

Estimates of Public Expenditure

2009

Public Service Commission

**National Treasury
Republic of South Africa**



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Contents

Budget summary.....	1
Aim.....	1
Programme purposes	1
Strategic overview: 2005/06 – 2011/12.....	1
Selected performance and operations indicators.....	2
Expenditure estimates	3
Expenditure trends.....	4
Departmental receipts.....	4
Programme 1: Administration	5
Programme 2: Leadership and Management Practices.....	6
Programme 3: Monitoring and Evaluation.....	8
Programme 4: Integrity and Anti-Corruption	10
Additional tables.....	13

Vote 10

Public Service Commission

Budget summary

R thousand	2009/10				2010/11	2011/12
	Total to be appropriated	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	60 913	59 511	34	1 368	65 585	70 204
Leadership and Management Practices	16 434	16 434	–	–	18 553	20 542
Monitoring and Evaluation	19 831	19 831	–	–	22 200	24 458
Integrity and Anti-Corruption	24 073	24 073	–	–	26 289	30 276
Total expenditure estimates	121 251	119 849	34	1 368	132 627	145 480
Executive authority	Minister for Public Service and Administration					
Accounting officer	Director-General of the Public Service Commission					
Website address	www.psc.gov.za					

Aim

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

Programme purposes

Programme 1: Administration

Purpose: Manage the office of the Public Service Commission and provide centralised support services.

Programme 2: Leadership and Management Practices

Purpose: Promote sound public service leadership, human resource management, labour relations and labour practices.

Programme 3: Monitoring and Evaluation

Purpose: Establish a high standard of service delivery, monitoring and good governance in the public service.

Programme 4: Integrity and Anti-Corruption

Purpose: Undertake public administration investigations, promote a high standard of ethical conduct among public servants and contribute to preventing and combating corruption.

Strategic overview: 2005/06 – 2011/12

The Public Service Commission is the only government body empowered and mandated to oversee and evaluate the functioning of the public service, with a view to establishing good governance and best practice principles. Key areas of activity include: promoting values and principles, such as high standards of professional ethics; using resources economically and effectively; ensuring impartiality, accountability and representivity in public administration; investigating, monitoring and evaluating organisational, administrative and personnel practices;

and proposing measures to ensure effective and efficient performance within the public service. Through these ongoing activities, the commission has played a significant role in the transformation of the public service.

The Public Service Commission has structured its work into six strategic performance areas:

Public service leadership

The commission supports processes aimed at strengthening the quality of public service leadership, emanating from its involvement in the evaluation of heads of department since 2001 and the advice it gives to the executive authorities and heads of department on the quality of performance agreements.

Labour relations

The commission is the chief arbiter on grievances in the public service. Through its resolution of grievances, it generates data and identifies areas that require attention. The commission recently proposed amendments to the grievance rules.

Monitoring and evaluation

Monitoring and evaluation are key to the commission's oversight work and a range of instruments have been designed to collect and analyse evaluative data. An example is the transversal public service monitoring and evaluation system, which has been in operation since 2003 and applied in 100 departments (28 national and 82 provincial). The system will continue to generate critical evaluative data for more comprehensive reporting on the state of the public service, including in the provinces.

Service delivery and compliance evaluations

The Public Service Commission assesses service delivery practices in departments to determine their effectiveness, responsiveness and efficiency. The commission conducts annual surveys on the implementation of the Batho Pele principles and citizen satisfaction, and does targeted inspections of service delivery sites.

Public administration investigations

The commission responds to complaints lodged in line with the complaints rules, conducting a combination of full scale and desktop investigations. Full scale investigations are limited by capacity constraints.

The national anti-corruption hotline is an important public participation mechanism for reporting alleged corruption. Since its inception in 1994, the hotline has yielded significant results, such as the recovery of R86 million from investigations emanating from reported misconduct.

Promoting an integrity driven public service

The Public Service Commission promotes professional ethics in the public service by inculcating a culture of integrity, through workshops on the code of conduct and by identifying potential conflicts of interest via the hotline. Through the financial disclosure framework, the commission manages the conflicts of interest that may arise between the official responsibilities and private interests of senior managers. The commission's recommendations on developing a policy on managing conflicts of interest, based on comprehensive research, are currently being considered by the Department of Public Service and Administration for incorporation in the public service regulations.

Selected performance and operations indicators

Table 10.1 Public Service Commission

Indicator	Programme	Past			Current	Projections		
		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Total number of grievances investigated and concluded	Leadership and Management Practices	486	641	597	414	600	650	650
Number of new reports on the management of grievances in the public service	Leadership and Management Practices	-	2	3	1	1	1	1

Table 10.1 Public Service Commission (continued)

Indicator	Programme	Past			Current	Projections		
		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Increase in the number of strategic human resource reviews	Leadership and Management Practices	1	1	2	2	2	2	2
Number of new research reports on labour relations	Leadership and Management Practices	–	2	3	3	1	1	1
Percentage of 146 heads of department whose performance was evaluated	Leadership and Management Practices	25% (36)	25% (36)	56% (73)	8% (12)	100% (146)	100% (146)	100% (146)
Percentage of 146 heads of department whose performance agreements have been quality assured	Leadership and Management Practices	69% (100)	59% (86)	82% (119)	73% (106)	100% (146)	100% (146)	100% (146)
Number of new reports on public service leadership	Leadership and Management Practices	1	1	5	3	2	2	2
Number of new reports on monitoring and evaluation	Monitoring and Evaluation	16	12	22	11	20	20	20
Number of new reports on service delivery	Monitoring and Evaluation	3	3	9	4	4	4	4
Percentage of financial disclosure forms received	Integrity and Anti-Corruption	79% (7 048)	79% (7 877)	77% (6 558)	100% (8 700)	100% (8 900)	100% (9 100)	100% (9 300)
Number of new public administration investigations successfully concluded	Integrity and Anti-Corruption	12	17	10	4	10	10	10
Number of new public administration research projects reports	Integrity and Anti-Corruption	1	2	5	3	2	2	2

Expenditure estimates

Table 10.2 Public Service Commission

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
R thousand								
1. Administration	48 221	50 974	58 927	57 844	57 844	60 913	65 585	70 204
2. Leadership and Management Practices	12 036	11 730	13 815	14 913	14 913	16 434	18 553	20 542
3. Monitoring and Evaluation	15 849	16 375	17 531	18 504	18 504	19 831	22 200	24 458
4. Integrity and Anti-Corruption	14 948	16 989	17 861	22 411	22 411	24 073	26 289	30 276
Total	91 054	96 068	108 134	113 672	113 672	121 251	132 627	145 480
Change to 2008 Budget estimate				2 500	2 500	750	464	5 387

Economic classification

	88 294	94 330	105 378	112 340	112 340	119 849	131 153	143 937
Current payments								
Compensation of employees	57 008	61 487	70 163	82 372	82 372	90 119	99 508	109 814
Goods and services	31 232	32 672	35 193	29 968	29 968	29 730	31 645	34 123
<i>of which:</i>								
Administrative fees	976	1 083	21	22	22	22	23	24
Advertising	206	382	468	129	129	44	47	49
Assets less than R5 000	954	677	710	440	440	436	457	478
Audit costs: External	1 112	877	1 239	390	390	390	410	904
Bursaries: Employees	79	110	165	294	294	294	309	324
Catering: Departmental activities	260	211	347	172	172	148	155	162
Communication	2 375	2 158	2 090	2 045	2 045	2 068	2 171	2 245
Computer services	2 646	2 499	2 120	2 330	2 330	2 320	2 441	2 556
Consultants and professional services: Business and advisory services	3 327	5 634	4 961	5 486	5 486	5 333	5 545	6 297
Consultants and professional services: Legal costs	1	16	–	5	5	5	6	6
Contractors	457	177	421	180	180	171	185	194
Agency and support / outsourced services	166	301	268	24	24	24	26	27
Inventory: Learner and teacher support material	–	14	–	1	1	1	1	1

Table 10.2 Public Service Commission (continued)

R thousand	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
Economic classification								
Current payments	88 294	94 330	105 378	112 340	112 340	119 849	131 153	143 937
<i>Inventory: Materials and supplies</i>	7	–	–	–	–	–	–	–
<i>Inventory: Other consumables</i>	22	28	–	37	37	37	40	41
<i>Inventory: Stationery and printing</i>	2 072	2 509	5 069	3 334	3 334	3 114	3 277	3 386
<i>Lease payments</i>	6 713	6 339	6 635	8 413	8 413	8 761	9 614	10 187
<i>Owned and leasehold property expenditure</i>	509	1 708	1 489	368	368	356	374	389
<i>Travel and subsistence</i>	7 976	6 372	6 361	5 177	5 177	5 111	5 352	5 585
<i>Training and development</i>	–	–	932	505	505	504	589	617
<i>Operating expenditure</i>	553	461	1 077	350	350	379	400	418
<i>Venues and facilities</i>	821	1 116	820	266	266	212	223	233
Financial transactions in assets and liabilities	54	171	22	–	–	–	–	–
Transfers and subsidies	192	71	32	32	32	34	35	37
Provinces and municipalities	171	43	–	–	–	–	–	–
Foreign governments and international organisations	21	28	32	32	32	34	35	37
Payments for capital assets	2 568	1 667	2 724	1 300	1 300	1 368	1 439	1 506
Machinery and equipment	2 553	1 667	2 592	1 300	1 300	1 368	1 439	1 506
Software and other intangible assets	15	–	132	–	–	–	–	–
Total	91 054	96 068	108 134	113 672	113 672	121 251	132 627	145 480

Expenditure trends

Expenditure increased at an average annual rate of 7.7 per cent between 2005/06 and 2008/09, from R91.1 million to R113.7 million. This is due to additional funds received for the revision of the complaints and grievance rules, the establishment of the national anti-corruption hotline, the creation of the integrity and anti-corruption branch, management of conflicts of interest, the evaluation of poverty reduction programmes and the devolution of funds for accommodation from the Department of Public Works.

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

Savings of R1.6 million in 2009/10, R1.7 million in 2010/11 and R1.8 million in 2011/12 have been identified. They will be made under goods and services.

Departmental receipts

The Public Service Commission's receipts are made up of commissions from financial institutions on insurance premium deductions from employees' salaries. Other revenue derives from the capital repayment of study loans and conditional bursaries, parking fees, and payments for private telephone use.

Table 10.3 Departmental receipts

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Medium-term receipts estimate		
	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
Departmental receipts	243	163	164	233	190	235	249	264
Sales of goods and services produced by department	36	36	41	37	37	38	40	42
Interest, dividends and rent on land	14	12	30	26	26	26	28	30
Financial transactions in assets and liabilities	193	115	93	170	127	171	181	192
Total	243	163	164	233	190	235	249	264

Programme 1: Administration

Expenditure estimates

Table 10.4 Administration

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
R thousand							
Public Service Commission	11 827	12 964	14 365	14 056	14 653	15 514	16 374
Management	5 293	4 562	5 506	6 625	6 970	7 374	7 805
Corporate Services	24 772	26 465	31 628	29 236	30 745	33 315	36 084
Property Management	6 329	6 983	7 428	7 927	8 545	9 382	9 941
Total	48 221	50 974	58 927	57 844	60 913	65 585	70 204
Change to 2008 Budget estimate				1 357	377	(489)	4 098

Economic classification

	45 553	49 260	56 171	56 512	59 511	64 111	68 661
Current payments							
Compensation of employees	26 551	28 761	34 358	38 297	40 981	44 228	46 759
Goods and services	18 993	20 340	21 811	18 215	18 530	19 883	21 902
<i>of which:</i>							
Administrative fees	652	982	21	22	22	23	24
Advertising	80	180	197	38	38	40	42
Assets less than R5 000	918	649	668	381	377	396	415
Audit costs: External	1 112	877	1 239	390	390	410	904
Bursaries: Employees	79	110	165	294	294	309	324
Catering: Departmental activities	169	153	282	125	102	107	112
Communication	1 164	1 105	1 045	988	1 011	1 062	1 112
Computer services	2 590	2 481	2 116	2 330	2 320	2 441	2 556
Consultants and professional services: Business and advisory services	388	814	556	754	753	726	1 253
Consultants and professional services: Legal costs	1	1	–	–	–	–	–
Contractors	64	177	326	153	144	156	163
Agency and support / outsourced services	1	–	160	–	–	–	–
Inventory: Learner and teacher support material	–	14	–	1	1	1	1
Inventory: Materials and supplies	7	–	–	–	–	–	–
Inventory: Other consumables	22	28	–	26	26	28	29
Inventory: Stationery and printing	646	746	1 393	682	656	690	722
Lease payments	6 569	6 169	6 582	8 176	8 523	9 364	9 924
Owned and leasehold property expenditure	289	1 438	1 157	196	183	193	201

Table 10.4 Administration (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Economic classification							
Current payments	45 553	49 260	56 171	56 512	59 511	64 111	68 661
<i>Travel and subsistence</i>	3 309	3 468	3 922	2 625	2 628	2 761	2 889
<i>Training and development</i>	–	–	592	505	504	589	617
<i>Operating expenditure</i>	444	419	776	327	356	374	392
<i>Venues and facilities</i>	489	529	614	202	202	213	222
Financial transactions in assets and liabilities	9	159	2	–	–	–	–
Transfers and subsidies	100	47	32	32	34	35	37
Provinces and municipalities	79	19	–	–	–	–	–
Foreign governments and international organisations	21	28	32	32	34	35	37
Payments for capital assets	2 568	1 667	2 724	1 300	1 368	1 439	1 506
Machinery and equipment	2 553	1 667	2 592	1 300	1 368	1 439	1 506
Software and other intangible assets	15	–	132	–	–	–	–
Total	48 221	0 974	58 927	57 844	60 913	65 585	70 204
Details of transfers and subsidies							
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	79	19	–	–	–	–	–
Regional Services Council levies	79	19	–	–	–	–	–
Foreign governments and international organisations							
Current	21	28	32	32	34	35	37
Commonwealth Association for Public Administration and Management	12	21	16	17	18	19	20
International Personnel Management Association	9	3	11	11	11	11	12
African Association for Public Administration and Management	–	4	5	4	5	5	5

Expenditure trends

Expenditure in the *Administration* programme increased at an average annual rate of 6.3 per cent between 2005/06 and 2008/09, from R48.2 million to R57.8 million, mainly due to the devolution of funds from the Department of Public Works. The 15.6 per cent increase in 2007/08 was due to pension fund contributions made to members of the non-statutory forces.

Expenditure is expected to stabilise at an average annual rate of 6.7 per cent over the MTEF period as a result of salary increases.

Programme 2: Leadership and Management Practices

- *Labour Relations Improvement* improves public service labour relations and management practices.
- *Leadership and Human Resource Reviews* promotes a high standard of public service leadership and encourages best practices in human resource policies.

Objectives and measures

- Improve public service labour relations and promote best practices by:
 - increasing investigations into grievances and complaints lodged by public servants from 600 in 2009/10 to 650 in 2011/12, and making related recommendations to the executive authorities
 - conducting investigative research into labour relations practices in the public service, and making recommendations.
- Support the performance management of heads of department by:
 - implementing the performance framework for 100 per cent of heads of department in 2011/12
 - facilitating and chairing evaluation panels
 - providing advice on performance to the executive authorities and members of the executive councils.
- Improve human resources management in the public service by conducting research on public service leadership and human resource management practices and publishing at least 3 reports a year.

Service delivery and spending focus

After the promulgation of the grievance rules in 2003, there was a steady increase in grievances from 471 in 2004/05 to 641 in 2006/07, and then a slight decrease to 597 in 2008/09. There has, however, been a consistent increase in the number of departments asking for assistance on managing grievances better. The Public Service Commission is currently assessing the contribution of the Public Service Sector Education and Training Authority to the professional development of public servants.

The commission has been instrumental in establishing the Association of African Public Services Commissions, which aims to build a strong regional network for sharing experiences in public administration. In April 2008, the chairperson of the Public Service Commission was elected as the association's interim president, and the director-general is head of the secretariat.

3 reports were completed in 2008/09: the audit of selection processes in selected departments, an assessment of the implementation of performance management development systems for senior managers in Northern Cape, and an assessment on disability equity in the public service. The Public Service Commission is currently assessing human resources in the public service and the effectiveness of public service leadership in promoting intergovernmental relations.

Expenditure estimates

Table 10.5 Leadership and Management Practices

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
R thousand							
Labour Relations Improvement	6 357	5 769	6 549	6 961	7 687	8 729	9 716
Leadership and Human Resource Reviews	5 679	5 961	7 266	7 952	8 747	9 824	10 826
Total	12 036	11 730	13 815	14 913	16 434	18 553	20 542
Change to 2008 Budget estimate				264	284	634	68
Economic classification							
Current payments	12 008	11 723	13 815	14 913	16 434	18 553	20 542
Compensation of employees	8 758	9 264	10 937	12 578	14 112	16 107	18 061
Goods and services	3 250	2 452	2 860	2 335	2 322	2 446	2 481
<i>of which:</i>							
Administrative fees	304	26	–	–	–	–	–
Advertising	56	99	63	17	6	7	7
Assets less than R5 000	4	1	5	10	10	10	11
Catering: Departmental activities	38	12	19	14	14	14	15
Communication	327	331	325	348	347	366	353

Table 10.5 Leadership and Management Practices (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Economic classification							
Current payments	12 008	11 723	13 815	14 913	16 434	18 553	20 542
<i>Computer services</i>	39	–	–	–	–	–	–
<i>Consultants and professional services: Business and advisory services</i>	–	4	414	289	289	304	317
<i>Consultants and professional services: Legal costs</i>	–	15	–	5	5	6	6
<i>Contractors</i>	393	–	12	5	5	6	6
<i>Agency and support / outsourced services</i>	91	44	–	–	–	–	–
<i>Inventory: Other consumables</i>	–	–	–	5	5	6	6
<i>Inventory: Stationery and printing</i>	418	365	804	771	770	810	801
<i>Lease payments</i>	29	35	13	68	68	71	75
<i>Owned and leasehold property expenditure</i>	21	32	45	27	27	29	29
<i>Travel and subsistence</i>	1 528	979	762	767	767	807	845
<i>Training and development</i>	–	–	167	–	–	–	–
<i>Operating expenditure</i>	–	8	130	9	9	10	10
<i>Venues and facilities</i>	2	501	101	–	–	–	–
Financial transactions in assets and liabilities	–	7	18	–	–	–	–
Transfers and subsidies	28	7	–	–	–	–	–
Provinces and municipalities	28	7	–	–	–	–	–
Total	12 036	11 730	13 815	14 913	16 434	18 553	20 542

Details of transfers and subsidies

Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	28	7	–	–	–	–	–
Regional Services Council levies	28	7	–	–	–	–	–

Expenditure trends

Expenditure increased at an average annual rate of 7.4 per cent between 2005/06 and 2008/09. The increase was mainly due to additional funds received for grievances and for the evaluation of the performance of heads of department. To strengthen oversight work on public service leadership, a restructuring process was implemented, which resulted in the creation of a public service leadership component. Expenditure is expected to increase at an average annual rate of 11.3 per cent over the MTEF period, from R14.9 million in 2008/09 to R20.5 million in 2011/12, mainly as a result of salary increases and posts being filled.

Programme 3: Monitoring and Evaluation

- *Governance Monitoring* promotes good governance and improves governance practices in the public service.
- *Service Delivery and Compliance Evaluations* promotes improved service delivery through public participation and the monitoring of quality audits.

Objectives and measures

- Improve governance and service delivery by:
 - monitoring and evaluating the implementation of the principles governing public administration
 - increasing the number of monitoring and evaluation reports to departments from 11 to 22 in 2011/12.
- Establish the expectations and perceptions of citizens regarding the state of service delivery by conducting at least 6 service delivery assessments per year by 2011/12.

Service delivery and spending focus

In 2008/09, the transversal monitoring and evaluation system was implemented in 25 departments (7 national and 18 provincial). Following the reports on poverty reduction, the Public Service Commission convened 2 dialogues on poverty reduction strategies and interventions. A report on the first dialogue, which focused on poverty and women, has been published. The second dialogue focused on access to services and on xenophobia. The commission is evaluating the integrated sustainable rural development programme.

The annual State of the Public Service report is the Public Service Commission's flagship oversight product. The 2009 report will focus on the readiness of the public service for 2010 and beyond, and will be published in March. In keeping with its commitment to monitor the uptake of its recommendations by departments, the Public Service Commission updated its implementation report.

Expenditure estimates

Table 10.6 Monitoring and Evaluation

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
R thousand							
Governance Monitoring	8 295	8 600	9 046	9 427	10 003	11 199	12 335
Service Delivery and Compliance Evaluations	7 554	7 775	8 485	9 077	9 828	11 001	12 123
Total	15 849	16 375	17 531	18 504	19 831	22 200	24 458
Change to 2008 Budget estimate				255	99	448	230
Economic classification							
Current payments	15 815	16 367	17 531	18 504	19 831	22 200	24 458
Compensation of employees	11 422	11 143	12 510	14 179	15 788	17 948	20 005
Goods and services	4 354	5 224	5 021	4 325	4 043	4 252	4 453
<i>of which:</i>							
Administrative fees	10	66	–	–	–	–	–
Advertising	50	60	97	–	–	–	–
Assets less than R5 000	5	2	22	14	14	15	15
Catering: Departmental activities	38	37	25	14	13	14	14
Communication	517	403	400	388	389	407	428
Consultants and professional services: Business and advisory services	1 312	2 049	1 333	1 657	1 507	1 586	1 660
Contractors	–	–	5	22	22	23	25
Agency and support / outsourced services	14	202	43	–	–	–	–
Inventory: Other consumables	–	–	–	3	3	3	3
Inventory: Stationery and printing	480	1 040	1 640	939	923	972	1 020
Lease payments	52	80	20	128	129	136	142
Owned and leasehold property expenditure	134	178	222	98	99	103	108
Travel and subsistence	1 656	1 002	964	989	925	973	1 017
Training and development	–	–	43	–	–	–	–
Operating expenditure	47	31	151	9	9	10	10
Venues and facilities	39	74	56	64	10	10	11
Financial transactions in assets and liabilities	39	–	–	–	–	–	–

Table 10.6 Monitoring and Evaluation (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Economic classification							
Transfers and subsidies	34	8	-	-	-	-	-
Provinces and municipalities	34	8	-	-	-	-	-
Total	15 849	16 375	17 531	18 504	19 831	22 200	24 458

Details of transfers and subsidies

Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	34	8	-	-	-	-	-
Regional Services Council levies	34	8	-	-	-	-	-

Expenditure trends

Expenditure increased at an average annual rate of 5.3 per cent between 2005/06 and 2008/09 due to additional funds received for spending on programme evaluations, such as the poverty reduction programme. The budget is expected to increase at an average annual rate of 9.7 per cent over the MTEF period from R18.5 million in 2008/09 to R24.5 million in 2011/12, mainly due to salary increases and additional posts being filled.

Programme 4: Integrity and Anti-Corruption

- *Public Administration Investigations* audits and investigates public administration practices.
- *Professional Ethics* promotes a high standard of ethical conduct among public servants and contributes to preventing and combating corruption.

Objectives and measures

- Investigate and improve public administration practices by conducting 10 audits and investigations into public administration practices per year by 2011/12, and by making recommendations to departments on how to promote good governance.
- Promote professional ethics and strengthen integrity in the public service by researching and evaluating professional ethics and corruption prevention, and producing 3 reports with recommendations per year by 2011/12.
- Monitor and raise awareness of conflicts of interest among managers by managing the financial disclosure framework through official correspondence and annual reporting on non-complying managers to increase compliance to 100 per cent in 2011/12.
- Contribute to the fight against corruption by marketing the national anti-corruption hotline to the public via the media and to the public service via notifications in payslips to increase the number of cases reported from 1 348 in 2008/09 to 1 600 in 2011/12.

Service delivery and spending focus

At the end of 2007/08, 4 753 cases of alleged corruption were referred to departments through the national anti-corruption hotline, and there was a compliance rate of 84 per cent for lodging financial disclosures. The Public Service Commission published a fact sheet, raising awareness on compliance with the financial disclosure framework. 3 reports were published in 2007/08: on the management of conflicts of interest through financial disclosures, the National Anti-Corruption Forum's annual report for 2006/07, and an assessment of professional ethics in the KwaZulu-Natal provincial administration.

In 2008/09, 60 complaints have been finalised, including cases that were carried over from the previous year. The number of investigations emanating from complaints and requests is likely to increase over the MTEF period. 100 complaints are expected to be finalised this year, and 120 in 2009/10. 148 complaints of poor service delivery, reported through the hotline, were received and have been referred to departments.

The Public Service Commission has also conducted a number of investigative research projects, including on the trends of complaints lodged with the commission, financial misconduct in 2007/08, the management of job applicants with criminal records, and supply chain management practices beneath the R200 000 threshold.

Expenditure estimates

Table 10.7 Integrity and Anti-Corruption

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
R thousand							
Public Administration Investigations	9 554	9 889	10 324	11 484	12 638	14 047	16 350
Professional Ethics	5 394	7 100	7 537	10 927	11 435	12 242	13 926
Total	14 948	16 989	17 861	22 411	24 073	26 289	30 276
Change to 2008 Budget estimate				624	(10)	(129)	991

Economic classification

	14 918	16 980	17 861	22 411	24 073	26 289	30 276
Current payments							
Compensation of employees	10 277	12 319	12 358	17 318	19 238	21 225	24 989
Goods and services	4 635	4 656	5 501	5 093	4 835	5 064	5 287
<i>of which:</i>							
Administrative fees	10	9	–	–	–	–	–
Advertising	20	43	111	74	–	–	–
Assets less than R5 000	27	25	15	35	35	36	37
Catering: Departmental activities	15	9	21	19	19	20	21
Communication	367	319	320	321	321	336	352
Computer services	17	18	4	–	–	–	–
Consultants and professional services: Business and advisory services	1 627	2 767	2 658	2 786	2 784	2 929	3 067
Contractors	–	–	78	–	–	–	–
Agency and support / outsourced services	60	55	65	24	24	26	27
Inventory: Other consumables	–	–	–	3	3	3	3
Inventory: Stationery and printing	528	358	1 232	942	765	805	843
Lease payments	63	55	20	41	41	43	46
Owned and leasehold property expenditure	65	60	65	47	47	49	51
Travel and subsistence	1 483	923	713	796	791	811	834
Training and development	–	–	130	–	–	–	–
Operating expenditure	62	3	20	5	5	6	6
Venues and facilities	291	12	49	–	–	–	–
Financial transactions in assets and liabilities	6	5	2	–	–	–	–
Transfers and subsidies	30	9	–	–	–	–	–
Provinces and municipalities	30	9	–	–	–	–	–
Total	14 948	16 989	17 861	22 411	24 073	26 289	30 276

Details of transfers and subsidies

Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	30	9	–	–	–	–	–
Regional Services Council levies	30	9	–	–	–	–	–

Expenditure trends

Expenditure increased at an average annual rate of 14.5 per cent between 2005/06 and 2008/09. The increase from R14.9 million in 2005/06 to R22.4 million in 2008/09 was due to additional funds received for the

establishment of the national anti-corruption hotline and the increase in capacity for dealing with the management of conflicts of interest. This accounts for the 26.5 per cent increase in spending in the *Professional Ethics* subprogramme between 2005/06 and 2008/09. Expenditure is expected to increase at an average annual rate of 10.5 per cent over the MTEF period, from R22.4 million in 2008/09 to R30.3 million in 2011/12, mainly due to the allocation of additional funds received for capacity for handling the expected increase in public administration investigations.

Additional tables

Table 10.A Summary of expenditure trends and estimates per programme and economic classification

Programme	Appropriation		Audited outcome	Appropriation			Revised estimate
	Main	Adjusted		Main	Additional	Adjusted	
R thousand	2007/08		2007/08	2008/09			2008/09
1. Administration	53 028	55 198	58 927	56 487	1 357	57 844	57 844
2. Leadership and Management Practices	13 905	28 312	12 154	14 649	264	14 913	14 913
3. Monitoring and Evaluation	18 001	24 654	17 530	18 249	255	18 504	18 504
4. Integrity and Anti-Corruption	20 423	–	19 523	21 787	624	22 411	22 411
Total	105 357	108 164	108 134	111 172	2 500	113 672	113 672

Economic classification

Current payments	103 663	106 205	105 378	109 840	2 500	112 340	112 340
Compensation of employees	74 265	74 126	70 163	79 872	2 500	82 372	82 372
Goods and services	29 398	32 079	35 193	29 968	–	29 968	29 968
Financial transactions in assets and liabilities	–	–	22	–	–	–	–
Transfers and subsidies	27	32	32	32	–	32	32
Foreign governments and international organisations	27	32	32	32	–	32	32
Payments for capital assets	1 667	1 927	2 724	1 300	–	1 300	1 300
Machinery and equipment	1 667	1 927	2 592	1 300	–	1 300	1 300
Software and intangible assets	–	–	132	–	–	–	–
Total	105 357	108 164	108 134	111 172	2 500	113 672	113 672

Table 10.B Summary of personnel numbers and compensation of employees

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Permanent and full time contract employees							
Compensation (R thousand)	56 258	60 919	69 711	81 897	89 621	98 987	109 268
Unit cost (R thousand)	268	274	317	332	363	399	441
Personnel numbers (head count)	210	222	220	247	247	248	248
Part time and temporary contract employees							
Compensation (R thousand)	510	280	126	130	135	140	147
Unit cost (R thousand)	102	56	25	26	27	28	29
Personnel numbers (head count)	5	5	5	5	5	5	5
Interns							
Compensation of interns (R thousand)	240	288	326	345	363	381	399
Unit cost (R thousand)	24	29	33	35	36	38	40
Number of interns	10	10	10	10	10	10	10
Total for department							
Compensation (R thousand)	57 008	61 487	70 163	82 372	90 119	99 508	109 814
Unit cost (R thousand)	253	259	299	314	344	378	418
Personnel numbers (head count)	225	237	235	262	262	263	263
Learnerships							
Payments for learnerships (R thousand)	–	–	240	240	240	240	240
Number of learnerships (head count)	–	10	10	10	10	10	10

Table 10.C Summary of expenditure on training

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Compensation of employees (R thousand)	57 008	61 487	70 163	79 872	90 119	99 508	109 814
Training expenditure (R thousand)	373	747	665	799	907	1 005	1 109
Training as percentage of compensation	0.7%	1.2%	0.9%	1.0%	1.0%	1.0%	1.0%
Total number trained in department (head count)	73	120	213	–			
<i>of which:</i>							
<i>Employees receiving bursaries (head count)</i>	9	13	21	–			
<i>Learnerships trained (head count)</i>	–	10	3	–			
<i>Internships trained (head count)</i>	10	10	19	–			

Table 10.D Summary of donor funding

Donor	Project	Departmental programme name	Amount committed	Main economic classification	Spending focus	Audited outcome			Medium-term expenditure estimate				
						2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
R thousand													
Foreign													
In cash													
Commonwealth	Transparency for better governance	Monitoring and Evaluation	-	Goods and services	International Institute for Administrative Sciences third international conference on transparency for better governance prepared for and attended	20	21	-	-	-	-	-	-
Embassy of France	Second National Anti-Corruption Summit	Integrity and Anti-Corruption	-	Goods and services	Second national anti-corruption summit prepared for and attended	272	-	-	-	-	-	-	-
	South African Monitoring and Evaluation Association	Monitoring and Evaluation	-	Goods and services	South African Monitoring and Evaluation Association conference attended	-	-	100	-	-	-	-	-
United Kingdom Department for International Development	South African Monitoring and Evaluation Association	Monitoring and Evaluation	-	Goods and services	South African Monitoring and Evaluation Association conference attended	-	200	-	-	-	-	-	-
University of Sussex	Current challenges for development evaluation	Monitoring and Evaluation	-	Goods and services	Training on current challenges for development evaluation attended	-	19	-	-	-	-	-	-
Foreign In kind													
	Evaluation of the implementation of the policy framework on managing HIV and AIDS in the workplace	Leadership and Management Practices	-	Goods and services	Report on the evaluation of the implementation of the policy framework on managing HIV and AIDS in the workplace completed	814	-	-	-	-	-	-	-
	Development of a corporate video	Administration	-	Goods and services	Public Service Commission corporate video developed and distributed	179	-	-	-	-	-	-	-
	Evaluation of gender mainstreaming initiatives in the public service	Monitoring and Evaluation	-	Goods and services	Report on the evaluation of gender mainstreaming initiatives in the public service compiled	1 280	-	-	-	-	-	-	-
	Improving information management system for the Office of the Public Service Commission	Leadership and Management Practices	-	Goods and services	Information management system for the Public Service Commission office upgraded	228	-	-	-	-	-	-	-
	Study tour on conflicts of interest	Monitoring and Evaluation	-	Goods and services	Study tour on conflicts of interest in various countries attended	327	-	-	-	-	-	-	-
	Management, staff costs and overheads	Administration	-	Goods and services	Overall management, staff costs and overheads paid for	750	750	444	-	-	-	-	-

Table 10.D Summary of donor funding (continued)

Donor	Project	Departmental programme name	Amount committed	Main economic classification	Spending focus	Audited outcome			Estimate	Medium-term expenditure estimate	
						2005/06	2006/07	2007/08		2009/10	2010/11
R thousand											
Foreign											
In kind	Miscellaneous, workshops	Administration	-	Goods and services	Workshops on the public service held	296	500	250	-	-	-
	Evaluation of the implementation of the policy framework on managing HIV and AIDS in the workplace	Leadership and Management Practices	-	Goods and services	Evaluation of the implementation of the policy framework on managing HIV and AIDS in the workplace completed	-	390	-	-	-	-
	Envisa communications	Monitoring and Evaluation	-	Goods and services	Assistance in Envisa communications	-	52	-	-	-	-
	Investigation into poor performance in the public service	Integrity and Anti-Corruption	-	Goods and services	Investigation into poor performance in the public service completed and report compiled	-	635	-	-	-	-
	Information knowledge management system	Administration	-	Goods and services	Information knowledge management system developed	-	245	-	-	-	-
	Conflict of interest	Integrity and Anti-Corruption	-	Goods and services	Investigation on conflicts of interest completed, and report compiled	-	60	-	-	-	-
	Anti-corruption guidelines	Integrity and Anti-Corruption	-	Goods and services	Anti-corruption guidelines developed	-	122	-	-	-	-
	Evaluation of the implementation of the Batho Pele principle: value for money	Monitoring and Evaluation	-	Goods and services	Evaluation of the implementation of the Batho Pele principle: value for money, completed, and report compiled	-	423	390	-	-	-
	Training needs for senior management service	Administration	-	Goods and services	Investigation on training needs for senior management service completed	-	580	1139	-	-	-
	Investigation into poor performance in the public service	Integrity and Anti-Corruption	-	Goods and services	Investigation into poor performance in the public service completed, and report compiled	-	-	203	-	-	-
	Human resources conference	Leadership and Management Practices	-	Goods and services	Human resources conference prepared for and attended	-	-	560	-	-	-
	Fraud prevention plans	Administration	-	Goods and services	Fraud prevention plans developed	-	-	288	-	-	-
Norwegian Agency for Development Cooperation	Training at European Evaluation Society conference	Monitoring and Evaluation	-	Goods and services	Training at European Evaluation Society conference attended	-	-	-	28	-	-

Table 10.D Summary of donor funding (continued)

Donor	Project	Departmental programme name	Amount committed	Main economic classification	Spending focus	Audited outcome			Estimate	Medium-term expenditure estimate		
						2005/06	2006/07	2007/08		2008/09	2009/10	2010/11
R thousand												
Foreign												
In kind												
Southern Sudan Civil Government	Follow up visit to Southern Sudan civil service	Administration	-	Goods and services	Follow-up visit to Southern Sudan civil service made by senior Public Service Commission members	-	-	-	129	-	-	-
United Nations	Attend ad hoc expert group meeting on lessons learned in post-conflict state capacity: Reconstructing governance and public administration capacities in post-conflict societies	Administration	-	Goods and services	Ad hoc expert group meeting on lessons learned in post-conflict state capacity: Reconstructing governance and public administration capacities in post-conflict societies attended	-	-	-	11	-	-	-
Association of Human Resource Professionals	Member of panel of judges for the human resources management awards: Super 10	Administration	-	Goods and services	Public Service Commission officials were members of panel of judges for the human resources management awards: Super 10	-	-	-	12	-	-	-
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	Public Service Sector Education and Training Authority project	Leadership and Management Practices	-	Goods and services	Public Service Sector Education and Training Authority project	-	-	-	350	-	-	-
Local												
In cash												
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	Second National Anti-corruption Summit	Integrity and Anti-Corruption	-	Goods and services	Second National Anti-corruption Summit, prepared for and attended	169	-	-	-	-	-	-
Local												
In kind												
South African Management Development Institute	Accelerate development programme	Administration	-	Goods and services	Accelerate development programme workshop attended	-	264	-	-	-	-	-
Total			-	-		4 335	4 261	3 374	530	-	-	-