



Custodian of Good Governance

Medium Term Strategic Plan 2009/10 - 2011/12

Public Service Commission

June 2009



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 of 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.



Medium Term Strategic Plan 2009/10 - 2011/12



Published in the Republic of South Africa by:

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Distributed by Directorate: Communication and Information Services

Printed by: Silowa Printers



Foreword

In terms of Treasury Regulations the Accounting Officer of an institution is required to prepare a strategic plan for the forthcoming Medium Term Expenditure Framework (MTEF) period. This strategic plan guides the work of the Public Service Commission (PSC) and serves as a basis for an assessment of its performance by stakeholders over the MTEF period 2009/10 to 2011/12.

The PSC held its 8th strategic planning session in May 2009 under the theme *Back to Basics*, and this Medium Term Strategic Plan (MTSP) emanates from the extensive discussions that took place at the session. In presenting this MTSP, the PSC is cognizant of the imminent change of its leadership during the MTEF period as a new Chairperson and Deputy Chairperson are due to be appointed. However, a solid institutional foundation has been laid over the years, and this will undoubtedly enable the organization to remain an effective custodian of good governance.



An important element of this institutional foundation is the organizational structure, which was, during the MTEF period, realigned by grouping related functions together in order to meet the strategic objectives of the PSC. As a result of this alignment, the new structure now consists of four programmes instead of three. The four programmes are Administration, Leadership and Management Practices, Monitoring & Evaluation and Integrity and Anti-Corruption. The realignment has allowed the PSC to optimize the use of its limited resources, and to contribute to public administration in a more focused manner.

Considering that the PSC sees, as one of its strategic obligations, advising the Executive on good administrative practice, the above structural realignment is also timely because it positions the organization to better support the new administration that came into office following the 2009 general elections. A very important development associated with the new administration is the appointment of a Minister in the Presidency responsible for performance monitoring and evaluation. The PSC welcomes this development in that it effectively elevates the importance of accounting for performance and strategically places the head of state at the centre of such accountability. The Executive will thus be monitoring and evaluating its own performance, and the PSC can contribute to this work through its oversight products and services which are generated independently of the Executive.

The depth of the PSC's work will, going forward, also be enhanced by the implementation of the recommendations that emanated from an independent evaluation of its impact on public administration. Drawing from this impact evaluation, this MTSP provides for more interaction with stakeholders through platforms such as roundtables, and for improved follow up on the implementation of the recommendations the PSC makes to departments. Provision has also been made to enhance the PSC's understanding of public administration at local government level, thus creating a basis for the PSC to stretch the boundaries of its oversight work within the scope of its powers and functions.

However, once again, it has to be acknowledged that all these improvements continue to have profound resource implications. As a result, the current MTSP adopts a much more targeted approach which recognizes that while the oversight work of the PSC cannot exhaustively cover each and every aspect of public administration, the areas that get monitored should be carefully selected and examined in a convincing manner. In this regard, the PSC's methodologies continue to be refined, including those for programmes evaluation, Citizen Satisfaction Surveys, the scrutiny of Financial Disclosure Forms, and public administration investigations. This approach is indeed in line with the *back to basics* theme that guided the generation of this MTSP, and it will help the PSC to maintain a credible quality of oversight work while other avenues are hopefully explored to avail more resources.

In presenting this MTSP, the PSC, therefore, wishes to approach the new MTEF with an even deeper commitment to raise the bar in public administration, and to ensure that Parliament and the Executive can continue to benefit from its evidence-based reports and advice.

A handwritten signature in black ink, appearing to read 'Odette R Ramsingh'. The signature is fluid and cursive.

ODETTE R RAMSINGH
DIRECTOR-GENERAL: OFFICE OF THE PUBLIC SERVICE COMMISSION



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Chapter One

Medium Term Context and Strategic Orientation



1.1 BACKGROUND

The Public Service Commission (PSC) is an independent and impartial institution, established in terms of the Constitution, 1996 and its powers and functions are, amongst others, to investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service. Its mandate also entails the evaluation of the achievements, or lack of these in Government programmes. Moreover, the PSC promotes measures to ensure effective and efficient performance within the Public Service and promotes the values and principles of public administration as set out in section 195 of the Constitution, throughout the Public Service.

1.2 MISSION STATEMENT

The PSC'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)).

1.2.1 VISION

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

1.2.2 MISSION

The PSC 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 the governance and the delivery of affordable and sustainable quality services.

1.3 LEGISLATIVE MANDATE

The PSC 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 PSC. These values and principles are:

- The promotion of a high standard of professional ethics.
- The efficient, economic and effective use of resources.
- A development-orientated public administration.
- The 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.
- 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.



1.4 KEY FOCUS AREAS AND POLICY DEVELOPMENTS

This section gives an overview of some of the key focus areas and policy developments of the PSC over the MTEF period.

1.4.1 LABOUR RELATIONS IMPROVEMENT

As the Public Service moves into a period of wage negotiations, tensions can be expected. This requires the effective management of all aspects which relate to the labour relations terrain, to avoid a negative impact on service delivery. In turn, the PSC as the arbiter of grievances in the Public Service, must adopt a more hands-on approach and practically support departments in grievance resolution. This becomes pertinent given the 11% increase in the number of grievances referred to the PSC, from 588 to 654 for the 2008/09 financial year. Collectively, underlying reasons for the increase, the poor interpretation of the grievance rules by departments and administrative problems resulting in slow grievance resolution in departments, contribute to labour relations disquiet. For example, due to procedures not being followed, 43% of the 654 cases referred to the PSC were prematurely referred to it, causing unnecessary delays in the finalisation of grievances. Apart from supporting departments, the PSC has also had to issue summons to HoDs, and this has helped to prioritise the handling of grievances in departments, and cleared some of the backlogs.

As the single Public Service gets underway, the limited capacity of the PSC would be extended even further as it would need to address grievances at the local level. A thorough understanding of the manner in which grievances are dealt with at a local government level will have to be obtained in order to guide the possible future role that the PSC will play in this regard. The PSC will therefore have to assess what the implications of the single Public Service will be, and make necessary arrangements to assume this role. It is expected this role would have resource implications which would have to be accommodated during the MTSF period.


The PSC's mandate in the promotion of labour relations extends to investigative research into critical areas impacting on labour relations in the Public Service, with a view to promote best practice and good governance. In this regard, the PSC has examined the impact of the Public Sector Education and Training Authority (PSETA) in providing skills for public servants and thus improving their mobility and career prospects. Career pathing and skills development are key elements in ensuring a content and productive work force, and has a direct positive influence on sound labour relations. The importance of this research has been recognised, and similar types of investigative research will be conducted during the MTSF period.

Promoting sound labour relations in the Public Service requires strategic partnerships. Recognising this, the PSC partnered with the Public Service Coordinating Bargaining Council (PSCBC) to co-host the highly successful Inaugural Labour Relations Conference in 2007. It is intended that the PSC will co-host the Second Biennial Labour Relations Conference towards the first quarter of 2010. In this regard, additional funding will be required.

1.4.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS

The President's State of the Nation Address for 2009 has assisted in sharply drawing attention to the important role played by monitoring and evaluation (M&E) in ensuring that performance across all spheres of government is more effective. This commitment to M&E, made in light of the service delivery challenges being experienced and which has been reinforced by the establishment of a Ministry for Performance Monitoring and Evaluation in the Presidency, is welcomed. It means that there will now be higher levels of scrutiny of performance, which should give a new impetus to all aspects related to performance management.

The evaluation of Heads of Department (HoDs) is one of the foremost areas that must be addressed, given that the rigour with which performance is managed at this level is telling of performance management across the



Public Sector. The PSC has worked in facilitating the evaluation of HoDs since 2001, and in the process gained experience and insights into how HoDs and departments perform. It has been frustrated by the poor adherence to key aspects of the framework for the evaluation of HoDs, such as the non-compliance with submitting performance agreements to the PSC for quality control. This is particularly concerning, in that if the basis for performance contracting is weak, the subsequent monitoring of progress and the eventual evaluation process becomes compromised. In addition, the PSC has found that the actual number of evaluations conducted is very low, with just 56 of the 100 of eligible HoDs being evaluated in the 2006/07 financial year. It has attempted to address some of the concerns that were expressed as to why these evaluations could not be conducted, such as the non-availability of panel members, and introduced the more efficient Cluster approach to evaluations, whereby a group of HoDs are evaluated at a single sitting. Unfortunately, this has not been sufficient to expedite the process, and points in part to the fact that the matter is not taken seriously enough by Executive Authorities (EAs). The problem will have to be escalated to the level of the Presidency to ensure compliance.

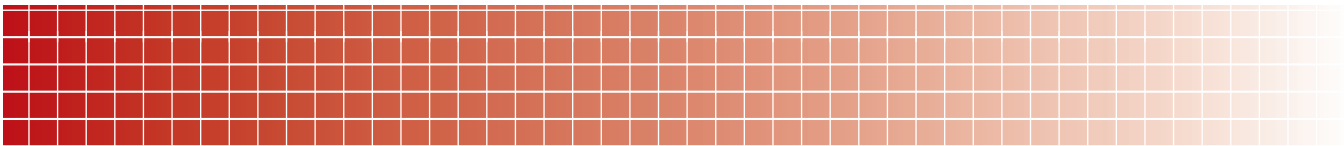
The PSC has recognised that the problem of the evaluation of HoDs is not confined to the national level, and is also prevalent at the provincial level. It has thus produced a series of evaluations on the implementation of the Performance Management and Development System (PMDS) and successfully conducted assessments in the Eastern Cape, the North West and Northern Cape provinces. The study will be extended to the Limpopo, Mpumalanga and the Western Cape provinces during the current MTEF period. The concerns found in all of these studies is that if performance management is not taken seriously at the highest level of administration, one can assume that a similar trend permeates all levels within the departments themselves. The problem is serious. If a key instrument for improving service delivery, the PMDS, is not used effectively, and not supported by the administrative and political leadership of departments, it shows a lack of commitment to the very mechanisms set up to improve service delivery.

From this research, it has become clear to the PSC that the current system of HoD evaluations needs to be reviewed. In this regard, the PSC has undertaken extensive international research, and drawn on its own extensive experience and reports, such as the Report on Role Clarification and Relationships at the Executive Interface. This research will assist the PSC to make proposals on how the process should be improved in future. A further element that will be added to enhance the evaluation of HoDs during the MTSF period is to extend its performance management focus to include an examination of the performance of the organisations managed by HoDs. This will help to produce a contextual understanding of performance, and a Founding Document on Organisational Performance Assessment (OPA) has been piloted and will be implemented during the 2009/10 performance cycle. It will make it possible to provide an objective assessment of organisational performance, and relate this to the performance of the HoD.

As part of its investigative research, which is meant to enrich the above processes, the PSC has examined the role of Public Service leadership in the promotion of intergovernmental relations. It has focused specifically on how effective Public Service leadership has been in supporting the development of the public transport infrastructure, which is necessary for the successful hosting of the Federation of International Football Association (FIFA) 2010 World Cup.

1.4.3 GOVERNANCE MONITORING

Monitoring and evaluation (M&E) of the performance of the Public Service remains one of the core activities of the PSC. Having grounded its M&E activities through a Transversal M&E System which has been operational since 2001, the PSC has now turned its attention to the re-application of the System in departments that have been evaluated before to establish improvements over time. In addition to assessing a department against its own previous baseline performance, the application of the System will enable the PSC to compare all departments within a province, and all departments that are within one sector. The current MTSP already makes provision for the PSC to compare the performance of all departments in the North West, as well as the performance of



all departments of Housing. Such approach will provide an analysis of the state of the Public Service in a specific province or sector.

In its evaluation of the performance of government, the PSC adopts a development oriented approach in terms of which priority is given to addressing poverty and its causes. Against this background, the PSC will also continue to undertake evaluations of poverty reduction programmes. In 2008/09, the PSC completed an evaluation of Integrated Sustainable Rural Development Programme (ISRDP). Apart from being an important poverty reduction initiative, the ISRDP was selected because it also represents the collective efforts of several role players in the nodal areas, including all spheres of government and the local community. These evaluations already provide important insights into the successes and challenges faced by government with these programmes. However, the PSC is aware that departments themselves also commission programme evaluations. If carried out properly, these evaluations will serve as valuable tools for government to improve the design and implementation of the programmes. In order to build on the work done by departments in this regard, the PSC evaluates the evaluations carried out by departments (a practice called meta-evaluation). Through such meta-evaluations, the PSC generates advice for the Executive on the quality of their own evaluations and how they can be improved.

The PSC's monitoring and evaluation reach will soon include local government, given the imminent policy considerations regarding the enactment of legislation towards establishing a single Public Service. In anticipation of this policy change, during this MTEF period the PSC will familiarise itself with local government by conducting an assessment of selected governance and management practices in municipalities. Using its existing tools and rich insights into the Public Service, the PSC is poised to evaluate public administration at local government, and its work will come full circle, giving it a holistic assessment of public administration in South Africa. While exciting, this will have serious resource implications for the organisation.


In its efforts to further deepen its monitoring and evaluation, the PSC will draw from the independent evaluation report on the impact of its work which was completed during the 2008/09 financial. The report largely acknowledges that the PSC has generated many quality oversight outputs. However, the report also draws attention to where the PSC can deepen its impact, including a greater focus on outcomes and better stakeholder engagement. A key task of this strategic plan is, consequently, to focus more attention on these issues.

1.4.4 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS

All the service delivery assessments conducted by the PSC ultimately seek to assist departments to accelerate their efforts to transform service delivery in line with the requirements of the *Batho Pele* policy. For the PSC, this policy will continue to serve as a critical benchmark for assessing the extent to which Public Service delivery puts people first. Thus far the PSC has been able to annually assess the implementation of each of the 8 principles of *Batho Pele*. During this MTEF period, focus will now go beyond implementation to look at the actual impact of adherence to these principles. This becomes even more pertinent given President Zuma's call for a culture change in the way government works.

Such a change applies to all departments and requires that services are delivered better, on time and in a manner that is better integrated and coordinated. Accordingly, the PSC will focus on integration and coordination in Public Service delivery. In line with this theme, the PSC will evaluate the effectiveness of Thusong Centres in integrated service delivery. In addition, the PSC will continue its work on the inspection of service delivery sites to ensure that information on the quality of service delivery is gathered first-hand and reported. During 2009/10 the PSC will inspect service delivery at clinics. The evaluation will include elements pertaining to service delivery such as alignment with the *Batho Pele* principles, the conditions of clinics and the availability of resources at clinics.

However, the PSC believes that evaluations of Public Service delivery cannot be complete unless they include the views of citizens as service recipients. On an annual basis, the PSC has conducted Citizens Satisfaction Surveys, and



during this MTEF period, this work will be deepened through the development of a set of key drivers of citizen satisfaction that are specific to South Africa. Once developed, these drivers will then be used to annually assess levels of citizens' satisfaction with Public Service delivery.

1.4.5 PUBLIC ADMINISTRATION INVESTIGATIONS

The PSC remains a pivotal role player in combating and preventing maladministration and corruption in the Public Service. Complaints lodged through the PSC's Complaints Rules and the National Anti-Corruption Hotline (NACH) are investigated by the PSC, and reports with findings and recommendations are provided to Executive Authorities for necessary corrective action. The number of complaints dealt with by the PSC has increased by 413% since the inception of the Complaints Rules, from 45 in 2004/2005 to 186 in 2008/2009. In addition, during 2008/2009 the PSC has received over 208 complaints on poor service delivery.

Unfortunately, increases in the number of complaints have not been matched with an increase in resources, especially investigative capacity. The PSC's coping mechanism in the face of very limited resources has been an increased reliance on desk-top investigations based on documentary evidence submitted by departments instead of full-scale investigations. In turn, departments' limited investigative capacity is reflected in the poor rate of feedback on service delivery cases where feedback has only been received in respect of 44% of all cases referred. The PSC has repeatedly called for the allocation of resources to departments and to the PSC to bolster investigative capacity and anti-corruption efforts. Current attempts to create anti-corruption capacity in departments are not bold enough and unless a critical mass of resources is availed to departments, progress will remain highly unsatisfactory. The new administration's renewed call for a strong fight against corruption will ring hollow should a lack of investigative capacity undermine anti-corruption efforts.

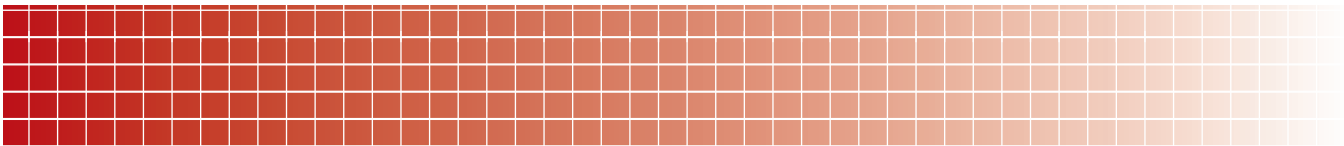
Apart from investigating, the PSC has deemed it important to track complaints received. During 2008/2009 the PSC produced a fact sheet on complaints lodged with the PSC. This Fact Sheet provided a synopsis of the number of complaints lodged, their origin, nature and status. The PSC intends to provide a more holistic overview of complaints in respect of the Public Service lodged with institutions such as the Public Protector during the MTSF period.

The investigation mandate of the PSC has been further extended by the Public Service Amendment Act, 2007, which provides for it to conduct investigations into compliance with the Public Service Act and to issue directives in this regard. During 2008/2009 the PSC commenced with the development of a protocol document on the issuing of directions which will be refined and implemented over the MTSF period. Additional capacity will have to be provided in terms of human resources and finances for this unfunded mandate.

Risk assessment profiling during investigations requires an element of research work into public administration practices to advise on best practice. Research reports were produced on the management of job applicants with criminal records and an overview of financial misconduct in the Public Service. These reports serve as strategic enablers for policy makers, departments and the Executive to introduce measures to improve public administration. Given the impending implementation of the Single Public Service, the PSC intends to investigate public administration practices at local government level during the MTSF period to ensure that sound public administration is promoted in all three spheres of government.

1.4.6 PROFESSIONAL ETHICS

Over the years the PSC has steadfastly promoted integrity and professional ethics in the Public Service, and has pioneered and implemented various mechanisms to support integrity efforts. An evolving integrity mechanism is the Financial Disclosure Framework (FDF) in the Public Service which manages the potential conflicts of interest of senior managers. Apart from keeping a register of financial disclosures received, the PSC also scrutinizes such



disclosure to identify potential conflicts of interest. During 2008/2009, 85% of the financial disclosures of all senior managers in the Public Service were received. The PSC scrutinized a sample of 30% of the disclosures received and verified information on these disclosures from data drawn from the Deeds Register and the Companies and Intellectual Property Registration Office (CIPRO) database. The information obtained was used to identify potential conflicts of interest of senior managers. In a report produced on the management of conflicts of interest through the FDF, the PSC found that 21% of all senior managers that formed part of the sample may experience potential conflicts of interest between their private interests and their official responsibilities. This finding illustrates the importance of financial disclosures in identifying and managing potential conflicts of interest before they become actual conflicts of interest.

To further refine its management of the FDF, the PSC intends implementing an electronic asset register. The development of the register is designed to fast-track the submission of disclosures within departments and to the PSC, and to facilitate the provision of feedback on potential conflicts of interest to Executive Authorities. The electronic register should contribute to greater compliance with the requirements of the FDF as senior managers will be able to complete their disclosures electronically and not be inconvenienced with a paper-based system.

The creation of the NACH remains the most visible and collaborative anti-corruption efforts post 2004. Since the inception of the NACH a total of 6578 cases of alleged corruption have been referred to departments for investigation. An evaluation of the effectiveness of the NACH, conducted by the PSC during the 2008/09 financial year, found that through the successful investigation of NACH cases R86 million has been recovered from perpetrators. As a result of disciplinary measures against officials implicated in NACH case reports, a total of 81 officials were found guilty of misconduct. Of these 81 officials, 15 were suspended during the disciplinary process whilst another 25 were given final written warnings. A visible indication of the impact of the NACH is that out of the 82 officials found guilty of misconduct, 29 were dismissed from the Public Service. These positive results illustrate what can be achieved through the NACH which has only been in existence for just over four years. For these achievements to be built upon, investigative capacity both within departments as well as within the PSC will have to be increased. In order to improve the management of the NACH the PSC has already commenced with the development of a web-enabled system to facilitate referral and feedback of cases which will be piloted in selected departments and thereafter rolled out in the Public Service during the MTSF period.

The NACH is but one of the mechanisms from which information can selectively be drawn on the state of integrity and professional ethics in the Public Service. To date, however, there has not been any instrument that enables a measurement of the state of integrity in the Public Service as a whole. The PSC during 2008/2009 commenced with the development of an Integrity Barometer for the Public Service which will be the first of its kind in the world. In order to ensure the successful application of the Barometer, which will be implemented during the MTSF period, additional capacity in terms of human resources and finances will be required.

The PSC has received recognition not only for its work in promoting integrity in the Public Service but also for its role in harmonising the efforts of all sectors of society in combating and preventing corruption. It was assigned the responsibility to coordinate the establishment of a cross-sector coalition in the fight against corruption which culminated in the creation of the National Anti-Corruption Forum (NACF). As secretariat of the NACF, the PSC coordinates activities of the NACF and also conducts research projects on behalf of the NACF. The PSC has been instrumental in the hosting of National Anti-Corruption Summits convened by the NACF, the most recent being the Third National Anti-Corruption Summit held in August 2008. A new National Anti-Corruption Programme will be implemented to give effect to the resolutions of the Third National Anti-Corruption Summit and funding for the implementation of the programme will be required. The implementation of the programme will be coordinated by the PSC and specific projects will be assigned to the PSC. The PSC, as secretariat, will have to move beyond its current role and more actively drive the activities and outputs of the NACF. Given the current resource constraints such a shift in approach will, however, not be possible and it is in the national interest that the PSC's capacity in this regard be bolstered.



1.5 CONTEXTUAL CHALLENGES

The progress made by the PSC over the past years in transforming the trajectory of the Public Service has been remarkable despite its capacity constraints. The PSC is now faced with a challenge of quantifying and assessing the impact of its work as well as deepening and sustaining its work. This challenge comes at a time when the PSC has to manage the transition of the changes in its internal leadership as well as the global economic crisis. The contextual challenges that are confronting the PSC in fulfilling its mandate are outlined below:

1.5.1 RESOURCE CONSTRAINTS

The PSC's limited budgetary and human resources impacts negatively on its ability to discharge its supportive oversight function to Parliament. It has over the past few years managed to achieve beyond its actual human resource and financial capacity. However, this cannot be sustainable as it has put a strain on staff and donor funding is not always accessible. Some of the resource constraints impacting on the resources of the PSC are as follows:

Strengthening labour relations in the Public Service

The PSC has established itself as a key role player in the promotion of sound labour relations in the Public Service. It does this through the consideration of grievances referred to it by the Executive Authorities, conducting investigative research on labour relations practices and performing advocacy work. Through these activities, it has supported labour relations practices in the Public Service.

It has performed its obligations with a limited budget, and the funding it receives from donors, whilst useful and supportive of certain activities, is not adequate to cover the full spectrum of its mandate in the labour relations terrain. The demands on the PSC will be increased when the Public Administration Management Bill is promulgated, as this will require the PSC to work in the local government sphere as well. It does not have the capacity to do this within the existing budget.

The PSC also needs to engage with strategic stakeholders, such as Public Service Co-ordinating Bargaining Council (PSCBC) which is necessary for its work. It has planned to co-host the Second Labour Relations Conference in early 2010, but lacks the funding for hosting this important and strategic event.

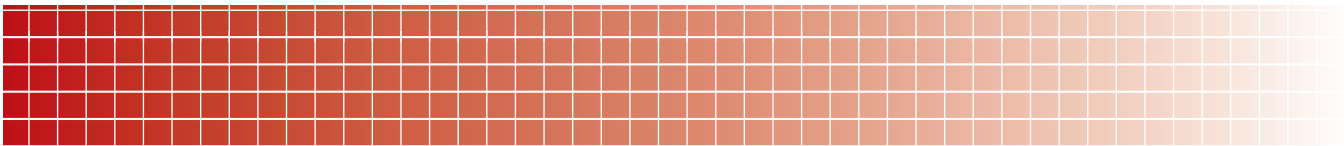
Promoting Public Service leadership

It is very likely that the PSC would be required to extend its scope of work in this area, especially its support to the Executive in respect of performance contracting and evaluations, to include local government when the Single Public Service legislation becomes operational. The current Local Government Performance Management provisions require that the Performance Agreements (PAs) and performance assessment at local government must include all Municipal Managers as well as all the Section 57 employees. The PSC does not have the funds or resources to support this critical process, which is a priority to ensure better service delivery.

Strengthening Monitoring and Evaluation

With the application of its transversal Public Service M&E System, the PSC has to date only been able to annually focus on an average sample of 25 departments. However, these annual samples are not adequate to enable the PSC to optimally draw conclusions about the Public Service. As a result, the PSC's ability to offer informed advice to both national and provincial departments as envisaged in section 196 of the Constitution is severely limited.

In addition, effective M&E requires a cycle of review which ensures that after certain intervals the same departments



are assessed again in order to track improvements over time. Due to lack of adequate capacity in the PSC, there tends to be a long time lapse before a department can be re-evaluated. In an attempt to address this challenge within its limited resources, the PSC is currently evaluating new samples of departments as well as re-evaluating some of those previously evaluated. This is not an ideal situation as the capacity available can only allow the PSC to evaluate and re-evaluate a few departments at a time. This in turn runs the risk of compromising the value of this M&E exercise and the benefit that can be derived from tracking improvements in a department over time and from drawing comparisons between departments.

Conducting Citizens' Forums

On the occasion of his inauguration as President of South Africa, Mr Zuma emphasized the need to recognize that our society has people with diverse experiences and views, and that we should therefore deepen the practice of participatory democracy in all spheres of public life. Citizens Forums, a participatory mechanism developed by the PSC, can serve as an effective mechanism to facilitate such participation. The Forums bring together members of the community, the legislatures, and government officials to collectively assess service delivery and propose improvements. The concept was piloted with the PSC being the facilitating agency. Attempts to secure funds for this important initiative have on numerous occasions been made with no success. Consequently the PSC has had to adopt a different approach of providing a toolkit to role players on how to conduct Citizens' Forums. However, this approach has had limited impact, and this is largely because resource constraints have pushed the PSC to prematurely adopt an advisory role through its toolkit at a time when departments still needed more proactive support to develop the capacity to run the Forums.

Deepening the management of Conflicts of Interest

The PSC scrutinizes financial disclosure forms with a view to identify potential conflicts of interest of senior managers and advise Executive Authorities. To cover the full Senior Management Service spectrum this requires the assessment of over 8000 financial disclosure forms per annum. This is a labour intensive and time-consuming process and, given its limited capacity, the PSC during 2008/2009 could only confine its scrutiny process to a sample of 2040 (30%) of the senior managers that submitted their disclosures. The scrutiny of financial disclosures is an involved process which requires in-depth analysis of assets declared by senior managers. For this reason the PSC has to make use of external sources of information to verify details provided on disclosure forms. These sources include the Deeds Registration Office and CIPRO, and come at cost.

The data obtained from CIPRO and the Deeds Registration Office is of particular importance as directorships in companies by senior managers and the properties they own could have potential conflicts of interests especially where such managers are involved in the procurement and tender process. However, to conduct verification of information at the Deeds Registration Office in respect of the more than 8000 senior managers on an annual basis amounts to more than R200 000 per annum. Individual reports have to be requested in respect of each manager from CIPRO and the Deeds Registration Office and, in addition to the cost implications, human resource capacity is also required to analyse the reports. As indicated, with the current human resource capacity of the PSC only 30% of senior managers' financial disclosures could be assessed and capacity in this regard would therefore have to be bolstered. Continuing with such an approach is important given that President Jacob Zuma in his State of the Nation Address said that particular attention will have to be given to combating corruption and fraud in procurement and tender processes. Funding to assist in identifying conflicts of interest in this area should therefore be prioritized.

The PSC also intends to improve the management of the FDF through the introduction of an electronic asset register which will have a once-off cost implication of approximately R2 million. In order to ensure the effective management of financial disclosures and the pro-active identification of potential conflicts of interest of all senior managers, it is imperative that the necessary human resource and financial capacity be provided to the PSC.



Strengthening capacity to manage the National Anti-Corruption Hotline (NACH)

For the NACH to be fully effective cases must be investigated and timely feedback provided. Such investigative capacity is currently lacking in departments as well as in the PSC. This results in investigations not being done on time, and an inability by the PSC to conduct the investigations due to limited capacity. Currently funding is only provided for the outsourcing of the call center at R2,3 million per annum. Considering that the Hotlines in operation prior to September 2004 cost the State in excess of R60 million per annum, the amount allocated to the PSC is clearly insufficient to ensure the effective management of the NACH and the investigation of alleged corruption. Government through the President's State of the Nation Address has emphasized the importance of combating corruption, and providing the necessary capacity to the PSC would be a step in the right direction in addressing this objective.

Improving capacity to conduct Public Administration Investigations

The increasing demands placed on the PSC through complaints lodged in terms of the Complaints Rules, service delivery related complaints from the NACH and requests for investigations from the Executive cannot be met by the existing investigative capacity of the PSC. The PSC has already had to adapt its methodological approach to meet the increasing demands and is severely restricted in its ability to conduct full-scale investigations. The demands placed on the PSC to conduct investigations has also had a negative impact on its ability to conduct investigative research with a view to promote best practice in the Public Service, and it has had to reduce the number of research projects that it undertakes. The financial and human resource capacity of the PSC will have to be bolstered if it is to respond adequately to requests for investigations and if it is to continue to promote best practice through appropriate research in the Public Service.

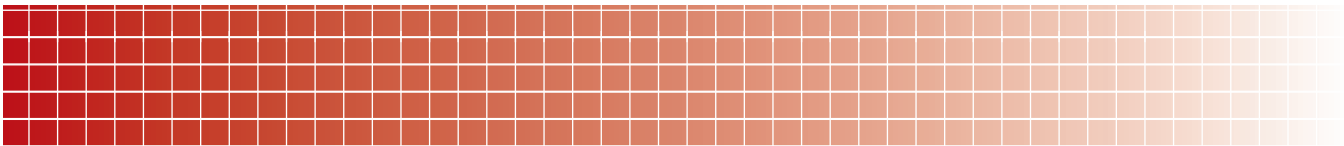
Strengthening Regional Integration

In our continued efforts to strengthen ties with our regional counterparts, the PSC played a pivotal role in the establishment and launch of the African Public Services Commissions (AAPSComs), where the Chairperson of the PSC was appointed as the first President of the AAPSComs and the Office of the PSC as secretariat. The establishment of AAPSComs has been achieved at an incredible pace and in no small measure due to the commitment of the South African PSC who took the lead ever since the idea of establishing such an Association was first mooted in October 2006 on the margins of the CAPAM Biennial Conference held in Sydney, Australia. The PSC is confident that through the AAPSComs good governance in the Public Services throughout Africa will be promoted. The fact that the Office of the PSC has been appointed as secretariat of the Association, however, has significant financial and human resource implications. The secretarial duties include administration, planning, communication and project execution. These duties must be performed by officials additional to their normal day to day line function activities. Over R300 000 has already been defrayed from the budget of the PSC for activities associated to AAPSComs for which funding has not been allocated. In order to ensure that the secretarial role of the Office is performed effectively to meet the priorities of regional integration, the necessary human resource and financial capacity would have to be allocated to the PSC.

1.5.2 IMPACT OF ECONOMIC MELTDOWN

The 2009 MTSP is being prepared in the context of global recession. At this stage in South Africa, revenue growth is slow as a result of weaker economic conditions. In response to these economic circumstances, government took a decision to reduce the baseline allocation of departments, including that of the PSC. For the PSC, however, the reduction comes at a time when the organization is already facing serious resource constraints. The scope and depth of the PSC's oversight work will thus be impacted on negatively.

The limited resource base of the PSC is also expected to be strained even further following a recent legal



settlement which requires the organization to implement parity in the remuneration packages of Commissioners. In terms of this settlement, the remuneration packages of all Commissioners will be set at an equivalent of a post of Director-General in the Public Service. The amount involved was not budgeted for, and at this stage it is also not clear which institution will be responsible for processing the settlement offer.

1.5.3 ASSESSING THE IMPACT OF PSC'S WORK

During 2008/09 the PSC commissioned an independent evaluation of the impact of its work. The PSC found it necessary to subject its work to such external scrutiny so that it can establish how well it is carrying out its mandate and how its work can be improved even further. The evaluation provided some insights into the extent of the PSC effectiveness, and the findings suggest amongst others, that indeed the PSC produces good and well researched reports. However, there are concerns about the apparent inability of the PSC to enforce its recommendations. The report recommends, among others, that the PSC should deepen its engagement with stakeholders as well as pay attention to the realisation of outcomes (in addition to outputs).

The PSC values the constructive scrutiny it has received through this independent evaluation, and will seek to implement the recommendations made. In this regard, the PSC has, among others, adopted a strategic approach aimed at intensifying its advocacy work. This approach will see the PSC vigorously engaging stakeholders on its research work through an array of mechanisms including knowledge sessions, roundtable discussions and workshops. Through these engagements, the PSC and its stakeholders will find common ground in terms of addressing and implementing measures to attain good governance and administration throughout the Public Service.

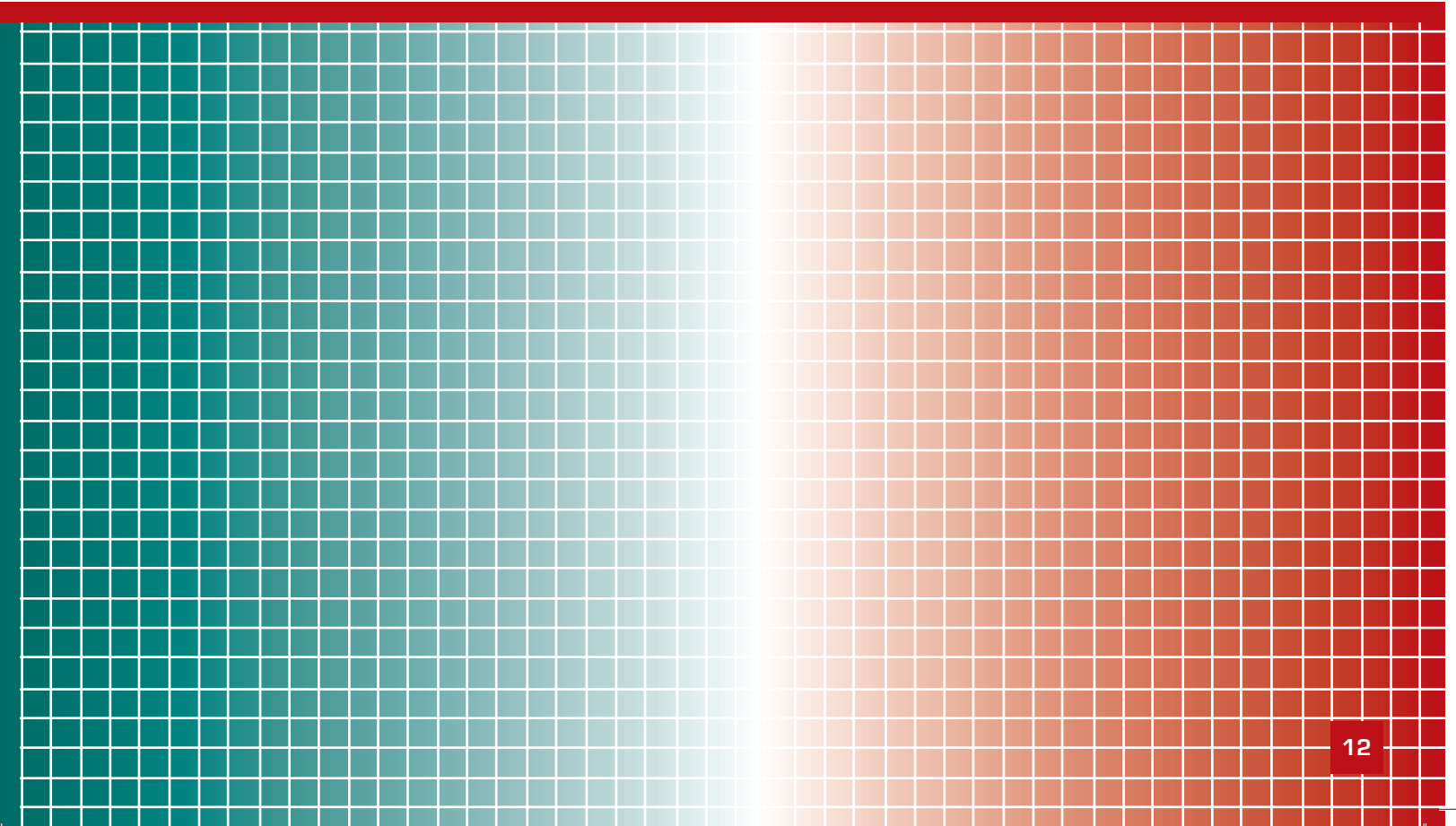
A particularly critical stakeholder during this MTEF period will be the new administration which was ushered in following the recent 2009 general elections. In this regard, the PSC sees as one of its strategic obligations the provision of public administration advice to the Executive. This advice will be provided to the new administration as it settles in its new role. The advice and support are provided in the interest of improved service delivery and promoting adherence to the Constitutional values and principles of public administration.

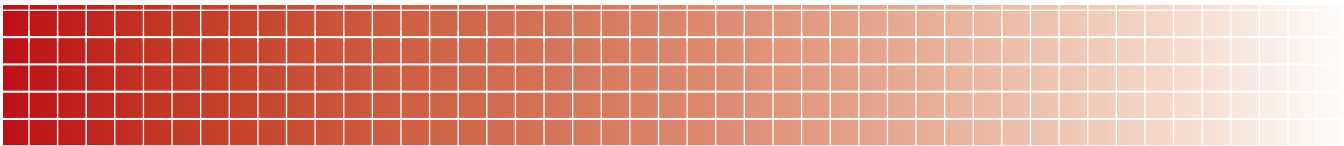
1.5.4 SUPPORTING MONITORING AND EVALUATION INSTITUTIONS

As part of re-organising the structure of government in order to make it more efficient and service delivery oriented, President Zuma in May 2009 announced the appointment of a Minister in the Presidency responsible for performance monitoring and evaluation. The overarching purpose of the Ministry will be to track the performance of government and to provide timely advice to the Executive regarding areas that need intervention. The PSC believes that this development brings with it important opportunities for raising the bar in M&E and for strengthening accountability for performance. It will, however, be important to ensure that overlaps between the work of the Unit and that of the PSC are obviated. The possibility can also not be ruled out that as the new unit takes off, it may need to collaborate with the PSC, including requesting the PSC for assistance with some of its M&E products.

Chapter Two

Medium Term Strategic Framework





The PSC's medium term strategic framework is aimed at ensuring that the PSC meets the stated objectives in line with its mandate. Therefore, the strategic framework is firmly based on the main functions and powers of the PSC in terms of section 196(4) of the Constitution, 1996.

2.1 STRATEGIC FOCUS AREAS

The organisational structure of the PSC is designed around its strategic objectives and consequently its functional areas are:

2.1.1 Branch: Leadership and Management Practices

The purpose of the Branch Leadership and Management Practices is to promote sound Public Service leadership, human resource management, labour relations and labour practices. The Branch consists of the following two Chief Directorates:

2.1.1.1 Leadership and Human Resource Reviews

The purpose of this Chief Directorate is to promote a high standard of Public Service leadership and encourage best practices in human resource policies.

2.1.1.2 Labour Relations Improvement

The purpose of this Chief Directorate is to enhance Public Service labour relations and management practices.

2.1.2 Branch: Monitoring and Evaluation

The purpose of the Branch Monitoring and Evaluation is to establish a high standard of service delivery, monitoring and good governance in the Public Service. The Branch consists of the following two Chief Directorates:

2.1.2.1 Governance Monitoring

The purpose of this Chief Directorate is to promote good governance and improve governance practices in the Public Service.

2.1.2.2 Service Delivery and Compliance Evaluations

The purpose of this Chief Directorate is to improve service delivery through public participation and monitoring of quality audits.

2.1.3 Branch: Integrity and Anti-Corruption

The purpose of the Branch Integrity and Anti-Corruption is to undertake public administration investigations, promote a high standard of professional ethical conduct amongst public servants and contribute to the prevention and combating of corruption. The Branch consists of the following two Chief Directorates:

2.1.3.1 Public Administration Investigations

The purpose of this Chief Directorate is to undertake audits and investigations into public administration practices.



2.1.3.2 Professional Ethics

The purpose of this Chief Directorate is to promote a high standard of ethical conduct among public servants and contribute to preventing and combating corruption.

2.1.4 Branch: Corporate Services

The purpose of the Branch Corporate Services is to manage, organise and provide administrative support to the PSC and the Office.



2.2 SUMMARY OF MEASURABLE OBJECTIVES, EXPECTED OUTCOMES, MEASURES AND TARGETS OF THE PSC'S PROGRAMME DURING MTSF PERIOD

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES					
Purpose: Promote sound Public Service leadership, human resource management, labour relations and labour practices					
Measurable Objective: Improve Public Service labour relations, practices and policies, monitor the standard of Public Service leadership, and evaluate human resource policies					
CHIEF DIRECTORATE: LABOUR RELATIONS IMPROVEMENT	To enhance Public Service labour relations and management practices	Accurate and quality submissions produced timely	Grievance management in the Public Service	Grievance management in the Public Service	Grievance management in the Public Service
		Report on implementation of PSC recommendations	Monitoring implementation of PSC recommendations on grievances and labour relations complaints	Monitoring implementation of PSC recommendations on grievances and labour relations complaints	Monitoring implementation of PSC recommendations on grievances and labour relations complaints
Regional Integration	Strengthening the African Association of Public Service Commissions	Annual Report/Fact sheet on grievance resolution in the Public Service	Trends analysis on grievance resolution in the Public Service	Trends analysis on grievance resolution in the Public Service	Trends analysis on grievance resolution in the Public Service
		Conference hosted and report with recommendations	Hosting of the 2 nd Biennial Labour Relations Conference	Hosting of the 2 nd Biennial Labour Relations Conference	Hosting of the 3 rd Biennial Labour Relations Conference
		Timely and accurate legal advice	Provide legal support to the PSC and the Office	Provide legal support to the PSC and the Office	Provide legal support to the PSC and the Office
		Report with recommendations	Provide secretariat function to the Association of African Public Services Commissions (AAPSComs) in terms of administration, communication, planning, project support and financial management	Audit of dispute resolution mechanisms at local government	Provide secretariat function to the Association of AAPSComs in terms of administration, communication, planning, project support and financial management

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
CHIEF DIRECTORATE: LEADERSHIP AND HUMAN RESOURCE REVIEWS	To promote a high standard of Public Service leadership and encourage best practices in human resource policies	Report with recommendations	Evaluate the effectiveness of the implementation of the Policy on Incapacity Leave and Ill Health Retirement on sick leave trends in the Public Service	Monitor and evaluate retention strategies in the Public Service	A research report on human resource practice in the Public Service
		Report with recommendations	Respond to requests for <i>ad hoc</i> investigations into human resource practices in the Public Service	Respond to requests for <i>ad hoc</i> investigations into human resource practices in the Public Service	Respond to requests for <i>ad hoc</i> investigations into human resource practices in the Public Service
		Report with recommendations	Assess the implementation of the Performance Management Development System for Senior Managers in the Limpopo Province	Conduct a comparative analysis of recruitment and selection norms and standards applied across the local sphere of government	Evaluate the effectiveness of learnership and internship programmes within selected departments
		Report with recommendations	An assessment of the extent of (organisational structure and human resource) delegations by EAs to HoDs in terms of the Public Service Act, 1994 and their impact on the effective functioning of departments	Assess the implementation of the Performance Management and Development System for Senior Managers in the Free State Province	Assess the implementation of the Performance Management and Development System for Senior Managers in the Western Cape Province
		Advice provided	HoDs Performance Agreements (PAs) monitored and evaluated	HoDs PAs monitored and evaluated	HoDs PAs monitored and evaluated
		Fact sheet produced	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened
		Advice to relevant Executive Authorities on the performance of their HoDs	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened
		Fact sheet and report with recommendations	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened	HoD evaluation process managed and strengthened

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
BRANCH:	MONITORING AND EVALUATION				
Purpose:	Establish high standard of service delivery, monitoring and good governance in the Public Service				
Measurable objective:	Improve governance practices and conduct service delivery assessments in the Public Service				
CHIEF DIRECTORATE: GOVERNANCE MONITORING	Improve governance and service delivery by providing departments with monitoring and evaluation information and analysis	Legislatures and departments receive an independent assessment of the state of governance Report with recommendations Report with recommendations Report on SAMEA Conference Reports with recommendations Reports with recommendations Report with recommendations	Overview of the State of the Public Service Reports evaluating departments' adherence to the Constitutional Principles of Public Administration (30 departments) Consolidated M&E Reports South African Monitoring and Evaluation Association (SAMEA) Conference hosted and report completed Monitoring the implementation of PSC recommendations: Extent of implementation with analysis Conduct an assessment of selected management and administration practices at local government level Dialogue on Poverty Reduction Strategies and interventions	Overview of the State of the Public Service Reports evaluating departments' adherence to the Constitutional Principles of Public Administration Consolidated M&E Reports Preparations for the SAMEA Conference Monitoring the implementation of PSC recommendations: Extent of implementation with analysis Evaluation of sustainable livelihoods programmes Conduct a meta-evaluation of support and development programmes rendered to emerging farmers	Overview of the State of the Public Service Reports evaluating departments' adherence to the Constitutional Principles of Public Administration Consolidated M&E Reports SAMEA Conference hosted and report completed Monitoring the implementation of PSC recommendations: Extent of implementation with analysis Evaluation of an identified priority programme of government A meta-evaluation of selected poverty reduction evaluation reports of a department

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12		
CHIEF DIRECTORATE: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS	To promote improved service delivery through public participation and monitoring of quality audits	Reports with recommendations	Develop a set of key drivers for citizen satisfaction and pilot with selected Departments	Citizen Satisfaction Survey based on the key drivers of citizen satisfaction	Citizen Satisfaction Survey based on the key drivers of citizen satisfaction		
		Reports with recommendations	Consolidated Report on Inspections in the South African Police Service	Consolidated Report on Inspections in the Department of Health	Consolidated Report on Inspections conducted during 2010/11		
		Reports with recommendations	Service Delivery Inspections conducted	Service Delivery Inspections conducted	Service Delivery Inspections conducted		
		Template produced	Template on Public Participation				
		Support provided	Support implementation of the Citizen Forums Toolkit	Support implementation of the Citizen Forums Toolkit	Support implementation of the Citizen Forums Toolkit		
		Reports with recommendations	Assess the effectiveness of Thusong centres in integrated service delivery	Evaluate the impact of the implementation of the Batho Pele principles on Public Service delivery	Produce 2 research reports on service delivery		
		Report on the nature and extent of support provided	Coordinate the PSC's support to the Southern Sudan Civil Service Commission	Coordinate the PSC's support to an identified institution in the continent	Coordinate the PSC's support to an identified institution in the continent		
		Regional Integration	To support efforts for promoting sound public administration on the Continent				

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
BRANCH:	INTEGRITY AND ANTI-CORRUPTION				
Purpose:	Undertake public administration investigations, promote a high standard of ethical conduct amongst public servants and contribute to preventing and combating corruption				
Measurable Objective: Combat corruption and maladministration, and promote professional ethics within the Public Service					
CHIEF DIRECTORATE: PUBLIC ADMINISTRATION INVESTIGATIONS	To undertake audits and investigations into public administration practices	Quality and timely reports with findings and recommendations implemented Recommendations Best practices are identified and promoted	Investigation of complaints lodged and requests emanating from: • The Commission (proactively) • Executive Authorities • Public servants • Anonymous complaints/whistle-blowers; eg National Anti-Corruption Hotline	Investigation of complaints lodged and requests emanating from: • The Commission (proactively) • Executive Authorities • Public servants • Anonymous complaints/whistle-blowers; eg National Anti-Corruption Hotline	Investigation of complaints lodged and requests emanating from: • The Commission (proactively) • Executive Authorities • Public servants • Anonymous complaints/whistle-blowers; eg National Anti-Corruption Hotline
CHIEF DIRECTORATE: PROFESSIONAL ETHICS	To promote professional ethics and integrity and prevent and combat corruption in the Public Service	Report with recommendations Report with recommendations Report with recommendations Potential conflicts of interest identified and Executive Authorities advised	Factsheet on Financial Misconduct Analysis of trends on complaints lodged with the PSC	Report on Financial Misconduct Analysis of trends on complaints lodged with the PSC Identify a key priority in public administration for own accord investigation with emphasis on local government Management of conflicts of interest through the FDF	Factsheet on Financial Misconduct Analysis of trends on complaints lodged with the PSC Identify a key priority in public administration for own accord investigation with emphasis on local government Management of conflicts of interest through the FDF

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12	
		Report with recommendations	A comparative study between South Africa and selected SADC countries on the management of conflicts of interest through financial disclosures	Evaluate the management of conflicts of interest of role players in the Supply Chain Management process	Evaluate the management of conflicts of interest at local government level	
		Timeous and accurate referral of allegations	Management of the National Anti-Corruption Hotline (NACH)	Management of the NACH	Management of the NACH	
		Feedback monitored and captured on CMS	Management of Case Management System (CMS)	Management of CMS	Management of CMS	Management of CMS
		Report with recommendations	Profiling and analysis of the most common manifestations of corruption and its related risks in the Public Service	Bi-annual assessment of the effectiveness of the NACH	One research project in the area of corruption prevention and combating	
		Report with recommendations	Evaluate the state of professional ethics in the Western Cape Province	Evaluate the state of professional ethics in the Gauteng Province	Evaluate the state of professional ethics in the Eastern Cape Province	
		Successful co-ordination of NACF activities	Serve as Secretariat to the National Anti-Corruption Forum	Serve as Secretariat to the National Anti-Corruption Forum	Serve as Secretariat to the National Anti-Corruption Forum	
		Successfully arranged Summit	Preparations for the hosting of the Fourth National Anti-Corruption Summit	Hosting of the Fourth National Anti-Corruption Summit	Coordinate the implementation of resolutions of the Fourth National Anti-Corruption Summit	
		Implementation of the National Anti-Corruption Programme	Co-ordinate the implementation of the National Anti-Corruption Programme (NACP)	Co-ordinate the implementation of the NACP	Co-ordinate the implementation of the NACP	
		Promotional material produced and workshops held	Intensify ethics awareness in the Public Service	Intensify ethics awareness in the Public Service	Intensify ethics awareness in the Public Service	Intensify ethics awareness in the Public Service
			Development of an Integrity Barometer	Report on state of integrity in the Public Service	Report on state of integrity in the Public Service	Report on State of integrity in the Public Service

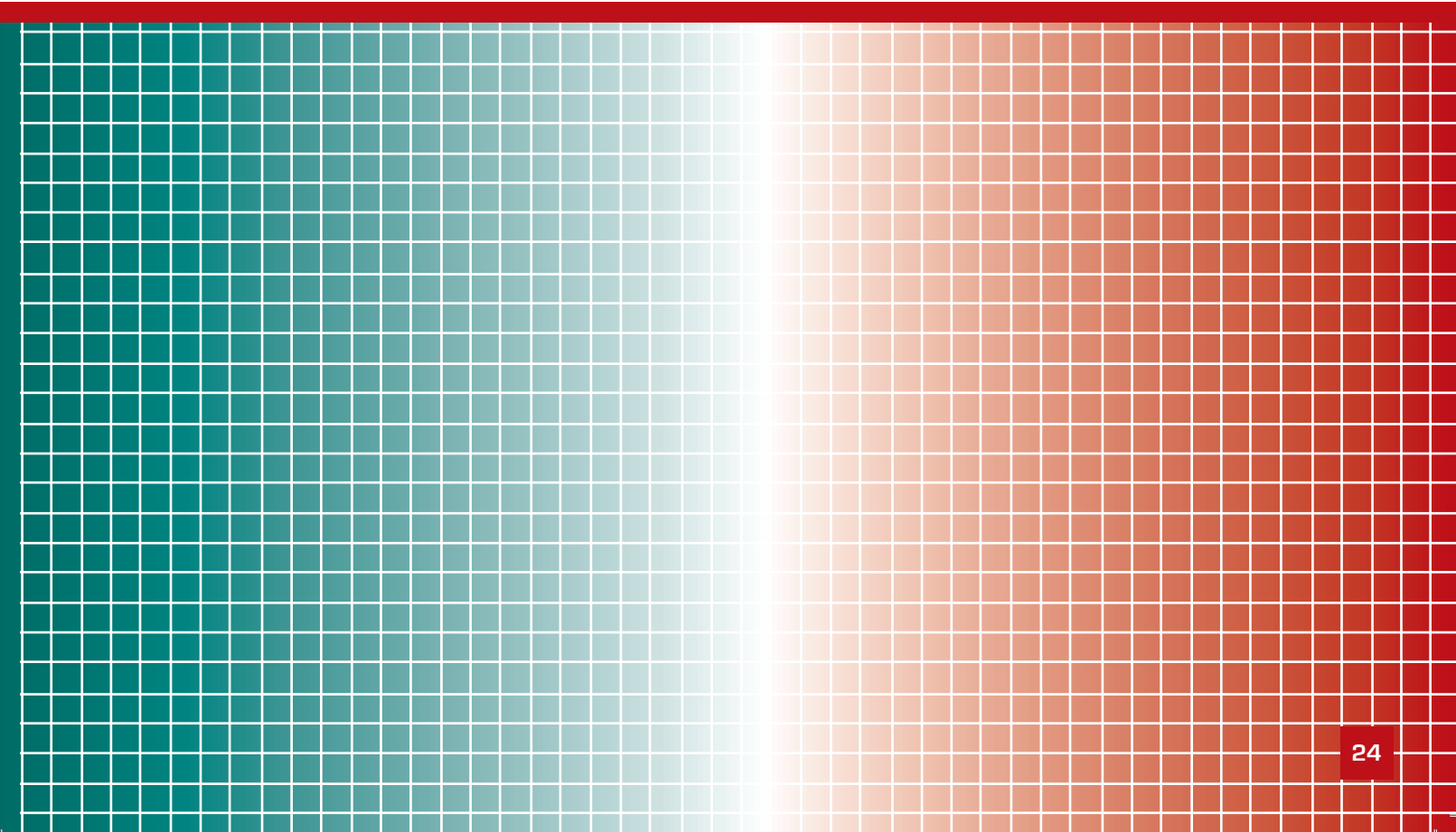
Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
BRANCH: CORPORATE SERVICES					
Purpose: Manage, organise and provide administration support to the PSC and its Office					
Measurable objective: Provision of logistical and management support through efficient human resources management, accountable financial management, effective communication and information technology service					
Internal Audit	To improve internal controls	Effective and improved internal controls	Implementation and monitoring of Fraud Prevention Plan and Risk Management Strategy	Implementation and monitoring of Fraud Prevention Plan and Risk Management Strategy	Implementation and monitoring of Fraud Prevention Plan and Risk Management Strategy
Financial Management and Administration	To promote sound financial management	Funds surrendered to the National Treasury do not exceed 2%	Proper monitoring of expenditure against budget	Proper monitoring of expenditure against budget	Proper monitoring of expenditure against budget
		Accurate recording of all financial transactions Clean audit report	Financial reports that fairly and accurately present the financial position of the PSC	Financial reports that fairly and accurately present the financial position of the PSC	Financial reports that fairly and accurately present the financial position of the PSC
Supply Chain Management	To ensure accountable supply chain management	Effective asset management	Maintain and update asset register	Maintain and update asset register	Maintain and update asset register
		Adherence to logistics policies	Implementation and monitoring of logistics policies	Implementation and monitoring of logistics policies	Implementation and monitoring of logistics policies
Security Services	To provide effective and efficient security management	Proper access control to OPSC buildings	Proper screening of visitors and documents	Proper screening of visitors and documents	Proper screening of visitors and documents
		Internal newsletter produced and distributed bi-monthly	Produce internal newsletter	Produce internal newsletter	Produce internal newsletter
Communication and Information Services	To strengthen internal communication	Information Sessions successfully held	Host Information Sessions	Host Information Sessions	Host Information Sessions
		MANCO and OPSC Strategic Sessions held	Serve as secretariat to MANCO and OPSC's Strategic Planning Sessions	Serve as secretariat to MANCO and OPSC's Strategic Planning Sessions	Serve as secretariat to MANCO and OPSC's Strategic Planning Sessions

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
Information Technology	To promote corporate image of the PSC	Corporate image enhanced and increased appreciation of PSC work	Enhance corporate image of the PSC	Enhance corporate image of the PSC	Enhance corporate image of the PSC
		Annual Report compiled and published in line with Treasury Guidelines	Produce PSC Annual Report	Produce PSC Annual Report	Produce PSC Annual Report
	To strengthen external communication and advocacy of PSC work	Annual Report to Citizens compiled	Produce Annual Report to Citizens	Produce Annual Report to Citizens	Produce Annual Report to Citizens
		PSC Journal published and distributed	Produce PSC Journal	Produce PSC Journal	Produce PSC Journal
		Increased understanding and appreciation of the work of the PSC	Provision of advocacy support to the PSC	Provision of advocacy support to the PSC	Provision of advocacy support to the PSC
	To ensure compliance with the Promotion of Access to Information Act (PAIA)	Updated and published Section 15 Notice and Promotion of Access to Information Manual	Annual Review of Section 15 Notice and Promotion of Access to Information Manual	Annual Review of Section 15 Notice and Promotion of Access to Information Manual	Annual Review of Section 15 Notice and Promotion of Access to Information Manual
		Improved efficiency	Provide IT support to the Office	Provide IT support to the Office	Provide IT support to the Office
	To provide effective and efficient IT support	IT enabled business processes	ICT enablement of business processes in OPSC	ICT enablement of business processes in OPSC	ICT enablement of business processes in OPSC
		Improved team work and sharing of information	Implementation of Team Workspace	Monitor and evaluate effective implementation of Team workspace	Monitor and evaluate effective implementation of Team workspace

Key Performance Area	Objective	Indicators	2009/10	2010/11	2011/12
Human Resource Management	To promote efficient and effective HR planning	Skilled and competent workforce	Implement, monitor and evaluate the effectiveness of the HR Plan	Implement, monitor and evaluate the effectiveness of the HR Plan	Implement, monitor and evaluate the effectiveness of the HR Plan
	To improve the employment of PWDs and women in management in compliance with the Employment Equity (EE) Act	PWDs to comprise at least 2% of staff Women to comprise at least 50% of staff employed at management level	Employment of People with Disabilities (PWDs) Employment of women in all management levels	Employment of People with Disabilities (PWDs) Employment of women in all management levels	Employment of People with Disabilities (PWDs) Employment of women in all management levels
Human Resource Development	To encourage usage of the Employee Wellness Programme (EWP)	Improved utilisation of EWP	Promote, monitor and evaluate Employees Wellness Programme	Promote, monitor and evaluate Employees Wellness Programme	Promote, monitor and evaluate Employees Wellness Programme
	To implement the Employee Performance Management and Improvement System (EPMIS) and Performance Management and Development System (PMDS)	EPMIS and PMDS linked to the OPSC's objectives, and applied in a sound, reliable and objective manner	Effective implementation of EPMIS and PMDS	Effective implementation of EPMIS and PMDS	Effective implementation of EPMIS and PMDS
	To improve service delivery with measurable standards	Approved Service Delivery Improvement Plan	Compile and implement a Service Delivery Improvement Plan (SDIP)	Compile and implement a SDIP	Compile and implement a SDIP
	To promote sound labour relations in the OPSC	Informed workforce on labour relations matters	Management of discipline and grievances in the OPSC	Management of discipline and grievances in the OPSC	Management of discipline and grievances in the OPSC

Chapter Three

Institution Building and Support



The institution building and support structure of the PSC functions in terms of the legislative and policy framework applicable to the Public Service. It provides office support services, manages departmental personnel and finances, ensures effective communication and information technology, as well as exercises control over assets and infrastructure.

3.1 HUMAN RESOURCES

The high quality and volume of the work of the PSC is disproportionate to the size of its establishment. The approved staff establishment of the PSC is 248, including Commissioners. As at 31 March 2009, 26 posts were vacant including 2 posts of Commissioner. The PSC has continued to ensure that vacant posts are filled timeously. A marked improvement was made in the filling of posts at Senior Management Service level. However, during the last quarter of 2008/09, the PSC placed a hold on the filling of some vacant posts due to insufficient funds that resulted from the upgrade of SMS salaries by the DPSA without funding being provided.

To deal with this challenge and address the heightened expectations of its stakeholders, the PSC requested additional funding from the National Treasury to improve its capacity constraints. The PSC has received minimum funding and for the current MTEF period additional funds are only available in the 2011/2012 financial year. The additional funding that has been allocated to the PSC for the compensation of employees is still not sufficient to address the human capital needs.

Due to the relatively low increase in funding for the compensation of employees, the organogram of the PSC has not expanded much over the years. The table below provides a breakdown of the levels of employees and the race and gender per level within the organisation as at 31 March 2009:


LEVEL	AFRICANS			COLOURED			INDIANS			WHITES			SUB TOTAL		TOTAL
	F#	M*	T+	F#	M*	T+	F#	M*	T+	F#	M*	T+	F#	M*	
01 to 08	45	34	79	6	1	7	1	0	1	3	1	4	55	36	91
09 to 12	35	27	62	1	0	1	2	0	2	5	7	12	43	34	77
13 to 16	15	22	37	1	5	6	1	3	4	4	3	7	21	33	54
TOTAL	95	83	178	8	6	14	4	3	7	12	11	23	119	103	222

= Female * = Male + = Total

In March 2009, females represented 43% (21) of the total staff compliment of SMS members. The number of female employees increased from 116 in March 2008 to 119 in March 2009. The PSC has decided to focus specific attention on gender representivity at all levels within the organisation. In addition, the PSC managed to employ six people with disabilities, which translated to 2.7% of the total staff compliment. The PSC has therefore exceeded the national target of 2% by 0.7%. The PSC will continue to demonstrate its commitment to the employment of people with disabilities.

The PSC's human resource needs for research, professional and technical competencies are steadily being improved through the development of skills of its employees. In order to align its human resources to the needs of the organization and its clients, 36 Senior Management Service members were sent for Khaedu training and a further 29 officials attended various training courses. The PSC will continue to develop its human capital and will implement a retention strategy to enable it to deliver on its mandate.

Improving the human resource capacity in the PSC will reduce work overload and stress levels of employees. In addition, in order to improve staff morale to deliver on the organizational mandate and to cultivate a spirit



of camaraderie amongst staff, the performance of staff is evaluated on a regular basis, an Employee Wellness Programme has been implemented, and information sessions are hosted regularly.

3.2 INTERNAL AUDIT AND RISK ANALYSIS

Given the size of the organization, the PSC has outsourced its internal audit function to SAB&T. The contract is for the period of 36 months effective from 01 October 2007. SAB&T assists the PSC in accomplishing its objectives to evaluate and improve the effectiveness of the organisation's risk management, internal control as well as governance processes.

In order to actively monitor the risk appetite of the PSC, to prevent and detect fraud, a Fraud Prevention and Risk Management Committee was established in 2008. The Committee meets on a quarterly basis. It facilitates the implementation of the Fraud Prevention Plan, as well as the Risk Management Strategy, and reports to the Audit Committee.

3.3 INFORMATION TECHNOLOGY DEVELOPMENT

As a knowledge-based organization the PSC has recognised that Infrastructure Communication Technology (ICT) plays a critical role in improving business processes for optimal operational efficiency and accountability. It has successfully documented the business processes for the management of the FDF in order to develop an electronic database system. This will ensure effective and efficient use of ICT as an enabler to achieve business objectives.

In order to enhance the network connectivity and IT security, the PSC upgraded its infrastructure by implementing the Virtual Private Network (VPN), which ensures a reliable connection for mobile users who wish to connect to the IT network of the PSC and a dedicated internet connection.

The PSC has also adopted Microsoft SharePoint as a centralized one-stop portal to enhance business processes. The deployment of Microsoft SharePoint Server infrastructure will provide the PSC the opportunity to implement:

- Automated e-Filing System;
- Electronics Document Management System (EDMS);
- Implementation of Team Workspace; and
- Web-based database for tracking of PSC's recommendations.

During the MTEF period, the PSC will develop and implement SMS Technology to remind the Senior Management Services members to submit their Financial Disclosures and remind HoDs to file their Performance Agreements with the PSC.

The PSC has received additional funds for IT infrastructure upgrade. However, these funds are not sufficient for IT infrastructure and business process re-engineering in improving service delivery efficiency.

3.4 FINANCIAL REPORTING AND CORPORATE MANAGEMENT

CORPORATE GOVERNANCE AND MANAGEMENT

The PSC continues to have appropriate governance structures which are established to promote accountability. These are:



Public Service Commission Plenary

Plenary is the highest decision making body of the PSC and is constituted by the 14 Commissioners. All policy decisions of the PSC are taken at Plenary. The DG of the OPSC and officials designated by her are present at meetings of the PSC and are fully participative members of such meetings to support and advise the PSC on its functions. Plenary meetings are held at least once every quarter.

Executive Committee

The Executive Committee (EXCO) comprises Pretoria based Commissioners, one Provincially-based Commissioner attending on a six-monthly rotational basis and the Executive Management of the OPSC. It meets monthly 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 Specialists Teams comprise selected Senior Officials from the OPSC as well as selected Commissioners. These meet on a quarterly basis to consider progress on projects and related issues. There are four (4) Specialists Teams, namely:

- Leadership and Management Practices
- Monitoring and Evaluation
- Integrity and Anti-Corruption
- Institution Building and Strategic Support

Executive Management Committee

This Committee consists of Executive Management from the OPSC. It meets on a monthly basis to consider policy and management issues affecting the OPSC.

Management Committee


This is a Forum comprising Executive and Senior Managers from the OPSC. 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 other governance structures. This Forum meets on a quarterly basis.

FINANCIAL MANAGEMENT

Sound financial management continues to be a hallmark in running the organisation. Year in and year out this is demonstrated in its unqualified audits, internal structures such as Budget and Procurement Committees, and its expenditure trends. In the 2008/09 financial year, the PSC successfully spent 99.99% of its total budget allocation.

The Budget Committee continues to improve sound financial management within the PSC. The Committee meets on a monthly basis and affords Chief Directors an opportunity to discuss all financial related matters including monthly assessment of budget spending, cash flow projections and project costing.

Since the introduction of the project costing model in 2006, all project proposals submitted to the PSC are accompanied by a detailed costing of the relevant project. This is to provide accurate information relating to projects, budgets prior to the approval of a project.



In monitoring expenditure, a report on 'State of Expenditure' as required by the National Treasury is generated on a monthly basis. The report is discussed in management meetings at EXCO, EXMA and quarterly at the Plenary Session of the PSC.

SUPPLY CHAIN MANAGEMENT

In order to maintain its track record of unqualified audits, the PSC continues to implement strong control measures regarding the acquisition of goods and services. All bids awarded with a value of more than R100 000 are presented to the Institutional Building and Strategic Support Team on a quarterly basis with a view of strengthening and enhancing accountability. In order to ensure proper supplier rotation and transparency, quotations above R30 000 are evaluated by the Bid Evaluation Committee.

On an annual basis the PSC invites prospective suppliers to register on the supplier database thus ensuring that Black Economic Empowerment enterprises and Historically Disadvantaged Individuals are promoted effectively.

The PSC also reports to the National Treasury on SMME and BEE procurement. Quarterly reports are also provided to the Department of Environmental Affairs and Tourism on Graded Accommodation Establishments.

3.5 COMMUNICATION AND INFORMATION SERVICES

The PSC has created awareness around its work and successfully positioned the organisation as the *Custodian of Good Governance*. Reports published by the PSC are tabled in Parliament and Provincial Legislatures timeously in accordance with Section 196 (4) (e) of the Constitution, 1996. Selected PSC reports are further publicised through media statements, briefings and interviews, thereby reaching a larger audience. Through the media coverage the impact of the PSC's work also received wide-spread coverage and appreciation.

In its endeavor to enhance internal communication, information sessions that not only celebrate key national events but also serve as a platform to share information pertaining key organizational developments are held.

Chapter Four

Medium Term Expenditure Framework

4.1 MEDIUM TERM EXPENDITURE FRAMEWORK ESTIMATES

4.1.1 PSC's programme structure

The PSC's programme structure is divided into four programmes, namely:

Programme 1: Administration	<ul style="list-style-type: none"> <i>Purpose:</i> To manage, organise and provide administrative support to the Public Service Commission (PSC) and the Office.
Programme 2: Leadership and Management Practices	<ul style="list-style-type: none"> <i>Purpose:</i> To promote sound Public Service leadership, human resource management, labour relations and labour practices.
Programme 3: Monitoring and Evaluation	<ul style="list-style-type: none"> <i>Purpose:</i> To establish a high standard of Public Service leadership, good governance and improved service delivery through public participation.
Programme 4: Integrity and Anti-Corruption	<ul style="list-style-type: none"> <i>Purpose:</i> To undertake public administration investigation, promote a high standard of ethical conduct amongst public servants and contribute to preventing and combating corruption.

4.1.2 Distribution of funds amongst the four programmes

The following tables give an indication of the distribution of funds amongst the four programmes as well as the distribution according to the economic classification of expenditure over the medium term:

EXPENDITURE ESTIMATES PER PROGRAMME

PROGRAMME	2009/10	2010/11	2011/12
	R'000	R'000	R'000
1. Administration	60 913	65 585	70 204
2. Leadership and Management Practices	16 434	18 553	20 542
3. Monitoring and Evaluation	19 831	22 200	24 458
4. Integrity and Anti-Corruption	24 073	26 289	30 276
TOTAL	121 251	132 627	145 480

EXPENDITURE ESTIMATES PER ECONOMIC CLASSIFICATION

ITEM	2009/10	2010/11	2011/12
	R'000	R'000	R'000
Compensation of employees	90 119	99 508	109 814
Goods and services	29 730	31 645	34 123
Transfers to foreign government and internal organizations	34	35	37
Payment for capital assets	1 368	1 439	1 506
TOTAL	121 251	132 627	145 480

4.1.3 Expenditure trends

Expenditure is set to increase at an average annual rate of 8.6% over the MTEF period, due to additional funds received for capacity and salary increases.

Additional amounts of R2, 908 million, R3, 075 million and R3, 232 million were allocated for 2008/09, 2009/10 and 2010/11 respectively, due to inflation related adjustments on compensation of employees and payments for capital assets. Another R5 million was allocated in 2011/12 due to additional capacity for strengthening the oversight, promotional and directional role of the PSC.

The PSC has continued to operate within the confines of limited resources. However, these limited resources were further reduced by R2, 158 million, R2, 611 million and R2, 845 million over the MTEF period as a result of the deterioration of the current global economic environment and the domestic economic outlook.

Compensation of employees, which on average accounts for 74% of the PSC's expenditure, will continue to grow at an average annual rate of 9.3 per cent over the MTEF, contributing to the growth of total expenditure.

Special funds earmarked for the upgrading of IT infrastructure are classified under Payments for Capital Assets and amounts to R1, 5 million per annum over the MTEF period. A portion of capital expenditure is classified under current expenditure if valued at less than R5 000.

4.1.4 Proposed acquisition of fixed or movable capital assets

The PSC does not plan to acquire fixed or movable capital assets over the MTEF period.

4.1.5 Proposed acquisition of financial assets or capital transfers

The PSC does not plan to acquire financial or capital assets over the MTEF period.

4.2 MULTI-YEAR PROJECTIONS OF INCOME AND PROJECTED RECEIPTS

The following table sets out the PSC's estimated receipts over the medium term:

ITEMS	2009/10	2010/11	2011/12
	R'000	R'000	R'000
Sale of goods and services	38	40	42
Interest	26	28	30
Financial transactions in assets and liabilities	171	181	192
Total	235	249	264

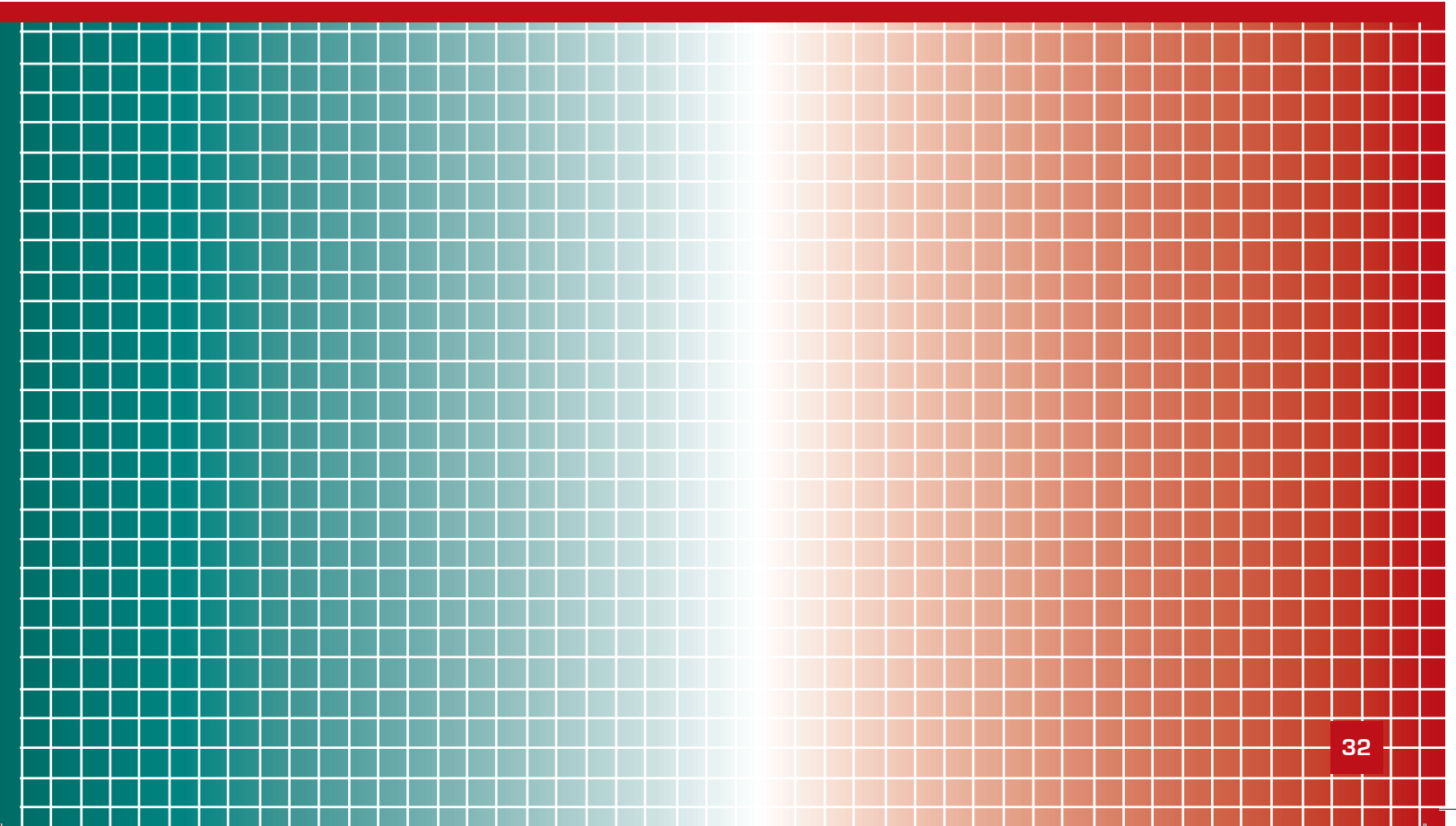
The PSC receives very small amounts of money from other sources of income. Only small commissions are received from financial institutions as a result of deductions from employees' salaries on their behalf.

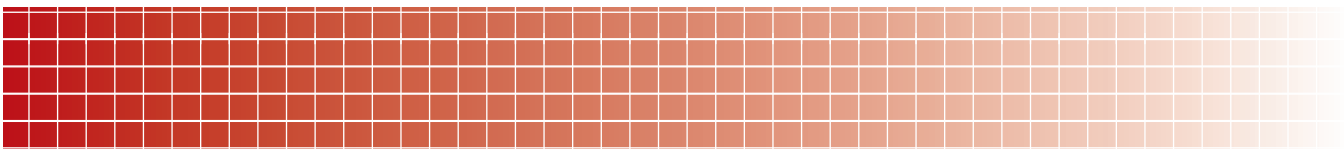
Financial transactions include the capital repayment of loans on bursaries, fees charged for parking facilities and private use of telephone.

A more detailed breakdown of expenditure and anticipated outputs for the PSC is reflected in the Estimates of National Expenditure for 2009, Vote 10.

Chapter Five

Conclusion





The PSC has compiled this Medium Term Strategic Plan (MTSP) in line with the Estimates of Public Expenditure. Although the PSC has in the past managed to achieve beyond its actual capacity, this is not sustainable. The impact of the resource constraints confronted by the PSC in fulfilling its mandate are outlined in this MTSP and, among others, shows that the PSC needs to strengthen labour relations, promote Public Service leadership, strengthen M&E, intensify professional ethics and strengthen capacity to manage the NACH. The PSC will also have to manage other challenges such as the changes in the internal leadership of the PSC, the need for the PSC to deepen stakeholder relationships and engagement, as well as the global economic crisis.

Notwithstanding the challenges faced, the PSC will, through the MTEF period, aim to ensure that it meets the stated objectives in line with its mandate. In so doing, this strategic framework is firmly based on the main functions and powers of the PSC in terms of section 196(4) of the Constitution, 1996.



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