds, and no provision is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as

revenue in the Statement of Financial Performance of the department and then transferred to the National Revenue Fund.

Revenue received from the rent of land is recognised in the Statement of Financial Performance on receipt of the funds.

### *Sale of capital assets*

The proceeds from the sale of capital assets are recognised as revenue in the Statement of Financial Performance on receipt of the funds.

### *Financial transactions in assets and liabilities*

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the Statement of Financial Performance on receipt of the funds.

Cheques issued in previous accounting periods that expire before being banked is recognised as revenue in the Statement of Financial Performance when the cheque becomes stale. When the cheque is reissued the payment is made from Revenue.

### *Local and foreign aid assistance*

Local and foreign aid assistance is recognised in the Statement of Financial Performance on receipt of funds. Where amounts are expensed before funds are received, a receivable is raised. Where amounts have been inappropriately expensed using Local and Foreign aid assistance, a payable is raised. In the situation where the department is allowed to retain surplus funds, these funds are shown as a reserve.

## 5.3.3. Expenditure

### *Compensation of employees*

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. The expenditure is classified as capital where the employees were involved, on a full time basis, on capital projects during the financial year. All other payments are classified as current expense.

Social contributions include the entities' contribution to social insurance schemes paid on behalf of the employee. Social contributions are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.

### *Short-term employee benefits*

The cost of short-term employee benefits is expensed in the Statement of Financial Performance in the reporting period when the final authorisation for payment is effected on the system. Short-term employee benefits, that give rise to a present legal or constructive obligation are disclosed as a disclosure note to the Annual Financial Statements and are not recognised in the Statement of Financial Performance.

**Long-term employee benefits and other post employment benefits****Termination benefits**

Termination benefits are recognised and expensed only when the final authorisation for payment is effected on the system.

**Medical benefits**

The department provides medical benefits for its employees through defined benefit plans. Employer contributions to the fund are incurred when the final authorisation for payment is effected on the system. No provision is made for medical benefits in the Annual Financial Statements of the department.

**Post employment retirement benefits**

The department provides retirement benefits for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when the final authorisation for payment to the fund is effected on the system. No provision is made for retirement benefits in the Annual Financial Statements of the department. Any potential liabilities are disclosed in the Annual Financial Statements of the National/Provincial Revenue Fund and not in the Annual Financial Statements of the employer department.

**Other employee benefits**

Obligations arising from leave entitlement, thirteenth cheque and performance bonus that are reflected in the disclosure notes have not been paid for at year-end.

**Goods and services**

Payments made for goods and/or services are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. The expense is classified as capital if the goods and services were used on a capital project.

**Interest and rent on land**

Interest and rental payments resulting from the use of land, are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. This item excludes rental on the use of buildings or other fixed structures.

**Financial transactions in assets and liabilities**

Financial transactions in assets and liabilities include bad debts written off. Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending available to the department. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts.

**Unauthorised expenditure**

Unauthorised expenditure, is defined as:

- The overspending of a vote or a main division within a vote, or
- Expenditure that was not made in accordance with the purpose of a vote

or, in the case of a main division, not in accordance with the purpose of the main division.

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is approved by the relevant authority, recovered or written off as irrecoverable.

**Irregular expenditure**

Irregular expenditure, is defined as:

expenditure, other than unauthorised expenditure, incurred in contravention or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

It is treated as expenditure in the Statement of Financial Performance. If such expenditure is not condoned and it is possibly recoverable it is disclosed as receivable in the Statement of Financial Position at year-end.

**Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure, is defined as:

expenditure that was made in vain and would have been avoided had reasonable care been exercised, therefore

- it must be recovered from a responsible official (a debtor account should be raised), or
- the vote. (If responsibility cannot be determined.)

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is recovered from the responsible official or written off as irrecoverable.

**5.3.4. Transfers and subsidies**

Transfers and subsidies include all irrecoverable payments made by the entity. Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system.

**5.3.5. Expenditure for capital assets**

Capital assets are assets that can be used repeatedly and continuously in production for more than one year. Payments made for capital assets are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.



## ACCOUNTING POLICIES

for the year ended 31 March 2005

### 5.3.6. Receivables

Receivables are not normally recognised under the modified cash basis of accounting. However, receivables included in the Statement of Financial Position arise from cash payments that are recoverable from another party, when the payments are made.

Receivables for services delivered are not recognised in the Statement of Financial Position as a current asset or as income in the Statement of Financial Performance, as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the Annual Financial Statements.

### 5.3.7. Cash and cash equivalents

Cash and cash equivalents consists of cash on hand and balances with banks, short term investments in money market instruments and demand deposits. Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

### 5.3.8. Payables

Payables are not normally recognised under the modified cash basis of accounting. However, payables included in the Statement of Financial Position arise from advances received that are due to the Provincial/ National Revenue Fund or another party.

### 5.3.9. Lease commitments

Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure notes to the Annual Financial Statements. These commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on the cash basis of accounting.

Operating lease expenditure is expensed when the payment is made.

Finance lease expenditure is expensed when the payment is made, but

results in the acquisition of the asset under the lease agreement. A finance lease is not allowed in terms of the Public Finance Management Act.

### 5.3.10. Accruals

This amount represents goods/services that have been received, but no invoice has been received from the supplier at the reporting date, OR an invoice has been received but final authorisation for payment has not been effected on the system. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

### 5.3.11. Contingent liability

This is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department; or

- a present obligation that arises from past events but is not recognised because:
- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability

Contingent liabilities are not recognised in the Statement of Financial Position, but the information is disclosed as part of the disclosure notes.

### 5.3.12. Commitments

This amount represents goods/services that have been approved and/or contracted, but no delivery has taken place at the reporting date. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

**5.3.13. Recoverable revenue**

Recoverable revenue represents payments made and recognised in the Statement of Financial Performance as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor. Repayments are transferred to the Revenue Fund as and when the repayment is received.

**5.3.14. Comparative figures**

Where necessary, comparative figures have been restated to conform to the changes in the presentation in the current year. The comparative

figures shown in these Annual Financial Statements are limited to the figures shown in the previous year's audited Annual Financial Statements and such other comparative figures that the department may reasonably have available for reporting. Reclassification of expenditure has occurred due to the implementation of the Standard Chart of Accounts. It is not practical to present comparative amounts in the Cash Flow Statements as this would involve reclassification of amounts dating back to the 2002/03 year-end.

## APPROPRIATION STATEMENT

for the year ended 31 March 2005

| Appropriation per programme   |                        |                   |          |                     |                    |              |                                      |                     |                |
|---|------------------------|-------------------|----------|---------------------|--------------------|--------------|--------------------------------------|---------------------|----------------|
|   | 2004/05                |                   |          |                     |                    |              |                                      | 2003/04             |                |
|   | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance     | Payments as % of final appropriation | Final Appropriation | Actual Payment |
|   | R'000                  | R'000             | R'000    | R'000               | R'000              | R'000        | %                                    | R'000               | R'000          |
| <b>1. Administration</b>  |                        |                   |          |                     |                    |              |                                      |                     |                |
| Current payment   | 30,313                 | -                 | 391      | <b>30,704</b>       | 30,470             | 234          | 99.2%                                | 27,273              | 27,389         |
| Transfers and subsidies   | 57                     | -                 | 29       | <b>86</b>           | 83                 | 3            | 96.5%                                | 61                  | 53             |
| Expenditure for capital assets  | 1,182                  | -                 | -48      | <b>1,134</b>        | 886                | 248          | 78.1%                                | 1,369               | 1,171          |
| <b>2. Investigations and Human Resource Reviews</b>                               |                        |                   |          |                     |                    |              |                                      |                     |                |
| Current payment   | 21,508                 | -                 | -1,663   | <b>19,845</b>       | 19,137             | 708          | 96.4%                                | 16,221              | 16,252         |
| Transfers and subsidies   | 41                     | -                 | 5        | <b>46</b>           | 75                 | -29          | 163.0%                               | 37                  | 38             |
| Expenditure for capital assets  | -                      | -                 | 21       | <b>21</b>           | 21                 | -            | 100.0%                               | -                   | -              |
| <b>3. Monitoring and Evaluation</b>   |                        |                   |          |                     |                    |              |                                      |                     |                |
| Current payment   | 19,941                 | -                 | 1,231    | <b>21,172</b>       | 20,386             | 786          | 96.3%                                | 19,211              | 19,200         |
| Transfers and subsidies   | 39                     | -                 | 7        | <b>46</b>           | 44                 | 2            | 95.7%                                | 43                  | 42             |
| Expenditure for capital assets  | -                      | -                 | 27       | <b>27</b>           | 26                 | 1            | 96.3%                                | -                   | -              |
| <b>Subtotal</b>   | <b>73,081</b>          | -                 | -        | <b>73,081</b>       | <b>71,128</b>      | <b>1,953</b> | <b>97.3%</b>                         | <b>64,215</b>       | <b>64,145</b>  |
| <b>TOTAL</b>  | <b>73,081</b>          | -                 | -        | <b>73,081</b>       | <b>71,128</b>      | <b>1,953</b> | <b>97.3%</b>                         | <b>64,215</b>       | <b>64,145</b>  |
| Departmental receipts   |                        |                   |          | 189                 |                    |              |                                      | 229                 |                |
| Local and foreign aid assistance  |                        |                   |          | 135                 |                    |              |                                      | 343                 |                |
| <b>Actual amounts per Statements of Financial Performance (Total revenue)</b>     |                        |                   |          | <b>73,405</b>       |                    |              |                                      | <b>64,787</b>       |                |
| Local and foreign aid assistance  |                        |                   |          |                     | 135                |              |                                      |                     | 343            |
| <b>Actual amounts per Statements of Financial Performance (Total expenditure)</b> |                        |                   |          |                     | <b>71,263</b>      |              |                                      |                     | <b>64,488</b>  |

| Appropriation per economic classification           |                        |                   |          |                     |                |              |                                     |                     |                |
|---|------------------------|-------------------|----------|---------------------|----------------|--------------|-------------------------------------|---------------------|----------------|
|   | 2004/05                |                   |          |                     |                |              |                                     | 2003/04             |                |
|   | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Payment | Variance     | Payment as % of final appropriation | Final Appropriation | Actual payment |
|   | R'000                  | R'000             | R'000    | R'000               | R'000          | R'000        | %                                   | R'000               | R'000          |
| <b>Current payment</b>                              |                        |                   |          |                     |                |              |                                     |                     |                |
| Compensation of employees                           | 52,843                 | -                 | -2,173   | <b>50,670</b>       | 50,442         | 228          | 99.6%                               | 46,096              | 46,071         |
| Goods and services                                  | 18,919                 | -                 | 2,132    | <b>21,051</b>       | 19,574         | 1,477        | 93.0%                               | 16,609              | 16,546         |
| Financial transactions in assets and liabilities    | -                      | -                 | -        | <b>-</b>            | 10             | -10          |                                     | -                   | 224            |
| <b>Transfers and subsidies to:</b>                  |                        |                   |          |                     |                |              |                                     |                     |                |
| Provinces and municipalities                        | 137                    | -                 | 18       | <b>155</b>          | 149            | 6            | 96.1%                               | 141                 | 133            |
| Foreign governments and international organisations | -                      | -                 | 23       | <b>23</b>           | 22             | 1            | 95.7%                               | -                   | -              |
| <b>Payment for capital assets</b>                   |                        |                   |          |                     |                |              |                                     |                     |                |
| Machinery and equipment                             | 1,182                  | -                 | -260     | <b>922</b>          | 868            | 54           | 94.1%                               | 1,298               | 1,100          |
| Software and other intangible assets                | -                      | -                 | 260      | <b>260</b>          | 63             | 197          | 24.2%                               | 71                  | 71             |
| <b>Total</b>  | <b>73,081</b>          | -                 | -        | <b>73,081</b>       | <b>71,128</b>  | <b>1,953</b> | <b>97.3%</b>                        | <b>64,215</b>       | <b>64,145</b>  |

## DETAIL PER PROGRAMME 1 - ADMINISTRATION

for the year ended 31 March 2005

| Programme per subprogramme           | 2004/05                |                   |            |                     |                |            |                                     | 2003/04             |                |
|--------------------------------------|------------------------|-------------------|------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
|                                      | Adjusted Appropriation | Shifting of Funds | Virement   | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|                                      | R'000                  | R'000             | R'000      | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>I.1 Public Service Commission</b> |                        |                   |            |                     |                |            |                                     |                     |                |
| Current payment                      | 10,708                 |                   | -300       | <b>10,408</b>       | 10,329         | 79         | 99.2%                               | 9,086               | 9,086          |
| Transfers and subsidies              | 24                     |                   | 3          | <b>27</b>           | 25             | 2          | 92.6%                               | 26                  | 20             |
| <b>I.2 Management</b>                |                        |                   |            |                     |                |            |                                     |                     |                |
| Current payment                      | 4,074                  |                   | -305       | <b>3,769</b>        | 3,721          | 48         | 98.7%                               | 4,397               | 4,392          |
| Transfers and subsidies              | 7                      |                   | 22         | <b>29</b>           | 28             | 1          | 96.6%                               | 7                   | 7              |
| <b>I.3 Corporate Services</b>        |                        |                   |            |                     |                |            |                                     |                     |                |
| Current payment                      | 15,531                 |                   | 996        | <b>16,527</b>       | 16,420         | 107        | 99.4%                               | 13,790              | 13,911         |
| Transfers and subsidies              | 26                     |                   | 4          | <b>30</b>           | 30             | -          | 100.0%                              | 28                  | 26             |
| Expenditure for capital assets       | 1,182                  |                   | -48        | <b>1,134</b>        | 886            | 248        | 78.1%                               | 1,369               | 1,171          |
| <b>Total</b>                         | <b>31,552</b>          | <b>-</b>          | <b>372</b> | <b>31,924</b>       | <b>31,439</b>  | <b>485</b> | <b>98.5%</b>                        | <b>28,703</b>       | <b>28,613</b>  |

| Economic Classification                             | 2004/05                |                   |            |                     |                |            |                                     | 2003/04             |                |
|---|------------------------|-------------------|------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
|   | Adjusted Appropriation | Shifting of Funds | Virement   | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|   | R'000                  | R'000             | R'000      | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>Current payment</b>                              |                        |                   |            |                     |                |            |                                     |                     |                |
| Compensation of employees                           | 22,180                 |                   | -1,046     | <b>21,134</b>       | 21,072         | 62         | 99.7%                               | 19,111              | 19,098         |
| Goods and services                                  | 8,133                  |                   | 1,437      | <b>9,570</b>        | 9,394          | 176        | 98.2%                               | 8,162               | 8,117          |
| Financial transactions in assets and liabilities    |                        |                   |            | <b>-</b>            | 5              | -5         |                                     |                     |                |
| <b>Transfers and subsidies to:</b>                  |                        |                   |            |                     |                |            |                                     |                     |                |
| Provinces and municipalities                        |                        |                   |            |                     |                |            |                                     |                     | 173            |
| Foreign governments and international organisations | 57                     |                   | 6          | <b>63</b>           | 62             | 1          | 98.4%                               | 61                  | 54             |
| <b>Payment for capital assets</b>                   |                        |                   |            |                     |                |            |                                     |                     |                |
| Machinery and equipment                             | 1,182                  |                   | -308       | <b>874</b>          | 821            | 53         | 93.9%                               | 1,298               | 1,100          |
| Software and other intangible assets                |                        |                   | 260        | <b>260</b>          | 63             | 197        | 24.2%                               | 71                  | 71             |
| <b>Total</b>  | <b>31,552</b>          | <b>-</b>          | <b>372</b> | <b>31,924</b>       | <b>31,439</b>  | <b>485</b> | <b>98.5%</b>                        | <b>28,703</b>       | <b>28,613</b>  |

## DETAIL PER PROGRAMME 2 - INVESTIGATIONS AND HUMAN RESOURCE REVIEWS

for the year ended 31 March 2005

| Programme per subprogramme                      | 2004/05                |                   |               |                     |                |            |                                     | 2003/04             |                |
|---|------------------------|-------------------|---------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
|   | Adjusted Appropriation | Shifting of Funds | Virement      | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|   | R'000                  | R'000             | R'000         | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>1.1 Labour Relations Improvements</b>        |                        |                   |               |                     |                |            |                                     |                     |                |
| Current payment                                 | 5,356                  |                   | -384          | <b>4,972</b>        | 4,914          | 58         | 98.8%                               | 5,209               | 5,204          |
| Transfers and subsidies                         | 13                     |                   | -1            | <b>12</b>           | 43             | -31        | 358.3%                              | 11                  | 12             |
| <b>2.2 Public Administration Investigations</b> |                        |                   |               |                     |                |            |                                     |                     |                |
| Current payment                                 | 9,953                  |                   | -1,247        | <b>8,706</b>        | 8,525          | 181        | 97.9%                               | 3,573               | 3,616          |
| Transfers and subsidies                         | 18                     |                   | 3             | <b>21</b>           | 20             | 1          | 95.2%                               | 9                   | 9              |
| Expenditure for capital assets                  |                        |                   | 21            | <b>21</b>           | 21             | -          | 100.0%                              |                     |                |
| <b>2.3 Professional Ethics &amp; HR Reviews</b> |                        |                   |               |                     |                |            |                                     |                     |                |
| Current payment                                 | 6,199                  |                   | -32           | <b>6,167</b>        | 5,698          | 469        | 92.4%                               | 7,439               | 7,432          |
| Transfers and subsidies                         | 10                     |                   | 3             | <b>13</b>           | 12             | 1          | 92.3%                               | 17                  | 17             |
| <b>Total</b>                                    | <b>21,549</b>          | <b>-</b>          | <b>-1,637</b> | <b>19,912</b>       | <b>19,233</b>  | <b>679</b> | <b>96.6%</b>                        | <b>16,258</b>       | <b>16,290</b>  |

| Economic Classification                          | 2004/05                |                   |               |                     |                |            |                                     | 2003/04             |                |
|--|------------------------|-------------------|---------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
|  | Adjusted Appropriation | Shifting of Funds | Virement      | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|  | R'000                  | R'000             | R'000         | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>Current payment</b>                           |                        |                   |               |                     |                |            |                                     |                     |                |
| Compensation of employees                        | 15,745                 |                   | -932          | <b>14,813</b>       | 14,679         | 134        | 99.1%                               | 12,396              | 12,389         |
| Goods and services                               | 5,763                  |                   | -731          | <b>5,032</b>        | 4,489          | 543        | 89.2%                               | 3,825               | 3,815          |
| Financial transactions in assets and liabilities |                        |                   |               | <b>-</b>            | 1              | -1         |                                     |                     | 49             |
| <b>Transfers and subsidies to:</b>               |                        |                   |               |                     |                |            |                                     |                     |                |
| Provinces and municipalities                     | 41                     |                   | 5             | <b>46</b>           | 43             | 3          | 93.5%                               | 37                  | 37             |
| <b>Payment for capital assets</b>                |                        |                   |               |                     |                |            |                                     |                     |                |
| Machinery and equipment                          |                        |                   | 21            | <b>21</b>           | 21             | -          | 100.0%                              |                     |                |
| <b>Total</b>                                     | <b>21,549</b>          | <b>-</b>          | <b>-1,637</b> | <b>19,912</b>       | <b>19,233</b>  | <b>679</b> | <b>96.6%</b>                        | <b>16,258</b>       | <b>16,290</b>  |

## DETAIL PER PROGRAMME 3 - MONITORING AND EVALUATION

for the year ended 31 March 2005

|   | 2004/05                |                   |              |                     |                |            |                                     | 2003/04             |                |
|---|------------------------|-------------------|--------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
| Programme per subprogramme                        | Adjusted Appropriation | Shifting of Funds | Virement     | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|   | R'000                  | R'000             | R'000        | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>1.1 Governance Monitoring</b>                  |                        |                   |              |                     |                |            |                                     |                     |                |
| Current payment                                   | 7,405                  |                   | -341         | <b>7,064</b>        | 7,027          | 37         | 99.5%                               | 6,916               | 6,909          |
| Transfers and subsidies                           | 15                     |                   | 2            | <b>17</b>           | 17             | -          | 100.0%                              | 15                  | 15             |
| Expenditure for capital assets                    |                        |                   | 27           | <b>27</b>           | 26             | 1          | 96.3%                               |                     |                |
| <b>2.2 Leadership and Performance Improvement</b> |                        |                   |              |                     |                |            |                                     |                     |                |
| Current payment                                   | 4,981                  |                   | -82          | <b>4,899</b>        | 4,866          | 33         | 99.3%                               | 4,344               | 4,343          |
| Transfers and subsidies                           | 9                      |                   | 3            | <b>12</b>           | 12             | -          | 100.0%                              | 11                  | 10             |
| <b>2.3 Service Delivery and Quality</b>           |                        |                   |              |                     |                |            |                                     |                     |                |
| Current payment                                   | 7,555                  |                   | 1,654        | <b>9,209</b>        | 8,493          | 716        | 92.2%                               | 7,951               | 7,948          |
| Transfers and subsidies                           | 15                     |                   | 2            | <b>17</b>           | 15             | 2          | 88.2%                               | 17                  | 17             |
| <b>Total</b>                                      | <b>19,980</b>          | <b>-</b>          | <b>1,265</b> | <b>21,245</b>       | <b>20,456</b>  | <b>789</b> | <b>96.3%</b>                        | <b>19,254</b>       | <b>19,242</b>  |

|  | 2004/05                |                   |              |                     |                |            |                                     | 2003/04             |                |
|--|------------------------|-------------------|--------------|---------------------|----------------|------------|-------------------------------------|---------------------|----------------|
| Economic Classification                          | Adjusted Appropriation | Shifting of Funds | Virement     | Final Appropriation | Actual Payment | Variance   | Payment as % of final appropriation | Final Appropriation | Actual payment |
|  | R'000                  | R'000             | R'000        | R'000               | R'000          | R'000      | %                                   | R'000               | R'000          |
| <b>Current payment</b>                           |                        |                   |              |                     |                |            |                                     |                     |                |
| Compensation of employees                        | 14,918                 |                   | -195         | <b>14,723</b>       | 14,691         | 32         | 99.8%                               | 14,589              | 14,584         |
| Goods and services                               | 5,023                  |                   | 1,426        | <b>6,449</b>        | 5,691          | 758        | 88.2%                               | 4,622               | 4,614          |
| Financial transactions in assets and liabilities |                        |                   |              | <b>-</b>            | 4              | -4         | -                                   |                     | 2              |
| <b>Transfers and subsidies to:</b>               |                        |                   |              |                     |                |            |                                     |                     |                |
| Provinces and municipalities                     | 39                     |                   | 7            | <b>46</b>           | 44             | 2          | 95.7%                               | 43                  | 42             |
| <b>Payment for capital assets</b>                |                        |                   |              |                     |                |            |                                     |                     |                |
| Machinery and equipment                          |                        |                   | 27           | <b>27</b>           | 26             | 1          | 96.3%                               |                     |                |
| <b>Total</b>                                     | <b>19,980</b>          | <b>-</b>          | <b>1,265</b> | <b>21,245</b>       | <b>20,456</b>  | <b>789</b> | <b>96.3%</b>                        | <b>19,254</b>       | <b>19,242</b>  |

## NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2005

**1. Detail of transfers and subsidies as per Appropriation Act (after Virement):**

Detail of these transactions can be viewed in note 7 (Transfers and subsidies) and Annexure I (A-G) to the Annual Financial Statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

**3. Detail on financial transactions in assets and liabilities**

Detail of these transactions per programme can be viewed in note 6 (Financial transactions in assets and liabilities) to the Annual Financial Statements.

**4. Explanations of material variances from Amounts Voted (after Virement):**

| 4.1 Per Programme  | Voted Funds after virement | Actual Expenditure | R'000 | %   |
|--|----------------------------|--------------------|-------|-----|
| Programme 1 - Administration   | 31,924                     | 31,439             | 485   | 1.5 |
| Underspending due to vacant posts that existed and are in the process of being filled.   |                            |                    |       |     |
| Programme 2 - Investigations and Human Resource Reviews  | 19,912                     | 19,233             | 679   | 3.4 |
| Underspending due to vacant posts that existed and are in the process of being filled as well as a project on the Policy Framework on HIV/AIDS in the Public Service which could not be completed. |                            |                    |       |     |
| Programme 3 - Monitoring and Evaluation  | 21,245                     | 20,456             | 789   | 3.7 |
| Underspending due to vacant posts that existed and are in the process of being filled as well as a project of Citizen's Satisfaction Survey which could not be completed.                          |                            |                    |       |     |

| 4.2 Per Economic classification                     | R'000 |
|---|-------|
| <b>Current payment:</b>                             |       |
| Compensation of employees                           | 228   |
| Goods and services                                  | 1477  |
| Financial transactions in assets and liabilities    | -10   |
| <b>Transfers and subsidies:</b>                     |       |
| Provinces and municipalities                        | 6     |
| Foreign governments and international organisations | 1     |
| <b>Payments for capital assets:</b>                 |       |
| Machinery and equipment                             | 54    |
| Software and other intangible assets                | 197   |

## STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2005

|  | Note     | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|----------|------------------|------------------|
| <b>REVENUE</b>   |          |                  |                  |
| Annual appropriation   | 1        | 73,081           | 64,215           |
| Departmental revenue   | 2        | 189              | 229              |
| Local and foreign aid assistance                             | 3        | 135              | 343              |
| <b>TOTAL REVENUE</b>   |          | <b>73,405</b>    | <b>64,787</b>    |
| <b>EXPENDITURE</b>   |          |                  |                  |
| <b>Current expenditure</b>                                   |          |                  |                  |
| Compensation of employees                                    | 4        | 50,442           | 46,071           |
| Goods and services   | 5        | 19,574           | 16,546           |
| Financial transactions in assets and liabilities             | 6        | 10               | 224              |
| Local and foreign aid assistance                             | 3        | 135              | 343              |
| <b>Total current expenditure</b>                             |          | <b>70,161</b>    | <b>63,184</b>    |
| <b>Transfers and subsidies</b>                               | <b>7</b> | <b>171</b>       | <b>133</b>       |
| <b>Expenditure for capital assets</b>                        |          |                  |                  |
| Machinery and Equipment                                      | 8        | 868              | 1,100            |
| Software and other intangible assets                         | 8        | 63               | 71               |
| <b>Total expenditure for capital assets</b>                  |          | <b>931</b>       | <b>1,171</b>     |
| <b>TOTAL EXPENDITURE</b>                                     |          | <b>71,263</b>    | <b>64,488</b>    |
| <b>NET SURPLUS</b>   |          | <b>2,142</b>     | <b>299</b>       |
| <b>NET SURPLUS FOR THE YEAR</b>                              |          | <b>2,142</b>     | <b>299</b>       |
| <b>Reconciliation of Net Surplus for the year</b>            |          |                  |                  |
| Voted Funds to be surrendered to the Revenue Fund/unutilised | 12       | 1,953            | 70               |
| Departmental receipts to be surrendered to the Revenue Fund  | 13       | 189              | 229              |
| <b>NET SURPLUS FOR THE YEAR</b>                              |          | <b>2,142</b>     | <b>299</b>       |



# STATEMENT OF FINANCIAL POSITION

at 31 March 2005

|  | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------|------------------|------------------|
| <b>ASSETS</b>  |      |                  |                  |
| <b>Current assets</b>                                      |      | <b>1,658</b>     | <b>1,406</b>     |
| Cash and cash equivalents                                  | 9    | 953              | 9                |
| Prepayments and advances                                   | 10   | 130              | 15               |
| Receivables  | 11   | 575              | 1,382            |
| <b>TOTAL ASSETS</b>  |      | <b>1,658</b>     | <b>1,406</b>     |
| <b>LIABILITIES</b>   |      |                  |                  |
| <b>Current liabilities</b>                                 |      | <b>1,448</b>     | <b>1,279</b>     |
| Voted funds to be surrendered to the Revenue Fund          | 12   | 1,410            | 70               |
| Departmental revenue to be surrendered to the Revenue Fund | 13   | 28               | 15               |
| Bank overdraft   | 14   | -                | 1,120            |
| Payables   | 15   | 10               | 74               |
| <b>TOTAL LIABILITIES</b>                                   |      | <b>1,448</b>     | <b>1,279</b>     |
| <b>NET ASSETS</b>  |      | <b>210</b>       | <b>127</b>       |
| <b>Represented by:</b>                                     |      |                  |                  |
| Recoverable revenue  |      | 210              | 127              |
| <b>TOTAL</b>   |      | <b>210</b>       | <b>127</b>       |

## STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2005

|   | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|------|------------------|------------------|
| <b>Recoverable revenue</b>                          |      |                  |                  |
| Opening balance                                     |      | 127              | 82               |
| Debts recovered (included in departmental receipts) |      | -126             | -60              |
| Debts raised  |      | 209              | 105              |
| Closing balance                                     |      | 210              | 127              |
| <b>TOTAL</b>  |      | <b>210</b>       | <b>127</b>       |

# CASH FLOW STATEMENT

for the year ended 31 March 2005

|  | Note      | 2004/05<br>R'000 |
|--|-----------|------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>              |           |                  |
| Receipts   |           | 74,097           |
| Annual appropriated funds received                       |           | 73,081           |
| Departmental revenue received                            |           | 189              |
| Local and foreign aid assistance received                | 3         | 135              |
| Net decrease in working capital                          |           | 692              |
| Surrendered to Revenue Fund                              |           | -246             |
| Current payments   |           | -70,768          |
| Transfers and subsidies paid                             |           | -171             |
| <b>Net cash flow available from operating activities</b> | <b>16</b> | <b>2,912</b>     |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>              |           |                  |
| Payments for capital assets                              |           | -931             |
| <b>Net cash flows from investing activities</b>          |           | <b>-931</b>      |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>              |           |                  |
| Increase in loans received                               |           | 83               |
| <b>Net cash flows from financing activities</b>          |           | <b>83</b>        |
| Net increase in cash and cash equivalents                |           | 2,064            |
| Cash and cash equivalents at the beginning of the period |           | -1,111           |
| <b>Cash and cash equivalents at end of period</b>        |           | <b>953</b>       |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

**1. Annual Appropriation****1.1 Annual Appropriation**

Included are funds appropriated in terms of the Appropriation Act for National Departments (Voted funds).

|   | Final<br>Appropriation<br>R'000 | Actual Funds<br>Received<br>R'000 | Variance<br>over/(under)<br>R'000 | Total Appropriation<br>2003/04<br>R'000 |
|---|---------------------------------|-----------------------------------|-----------------------------------|---|
| Administration                            | 31,924                          | 31,439                            | 485                               | 28,703                                  |
| Investigations and Human Resource Reviews | 19,912                          | 19,233                            | 679                               | 16,258                                  |
| Monitoring and Evaluation                 | 21,245                          | 20,456                            | 789                               | 19,254                                  |
| <b>Total</b>                              | <b>73,081</b>                   | <b>71,128</b>                     | <b>1,953</b>                      | <b>64,215</b>                           |

Explanation of material variances including whether or not application will be made for a rollover:

**2. Departmental revenue to be surrendered to revenue fund**

|   | Notes | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|-------|------------------|------------------|
| Sales of goods and services other than capital assets |       | 34               | -                |
| Interest, dividends and rent on land                  |       | 29               | 16               |
| Financial transactions in assets and liabilities      | 2.1   | 126              | 213              |
| Total revenue collected                               |       | 189              | 229              |
| Departmental revenue collected                        |       | 189              | 229              |

**2.1 Financial transactions in assets and liabilities**

|                      |  |            |            |
|----------------------|--|------------|------------|
| Cheques written back |  | -4         | 9          |
| Other                |  | 130        | 204        |
|                      |  | <b>126</b> | <b>213</b> |

**3. Local and foreign aid assistance****3.1 Assistance received in cash**

| Name of donor and purpose       | Opening<br>Balance | Revenue | Expenditure | Closing<br>balance |
|---------------------------------|--------------------|---------|-------------|--------------------|
| <b>Foreign</b>                  |                    |         |             |                    |
| GTZ — Monitoring and Evaluation | -                  | 135     | 135         | -                  |
|                                 | -                  | 135     | 135         | -                  |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

## 3.2 Assistance received in kind

| Name of donor and purpose   | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|------------------|------------------|
| <b>Foreign</b>  |                  |                  |
| <b>DFID</b>   |                  |                  |
| Capacity building: Office of the Public Service Commission  | -                | 555              |
| Publications  | -                | 533              |
| Management of Suspensions Project   | -                | 53               |
| Handling of appeals   | -                | 73               |
| Procedures for dealing with complaints  | -                | 146              |
| The Causes and Effects of mobility in the Senior Management   | -                |                  |
| Service and among Professional Staff in the Public Service  | -                | 93               |
| Citizen Satisfaction Survey   | -                | 2,744            |
| Citizen's Forums  | -                | 47               |
| Evaluation of the Housing Subsidy Scheme  | -                | 315              |
| Evaluation of Land Administration Systems in the Eastern Cape                                       | -                | 260              |
| Monitoring and Evaluation Advisor for the PSC   | -                | 707              |
| Provincial Workshops and training   | -                | 95               |
| Verification of qualifications  | -                | 635              |
| Blacklisting  | -                | 308              |
| Code of Conduct Publication   | -                | 863              |
| Anti-Corruption Hotlines  | -                | 64               |
| Whistle blowing   | -                | 203              |
| Study tour  | -                | 532              |
| Evaluation methodology training   | -                | 182              |
| <b>GTZ</b>  |                  |                  |
| Skills profiling  | -                | 282              |
| Evaluation of Performance Management Systems in the Public Service                                  | -                | 431              |
| Reemployment of Public Servants retired due to ill-health   | -                | 741              |
| Production of Cabinet Video on Citizen's Forums   | -                | 27               |
| Corruption prevention   | 177              |                  |
| Investigation into Institutional and Systems Risk in Procurement and Distribution of State Medicine | 368              | -                |
| Development & Implementation of an Information Knowledge Management System                          | 990              | -                |
| Code of Conduct   | 170              | -                |
| Review of Leadership in the Public Service  | 219              | -                |
| Investigation of Application of Job Evaluation in the Public Service                                | 200              | -                |
| Management of discipline in Eastern Cape Provincial Government                                      | 350              | -                |
| Textbooks   | 286              | -                |
| Evaluation of service Standards in the Public Service   | 245              | -                |
| Community Policing Forum  | 400              | -                |
| Monitoring and Evaluation Advisor for the PSC   | 193              | -                |
| Policy Framework on HIV/AIDS in the Public Service  | 781              | -                |
| Monitoring and Evaluation AfrEa   | 400              | -                |
|   | 4,779            | 9,889            |
| <b>Total local and foreign aid assistance received in kind</b>                                      | <b>4,779</b>     | <b>9,889</b>     |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

## 4. Compensation of employees

|   | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|------|------------------|------------------|
| <b>4.1 Salaries and Wages</b>             |      |                  |                  |
| Basic salary                              |      | 32,669           | 30,143           |
| Performance award                         |      | 1,574            | 736              |
| Service Based                             |      | 46               | 294              |
| Compensative/circumstantial               |      | 227              | 150              |
| Other non-pensionable allowances          |      | 9,235            | 8,344            |
|   |      | 43,751           | 39,667           |
| <b>4.2 Social contributions</b>           |      |                  |                  |
| <b>4.2.1 Short-term employee benefits</b> |      |                  |                  |
| Pension                                   |      | 4,864            | 4,493            |
| Medical                                   |      | 1,821            | 1,907            |
| Bargaining council                        |      | 6                | 4                |
|   |      | 6,691            | 6,404            |
| <b>Total compensation of employees</b>    |      | <b>50,442</b>    | <b>46,071</b>    |
| Average number of employees               |      | 200              | 193              |

## 5. Goods and services

|   | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|------|------------------|------------------|
| Advertising                                   |      | 301              | 168              |
| Attendance fees (including registration fees) |      | 525              | 496              |
| Bank charges and card fees                    |      | 20               | 14               |
| Bursaries (employees)                         |      | 131              | 189              |
| Communication                                 |      | 1,897            | 2,192            |
| Computer services                             |      | 2,235            | 1,545            |
| Consultants, contractors and special services |      | 3,669            | 1,544            |
| Courier and delivery services                 |      | 179              | 194              |
| Drivers' licenses and permits                 |      | 9                | -                |
| Entertainment                                 |      | 303              | 194              |
| External audit fees                           | 5.1  | 776              | 336              |
| Equipment less than R5000                     |      | 469              | -                |
| Government motor transport                    |      | -                | 251              |
| Inventory                                     | 5.2  | 1,924            | 1,717            |
| Legal fees                                    |      | -                | 17               |
| Maintenance, repairs and running cost         |      | 112              | 206              |
| Operating leases                              |      | 261              | 152              |
| Personnel agency fees                         |      | 371              | 30               |
| Plant flowers and other decorations           |      | 1                | -                |
| Resettlement cost                             |      | 155              | 15               |
| Subscriptions                                 |      | 94               | 4                |
| Owned leasehold property expenditure          |      | 345              | 306              |
| Travel and subsistence                        | 5.3  | 5,540            | 6,935            |
| Venues and facilities                         |      | 257              | -                |
| Previous years unallocated items              |      | -                | 41               |
|   |      | <b>19,574</b>    | <b>16,546</b>    |

# NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

|  | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------|------------------|------------------|
| <b>5.1 External audit fees</b>                   |      |                  |                  |
| Regularity audits current year                   |      | 441              | 336              |
| Regularity audits previous year                  |      | 335              | -                |
| <b>Total external audit fees</b>                 |      | <b>776</b>       | <b>336</b>       |
| <b>5.2 Inventory (purchased during the year)</b> |      |                  |                  |
| Other inventory                                  |      | 8                | -                |
| Domestic consumables                             |      | 25               | 3                |
| Stationery and printing                          |      | 1,891            | 1,714            |
|  |      | <b>1,924</b>     | <b>1,717</b>     |
| <b>5.3 Travel and subsistence</b>                |      |                  |                  |
| Local  |      | 4,617            | 5,758            |
| Foreign  |      | 923              | 1,177            |
| <b>Total travel and subsistence</b>              |      | <b>5,540</b>     | <b>6,935</b>     |

## 6. Financial transactions in assets and liabilities

|   | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|------|------------------|------------------|
| Material losses through criminal conduct            | 6.1  | -                | 28               |
| Other material losses written off                   | 6.2  | 6                | 192              |
| Debts written off                                   | 6.3  | 4                | 4                |
|   |      | <b>10</b>        | <b>224</b>       |
| <b>6.1 Material losses through criminal conduct</b> |      |                  |                  |
| Thefts  |      | -                | 28               |
|   |      | -                | 28               |
| <b>6.2 Other material losses written off</b>        |      |                  |                  |
| Non arrival charges                                 |      | 1                | 1                |
| Car accidents                                       |      | 4                | 39               |
| Other   |      | -                | 30               |
| Damage to equipment                                 |      | -                | 14               |
| Cancellation fees                                   |      | 1                | 1                |
| Penalty bank charges                                |      | -                | 1                |
| GG Transport expenditure                            |      | -                | 10               |
| Irregular expenditure: Printing costs               |      | -                | 96               |
|   |      | <b>6</b>         | <b>192</b>       |
| <b>6.3 Bad debts written off</b>                    |      |                  |                  |
| Staff debtors                                       |      | 4                | 4                |
|   |      | 4                | 4                |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

|  | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------|------------------|------------------|
| <b>6.4 Details of theft and losses</b> |      |                  |                  |
| Theft                                  |      | -                | 28               |
| GG Transport                           |      | -                | 10               |
| Penalty charges                        |      | -                | 1                |
| Non-arrival charges                    |      | 1                | 1                |
| Car accidents                          |      | 4                | 39               |
| Other                                  |      | -                | 30               |
| Damage to equipment                    |      | -                | 14               |
| Cancellation fees                      |      | 1                | 1                |
| Staff debtors                          |      | 4                | 4                |
| Irregular expenditure: Printing        |      | -                | 96               |
|  |      | 10               | 224              |

**7. Transfers and subsidies**

|   | Note     | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|----------|------------------|------------------|
| Provinces and municipalities                        | Annex 1C | 149              | 133              |
| Foreign governments and international organisations | Annex 1G | 22               | -                |
|   |          | 171              | 133              |

**8. Expenditure for capital assets**

|                                      | Note    | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--------------------------------------|---------|------------------|------------------|
| Machinery and equipment              | Annex 4 | 868              | 1,100            |
| Software and other intangible assets | Annex 5 | 63               | 71               |
| Total                                |         | 931              | 1,171            |

**9. Cash and cash equivalents**

|  | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------|------------------|------------------|
| Consolidated Paymaster General Account |      | 941              | -                |
| Disbursements                          |      | 3                | -                |
| Cash on hand                           |      | 9                | 9                |
|  |      | 953              | 9                |

**10. Prepayments and advances**

|                        | Note | 2004/05<br>R'000 | 2003/04<br>R'000 |
|------------------------|------|------------------|------------------|
| Travel and subsistence |      | 14               | 15               |
| Claims recoverable     |      | 116              | -                |
|                        |      | 130              | 15               |



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

**11. Receivables**

|                                 |         |                    |                    |                        | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---------------------------------|---------|--------------------|--------------------|------------------------|------------------|------------------|
|                                 | Note    | Less than one year | One to three years | Older than three years | Total            | Total            |
| Amounts owing by other entities | Annex 6 | -                  | 21                 | 2                      | 23               | 828              |
| Staff debtors                   | 11.1    | 99                 | 70                 | -                      | 169              | 255              |
| Other debtors                   | 11.2    | 142                | 241                | -                      | 383              | 299              |
|                                 |         | 241                | 332                | 2                      | 575              | 1,382            |

Amounts of R 221 413 included above may not be recoverable, but have not been written off in the Statement of Financial Performance.

|                           | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---------------------------|------------------|------------------|
| <b>11.1 Staff debtors</b> |                  |                  |
| Salary                    | 6                | 59               |
| Bursary                   | 129              | 73               |
| Other                     | 34               | 123              |
|                           | 169              | 255              |
| <b>11.2 Other debtors</b> |                  |                  |
| Salary deductions         | 9                | 67               |
| Other                     | 374              | 232              |
|                           | 383              | 299              |

Included in the amount is R 221 413 owed by Cambio Travel (Pty) Ltd in respect of outstanding air flight tickets returned for refund.

**12. Voted funds to be surrendered to the Revenue Fund**

|  | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------------------|------------------|
| Opening balance                                  | 70               | 543              |
| Transfer from Statement of Financial Performance | 1,953            | 70               |
| Voted funds not requested/not received           | -543             | -                |
| Paid during the year                             | -70              | -543             |
| Closing balance                                  | 1,410            | 70               |

**13. Departmental receipts to be surrendered to the Revenue Fund**

|  | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|------------------|------------------|
| Opening balance                                  | 15               | 93               |
| Transfer from Statement of Financial Performance | 189              | 229              |
| Paid during the year                             | -176             | -307             |
| Closing balance                                  | 28               | 15               |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

**14. Bank overdraft**

|                           | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---------------------------|------------------|------------------|
| Paymaster General Account | -                | 1,120            |
|                           | -                | 1,120            |

**15. Payables - current**

|                            | Notes | 30 Days | 30+ Days | 2004/05<br>Total | 2003/04<br>Total |
|----------------------------|-------|---------|----------|------------------|------------------|
| Other payables             | 15.1  | 10      | -        | 10               | 74               |
|                            |       | 10      | -        | 10               | 74               |
| <b>15.1 Other payables</b> |       |         |          |                  |                  |
| Cellphone                  |       |         |          | -                | 1                |
| Income Tax deductions      |       |         |          | 10               | 48               |
| Pension deductions         |       |         |          | -                | 24               |
| Salary deductions          |       |         |          | -                | 1                |
|                            |       |         |          | 10               | 74               |

**16. Reconciliation of net cash flow from operating activities to surplus**

|   | 2004/05<br>R'000 |
|---|------------------|
| Net surplus as per Statement of Financial Performance | 2,142            |
| Decrease in receivables — current                     | 807              |
| Increase in prepayments and advances                  | -115             |
| Decrease in payables — current                        | -64              |
| Surrenders  | -246             |
| Capital expenditure                                   | 931              |
| Voted funds not requested/not received                | 543              |
| Other non cash items                                  | -1,086           |
| Net cash flow generated by operating activities       | 2,912            |

**17. Appropriated funds and departmental revenue surrendered**

|                                  | 2004/05<br>R'000 | 2003/04<br>R'000 |
|----------------------------------|------------------|------------------|
| Appropriated funds surrendered   | 1,410            | 543              |
| Departmental revenue surrendered | 176              | 307              |
|                                  | 1,586            | 850              |

# DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

These amounts are not recognised in the Annual Financial Statements and are disclosed to enhance the usefulness of the Annual Financial Statements.

## 18. Contingent liabilities

|                          |           | Notes   | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--------------------------|-----------|---------|------------------|------------------|
| Liable to                | Nature    |         |                  |                  |
| Motor vehicle guarantees | Employees | Annex 3 | 656              | 557              |
| Housing loan guarantees  | Employees | Annex 3 | 407              | 594              |
|                          |           |         | <b>1,063</b>     | <b>1,151</b>     |

## 19. Commitments

|                                 |  | Notes | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---------------------------------|--|-------|------------------|------------------|
| <b>Current expenditure</b>      |  |       |                  |                  |
| Approved and contracted         |  |       | 4,489            | 1,193            |
| Approved but not yet contracted |  |       | 54               | 148              |
|                                 |  |       | <b>4,543</b>     | <b>1,341</b>     |
| <b>Capital expenditure</b>      |  |       |                  |                  |
| Approved and contracted         |  |       | 128              | 204              |
| Approved but not yet contracted |  |       | 5                |                  |
|                                 |  |       | 133              | 204              |
| <b>Total Commitments</b>        |  |       | <b>4,676</b>     | <b>1,545</b>     |

## 20. Accruals

|  |         |          | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|---------|----------|------------------|------------------|
| <b>Listed by economic classification</b> |         |          |                  |                  |
|  | 30 Days | 30+ Days | Total            | Total            |
| Goods and services                       | 807     | 38       | 845              | 594              |
|  |         |          | <b>845</b>       | <b>594</b>       |
| <b>Listed by programme level</b>         |         |          |                  |                  |
| Programme 1: Administration              |         |          | 295              | 313              |
| Programme 2: Investigations & HR Reviews |         |          | 487              | 181              |
| Programme 3: Monitoring and Evaluation   |         |          | 63               | 100              |
|  |         |          | <b>845</b>       | <b>594</b>       |

## 21. Employee benefits

|                   |  | Notes | 2004/05<br>R'000 | 2003/04<br>R'000 |
|-------------------|--|-------|------------------|------------------|
| Leave entitlement |  |       | 6,821            | 6,560            |
| Thirteenth cheque |  |       | 1,455            | 1,463            |
| Performance bonus |  |       | 1,574            | -                |
|                   |  |       | <b>9,850</b>     | <b>8,023</b>     |

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

**22. Leases**

|   |   |                            | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|---|----------------------------|------------------|------------------|
| <b>22.1 Operating leases</b>                    | Buildings and other<br>fixed structures | Machinery and<br>equipment | Total            | Total            |
| Not later than 1 year                           | -                                       | 334                        | 334              | 19               |
| Later than 1 year and not later than 3 years    | -                                       | 310                        | 310              | 408              |
| <b>Total present value of lease liabilities</b> | <b>-</b>                                | <b>644</b>                 | <b>644</b>       | <b>427</b>       |

Operating leases with Minolta SA and Naledi Office Automation.

**23. Irregular expenditure**

|   | Notes | 2004/05<br>R'000 | 2003/04<br>R'000 |
|---|-------|------------------|------------------|
| <b>23.1 Reconciliation of irregular expenditure</b>                           |       |                  |                  |
| Irregular expenditure - current year  |       | -                | 96               |
| Transfer to Statement of Financial Performance - authorised losses (Condoned) |       | -                | -96              |
|   |       | <b>-</b>         | <b>-</b>         |

**24. Senior management personnel**

|  | Notes     | 2004/05<br>R'000 | 2003/04<br>R'000 |
|--|-----------|------------------|------------------|
| • Chairperson of Commission                  | 1         | 859              | 811              |
| • Two members (Including Deputy Chairperson) | 2         | 1,669            | 1,574            |
| • Members of Commission                      | 11        | 7,125            | 5,500            |
| • Director-General                           | 1         | 899              | 848              |
| • Deputy Director-General                    | 3         | 1,953            | 1,851            |
| • Chief Director                             | 6         | 3,235            | 3,028            |
|  | <b>24</b> | <b>15,740</b>    | <b>13,612</b>    |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

## ANNEXURE 1C

## STATEMENT OF CONDITIONAL GRANTS PAID TO MUNICIPALITIES

| NAME OF MUNICIPALITY                    | GRANT ALLOCATION        |            |                  |                 | TRANSFER        |                                  | SPENT                           |                              |  | 2003/04                 |
|---|-------------------------|------------|------------------|-----------------|-----------------|----------------------------------|---------------------------------|------------------------------|--|-------------------------|
|   | Division of Revenue Act | Roll Overs | DORA Adjustments | Total Available | Actual Transfer | % of Available funds Transferred | Amount received by municipality | Amount spent by municipality | % of available funds spent by municipality | Division of Revenue Act |
|   | R'000                   | R'000      | R'000            | R'000           | R'000           | %                                | R'000                           | R'000                        | %  | R'000                   |
| RSCL: CACADU DISTRICT                   | -                       | -          | 3                | 3               | 3               | 100.0%                           | 3                               | -                            | -  | 3                       |
| RSCL: MOTHEO DISTRICT                   | -                       | -          | 4                | 4               | 4               | 100.0%                           | 4                               | -                            | -  | 4                       |
| RSCL: EHLANZENI DISTRICT                | -                       | -          | 4                | 4               | 4               | 100.0%                           | 4                               | -                            | -  | 3                       |
| RSCL: FRANCES BAARD DISTRICT            | -                       | -          | 3                | 3               | 3               | 100.0%                           | 3                               | -                            | -  | 2                       |
| RSCL: CAPRICORN DISTRICT                | -                       | -          | 3                | 3               | 3               | 100.0%                           | 3                               | -                            | -  | 3                       |
| RSCL: TSHWANE METROPOLITAN MUNICIPALITY | -                       | -          | 117              | 117             | 117             | 100.0%                           | 117                             | -                            | -  | 105                     |
| RSCL: GREATER JHB METROPOLITAN COUNCIL  | -                       | -          | 4                | 4               | 4               | 100.0%                           | 4                               | -                            | -  | 4                       |
| RSCL: CAPE METROPOLITAN COUNCIL         | -                       | -          | 3                | 3               | 3               | 100.0%                           | 3                               | -                            | -  | 3                       |
| RSCL: ZULULAND DISTRICT                 | -                       | -          | 4                | 4               | 4               | 100.0%                           | 4                               | -                            | -  | 3                       |
| RSCL: CENTRAL DISTRICT                  | -                       | -          | 4                | 4               | 4               | 100.0%                           | 4                               | -                            | -  | 3                       |
| <b>Total</b>                            | -                       | -          | <b>149</b>       | <b>149</b>      | <b>149</b>      | -                                | <b>149</b>                      | -                            | -  | <b>133</b>              |

## ANNEXURE 1G

## STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

| FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION | TRANSFER ALLOCATION |            |             |                 | TRANSFER        |                                  | 2003/04           |
|--|---------------------|------------|-------------|-----------------|-----------------|----------------------------------|-------------------|
|  | Appropriation Act   | Roll overs | Adjustments | Total Available | Actual Transfer | % of Available funds Transferred | Appropriation Act |
|  | R'000               | R'000      | R'000       | R'000           | R'000           | %                                | R'000             |
| Transfers                                      |                     |            |             |                 |                 |                                  |                   |
| CAPAM  | -                   | -          | 19          | 19              | 19              | 100.0%                           | 19                |
| IPMA   | -                   | -          | 3           | 3               | 3               | 100.0%                           | 3                 |
| IASIA  | -                   | -          | -           | -               | -               | -                                | 2                 |
| <b>Total</b>                                   | -                   | -          | <b>22</b>   | <b>22</b>       | <b>22</b>       | -                                | <b>24</b>         |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

## ANNEXURE 3

## STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2005 – LOCAL

| Guarantor institution | Guarantee in respect of | Original<br>guaranteed capital<br>amount | Opening balance<br>1 April 2004 | Guarantees<br>issued during the<br>year | Guarantees<br>released during<br>the year | Guaranteed interest<br>for year ended 31<br>March 2005 | Closing balance<br>31 March 2005 | Realised<br>losses i.r.o. claims<br>paid out |
|-----------------------|-------------------------|--|---------------------------------|---|---|--|----------------------------------|--|
|                       |                         | R'000                                    | R'000                           | R'000                                   | R'000                                     | R'000  | R'000                            | R'000  |
| <b>Motor vehicles</b> |                         | -  | 557                             | 440                                     | 341                                       | -  | 656                              | -  |
| <b>STANNIC</b>        |                         | -  | 557                             | 440                                     | 341                                       | -  | 656                              | -  |
| <b>Housing</b>        |                         |  |                                 |   |   |  |                                  |  |
| <b>ABSA</b>           |                         | -  | 106                             | 24                                      | 44  | -  | 86                               | -  |
| <b>FNB</b>            |                         | -  | 115                             | 21                                      | 18  | -  | 118                              | -  |
| <b>NBS</b>            |                         | -  | 13                              | -                                       | 13  | -  | -                                | -  |
| <b>NEDCOR</b>         |                         | -  | 125                             | -                                       | 83  | -  | 42                               | -  |
| <b>OLD MUTUAL</b>     |                         | -  | 30                              | 48                                      | -   | -  | 78                               | -  |
| <b>PERMANENT</b>      |                         | -  | 121                             | -                                       | 121                                       | -  | -                                | -  |
| <b>STANDARD</b>       |                         | -  | 84                              | 25                                      | 26  | -  | 83                               | -  |
|                       |                         | -  | 594                             | 118                                     | 305                                       | -  | 407                              | -  |
| <b>Total</b>          |                         | -  | 1,151                           | 558                                     | 646                                       | -  | 1,063                            | -  |

## ANNEXURE 4

## PHYSICAL ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2005

|                                | Opening Balance | Additions  | Disposals | Transfers in | Transfers out | Closing balance |
|--------------------------------|-----------------|------------|-----------|--------------|---------------|-----------------|
|                                | R'000           | R'000      | R'000     | R'000        | R'000         | R'000           |
| <b>MACHINERY AND EQUIPMENT</b> | <b>1,907</b>    | <b>868</b> | <b>14</b> | <b>-</b>     | <b>46</b>     | <b>2,715</b>    |
| Computer equipment             | 965             | 170        | -         | -            | 46            | 1,089           |
| Furniture and office equipment | 942             | 698        | 14        | -            | -             | 1,626           |
|                                |                 |            |           |              |               |                 |
| <b>Total</b>                   | <b>1,907</b>    | <b>868</b> | <b>14</b> | <b>-</b>     | <b>46</b>     | <b>2,715</b>    |

## PHYSICAL ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2004

|                                | Opening Balance | Additions    | Disposals | Transfers in | Transfers out | Closing balance |
|--------------------------------|-----------------|--------------|-----------|--------------|---------------|-----------------|
|                                | R'000           | R'000        | R'000     | R'000        | R'000         | R'000           |
| <b>MACHINERY AND EQUIPMENT</b> | <b>807</b>      | <b>1,100</b> | <b>-</b>  | <b>-</b>     | <b>-</b>      | <b>1,907</b>    |
| Computer equipment             | 460             | 505          | -         | -            | -             | 965             |
| Furniture and office equipment | 347             | 595          | -         | -            | -             | 942             |
|                                |                 |              |           |              |               |                 |
| <b>Total</b>                   | <b>807</b>      | <b>1,100</b> | <b>-</b>  | <b>-</b>     | <b>-</b>      | <b>1,907</b>    |

# ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2005

## ANNEXURE 5

### SOFTWARE AND OTHER INTANGIBLE ASSETS MOVEMENT SCHEDULE AS AT 31 MARCH 2005

|                   | Opening Balance | Additions | Disposals | Transfers in | Transfers out | Closing balance |
|-------------------|-----------------|-----------|-----------|--------------|---------------|-----------------|
|                   | R'000           | R'000     | R'000     | R'000        | R'000         | R'000           |
| Computer software | 71              | 63        | -         | -            | -             | 134             |
|                   | 71              | 63        | -         | -            | -             | 134             |

### SOFTWARE AND OTHER INTANGIBLE ASSETS MOVEMENT SCHEDULE AS AT 31 MARCH 2004

|                   | Opening Balance | Additions | Disposals | Transfers in | Transfers out | Closing balance |
|-------------------|-----------------|-----------|-----------|--------------|---------------|-----------------|
|                   | R'000           | R'000     | R'000     | R'000        | R'000         | R'000           |
| Computer software | -               | 71        | -         | -            | -             | 71              |
|                   | -               | 71        | -         | -            | -             | 71              |

## ANNEXURE 6

### INTER-GOVERNMENT RECEIVABLES

| GOVERNMENT ENTITY                               | Confirmed balance outstanding |                     | Unconfirmed balance outstanding |                     |
|---|-------------------------------|---------------------|---------------------------------|---------------------|
|   | 31/03/2005<br>R'000           | 31/03/2004<br>R'000 | 31/03/2005<br>R'000             | 31/03/2004<br>R'000 |
| <b>Departments</b>                              |                               |                     |                                 |                     |
| Provincial Administration: Western Cape         | -                             | -                   | 3                               | 3                   |
| Department of Public Works                      | -                             | -                   | -                               | -                   |
| Provincial Administration: Western Cape         | -                             | -                   | -                               | 6                   |
| Department of Public Service and Administration | -                             | 518                 | -                               | -                   |
| Department of Public Service and Administration | -                             | 282                 | -                               | -                   |
| Department of Traditional and Local Government  | -                             | -                   | 2                               | 2                   |
| Department of Education Eastern Cape            | -                             | -                   | 10                              | 10                  |
| Office of the Premier: Bisho                    | -                             | -                   | -                               | 7                   |
| Provincial Administration: Eastern Cape         | -                             | -                   | 8                               | -                   |
| <b>TOTAL</b>                                    | -                             | 800                 | 23                              | 28                  |

# PUBLIC SERVICE COMMISSION - ORGANISATIONAL STRUCTURE

## CHIEF DIRECTORATES LEGEND

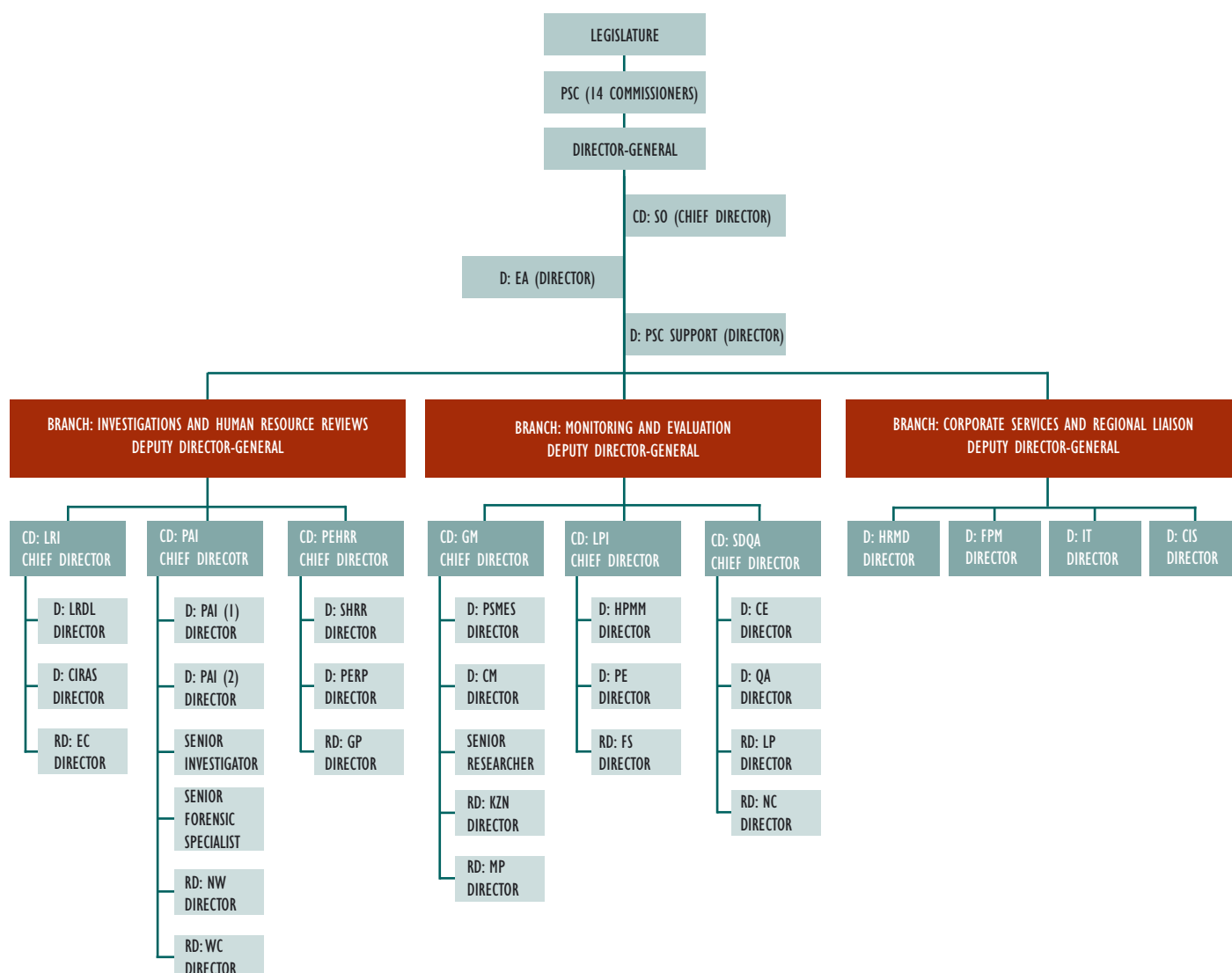
|           |   |
|-----------|---|
| CD: SO    | - Chief Directorate: Special Operations                             |
| CD: LRI   | - Chief Directorate: Labour Relations Improvement                   |
| CD: PAI   | - Chief Directorate: Public Administration Investigations           |
| CD: PEHRR | - Chief Directorate: Professional Ethics and Human Resource Reviews |
| CD: GM    | - Chief Directorate: Governance Monitoring                          |
| CD: LPI   | - Chief Directorate: Leadership and Performance Improvement         |
| CD: SDQA  | - Chief Directorate: Service Delivery and Quality Assurance         |

## REGIONAL DIRECTORS LEGENDS

|         |                                    |
|---------|------------------------------------|
| RD: EC  | - Regional Director: Eastern Cape  |
| RD: NW  | - Regional Director: North West    |
| RD: WC  | - Regional Director: Western Cape  |
| RD: GP  | - Regional Director: Gauteng       |
| RD: NC  | - Regional Director: Northern Cape |
| RD: LP  | - Regional Director: Limpopo       |
| RD: MP  | - Regional Director: Mpumalanga    |
| RD: KZN | - Regional Director: KwaZulu-Natal |
| RD: FS  | - Regional Director: Free State    |

## DIRECTORATES LEGENDS

|            |   |
|------------|---|
| D: PSCS    | - Directorate: Public Service Commission Support                        |
| D: EA      | - Directorate: Executive Assistance                                     |
| D: LRDL    | - Directorate: Labour Relations Disputes and Litigation                 |
| D: CIRAS   | - Directorate: Complaints, Investigative Research and Advisory Services |
| D: PAI (1) | - Directorate: Public Administration Investigations (1)                 |
| D: PAI (2) | - Directorate: Public Administration Investigations (2)                 |
| D: SHRR    | - Directorate: Strategic Human Resource Reviews                         |
| D: PERP    | - Directorate: Professional Ethics Research and Promotion               |
| D: PSMS    | - Directorate: Public Service M&E System                                |
| D: CM      | - Directorate: Compliance Monitoring                                    |
| D: HPMM    | - Directorate: HoD Performance Management Monitoring                    |
| D: PE      | - Directorate: Program Evaluations                                      |
| D: CE      | - Directorate: Consultative Evaluations                                 |
| D: QA      | - Directorate: Quality Assurance  |
| D: HRMD    | - Directorate: Human Resource Management and Development                |
| D: FPM     | - Directorate: Financial and Procurement Management                     |
| D: IT      | - Directorate: Information Technology                                   |
| D: CIS     | - Directorate: Communication and Information Services                   |





## CONTACT DETAILS

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