



PUBLIC SERVICE COMMISSION

ANNUAL PERFORMANCE PLAN

FOR

2012/13 FINANCIAL YEAR



FOREWORD

I have the pleasure to present the Public Service Commission's Annual Performance Plan for the 2012/13 financial year.

This inaugural plan, provide amongst others, the overview of the PSC's Budget and Medium Term Expenditure Framework Estimates as well as the strategic objectives of the PSC. The development of the Plan came at the time when the PSC, following its Strategic Planning Session in November 2011, came up with a new vision and mission that is aimed at responding to the ever changing environment.

Some of the key developments that came out from the Strategic Planning Session include the PSC's resolve to asset its impact and independence and the proposed projects for the 2012/13 financial year attest to this.

The PSC has also resolved to undertake fewer projects in order to create space for advocacy work. In this regard, round table discussions and workshops on pertinent public administration matters will be held with stakeholders. This will go a long way in contributing towards effective and efficient public administration. The PSC will also continue to assist departments in the management of grievances amongst other things.



MR BM MTHEMBU
CHAIRPERSON: PUBLIC SERVICE COMMISSION

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Office of the Public Service Commission under the guidance of Mr Mthembu, the Chairperson of the Public Service Commission;
- was prepared in line with the current Strategic Plan of the Public Service Commission; and
- accurately reflects the performance targets which the Public Service Commission will endeavour to achieve given the resources made available in the budget for the 2012/13 financial year.



MS B LERUMO
Chief Financial Officer



DR D MAMPHISWANA
Acting Accounting Officer



BM MTHEMBU
Chairperson
Executive Authority

CONTENTS

PART A: STRATEGIC OVERVIEW..... 1

1.	UPDATED SITUATIONAL ANALYSIS	2
1.1	PERFORMANCE DELIVERY ENVIRONMENT	2
1.2	ORGANISATIONAL ENVIRONMENT.....	2
2.	REVISIONS TO LEGISLATIVE AND OTHER MANDATES.....	3
3.	OVERVIEW OF THE 2012/13 BUDGET AND MTEF ESTIMATES	3
3.1	EXPENDITURE ESTIMATES.....	3
3.2	RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS.....	3

PART B: PROGRAMME AND SUBPROGRAMME PLANS 5

4.	PROGRAMME 1: ADMINISTRATION.....	6
4.1	STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR	6
4.2	SELECTED PERFORMANCE INDICATORS.....	7
4.3	QUARTERLY TARGETS	7
5.	PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES.....	8
5.1	STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR.....	8
5.2	SELECTED PERFORMANCE INDICATORS.....	9
5.3	QUARTERLY TARGETS	10
6.	PROGRAMME3: MONITORING AND EVALUATION.....	10
6.1	STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR.....	11
6.2	SELECTED PERFORMANCE INDICATORS.....	11
6.3	QUARTERLY TARGETS.....	12
7.	PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION	12
7.1	STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR.....	13
7.2	SELECTED PERFORMANCE INDICATORS.....	13
7.3	QUARTERLY TARGETS.....	14
8.	RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF .14	
8.1	PROGRAMME 1: ADMINISTRATION.....	14
8.2	PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES	14
8.3.	PROGRAMME 3: MONITORING AND EVALUATION.....	15
8.4	PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION	16

PART C: LINKS TO OTHER PLANS 17

9. LINKS TO THE LONG TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS.....18

10. CONDITIONAL GRANTS18

11. PUBLIC ENTITIES.....18

12. PUBLIC-PRIVATE PARTNERSHIPS.....18

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

The situational analysis of the Public Service Commission (PSC), as reflected in the PSC's Strategic Plan for the 2012/13 to 2016/17 provided strategic direction and the basis for the PSC's work for the 2012/13 financial year.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

There has been an increase in the demand for the services of the PSC from its stakeholders, this includes the extension of its oversight role to public entities, as well as requests for investigations, advice and support. The PSC has to balance these demands against its available resources, most importantly is financial independence. The PSC has also decided to make space within its operational plan for greater advocacy, in order to increase awareness regarding its role and functions, but also to improve its value-add.

The PSC has been requested by the Minister of Public Service and Administration to provide support to the intervention in Limpopo, Gauteng and Free State provinces. Although the nature and extent of support could not be established prior to the finalization of the Annual Performance Plan, it is foreseen that the PSC's involvement in the intervention would have an impact on its capacity and meeting some of the outputs on its Operational Plan timeously.

1.2 ORGANISATIONAL ENVIRONMENT

The PSC was established in 1999 in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members, five of which are appointed by the President 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 on the recommendation of a committee of the Provincial Legislature. The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of a province on its activities in each province. Currently, there are 2 vacant Commissioner posts namely: North West and Western Cape.

The organisational structure of the OPSC is currently comprised of the following four branches (which correlate with the OPSC's four budget programmes):



The PSC has 253 funded posts; as 31 January 2012, 32 posts were vacant. However, there is still a need to increase capacity in the areas of grievance management, investigation of public maladministration cases and corruption cases lodged through the National Anti-Corruption Hotline (NACH) and to increase the scrutiny of financial disclosures of senior management service (SMS) in order to identify potential conflicts of interest.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the PSC's legislative and other mandates.

3. OVERVIEW OF THE 2012/13 BUDGET AND MTEF ESTIMATES

3.1 EXPENDITURE ESTIMATES

The delivery of the Annual Performance Plan rests on appropriate budgeting. The table below illustrates the detailed expenditure estimates per budget programme for the 2012/13 financial year.

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	R million	2008/09	2009/10			2010/11	2011/12	2012/13
Administration	59.4	72.4	70.9	78.5	78.5	81.1	85.0	90.6
Leadership and Management Practices	14.6	16.4	20.2	23.8	23.8	25.6	27.2	28.6
Monitoring and Evaluation	19.0	19.7	20.6	23.2	23.2	24.4	25.9	27.2
Integrity and Anti-Corruption	20.7	23.3	22.4	25.5	25.5	27.3	29.0	30.5
Total	113.7	131.8	134.0	151.1	151.1	158.5	167.0	177.0
Change to 2011 Budget estimate				-	-	1.3	1.3	-
Economic classification								
Current payments	112.3	120.6	130.5	150.2	150.2	157.6	166.0	176.0
Compensation of employees	77.2	87.6	92.3	106.1	106.1	118.4	125.4	132.1
Goods and services	35.1	33.0	38.2	44.1	44.1	39.2	40.7	43.9
<i>of which:</i>								
<i>Computer services</i>	2.2	3.3	4.1	4.5	4.5	4.2	4.4	4.7
<i>Consultants and professional services: Business and advisory services</i>	4.5	4.0	4.2	4.2	4.2	3.9	4.1	4.3
<i>Lease payments</i>	7.3	7.4	9.2	9.4	9.4	11.2	11.8	12.5
<i>Travel and subsistence</i>	8.4	5.0	4.7	6.1	6.1	6.5	6.9	7.3
Interest and rent on land	-	0.0	0.0	-	-	-	-	-
Transfers and subsidies	0.0	10.1	0.7	0.0	0.0	0.0	0.1	0.1
Foreign governments and international organisations	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1
Public corporations and private enterprises	-	-	0.2	-	-	-	-	-
Households	-	10.1	0.5	-	-	-	-	-
Payments for capital assets	1.3	1.0	2.8	0.8	0.8	0.8	0.9	0.9
Machinery and equipment	1.3	1.0	2.4	0.8	0.8	0.8	0.9	0.9
Software and other intangible assets	-	-	0.3	-	-	-	-	-
Payments for financial assets	0.0	0.1	0.1	-	-	-	-	-
Total	113.7	131.8	134.0	151.1	151.1	158.5	167.0	177.0

3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

Expenditure has increased at an average annual rate of 99 per cent between 2008/09 and 2011/12, from R113.6 million to R151.0 million. This is as a result of additional funds received for the additional staff capacity for handling of grievances and speeding up the investigation of cases lodged with the Integrity and Anti-Corruption Branch. Expenditure will increase at an average annual rate of 5.4 per cent over the MTEF period from R158.5 million to R176.1 million, due to additional funds received for salary increase.

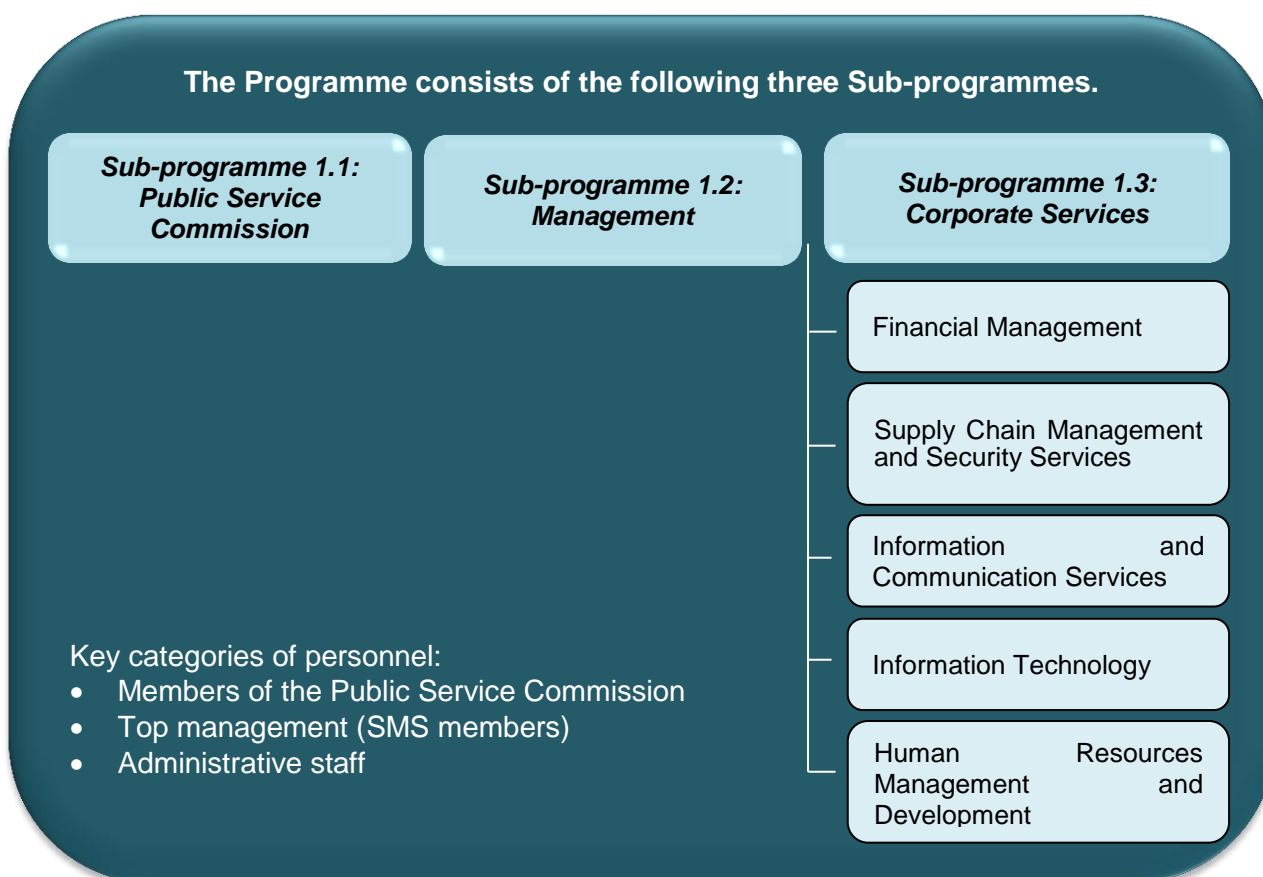
PART B: PROGRAMME AND SUBPROGRAMME PLANS

4. PROGRAMME 1: ADMINISTRATION

Purpose of the Programme: The programme is responsible for managing, organising, and providing administrative support to the Public Service Commission and its Office.

Programme overview: The programme objective is to ensure that the OPSC has effective strategic leadership, administration and management, and to ensure that it complies with all relevant legislative prescripts. The figure below provides an overview of the three sub-programmes:

There were no changes in the budget structure during the 2011/12 financial year. The sub-programmes remain as follows:



4.1 STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Provide strategic support and administrative services to the PSC	Achieved	Achieved	Achieved	Achieved	100% support provided	100% support provided	100% support provided
Assist the Head of Department with the delivery of functions and	Achieved	Achieved	Achieved	Achieved	100% support provided	100% support provided	100% support provided

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
responsibilities assigned either by legislation and/or by the PSC							
Provide continuous and adequate support service to the PSC and its Office towards achieving its strategic and operational goals	Achieved	Achieved	Achieved	Achieved	100% support provided	100% support provided	100% support provided

4.2 SELECTED PERFORMANCE INDICATORS

Indicator	Programme	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Clean audit report	Administration	Achieved	Achieved	Achieved	Achieved	Clean audit report	Clean audit report	Clean audit report
Automated business systems	Administration	Achieved	Achieved	Achieved	Achieved	5	4	5
Maintain a vacancy rate of below 10%	Administration	10.5%	6.8%	12.1%	12.6%	10%	10%	10%
Corporate identity reviewed	Administration	N/A	N/A	N/A	N/A	1	-	-

4.3 QUARTERLY TARGETS

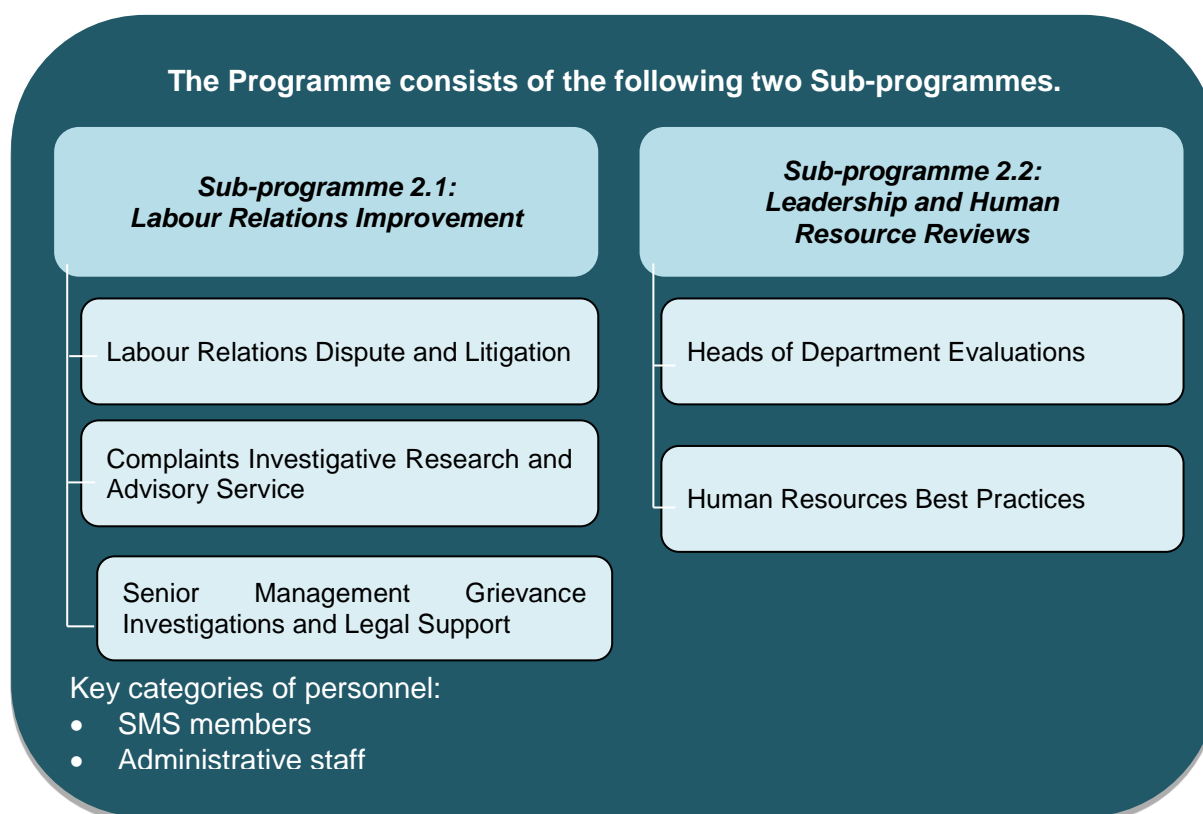
Performance Indicator	Reporting period	Annual target	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Clean audit report	Annually	Clean audit report	-	Clean audit report	-	-
Automated business systems	Quarterly	5	0	2	2	1
Maintain a vacancy rate of below 10%	Monthly	10%	10%	10%	10%	10%
Corporate identity reviewed	Annually	Reviewed corporate identity	-	-	-	1

5. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

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

Programme overview: The programme promotes sound labour relations and investigates grievances of public servants and recommends appropriate remedies. The focus in this programme is also to evaluate the efficiency of Public Service leadership, propose improvements to leadership practices as well as promoting accountable public administration. The figure below provides an overview of the two sub-programmes:

There were no changes in the budget structure during the 2011/12 financial year. The sub-programmes remain as follows:



5.1 STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Enhance labour relations in the public service through timeous investigation of all properly referred grievances	654	614	572	700	100% of all grievances received investigated 750	100% of all grievances received investigated 800	100% of all grievances received investigated 850

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Promote best practice in public service leadership and Human Resource Management through quality research reports	3	4	4	6	4	4	4
Provide advice on all Performance Agreements received and HODs evaluated	8% (12)	52% (76)	20%(29)	100%	100%	100%	100%

5.2 SELECTED PERFORMANCE INDICATORS

Indicator	Programme	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of grievances investigated and concluded	Leadership and Management Practices	654	614	572	700	750	800	850
Number of reports on the management of grievances in the public service	Leadership and Management Practices	2	2	3	1	1	1	1
Number of research reports on labour relations	Leadership and Management Practices	1	1	1	2	1	-	1
Percentage of 146 heads of department whose performance is evaluated	Leadership and Management Practices	8% (12)	52% (76)	20% (29)	100% (146)	100% (146)	100% (146)	100% (146)
Percentage of 146 heads of department whose performance agreements that have been quality assured and filed	Leadership and Management Practices	73% (106)	59% (86)	70% (102)	100% (146)	100% (146)	100% (146)	100% (146)
Number of reports on public service leadership per year	Leadership and Management Practices	2	3	2	2	2	2	2
Number of reports on	Leadership and	1	1	2	4	2	2	2

Indicator	Programme	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
strategic human resource matters	Management Practices							

5.3 QUARTERLY TARGETS

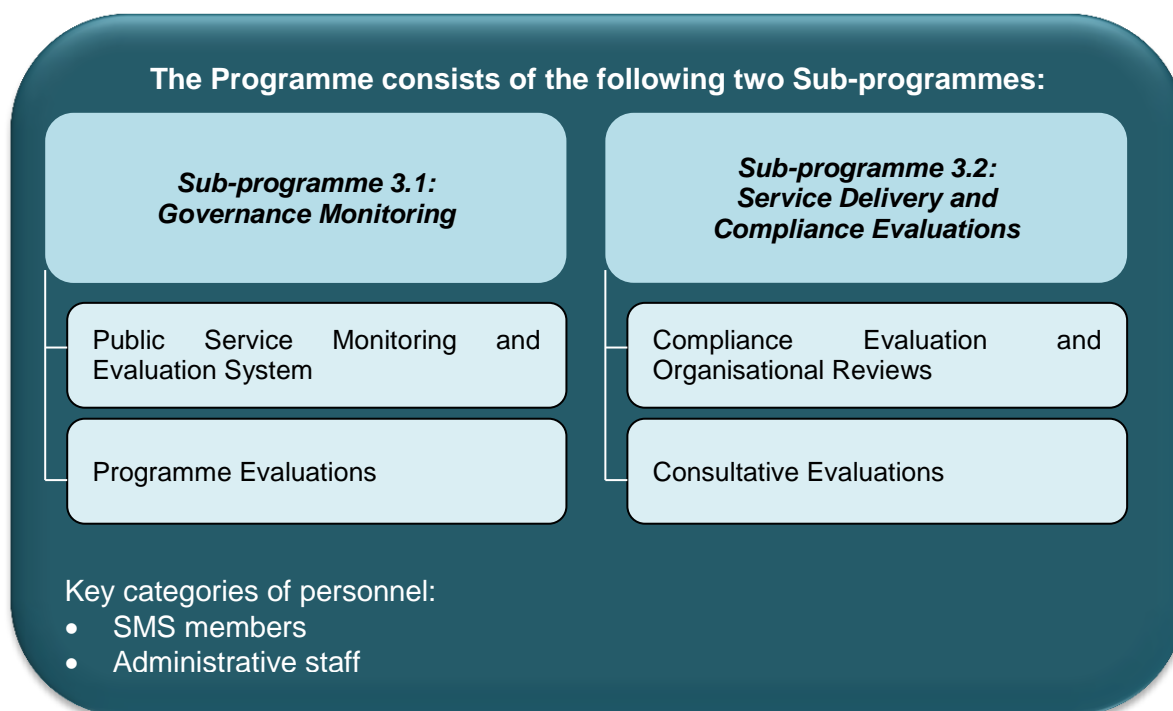
Performance Indicator	Reporting period	Annual target	Quarterly Targets			
			1st	2 nd	3rd	4th
Number of reports on the management of grievances in the public service	Annually	1	-	-	1	-
Percentage of 146 heads of department whose performance is evaluated	Quarterly	100% (146)	25%	25%	25%	25%
Percentage of 146 heads of department whose performance agreements that have been quality assured and filed	Quarterly	100% (146)	73	73	-	-
Number of reports on public service leadership per year	Annually	2	-	-	-	2
Number of reports on strategic human resource matters	Annually	2	-	-	-	2

6. PROGRAMME 3: MONITORING AND EVALUATION

Purpose of the Programme: The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.

Programme overview: The programme gives effect to the PSC's mandate to monitor and evaluate public administration and report on compliance with the constitutional values and principles governing public administration. It also seeks to address its mandate of promoting effective and efficient service delivery, responsiveness to the needs of the public and to propose measures to ensure effective and efficient performance in the Public Service. The figure below provides an overview of the two sub-programmes

There were no changes in the budget structure during the 2011/12 financial year. The sub-programmes remain the same as follows:



6.1 STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
To diagnose, challenge and provide advice to 10 departments in order to improve their performance	27	32	26	22	18	18	18
Promote public service delivery through annual citizens focused evaluations, monitoring of service delivery mechanisms/processes and organizational reviews.	8	4	12	10	14	14	14

6.2 SELECTED PERFORMANCE INDICATORS

Indicator	Programme	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of reports on monitoring and evaluation per year	Monitoring and Evaluation	27	32	26	22	20	20	20
Number of reports on service delivery per year	Monitoring and Evaluation	8	4	12	10	14	14	14

6.3 QUARTERLY TARGETS

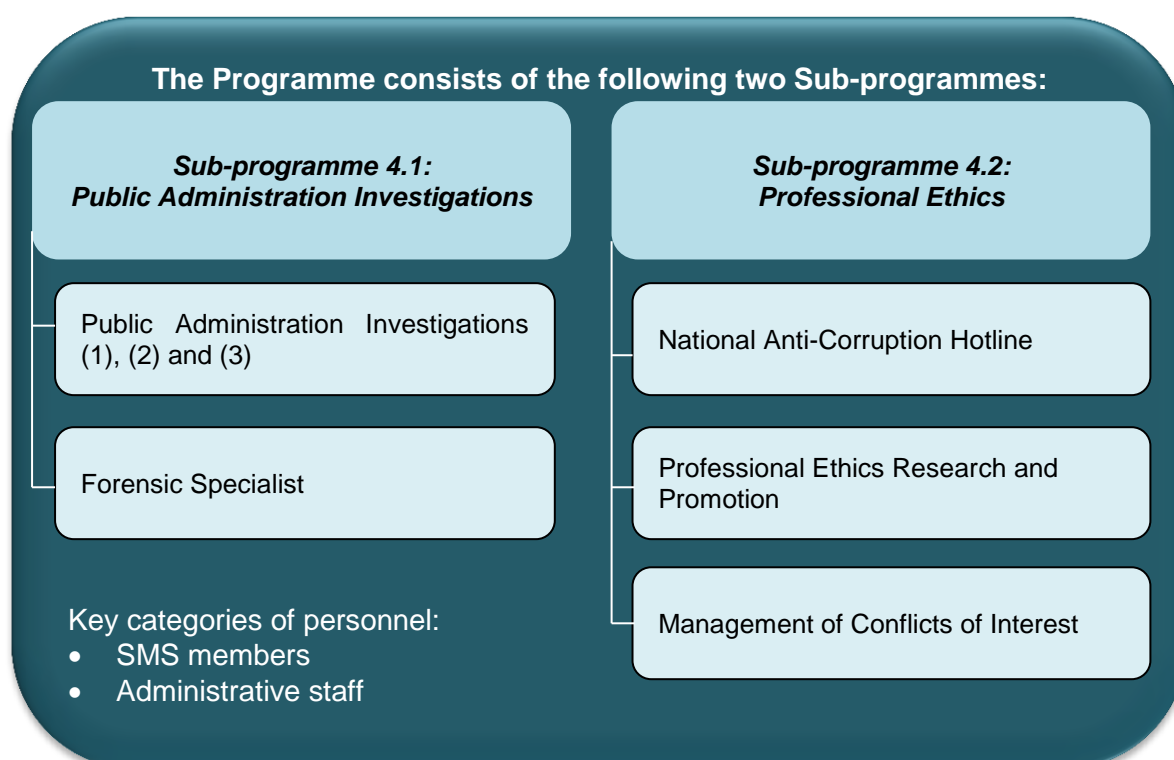
Performance Indicator	Reporting period	Annual target	Quarterly Targets			
			1st	2nd	3rd	4h
Number of reports on monitoring and evaluation per year	Quarterly	11	-	-	2	9
Number of reports on service delivery per year	Quarterly	6	1	2	-	3

7. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

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

Programme overview: The programme gives effect to the PSC’s mandate to either of own accord or on receipt of any complaint, investigate and evaluate the application of personnel and public administration practices. It also promotes a high standard of professional ethics and seeks to instil ethical conduct in public servants and prevent corruption through the management of the NACH and the management of conflicts of interests through the Financial Disclosure Framework. The figure below provides an overview of the two sub-programmes:

There were no changes in the budget structure during the 2011/12 financial year. The sub-programmes remain as follows:



7.1 STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2012/13 FINANCIAL YEAR

Strategic objective	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Investigate and improve public administration practices by conducting audits and investigations into public administration practices per annum and by making recommendations to departments on how to promote good governance and to issue directions regarding compliance with the <i>Public Service Act, 1994</i> .	4	27	65	8	45	45	45
To promote ethical conduct amongst public servants through the management of the Financial Disclosure Framework (FDF), the National Anti-Corruption Hotline (NACH) and provide advice on professional and ethical conduct in the Public Service.	100% (8700)	78% (7099)	88% (7587)	62% (5786)	100% (9000)	100% (9100)	100% (9100)

7.2 SELECTED PERFORMANCE INDICATORS

Indicator	Programme	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of public administration investigations successfully concluded:	Integrity and Anti-Corruption							
Full-scales:		4	7	4	6	20	20	20
Desktop finalised:				61	28	25	25	25
Desktop closed:				409	222	150	150	150
National Anti-Corruption Hotline reported cases per year	Integrity and Anti-Corruption	1 857	1 430	1 117	582	1 400	1600	1800
Percentage of financial disclosure forms received and scrutinised	Integrity and Anti-Corruption	100% (8 700)	78% (7 099)	88% (7 587)	62% (5 786)	100% (9 000)	100% (9 100)	100% (9 100)
Number of ethics research reports	Integrity and Anti-Corruption	1	1	1	8	4	4	4

7.3 QUARTERLY TARGETS

Performance Indicator	Reporting period	Annual target	Quarterly Targets			
			1st	2nd	3rd	4h
Number of public administration investigations successfully concluded:	Quarterly					
Full-scales:		20	5	5	6	4
Desktop finalised:		25	7	6	6	6
Desktop closed:		150	30	45	45	30
National Anti-Corruption Hotline reported cases per year	Quarterly	1 400	350	350	350	350
Percentage of financial disclosure forms received and scrutinised	Quarterly	100% (9 000)	-	5800	2100	2100
Number of ethics research reports	Annually	8	-	-	2	6

8. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

8.1 PROGRAMME 1: ADMINISTRATION

8.1.1 Expenditure estimates

Programme 1	Audited outcomes			Adjusted appropriation	Medium term estimates		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Rand thousand							
Public Service Commission	13 556	21 127	13 369	15 484	18 202	19 269	20 309
Management	7 249	7 187	6 051	7 829	8 749	9 263	9 763
Corporate Services	30 510	35 402	40 466	45 036	43 475	45 175	48 650
Property Management	8 037	8 717	10 999	10 168	10 676	11 263	11 871
Total	59 352	72 433	70 885	78 517	81 102	84 970	90 593

8.1.2 Expenditure trends

Expenditure has increased at an average annual rate of 9.8 per cent between 2008/09 and 2011/12, from R59.5 million to R78.5 million mainly due to strengthening of the PSC's mandate. Expenditure is expected to stabilise at an average annual rate of 2.5 per cent over the MTEF period, from R78.5 million to R90.5 million, as a result of salary increases.

8.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

7.2.1 Expenditure trends

Programme 2	Audited outcomes			Adjusted appropriation	Medium term estimates		
Rand thousand	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Labour Relations Improvement	6537	8 210	11 133	13 289	14 572	15 489	16 325
Leadership and Human Resource Reviews	8 067	8 142	9 033	10 546	11 029	11 676	12 306
Total	14 604	16 352	20 166	23 835	25601	27 165	28 631

8.2.3 Expenditure trends

The spending focus over the medium term will be on investigating grievances of employees in the Public Service concerning official acts or omissions, and conducting research in the areas of Public Service leadership and human resource practices in the Public Service.

Expenditure over the MTEF period is expected to grow from R23.8 million to R28.6 million, at an average annual rate of 5.9 per cent. This growth is mainly due to increased compensation costs, and increases in spending on goods and services over the MTEF period.

8.3. PROGRAMME 3: MONITORING AND EVALUATION

8.3.1 Expenditure estimates

Programme 3	Audited outcomes			Adjusted appropriation	Medium term estimates		
Rand thousand	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Governance Monitoring	9169	9909	10736	12279	12628	13368	14079
Service Delivery and Compliance Evaluations	9791	9775	9872	10939	11797	12498	13162
Total	18960	19684	20608	23218	24425	25866	27241

The spending focus over the medium term will be on conducting institutional assessments, citizens' satisfactions surveys and on-site inspections of service delivery sites.

Expenditure over the MTEF period is expected to grow from R23.2 million to R27.2 million, at an average annual rate of 6.6 per cent. This growth is mainly due to increased compensation costs, and increases in spending on goods and services over the MTEF period.

8.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

8.4.1 Expenditure estimates

Programme 4	Audited outcomes			Adjusted appropriation	Medium term estimates		
Rand thousand	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Public Administration Investigations	11087	12695	9936	12214	13021	13799	14531
Professional Ethics	9653	10625	12429	13267	14317	15163	15970
Total	20740	23320	22365	25481	27338	28962	30501

8.4.2 Expenditure trends

The spending focus over the medium term will be on investigating and manage complaints lodged with the PSC through the various access mechanisms discussed above, managing the FDF for the SMS and the NACH.

Expenditure over the MTEF period is expected to grow from R25.1 million to R30.4 million, at an average annual rate of 6.5 per cent. This growth is mainly due to increased compensation costs, and increases in spending on goods and services over the MTEF period.

PART C: LINKS TO OTHER PLANS

8. LINKS TO THE LONG TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

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

9. CONDITIONAL GRANTS

The PSC does not pay conditional grants.

10. PUBLIC ENTITIES

The PSC does not have Public Entities reporting to it.

11. PUBLIC-PRIVATE PARTNERSHIPS

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

ANNEXURE

VISION

A champion of public administration excellence in democratic governance in South Africa.

MISSION

To promote the Constitutionally enshrined democratic principles and values of the Public Service by investigation, research, monitoring, evaluating, communicating and reporting on public administration.

VALUES

The Public Service Commission's values give direction to our actions and describe how we behave. We uphold the following values:

Equity, honesty, excellence, integrity, respect for human dignity, responsiveness, dedication, respect for professionalism and empathy

STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

The key mandate of the PSC is to promote good governance in the Public Service. The outcome-oriented goals are geared towards the promotion of good governance for a successful Developmental State and improved performance of Government in equitable service delivery. In addition, the PSC will locate itself as an independent, impartial, knowledge-based and responsive custodian of excellence in successful developmental Public Administration.

Strategic Outcome Goal 1	Good governance in Public Administration for a successful Developmental State.
Goal statement	Improved performance of the Public Administration against the nine values and principles in Section 195 of the Constitution.
Problem statement	Poor performance, lack of leadership and unethical conduct in public administration.
Strategic Outcome Goal 2	Improved performance of Government in equitable service delivery.
Goal statement	Effective and efficient delivery of service to improve the quality of life of citizens.
Problem statement	Poor service delivery as a result of lack of accountability, transparency and responsiveness.
Strategic Outcome Goal 3	An independent, impartial, knowledge-based and responsive custodian of excellence in successful developmental Public Administration.
Goal statement	An organization which is capable of attaining the mandate of the PSC in contributing to a successful developmental Public Administration.
Problem statement	Inadequate resources to ensure that the PSC is a responsive custodian of excellence in public administration.

BUDGET PROGRAMMES

The budget structure of the PSC currently comprised of the following four programmes (which correlate with the PSC's organisational structure):

