

Public Service and Administration

Annual Report 2005/06

BATHO PELE
Annual Report 2005/2006



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



WE BELONG



WE CARE



WE SERVE

ANNUAL REPORT
for the period 2005/2006
by the Accounting Officer of the
Department of Public Service and
Administration in terms of the Public
Finance **Management Act, 1999**



Prof Richard Levin

OUR VISION

To establish a responsive
Public Service that
delivers on the
Government's
commitment to a better
life for all the people of
South Africa

OUR MISSION

To render professional
support to the Minister in:

- Leading the
transformation process
by developing
appropriate policies
and facilitating their
implementation through
strategic intervention
and partnerships, and
- Maintaining a
functioning Public
Service



Contents

1. General Information	02
Foreword	02
Information on the Ministry	04
2. Programme performance	06
Financial performance	07
Overview of service delivery- and organizational environment	07
Strategic overview of key policy developments	08
Performance per programme	08
Programme 1: Administration	08
Programme 2: Integrated Human Resources	09
Programme 3: Information and Technology Management	12
Programme 4: Service Delivery Improvement	14
Programme 5: Public Service Anti-Corruption	16
Programme 6: International and African Affairs	17
Programme 7: Planning, Monitoring and Evaluation	19
3. Annual Report of the Audit Committee	20
4. Annual Financial Statements	27
5. Human Resource Management	76
Expenditure	76
Employment and vacancies	78
Job evaluation	79
Employment changes	80
Employment equity	83
Performance rewards	87
Leave utilisation	90
HIV and aids & health promotion programmes	91
Labour relations	93
Skills development	94
Injury on duty	95
Utilisation of consultants	96

General Information

Foreword by the Director General

The period under review was both exciting and challenging for the Department of Public Service and Administration (DPSA). This observation is supported by the involvement and leadership role of the DPSA in the African Peer Review Mechanism (APRM), the public service census programme in the Democratic Republic of Congo (DRC), roll out to all government departments of the management policy and procedure on incapacity leave and ill-health retirement (PILIR) and full-scale implementation of the Government Employee Medical Aid Scheme (GEMS).



PROF RICHARD LEVIN
DIRECTOR GENERAL

The DPSA supported the Minister for Public Service and Administration (MPSA), in her capacity as South Africa's Focal Point for the APRM process and Chairperson of the National Governing Council (NGC). The support included providing personnel to serve on the national secretariat for the NGC, providing office space for the national secretariat and providing financial support to ensure the satisfactory implementation of the APRM process.

The Government Employee Medical Aid Scheme (GEMS) started operating from the 1st of January 2006 under the Medical Aid Schemes Act of 1998, in line with the PSCBC Resolutions 7 of 2002 and 2 of 2/2004, which made provision for an investigation into the restructuring of medical assistance and the implementation of a revised medical assistance dispensation with effect from 1 January 2006. GEMS now operates as an independent entity, with DPSA providing oversight on behalf of the employer.

Following the successful pilot of PILIR in the Free State Province, the Department of Correctional Services and the South African Police Services (SAPS), Cabinet approved the roll out of PILIR to the rest of the Public Service, starting from the third term of 2005.

The DPSA, in collaboration with the Ministry for Public Services in the DRC has successfully implemented the public service census project in all provinces. Data was manually collected and the team is currently verifying the data and capturing the information electronically for future reference.

In addition to these major programmes, the department has continued to provide support to other government departments in the areas of service delivery improvement, macro-organisation of the state, capacity assessment studies and human resource related issues. The department has also collaborated with a number of countries within the continent and internationally on public administration and governance issues. These include countries such as Lesotho, Sudan, Ethiopia, Namibia, Ghana, China and India.

A number of reviews were commissioned with the intention of strengthening existing policies and procedures. These include the Personnel Expenditure Review (PER) and the review of the Senior Management Service (SMS). Both reviews will be completed during the second quarter of the next financial year.

Overall, the Department has achieved most of the objectives set for the year, delivered on additional tasks assigned to it during the course of the year and made satisfactory progress towards the achievement of other objectives.



PROF RICHARD LEVIN
DIRECTOR GENERAL



Information on the Ministry

Composition of the Ministry

The Department was established in 1996 with the aim to transform and modernize the Public Service to promote service delivery.

The portfolio of the Minister for Public Service and Administration, the Honourable Geraldine Fraser-Moleketi, includes the Department for Public Service and Administration (DPSA), the South African Management Development Institute (SAMDI), the Office of the Public Service Commission (OPSC) and the State Information Technology Agency (SITA).

SITA was established as a Public Entity on 1 April 1999 by the SITA Act (Act 88 of 1998) to enable government to improve service delivery to the public by providing IT, information systems and related services.

Regional and international activities of the Minister for Public Service and Administration

Induction

The international community is increasingly calling on the Ministry for Public Service and Administration to actively partake and in some instances assume a leadership role as far as Public Governance and Administration is concerned. International stakeholders look to South Africa as a model of sound governance practices. This can partially be attributed to the prominent role of the Minister on the African continent as well as in international and multi-lateral organisations that concentrate on such matters. In view of this it has become necessary for the department to re-assess its international mandate to effectively service the requirements of the Minister. The department has put in place appropriate systems and measures to respond to escalating international obligations.

Consolidation of the African Agenda

The agenda of the African Minister of Public and Civil Service regarding capacity improvement and lesson sharing has been strengthened during the reporting period. The 5th Pan African Conference of Ministers of Public and Civil Service took place in December 2005. The Addis Ababa Declaration was adopted at the end of the Ministerial Conference shaping the future agenda and outlining a programme of work. Continuity regarding the agenda has been ensured by the re-election of Minister Fraser-Moleketi for

another term as Chairperson of this conference. The African Public Sector Innovation Awards were launched on the margin of the Ministers' Conference.

The Addis Ababa Declaration was subsequently adopted at the 6th Ordinary Assembly of the African Union Summit in Khartoum, Sudan in January 2006. As a follow up to the commitments made at the Addis Ababa Conference, the Pan-African Project Steering Committee Meeting took place in March 2006 in Johannesburg to approve European Union Funded work plans for the Ministers' programme.

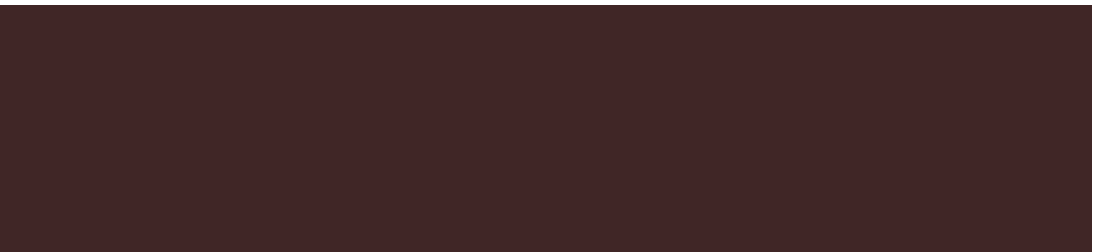
The African Ministers of Public/Civil Service come together bi-annually under the banner of the Ministerial Continental programme on Governance and Public Administration to reflect and share experiences on important governance issues. In addition to providing a base for ensuring continental ownership and leadership over governance and public administration interventions, the programme seeks to enhance knowledge exchanges and the development of local solutions for governance and public administration challenges. African Ministers seize this opportunity to strategize on challenges that confront the African continent in the realm of public service and administration.

Co-operation with multilateral organizations

Minister Fraser-Moleketi has been appointed for a second term (2006 – 2009) to the United Nations Committee of Experts on Public Administration. During the meeting held in New York in March 2006 she was elected as one of the Deputy Chairpersons of this Committee. The Committee actively supports the UN structures as they deal with matters of Public Administration and Development. It has embarked on a programme to align its work closer with the UN Economic and Social Council – ECOSOC. The Committee intends to focus during this term on adjusting administrative practice to give greater effect to citizen involvement in terms of decision-making, service delivery as well as monitoring and evaluation.

The Centre for Public Service Innovation (CPSI) remains an official partner of the UN Public Administration Network (UNPAN). In this capacity CPSI is responsible for regularly submitting and updating material on developments in Southern Africa to the UNPAN web page.

The Minister was responsible for making key inputs on the issue of citizen involvement at the International Conference on Engaging



Communities in Brisbane, Australia during August 2005. Her inputs influenced the Conference Resolution, which was taken to the UN decision-making structures during the reporting period.

The Minister continues to play a leadership role in the decision-making structures of both the Commonwealth Association for Public Administration and Management (CAPAM) and the International Association for Administrative Sciences (IIAS). On both these bodies the Minister represents the interests of African countries.

During the past year CAPAM has strengthened its relationship with all the Commonwealth bodies, and are now officially recognized by the Commonwealth Heads of Government Meeting (CHOGM). This allows CAPAM to report to and influence the CHOGM agenda regarding issues pertaining to Public Administration and Management.

During the period under review the Minister completed her responsibility as Chairperson of the IIAS working group on Global Governance. The work of the group resulted in the publication in 2005 of a monograph under the title "The World We Could Win: Administering Global Governance". The Director General has since been appointed to the successor-working group, which focuses on the human factor in administering global governance.

A delegation from the Ministry, under the leadership of the Minister attended the 6th Global Conference on Reinventing Government in Seoul, Korea in 2005. The theme was "Towards Participatory and Transparent Governance". A consolidated African position was prepared earlier by an African Preparatory Conference and presented to the Global Forum by Minister Fraser-Moleketi.

Bilateral engagements (Technical assistance and capacity building)

During the reporting period the Minister hosted various African Ministers on a bilateral level. These included: the Minister of Public Service from Ghana (October 2005); the Namibian Deputy Prime Minister (February 2006); The DRC Minister for Public Service (February 2006); and the Sudanese Minister of Foreign Co-operation (March 2006). Over the period under review, the dpsa hosted technical visits from a number of Africa countries. These were as follows: Ethiopia October 2005 and March 2006; and Sudan February 2006.



Programme Performance

Voted Funds

	2005/06 To be appropriated
MTEF allocations	R 187 271 000
Statutory amounts	-
Responsible Minister	Minister for the Public Service and Administration
Administering department	Department of Public Service and Administration
Accounting officer	Director-General of the Public Service and Administration

The Department of Public Service and Administration's aim is to lead the modernisation of the public service, by assisting government departments to implement their management policies, systems and structural solutions, within a generally applicable framework of norms and standards, in order to improve service delivery.

FINANCIAL PERFORMANCE

The original appropriation for the Department as at 1st April 2005 was R167 726 000. This amount was however increased by R19 545 000 in the Adjustment Estimate and the total appropriate to a total of R187 271 000. The increase was mainly due to rollover funding from the 2004/05 financial year to fund amongst others the Senior Management Service review, Support programme to the Democratic Republic of the Congo as well as the African Peer Review Mechanism project. Included in the adjusted estimates was an amount equivalent to R7, 750 000 in relation to self financing for the Centre for Public Service Innovation (CPSI) which from the 1st

April 2005 became part of the department's sub programme under the Service Delivery Improvement programme. During the financial year, virements between Programmes 2,4,5 and 7 equivalent to R4 220 000 were effected to increase Programme 1 in order to defray expenditure related to the department's relocation. The major part of the expenditure was in relation to the physical relocation as well as the replacement of the department's old furniture. The total departmental expenditure in the year under review amounts to R 186,567 000 resulting in total unspent funds of R704 000 which equates to 0.4% of the total budget.

Programmes	Voted for 2005/06	Roll-overs and adjustments	Virement	Total Voted	Actual Expenditure	Variance
Administration	39,721	80	11,819	51,620	51,483	137
Integrated Human Resource Management	57,565	2,315	(7,825)	52,055	51,907	148
Information Technology Management	22,713	-	(4,000)	18,713	18,649	64
Service Delivery Improvement	38,508	9,750	(3,780)	44,478	44,426	52
Public Sector Anti-Corruption	3,097	1,800	530	5,427	5,348	79
International and African Affairs	3,561		3,456	12,617	12,461	156
Planning, Monitoring and Evaluation	2,561	5,600	(200)	2,361	2,293	68
Total	167,726	19,545		187,271	186,567	704

Due to the nature of the activities carried out by the Department, the Department is not required to collect revenue. During the reporting period the Department did not make any transfer payments to the State Information Technology Agency (SITA), the only public entity reporting to the Minister for Public Service and Administration. The Department also did not pay any conditional grants nor did it have any capital investment.

OVERVIEW OF THE SERVICE DELIVERY- AND ORGANISATIONAL ENVIRONMENT FOR 2005/06

Although the Department of Public Service and Administration does not render any services directly to the public, it does however, have a significant impact on other departments that render services directly to the public through the frameworks it develops, policies and guidelines on governance and administration which overall aims to improve service delivery. The Department also renders advice and assistance on implementation of these prescripts and guidelines and performs a monitoring and evaluation function.

During the reporting period, the Department consisted of seven programmes:

- Programme 1: Administration
- Programme 2: Integrated Human Resources
- Programme 3: Information and Technology Management
- Programme 4: Service Delivery Improvement
- Programme 5: Public Service Anti-Corruption



Programme 6: International and African Affairs
Programme 7: Planning, Monitoring and Evaluation

Since the establishment of DPSA in 1996, particular focus was on the development of policies and a legislative framework to facilitate the transformation of the public service in order to enhance service delivery. In recent years, the department has moved from just a policy formulation to a more proactive role of assisting with the piloting, implementation and monitoring the effectiveness of the policies being developed.

During 2005/06 the Department engaged in a comprehensive exercise where the functions and capacity internal to the department were reviewed and scrutinised and this led to an organisational restructuring and a proposed expansion of the capacity of the department. The full implementation of this restructuring will be done over a three-year period and will be reflected in the Medium Term Expenditure Strategy and Framework.

During the period under review two of the Deputy Directors General posts became vacant and as part of the above mentioned restructuring two new Deputy Directors General posts were created. These posts were filled in 2006.

STRATEGIC OVERVIEW OF KEY POLICY DEVELOPMENTS FOR 2005/06

Legislative changes in period 1 April 2005 to 31 March 2006

Concerning legislation not administered by the Minister for the Public Service and Administration (MPSA), no new or amendment legislation, coming into operation during this period, had a direct impact on the operation of the department. The Intergovernmental Relations Framework Act, 2005, which came into effect in August 2005, establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations and provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes. That Act however did not have any direct effect on the department.

With respect to legislation administered by the MPSA, during this period, no amendments to the Public Service Act, 1994, came into

effect and no substantial amendments were made to the Public Service Regulations, 2001. However, as regards the majority of the provisions of the State Information Technology Agency Amendment Act, 2002 came into effect on 3 October 2005 together with a comprehensive set of regulations made by the MPSA in terms thereof. The said Act amended the State Information Technology Agency Act, 1998 (SITA Act), which regulates State Information Technology Agency (SITA) which is responsible for meeting the information technology (IT) needs of the public service (national and provincial departments). The SITA Act, as amended, requires all departments to either acquire from, or procure through, SITA all Information Technology goods and services, and regulates the phasing out of existing business and service level agreements between individual departments and SITA. The Regulations set out the mandatory elements of new business agreements with departments and also regulates in detail how Information Technology goods and services must be procured through SITA and in which circumstances may a department procure such goods or services in other ways.

KEY OBJECTIVES AND PROGRAMMES

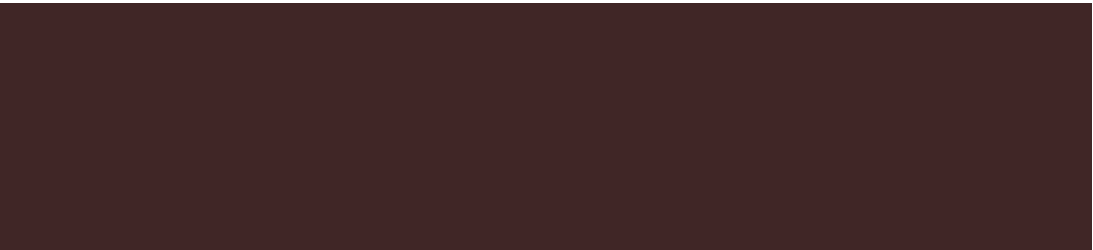
PROGRAMME 1: ADMINISTRATION

Purpose: To provide policy and strategic leadership to the department to enhance the department's ability to deliver on government's priorities and objectives.

This programme comprises the Ministry and Communications, the Office of the Director-General, Legal Services, Corporate Management and Internal Audit.

Governance and Administration Cluster

In 1999 Cabinet Committees and Directors-General Clusters were formed along sectoral lines. A Committee and Cluster for Governance and Administration (G&A) was established. Since 2004 the Government Programme of Action, including the G&A Programme of Action, has been published on the Government website (www.gov.za) and reported on by clusters bi-monthly.



The 2005 G&A Programme of Action contains three broad priorities:

1. Capability needs of the developmental state
2. Macro-organisation of the state
3. Planning, implementation, monitoring and evaluation

The first priority was adopted in response to President Mbeki's question whether government had the capacity to implement the socio-economic objectives of the developmental state. After an initial capacity assessments were undertaken in various sectors i.e. Housing, Health, Education, Justice and the Economic sector and a human resource skills database is under development.

Work on the macro-organisation of the state included a focus on an integrated public service (the Single Public Service and related work on public entities), integrated service delivery and the implementation of Batho Pele. Integrated service delivery focuses on the extension of citizens' access to services whilst Batho Pele seeks to create a new ethos for public servants to improve service delivery.

Community Development Workers (CDW) Programme

Within the overall Government Programme of Action, the deployment of Community Development Workers (CDW) is a strategic priority primarily aimed at improving interaction between government and citizens. The programme supports service delivery integration and the development of a Single Public Service system by providing a single window of information on government services.

The CDW Programme is another facet of government's endeavor to bring public services closer to the people and to ensure that government information on services and development opportunities is accessible in order to facilitate their effective utilisation, especially by poor and disadvantaged communities.

In implementing the CDW Programme, a Learnership Approach was adopted to ensure the transfer of knowledge and the necessary skills together with practical exposure that are required in order to create a fully-fledged and qualified Community Development Worker.

The CDW Learnership is implemented over a one-year period. During the year the learners attend five training blocks and, in between, execute work place assignments on which they are assessed. The LGSETA and SAMDI are responsible for delivering quality training, learner support and assessments.

To date the following provinces have progressed as follows: the Eastern Cape (310 learners trained), the North West Province (300), the Northern Cape (330), Gauteng (515), Limpopo (350), Mpumalanga (360), Free State (293), KwaZulu Natal (480), Western Cape (450).

The learners have been deployed to more than 131 municipalities, spanning the urban and rural nodal points of Alexandra, Evaton and Bekkersdal (Gauteng), Galeshewe (Northern Cape), Mdantsane and Motherwell (Eastern Cape), OR Tambo, Alfred Nzo, Chris Hani, Ukhahlamba (Eastern Cape), as well as Kgalagadi (Northern Cape).

The CDW Profile highlights such details as the number of learners, gender, age, average qualification and number of municipalities per provinces. The average age nationally is 38. Average education level is matriculation. The gender breakdown is 52:48 female to male, although some wards have a 100% skewed male representation. The disability quota is 2%, as well as the White race group's representation.

In order to clarify the roles and responsibilities between CDWs and other community workers, a survey was conducted on the existing community based workers. The roles and functions of CDWs and other community-based workers are not mutually exclusive as their responsibilities complement each other. CDWs will therefore not replace existing community workers.

The CDW Programme is involved in the implementation of the APRM. A series of workshops have been organised to report back to all CDWs on the draft country report, which they have to take back to their communities.

PROGRAMME 2: INTEGRATED HUMAN RESOURCES

Purpose: Develop and establish human resource management practices and facilitate capacity building in the public service



through negotiations and related interventions.

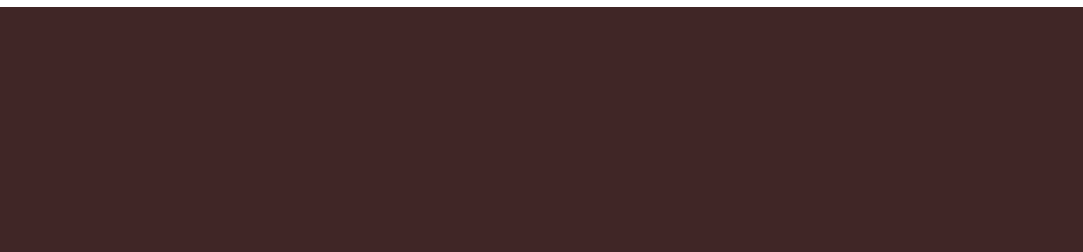
Measurable objective: Ensure effective and appropriate use of human resources through targeted interventions that improve management and overall capacity.

The Programme is divided into seven sub-programmes, namely:

- Management
- Remuneration and Conditions of Service
- Negotiations and Labour Relations
- Employment Practice and Career Management
- Employee Health and Wellness
- Human Resource Development
- Public Service Education and Training Authority (PSETA)

The key outputs for 2005/06 were as follows:

Measurable objective: Ensure effective and appropriate use of human resources through targeted interventions that improve management and overall capacity			
Sub-programmes	Output	Measure/ Indicator	Target
Remunerations and Conditions of Service	Development, implementation and review of remunerative and compensatory systems to support recruitment and retention of skilled personnel in the integrated public service	Implementation of the scarce skills framework	March 2006
		A public sector wage policy	June 2005
	Restricted membership medical scheme for the public service	A Membership Enrolment Strategy and employer subsidy formula and formulation of scheme operations in respect of membership enrolment	January 2006
Negotiations and Labour Relations	Improved labour relations through negotiations and capacity building interventions	Establish Labour relations forum for national departments	March 2006
Employment Practice and Career Management	Improved recruitment and retention of employees in the Public Service.	Review of the SMS dispensation	March 2006
		Competency-based human resource management practices institutionalized	March 2006
Employee Health and Wellness	Improved health and well-being of employees in the public service	An integrated employees health and wellness Programme	November 2006
Public Service Education and Training Authority	Improved skills development in the public service	Sector Skills Plan (2005 – 2009) for the public service developed	March 2006



Remuneration and Conditions of Service (RCS)

Following the review of the public service remuneration framework in respect of professionals and other scarce skills occupations, a scarce skills framework was implemented in selected departments including the Health sector, as part of the effort to ensure that the public service is able to recruit and retain sufficient numbers of employees with the required competencies. Workshops regarding the scarce skills framework were held in November and follow-up workshops were held in December 2005, January and February 2006.

Work on the Personnel Expenditure Review (PER) commenced in the third quarter and continued in the fourth quarter. Both quantitative and qualitative research was undertaken. The PER will inform the development of a public sector wage policy.

A flexible remuneration system for middle managers was introduced in July 2005. A housing allowance scheme, that includes provision for qualifying public servants who are renting accommodation, was implemented. Ongoing advice and assistance on job evaluation were provided to departments. A directive by the Minister for Public Service and Administration to evaluate all jobs on level 11 and 12 by November 2007 was communicated to all departments.

The Management Policy on Incapacity Leave and Ill-health Retirement (PILIR), which was successfully piloted, will be rolled out to the public service.

The Government Employees' Medical Scheme (GEMS), which was registered in 2005 for take on of members in January 2006, has fully commenced its work as a restricted medical scheme and enrolment has begun in January 2006. The mandate committee approved the extension of the enrolment strategy to include the voluntary enrolment of all employees on GEMS from 2006. Contracts were awarded to service providers. A mandate was received regarding the medical aid subsidy and negotiations commenced. The Department will continue to provide an oversight role to the scheme, which is an independent entity governed by the Medical Scheme's Act.

Negotiations and Labour Relations (NLR)

The main focus in the year under review was assisting provinces in establishing the provincial chambers of both the Public Sector Coordinating Bargaining Council (PSCBC) and the Government Public Service Sector Bargaining Chamber. The department has also assisted national departments in setting up their own departmental GPSSBC.

The Labour Relations Forum was established and met on 24 June 2005, 30 August 2005 and 7 March 2006. A labour relations website has been established a news pages posted. A database on discipline and grievances was developed.

Employment Practices and Career Management (EPCM)

In the reporting period, the Department also embarked on a project to review the SMS Performance Management and Development System (PMDS). Part of the review was to incorporate the Batho Pele principles into the performance management system. That task has been completed and communication has been sent to all departments. Preparatory work is also underway to review the overall legal and regulatory framework on performance management for the public service and introduce new measures aimed at strengthening the management of performance in government departments.

The final report on the Review of the Senior Management Service has been completed. Recommendations regarding recruitment and selection, strategic deployment, training, ethics, discipline and performance management for senior managers have been formulated.

The revised middle management competency framework was approved and issued to departments. The SMS competency assessments are being rolled out on a voluntary basis. Seven service providers have been appointed, trained and accredited to implement. Road shows are being conducted for the provinces.



Health and Wellness

A tender was issued for the development of an employee health and wellness programme. The research work was completed and the findings analysed. Consultations will be held in the next financial year.

Following the recommendations of the fourth Indaba, the focus of the programme was expanded to adopt a more comprehensive approach to employee health and wellness. This shift will assist in reducing the stigma previously attached to the programme while at the same time making it possible for the employer to deal with all other health and wellness-related problems.

During the year under review, a programme of action to mitigate the HIV and AIDS stigma in the workplace was developed and implemented. As part of the process, various consultative meetings with the relevant stakeholders were held and concluded.

There are a number of good practice initiatives within the Public Service and the programme continues to be acknowledged as best practice by the International Labour Organisation (ILO).

The Department convened the fifth Health and Wellness Indaba in October 2005. The Indaba serves as a platform to discuss relevant policy developments and to share strategies and experiences for managing the impact of HIV and AIDS.

Human Resource Development (HRD)

The DPSA supported and strengthened the participation of HRD practitioners in the Public Service Trainers Forum. The annual conference provided an opportunity for the practitioners to engage and debate Human Resource Development practices. The provincial Human Resource Development Forums served as vehicles for monitoring and evaluating progress in the implementation of Human Resource Development programmes and policies.

A skills profile database of public servants has been developed and will be piloted in three departments.

Public Sector Education and Training Authority (PSETA)

The PSETA achieved South African Quality Assurance (SAQA) ETQA Audit Compliance and is accredited by SAQA for relevant and demand driven qualifications and Unit Standards for the public sector. The ETQA status will enable PSETA to identify transverse education and training skills needs across all national and provincial government departments focusing on transverse skills. The transverse skills in question include skills training for junior, middle and senior management, with specific focus on project management, financial management and corporate service functions.

To date 11 Memoranda of Understanding were signed with other Sector Education and Training Authorities (SETA) ETQA bodies. The majority of policies and procedures to guide the ETQA functions of the PSETA were developed and approved.

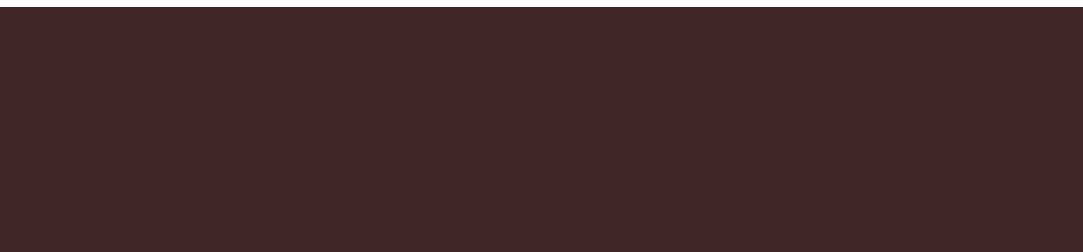
In 2005/06 PSETA obtained R106m from the National Skills Fund for the implementation of Learnerships and by the end of the financial year over 2500 unemployed learners were registered in different transversal learnership programmes.

The project to implement Learnerships for unemployed learners (referred to as section 18.2 learners) commenced in January 2005 with the appointment of the project team, and establishment of tender processes to appoint service providers and facilitate the recruitment of learners.

The Sector Skills Plan for the period 2005 – 2009 was developed for consideration by the relevant stakeholders and quarterly monitoring reports were developed and submitted to the Department of Labour.

PROGRAMME 3: INFORMATION AND TECHNOLOGY MANAGEMENT

Purpose: Ensure the effective use of Information and Information technology in government, facilitate the use of Information Technology for the modernisation of government and the establishment of e-government practices within an acceptable information security environment.



Measurable objective: Improve access to government services by providing a single, 24-hour IT window in a steady and efficient manner.

This programme comprises the Office of the Government Chief Information Officer.

The main strategic objectives are to:

- Develop an appropriately framed policy and regulatory environment for e-Government;
- Manage the governance and integration of Information Technology through the GITO Council;
- Support the Minister as sole shareholder of SITA in exercising oversight over SITA; and
- Champion strategic transversal Information Technology projects.

The key outputs for 2005/06 were as follows:

Measurable objective: Improve access to government services by providing a single, 24-hour IT window in a steady and efficient manner.			
Sub-programmes	Output	Measure/ Indicator	Target
Information and Technology Management	IT plans implemented across government and used as a basis for ensuring integration and interoperability	Support established and IT plans available for each government department	July 2005
	Broad public use of IT to access a range of government services	Roll out gateway portal to 63 MPCCs and provide ICT connectivity to 21 developmental nodes	March 2006
	Leverage the service information in the Batho Pele portal and existing government investments in ICT	Translation of content	October 2005

Batho Pele Gateway Portal

The Batho Pele Gateway portal, which is intended to bring information on government services online, was rolled out to the first generation Multi-Purpose Community Centres (MPCCs). Initially, eighteen (18) MPCCs were targeted. The portal has been moved to a more robust infrastructure with a switch on planned for beginning of May 2006. Language edit on the website was done and translation into six languages was completed.

A set of documents making up an e-Government policy framework has been developed and consultations have been held within government. The final round of e-Government consultations has been conducted and the documentation has been submitted for professional editing and formatting. The Gateway Phase 2 Programme Charter has been prepared.



e-IGIS (electronic–Inventory of Government Information Systems).

e-IGIS business ownership was transferred from SITA to DPSA in March 2005. The system has been developed as a decision support system and it will gather information on IT systems and IT projects from both national and provincial departments. The information collected will be used to provide information to the Minister of Public Service and Administration bi-monthly as well as addressing issues on security, interoperability and duplication.

CabEnet

CabEnet is a system used by the President, Deputy President, Ministers, Deputy Ministers, Director-Generals and Ministerial support staff to access and share information and communicate formally and informally with each other. The system consists of a document management system, information management system and knowledge management. The system was successfully piloted with full rollout anticipated in 2006/07 financial year to the rest of the departments.

Chief Information Officer (CIO) Code of Ethics

In an effort to make the function of the CIO more professional in government, a CIO Code of Ethics is being developed with the assistance of the GITO Council.

PROGRAMME 4: SERVICE DELIVERY IMPROVEMENT

Purpose: Engage in supportive interventions and partnerships, which enhance efficiency and effectiveness, innovative learning and knowledge-based modes and practices of service delivery in the public service.

Measurable objective: Improve service delivery through targeted interventions to selected departments and the provision of supportive frameworks and learning products.

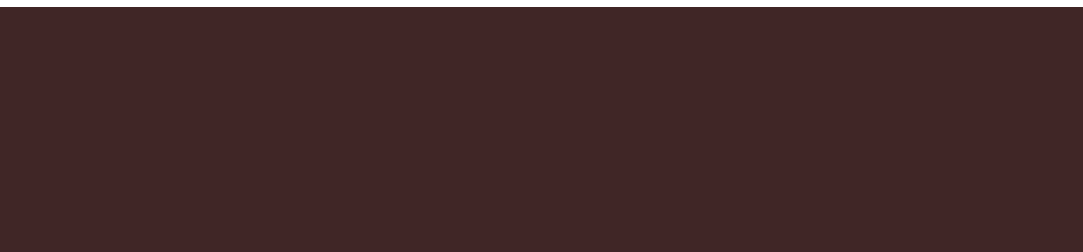
This programme has four sub programmes:

- Management
- Government Internal Consulting Services
- Programme Management and Development Cooperation
- Learning and Knowledge Management

The outputs for 2005/06 were as follows:

Measurable objective: Improve service delivery through targeted interventions to selected departments and the provision of supportive frameworks and learning products.

Sub-programme	Output	Measure/ Indicator	Target
Programme Management and Development Cooperation	Management of service delivery improvement partnerships with selected provinces	Service delivery improvement partnerships with provinces	4 provinces by end of 2009
	Public Entities Review and framework	Recommendations of the Public Entities Review	Rolled out between July 2005 and end 2007
Government Internal Consulting Services	Development and implementation of frameworks and campaigns across the Public Service	Number of Batho Pele campaigns conducted	2 per annum
Learning and Knowledge Management	Improved sharing of information, lessons and experiences in the Public Service	Number of service delivery reviews published	3 reviews per annum
		Number of major learning events hosted	4 events per annum



Programme Management and Development Cooperation

In the reporting period, frameworks to guide support interventions and implementation of joint projects were developed. Following a presentation to G&A cluster in October, Cabinet approved the framework and the implementation protocol is being developed. The component also developed a manual for appointment of persons to the boards of public entity institutions, which will be served before Cabinet after alignment with the Department of Public Enterprise's shareholder management model.

Government Internal Consulting Services

The revitalisation of the Batho Pele Programme has proceeded apace. A Batho Pele Change Management Toolkit has been developed. 400 officials have been trained in Limpopo. Rollout to KwaZulu-Natal and Mpumalanga is underway. Batho Pele Forums and Learning Networks have been held. Public Service week was celebrated in four provinces. Project Khaedu exposes senior managers to the service delivery coalface. 289 SMS members have been trained.

Learning and Knowledge Management

The learning programme at the dpsa has been entrenched: Learning networks, the Learning Academy, the Public Service Conversation and the Research Colloquium take place regularly and publications such as the Service delivery Review (three per year) and case studies have been published as planned.

A Research Unit was established within the Learning and Knowledge Management Component in 2004. The focus of the Unit is to participate in forums such as the Social Cluster on behalf of the Director General for DPSA and to develop various inputs for the Minister. In 2004 the Unit led the DPSA's participation in the National Treasury's Medium Term Expenditure Committee (MTEC) Programme.

Service Delivery Improvements through Interventions

KZN Support

Following the request for assistance from the Premier of the Province in 2004, the Department embarked on a support programme to the KwaZulu-Natal province. The focus of the intervention was to determine the extent to which departments are capable and geared to deliver on their mandates. A team of 20 officials from DPSA and the Office of the Public Service Commission (OPSC) undertook a review of all provincial departments and completed a report with recommendations.

The report which was presented to the departments and the Premier, has subsequently been adopted for implementation. Implementation of the recommendations of the review report began early in 2005.

The programme will run to the end of June 2006. The work on the human resource review (including the organisational redesign) has been completed in various departments like Education, Health, Social Development, Housing, Local Government and Traditional Affairs and is ready for implementation in the next financial year. The team will facilitate the closure and handover of the programme to the Province over three months, before returning to the DPSA offices in Pretoria in September 2006.

Regional Support to DRC

In August 2004 the Department of Public Service and Administration of South Africa and its counterpart in the Democratic Republic of Congo (DRC) signed a co-operation agreement. The strategic focus areas of the agreement include stabilisation of the country, building confidence in the state and developing new governance framework.

As part of creating stability in the country the DPSA embarked on a census project, which is aimed at determining the size of the public service. The first phase of the project involves a headcount of public servants, the collection of employment and personnel data, and the electronic capturing of the data on a central personnel database. An Automated Fingerprint Information System (AFIS) has been installed.



The second staff headcount (capturing of biometrical information, reading of fingerprints and issuing of identity cards of Kinshasa public servants) began on 26 September 2005 and it has been completed in one Ministry. The census in Bas-Congo was launched on 5 August 2005. During August and September 2005 an intensive logistical exercise was conducted simultaneously in two Provinces namely Badundu and Bas-Congo. Approximately 85000 census forms have been returned to Kinshasa.

Quality assurance of the information provided on the census forms and the capturing of the information on the database for all ministries (except Health, Primary and Secondary Education and organisations in Finance) has been completed and captured records have been reconciled with the manual census forms.



PROGRAMME 5: ANTI-CORRUPTION

Purpose: Establish strategies to fight corruption and enhance ethical conduct and practices in the public sector.

Measurable objective: Prevent and combat corruption, enhance the integrity of governance systems in the public sector by establishing and implementing anti-corruption strategies.

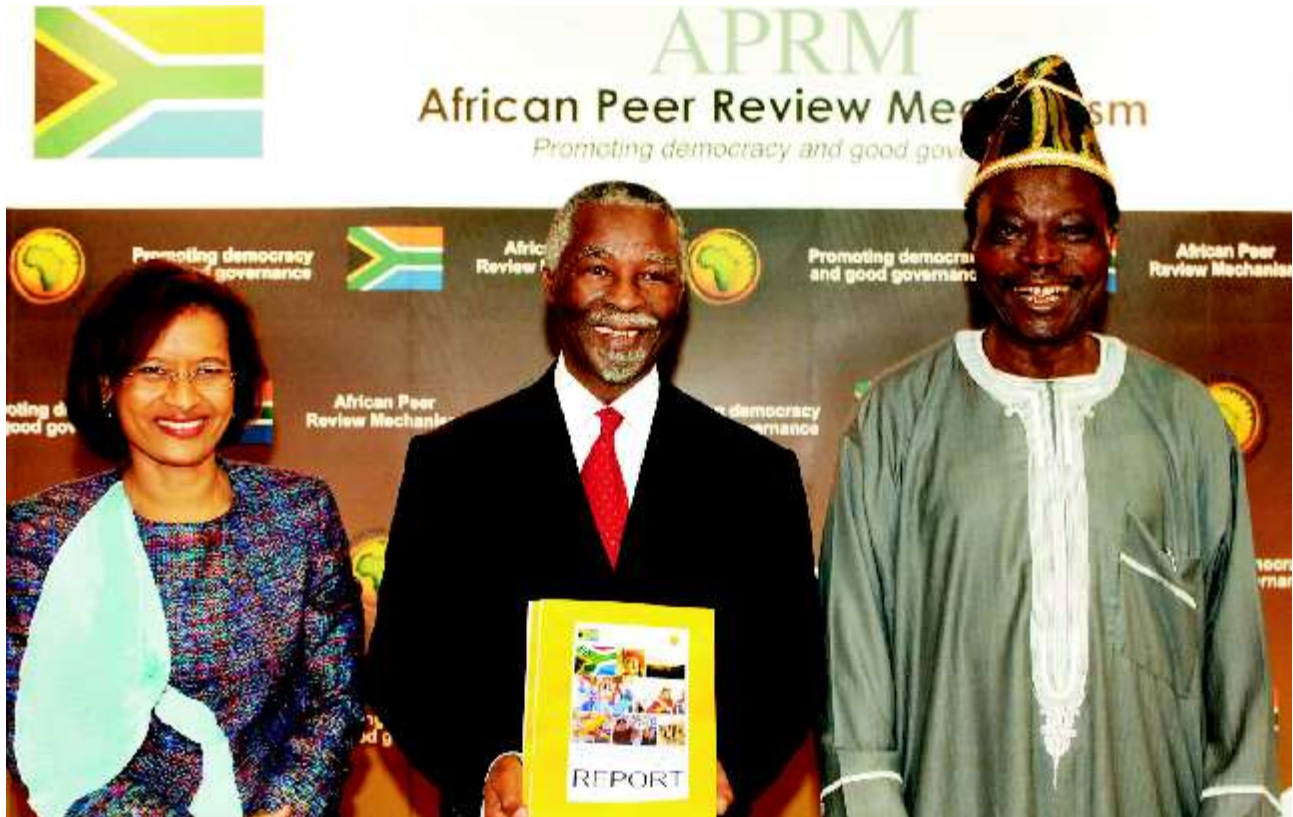
The programme is divided into four focus areas:

- Ensuring that the public service establishes and sustains capacity, policies and practices that diminish corruption, including the implementation of the Public Service Anti-Corruption Strategy;
- Collating, analyzing and publishing information on anti-corruption measures and corruption in order to enhance public confidence and improve anti-corruption measures;
- Supporting cross-sectoral anti-corruption initiatives, including the work of the National Anti-Corruption Forum; and
- Promoting regional and international anti-corruption relations and cooperation.

The key outputs for 2005/06 were as follows:

Measurable objective: Improve governance and public administration through leadership and projects that foster change globally and in Africa.

Sub-programme	Output	Measure/ Indicator	Target
Anti-corruption policy	Increased institutional capacity to prevent and combat corruption	A single framework for fighting corruption adopted by all sub-sectors	A review of existing strategies during 2005 to 2007 and a single public sector governance strategy by 2007/08
Anti-corruption Monitoring and Evaluation	Publication of the second comprehensive Country Corruption Assessment-type report	Accurate and timely standard reports presented to Cabinet	A report on compliance with the Public Service Anti-corruption Strategy at the end of 2005/06 and a impact assessment by 2007/08
International Anti-corruption Coordination	Compliance with mandatory reporting requirements of UN, AU, OECD and SADC instruments	Report detailing compliance with mandatory requirements of regional and international legal instruments	By 2006 for UN Convention By 2008 for AU, SADC and OECD instruments



Anti-corruption policy

The public sector anti-corruption strategy will be implemented over the medium term. The unit will monitor and coordinate implementation of the National Anti-corruption Programme, agreed to at the March 2005 Anti-corruption Summit. Guidelines on minimum anti-corruption capacity were finalised and printed.

Corruption monitoring and evaluation

Methodology guidelines for a compliance audit and invitation to bid were issued for the completion of a compliance audit of the Public Service Anti-Corruption Strategy. The project proceeded as planned and a draft report developed. A review of the Anti-Corruption Coordinating Committee was undertaken. A national workshop on indicators was hosted.

International anti-corruption coordination

Compliance with United Nations, Africa Union, SADC and OECD anti-corruption instruments and protocols will be monitored. The Global Forum V on Fighting Corruption and Safeguarding Integrity will be held in April 2007. Various committees have been established and were convened.

During 2005, Parliament was briefed and requested to ratify the AU Convention. An invitation to accede to the OECD Convention was received and issues of legal dispute in accession documents are being addressed. Support was also provided to the Democratic Republic of Congo on implementation of Code of Conduct (ongoing).

PROGRAMME 6: INTERNATIONAL AND AFRICAN AFFAIRS

Purpose: Establish and maintain bilateral and multilateral relations on governance and public administration by implementing global and continental programmes and projects for improving governance and public administration.

Measurable objective: Improve governance and public administration through leadership and projects that foster change globally and within Africa.

The main strategic objectives are to:

- Guide government on the impact of global and African governance and public administration developments;
- Participate actively to shape the future direction of the global and African agenda on governance and public administration;



- Establish cooperative and beneficial bilateral and multilateral partnerships in governance and public administration; and
- Demonstrate active African leadership over governance and public administration developments and trends and contribute to ensuring a sustainable and supportive continental (NEPAD/AU) programme in governance and public administration.

The key outputs for 2005/06 were as follows:

Measurable objective: Improve service delivery through targeted interventions to selected departments and the provision of supportive frameworks and learning products.			
Sub-programme	Output	Measure/ Indicator	Target
International and African Affairs	Implementation of bilateral and multilateral engagements on governance and public administration	Bilateral agreements implemented	All bilaterals in negotiations to be implemented by December 2005
	Implementation of the Pan-African Programme on Governance and Administration	Visible influence in key continental engagements and processes focused on the African Governance and Administration Programme	Programme fully integrated into the AU by end of 2005.

Implementation of the Ministers' Programme

During the period under review the Department followed through on its commitment to revamp the capacity of IAA in tandem with its increasing international obligations. Attention was particularly focused on re-establishing IAA's capacity and ensuring that this competency is established on a sustainable basis.

AU/NEPAD

The Department has continued to play a critical role in the implementation of the NEPAD programme on public administration and governance. The department through the IRPS Cluster contributes to the development and monitoring of the NEPAD National Strategy that guides departments in the implementation of NEPAD related programmes.

The department championed and facilitated the implementation of a number of efforts within the NEPAD programme. These include the establishment of a capacity building programme on 'Public Sector Leadership' with the United Nations Department of Economic and

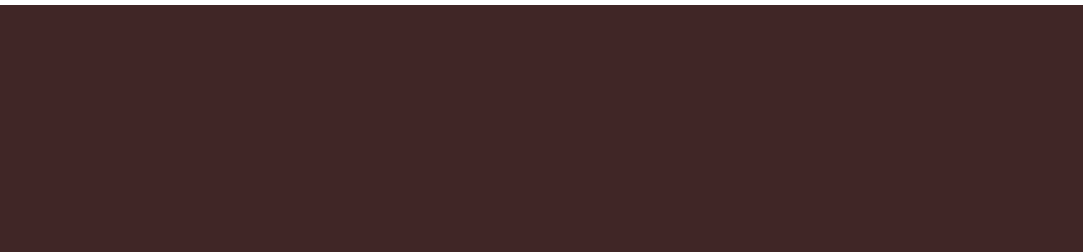
Social Affairs (UNDESA). This initiative is expected to enhance efforts at building public sector leadership capacity across the continent.

Bilateral agreements

Bilaterals and negotiations with several countries progressed during the year under review and these include Ghana, DRC, Sudan, Ethiopia, China and India. This aspect is discussed in more detail under the heading Information on the Ministry in this report.

APRM

The President appointed the Minister for the Public Service and Administration as Focal Point for the African Peer Review process, to be undertaken in South Africa in 2005-2006. In September 2005 the President formally committed South Africa to the process and National Governing Council consisting of members from government and civil society was established.



Strategies for research and communication were developed and implemented. The APRM Questionnaire was posted on the newly established APRM website. Provincial Governing Councils were established. Community development workers were enlisted to obtain citizen feedback as part of a comprehensive consultation process.

Four institutions were selected to compile reports based on the inputs received to the four themes of the APRM: democracy and political governance, economic governance and management, corporate governance and socio-economic development. A draft Country Assessment Report was compiled.

PROGRAMME 7: Planning, Monitoring and Evaluation

Purpose: Establish a system for planning, monitoring and evaluation that will enable accountability in the transformation of the public sector.

Measurable objective: Improve accountability for processes, outputs and outcomes in public administration and provide information to evaluate the efficiency and effectiveness of service delivery.

Measurable objective: Improve accountability for processes, outputs and outcomes on public administration and ensure valuable information to evaluate the efficiency and effectiveness of service delivery.

Sub-programme	Output	Measure/ Indicator	Target
Integrated Monitoring, Evaluation and Planning	Regular and timely reports on the state of service delivery and governance of departments.	Development of a framework for monitoring and evaluation	March 2005
	Real-time access to HR information required for monitoring and policy responses	Development and piloting of an early warning system	September 2005
	A single automated reporting system on public matters for departments	Development of a framework for establishing and integrated and comprehensive management system	March 2005

During the reporting period, the Public Management Watch Programme (PMW), which assesses the efficiency and effectiveness of management in departments using certain readily available indicators, was implemented. A process has been developed that contains various tools to implement the system.

Presentations were made to the MPSA and G&A cluster. The PMW has been approved by Cabinet and is functional with the Dec 05 data. The consolidation of reporting requirements, is in progress and the development of a central data repository is accessible to all the national oversight departments.



Annual Report of the Audit Committee

IN RESPECT OF THE YEAR ENDING 31 MARCH 2006

Audit Committee Members and Attendance

The audit committee consists of the members listed hereunder and should meet quarterly per annum as per its approved terms of reference. During the current year four (4) meetings were held. (14 April 2005, 26 July 2005, 31 October 2005 & 14 February 2006)

Name of Member	Meetings Attended
Mr. Michael Sass (Chairperson) (Appointed 20 October 2004)	14 April 2005 26 July 2005 14 February 2006
Mrs. Maureen Manyama (Appointed 13 September 2004)	14 April 2005 31 October 2005 14 February 2006
Mr. Lazarus Nekhondela (Appointed 28 June 2001)	14 April 2005 31 October 2005 14 February 2006

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from **section 38(1)(a) of the PFMA and Treasury Regulation 3.1.10.**

The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

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

Management of the Department is of the opinion that the Internal Audit unit was not fully functional, effective and efficient during the past financial year, because of staff shortages and insufficient capacity within the unit. In an effort to strengthen the Internal Audit Function, an independent audit firm is assisting in building capacity as well as the transfer of knowledge/skills to the unit.

The quality of in-year management and monthly / quarterly reports submitted in terms of the PFMA and the Division of Revenue Act.

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

Evaluation of Financial Statements

The Audit Committee has

- Reviewed and discussed the audited annual financial statements to be included in the annual report with the Auditor-General and the Accounting Officer;
- Reviewed the Auditor-General's management letter and management's response thereto; and
- Reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.


.....
Chairperson of the Audit Committee

Date: 28 July 2006

VOTE 10: Report of the Accounting Officer



General review of the state of financial affairs

The Department of Public Service and Administration's mandate remains the promotion and implementation of effective and efficient service delivery models and human resource management policies and practices, which are central to the transformation of government. Consistent with this broad mandate, the department provides support with the implementation of policies in an effort to strengthen the functioning of public service institutions. The department also plays a leading role with the implementation of the Governance and Administration (G&A) programme of Action.

The department's focus areas for the 2005/06 financial year are in line with the priorities as spelt out by the President, Cabinet and the Minister for Public Service and Administration.

The below listed are the major priority areas identified in the period under review:

- Reform of Human Resources Practices
- Information Technology and Communication
- Service Delivery Improvements
- Anti Corruption
- Governance and Public Administration in Africa and Internationally
- The African Peer Review Mechanism Process
- Planning, Monitoring and Evaluation

Reform of Human Resources Practices

During the 2005/06 financial year, a total cost to employer package was implemented for the Middle Management Service, which came into effect from the 1st July 2005. A review of the Senior Management Service focusing on the recruitment, selection, retention of Senior Managers is well underway and work in this regard should be completed during 2006/07 financial year.

The Government Employees Medical Scheme (GEMS), which is a restricted medical scheme for government employees, was registered in January 2005 and enrolment by members began in January 2006. Since GEMS operates independently from the department as a registered medical scheme governed by the Medical Scheme's Act, all its work and operations are directed by the interim board of trustees.

During the 2005/06 financial year, the department initiated work around the Personnel Expenditure Review, which would be completed in the ensuing financial year. Following the successful

pilot project on the implementation of a policy to manage incapacity leave and ill-health retirement (PILIR) in the Department of Correctional Services, South African Police Services and Free State Province, the department developed a strategy to roll-out the policy to the rest of the public service. This was based on the outcome of studies which demonstrated the effectiveness of PILIR as a management tool and also assist the employer to discharge its obligation to investigate incapacity.

Information Technology and Communication

During the period under review, the Batho Pele Gateway Portal that was launched in August 2004 was migrated to a more robust infrastructure. As part of Phase 1 of this project, the portal was further enhanced with updating of the content, language editing, translation of the content and making it available in seven official languages. In the same period, the CabEnet project was piloted in four departments and will be deployed in all government departments in the next financial year, i.e. 2006/07.

Service Delivery Improvement

Single Public Service Programme

The department has compiled an implementation strategy, access framework and a work plan for the Single Public Service programme. This will be a focus area in the 2006/07 financial year.

Khaedu

Project Khaedu, which is aimed at exposing the senior management cadre to the coalface of service delivery, has been a resounding success. During the year under review, managers in Kwa Zulu Natal provincial departments were been exposed to the programme as part of the broader intervention of addressing the capacity challenges and general management skills in the province.

Community Development Worker (CDW)

The Community Development Worker programme is closely linked to government's access strategy and seeks to ensure that government services especially to the marginalized communities do reach the communities for which they are intended. The implementation and rollout is under way and 3 323 CDW's are currently deployed full time. The CDW work cuts across all government clusters, namely the economic, investment, justice, and governance and administration clusters.



VOTE 10: Report of the Accounting Officer

Public Sector Anti-Corruption

A full-scale implementation audit of the public service anti-corruption strategy was carried out to identify levels of compliance and to identify possible implementation and policy gaps. An audit on the progress with implementation of minimum anti-corruption capacity requirements was completed in government departments. Subsequent to this process, departments requested further guidance regarding terms of implementation, and a practical guide on minimum anti-corruption capacity was developed and distributed. Preparations are well under way for the Global Forum V taking place in April 2007.

Governance and Public Administration in Africa and Internationally

A capacity development leadership project on e-governance was initiated with the E-Africa Commission. The Administration Executive Council and the Executive Committee were launched in August 2005 where concrete plans for service delivery were adopted.

African Peer Review Mechanism (APRM)

During the year under review the Minister of Public Service and Administration in her capacity as the Focal Point and Chairperson for the National Governing Council, hosted the first national consultative conference. The conference took place in September 2005 where President Mbeki formally committed South Africa to the APRM process and the National Governing Council was inaugurated. The National Governing Council hosted two Review Support Missions in November and December 2005.

The National Governing Council, in collaboration with the Provincial Governing Councils, convened Provincial, sectoral and district conferences and workshops all nine Provinces. The research sub-committee of the National Governing Council contracted four technical support agencies to assist with the analysis of received submissions. To enhance the quality, integrity and objectivity of the research process, two independent institutions were contracted to provide quality assurance services.

Implementation of the second phase of the APRM will be completed during the 2006/07 financial year, following the tabling of South Africa's Review Report to the APRM Forum of Heads of State and Government Implementation Committee (HSGIC)

Monitoring and Evaluation

Cabinet approved the government-wide monitoring evaluation framework in July 2005, which is under the leadership of the Presidency. To this end, a Public Management Watch (PMW) was developed and presented to Cabinet in December 2005.

Cabinet has also approved the rollout of the second phase of the integrated financial systems (IFMS) project, of which information management forms part of the aspect to be covered.

Expenditure trends

The final budget allocation for the department for the 2005/06 financial year amounted to R187, 271 million and the total expenditure to March 2006 was R186, 567 million, which represents a total yearly expenditure of 99, 6% of the total budget allocation. The unspent portion of R704 000 represents 0, 4% and is attributable to the following:

- Compensation of Employees (R145 000)
- Consultants for the internal audit services, external IT service providers, work on the review of institutions supporting democracy not being finalized prior to year end (R332 000)
- A portion of the operational expenditure for the Democratic Republic of the Congo (DRC) census project not being claimed by Foreign Affairs as at year-end. (R53 000)
- Transfer and Subsidies due to a decrease in subscription fees to international organizations and R155, 000.00 for an outstanding invoice from CAFRAD

The expenditure trends reflected a constant spending for the first eight months at an average spending trend of R11, 400 million per month. During December 2005, the expenditure increased substantially due to the payment of suppliers in respect of the department's relocation.

The major increase in departmental expenditure occurred in February 2006 and the total expenditure in that period amounted to R34 million. Some of the major payments made in that period are as follows:

- Improved telephone system from Dimension Data (R714 000)
- Consulting services for GEMS - Alexander Forbes (R7, 8 million)
- Office Equipment and Furniture for the new building (R2, 1 million)

VOTE 10: Report of the Accounting Officer



- Information Technology Services relating to the Gateway Call Centre (R8, 5 million)
- Government Communication Information Systems - to the APRM (R1, 2 million)
- Travelling expenditure (R1, 3 million)

2. SERVICES RENDERED BY THE DEPARTMENT

2.1 List of services:

The department functioned within seven programmes for the year under review.

Administration

The Programme is responsible for providing policy, strategic leadership through the Office of the Director General and also includes some of the Internal Administrative support such as Legal Services, Communication and Ministerial Support, Internal Audit as well as Corporate Services.

Direct functional support to the Minister is divided into the following programmes:

Integrated Human Resources - focuses on the management, capacity building and effective utilization of human resource capacity in the Public Service.

Information and Technology Management – ensures the effective utilization of Information Technology and facilitates modernization of government.

Service Delivery Improvement – engages in supportive interventions and partnerships to improve the efficiency and effectiveness of service delivery in the public service.

Public Service Anti-Corruption – focuses on establishing partnerships and devises strategies to fight corruption and enhance ethical conduct and practices in the public services.

International and African Affairs – focuses in maintaining and establishing bilateral and Administration through the implementation of global and continental programmes and projects for governance and public administration improvement.

Planning, Monitoring and Evaluation – engages in a system for planning, monitoring and evaluation that will enable accountability for the transformation of the public sector.

2.2 Tariff policy

The department does not charge any tariffs for services rendered.

2.3 Free Services

The department does not charge for services rendered in the form of deployment of personnel or the assistance it provides for institutional capacity building.

2.4 Inventories

Inventories on hand at year-end

	R'000
Stationery	84
Other store items (aggregated)	5
TOTAL	89

3. CAPACITY CONSTRAINTS

The department has over the last few years being inundated with requests from both National and Provincial departments for assistance with a wide range of issues, i.e. from service delivery models to organizational design and capacity building in those institutions.

In the year under review, six officials were deployed to the Democratic Republic of Congo (DRC) in support of its public service reform programme and nine officials to Kwa-Zulu province for implementing the turnaround strategy. The Kwa-Zulu Natal province programme was finalized in April 2006, however limited support will still be provided in an effort to sustain the processes that have been implemented.

The focus of the DRC project over the next six months will be as follows:

- Completion of the census in Kinshasa, Bandundu and Bas-Congo.
- Completion of the census in the remaining eight provinces before the elections in mid-2006
- Alignment of the DRC public service census process with the



VOTE 10: Report of the Accounting Officer

integrated management system, i.e. human resource as well as the payroll system.

It is envisaged that the size of the DRC team will be increased in the next financial year as a result of the increased mandate and scope of the project. To this end, the DPSA human resource capacity requirements will be increased substantially over the MTEF commencing with the 2006/07 financial year.

The increased capacity is being provided not only in respect of the DRC project, but it is an attempt to capacitate the department so that it can proactively deal with some of the challenges that are experienced by both national and provincial departments, including the assistance that may be requested from the department by our neighbouring states.

During the 2006 MTEF the department as one of its policy options, tabled human resources requirements over the three-year medium term in an effort to address some of the capacity challenges experienced. The department will, in the short-term experience capacity challenges until the process of filling the posts has been completed. The following allocation was made over the MTEF in an effort to address these capacity challenges.

2006/07 R 8, 5 million

2007/08 R12, 0 million

2008/09 R14, 6 million

4. UTILIZATION OF DONOR FUNDS

Integrated Provincial Support Programme (IPSP)

During the 2005/2006 financial year the Integrated Provincial Support Programme (IPSP) was allocated £3 million, which is equivalent to R16, 7 million based on validated projects. At the time of reporting the department had already disbursed R16, 4 million. Charles Kendall and Partners (CKP), which is the Procurement Service Provider contracted by Department for Independent Development (DFID) to procure services on behalf of DPSA, administered R11, 3 million and at the time of reporting CKP had disbursed R9 million on IPSP contracts.

The table below indicates funds transferred by DFID to both DPSA and CKP during the 2005/2006 Financial Year and the total expenditure in 2005/2006.

	CKP	DPSA	TOTAL
Allocated	R11, 3 million	R16, 7 million	R28, 0 million
Expenditure	R9, 0 million	R16, 4 million	R25, 4 million

The purpose of the IPSP was to support provincial administration to achieve their Provincial Growth and Development Strategies (PGDS).

The programme made a significant contribution to enhancing the ability of the Premiers' Offices in targeted provinces to understand their role and responsibilities in respect of coordination as well as the management of transversal or multi-sectoral issues. The programme made a noteworthy contribution towards the development and testing of innovative models and approaches to enhance service delivery. The IPSP provided seed funding whilst the provincial governments took responsibility for the rollout and implementation of replicable models. Projects included the turn-around of hospital management in Limpopo, and the mobile service delivery Project in Limpopo (which received a United Nations (UN) award), the Multi-purpose Community Centres in Mpumalanga and the eradication of backlogs and corruption that existed with the payment of social security grants by the Department of Social Development in the Eastern Cape.

The Programme also made a huge contribution towards fraud prevention initiatives, for example the development of the Eastern Cape fraud prevention strategies and support to the Department of Social Development in the eradication of corruption with the payment of social security grants.

Swedish funding

The department entered into an agreement with the Swedish Government to assist with funding the census for the public service in the Democratic Republic of Congo.

The objective of the project is to provide an employment profile of the DRC public servants including personnel numbers, gender, length of service, age groups and place of employment.

The benefits of the project will be a credible payroll, identification of staff for retirement and information that could be used for future public service reform and human resource planning purposes.

VOTE 10: Report of the Accounting Officer



The Swedish Government committed 22 million Swedish Kronor, which is equivalent to R18, 365 million, to support the project in the DRC.

A summary of the key achievements of the DRC public service census project includes the following:

- credibility of the DPSA technical support and working relationship with the DRC Ministry for Public Services
- census methodology developed and implemented
- software developed and census database established
- finger print comparison developed
- compatibility of census database with payroll and retirement programme established
- organisational structures and salary grades of all ministries in Kinshasa, BAS-Congo and Bandundu completed and loaded on the database software

5. TRADING ENTITIES AND PUBLIC ENTITIES

The State Information Technology Agency (SITA) is the only public entity reporting to the Minister of Public Service and Administration. It is a private company that was established in terms of the State Information Technology Act (1998) to enable government to improve service delivery to the public by providing IT, information systems and related services.

During the 2005/06 financial year SITA focused internally on Tswelopele, i.e. SITA's turnaround strategy, which has contributed to increased revenues. In the period under review, SITA reported a total revenue R2, 6 billion which is up by 14, 5% from the previous financial year.

SITA is working on a number of strategic initiatives that form the core of its work programme for the 2006/07 financial year. These include: the Batho Pele Gateway project; E-Health (electronic patient records); E-Education (modernization of IT systems within the Department of Education; and the integrated financial management system (IFMS) for the entire public service.

6. ORGANISATIONS TO WHICH TRANSFER PAYMENTS HAVE BEEN MADE

The department did not make any transfers to SITA (Pty) Ltd for the year under review.

7. PUBLIC PRIVATE PARTNERSHIPS

DPSA does not have any Public Private Partnerships.

8. CORPORATE GOVERNANCE ARRANGEMENTS

DPSA continues to have appropriate governance structures, which were set up to deal with ongoing strategic management challenges and key areas. As per PFMA requirement, a Risk Management Committee for the Department has been established.

The department co-sourced the internal function with an external audit firm in order to enhance the efficiency and effectiveness of the internal audit function.

The draft Fraud Prevention Plan has been reviewed by the appointed auditing firm, and this plan was adopted by the Audit Committee, however, it is still in the final process of being approved. The Audit Committee is currently fully functional as defined by the PFMA and Treasury Regulations. The department has also implemented measures to manage the conflict of interests of employees, for example, during an interview process, panel members must indicate if they have any personal ties or interest with any of the applicants.

Before the commencement of a Departmental Bid Committee meeting every Bid member has the opportunity to declare any interests in any of the bidding tenderers which have been tabled.

All employees in terms of section 30 of the Public Service Regulation Act must declare remunerated work outside of the public sector. Approval of such remunerated work is not delegated and must be approved by the Minister of Public Service and Administration.

9. DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during the period under review or will be disregarded.

10. NEW OR PROPOSED ACTIVITIES

The 2006 Public Service Amendment Bill also provides for Government Agencies as a new corporate form in the public service.



VOTE 10: Report of the Accounting Officer

These Agencies will be linked to government departments as autonomous service delivery institutions and will be listed in the Public Service Act. The flexibility of the Government Agencies will have a fundamental impact in the delivery of services.

11. ASSET MANAGEMENT

The updating of the department's asset register is ongoing. The relocation of the department to new premises has however created a backlog in the capturing of new assets, which were procured in the latter part of the financial year. The department established a separate assets management unit headed by an Assistant Director. The post is still in the process of being filled. The department is in compliance with the minimum requirements and is on par with the Asset Management Reforms milestones as issued by National Treasury.

12. EVENTS AFTER THE REPORTING DATE

There were no material events that occurred after 31 March 2006.

13. PERFORMANCE INFORMATION

The Programme Management Office has been established in the Office of the Director-General to co-ordinate the strategic planning, operational plans and the monitoring and evaluation of the department's programme performance against set targets.

Quarterly reports are submitted in terms of Section 27 (4) of the Public Finance Management Act (PFMA) and Treasury Regulations chapter 5.3.1 to the Executive Authority and National Treasury. Performance reporting is supplemented by improved reporting of financial management information and other reports provided by Corporate Management.

Various management structures are in place to meet on a regular basis and the structures are represented as follows:

MINEXCO (Ministerial Executive Committee Meetings)

EXCO (Executive Committee Meetings)

MANCO (Management Committee Meetings)

During the year under review, the department had to report irregular expenditure of an amount equivalent to R1, 3 million, i.e. where procurement procedures were not followed. Disciplinary proceedings were held against the official concerned, and the outcome of the hearings resulted in the official being dismissed.

14. SCOPA RESOLUTIONS

Reference to previous audit and SCOPA resolutions	Subject	Findings on progress
	In March 2003 the department reported on a fruitless expenditure of R563.30 in respect of interest being charged to DPSA.	SCOPA's decision is still pending on the subject.

15. Approval

The annual financial statements set out on pages 30 to 75 have been approved by the Accounting Officer.



PROF R LEVIN
DIRECTOR-GENERAL
31 MAY 2006



Financial Statements



Annual Financial Statements



1. AUDIT ASSIGNMENT

The financial statements as set out on pages 30 to , for the year ended 31 March 2006, have been audited in terms of section 188 of the Constitution of the Republic of South Africa (Act No.108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). The fixed asset opening balances have not been audited because of the timing of guidance from National Treasury to the departments relating to the treatment, valuation and disclosure of fixed assets. These financial statements are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

2. SCOPE

The audit was conducted in accordance with the International Standards on Auditing read with *General Notice 544 of 2006*, issued in *Government Gazette* No. 28723 of 10 April 2006 and *General Notice 808 of 2006*, issued in *Government Gazette* No. 28954 of 23 June 2006. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

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

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

3. BASIS OF ACCOUNTING

The department's policy is to prepare financial statements on the modified cash basis of accounting determined by the National Treasury, as described in accounting policy note No. 1.1.1 to the financial statements.

4. AUDIT OPINION

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Public Service and Administration at 31 March 2006 and the results of its operations and its cash flows for the year then ended, in accordance with the modified cash basis of accounting determined by the National Treasury of South Africa, as described in accounting policy note No. 1.1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999).

5. EMPHASIS OF MATTER

Without qualifying the audit opinion, attention is drawn to the following matters:

5.1 Internal control

For the year under review, the audit revealed the following internal control weaknesses:

- Invoices were not always paid within the prescribed period of 30 days.
- No procedures were in place to ensure the accuracy and completeness of commitments as disclosed in note 20 to the financial statements. This could result in the commitments being understated by an unknown amount.
- The LOGIS asset register was not adequately maintained, as not all assets had been captured.
- No fixed asset register existed for intangible assets.

The above is mainly due to the lack of a proper management review and monitoring framework.

5.2 Compliance with laws and regulations

The following non-compliance was noted during the audit:

- Irregular expenditure to the amount of R1, 3 million was not reported to National Treasury or the relevant tender board as required by the PFMA (Act No. 1 of 1999) Section 38(1) (g) and Treasury Regulation 4.3. It was also not reported to the Auditor-General as required by Treasury Regulations 4.2 and 4.3.
- Members of the tender evaluation committee did not declare their possible conflict of interest in terms of Treasury Regulation 16A8.4.

The above non-compliance reflects an inadequate management review and monitoring framework.

5.3 Performance information

General Notice 544 of 2006, issued in Government Gazette No. 28723 of 10 April 2006, requires that performance information should be submitted together with the financial statements for audit purposes. The financial statements were received on 31 May 2006 whilst the performance information was only submitted on 18 July 2006. Supporting documentation was not received on time to enable me to verify the correctness thereof and therefore the required audit procedures could not be completed. This is mainly due to the non-compliance with the National Treasury guideline.

5.4 Delay in issuing of report

The issuing of the audit report has been delayed as a result of the additional audit work required to adequately address the higher audit risk of existence on assets occasioned by the relocation of offices by the department and relating to documented audit evidence as a result of the pre-issuance review required by the Auditor-General quality control, only being completed after 31 July 2006.

6. APPRECIATION

The assistance rendered by the staff of the Department of Public Service and Administration during the audit is sincerely appreciated.



BR Wheeler for Auditor-General

Pretoria

10 August 2006



AUDITOR-GENERAL



Department of Public Service and Administration

VOTE 10:

Accounting policies for the year ended 31 March 2006

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 1 of 2005.

1. Presentation of the Financial Statements

1.1 Basis of preparation

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid or when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

1.2 Presentation currency

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

1.3 Rounding

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

1.4 Comparative figures

Comparative information from the previous has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

A comparison between actual and budgeted amounts per major classification of expenditure is included in the appropriation statement.

2. Revenue

2.1 Appropriated funds

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments to the appropriated funds made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Total appropriated funds are presented in the statement of financial performance.

Unexpended appropriated funds are surrendered to the National Revenue Fund, unless approval has been given by the National Treasury to roll over the funds to the subsequent financial year. These rollover funds form part of retained funds in the annual financial statements. Amounts owing to the National Revenue Fund at the end of the financial year are recognised in the statement of financial position.

2.2 Departmental revenue

All departmental revenue is paid into the National Revenue Fund when received, unless otherwise stated. Amounts owing to the National Revenue Fund at the end of the financial year are recognised in the statement of financial position.

2.2.1 Tax revenue

Tax revenue consists of all compulsory unrequited amounts collected by the department in accordance with laws and or regulations (excluding fines, penalties & forfeits).

Tax receipts are recognised in the statement of financial performance when received.

2.2.2 Sales of goods and services other than capital assets

The proceeds received from the sale of goods and/or the provision of services is recognised in the statement of financial performance when the cash is received.

2.2.3 Fines, penalties & forfeits

Fines, penalties & forfeits are compulsory unrequited amounts which were imposed by a court or quasi-judicial body and collected by the department. Revenue arising from fines, penalties and

forfeits is recognised in the statement of financial performance when the cash is received.

2.2.4 Interest, dividends and rent on land

Interest, dividends and rent on land is recognised in the statement of financial performance when the cash is received.

2.2.5 Sale of capital assets

The proceeds received on sale of capital assets are recognised in the statement of financial performance when the cash is received.

2.2.6 Financial transactions in assets and liabilities

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the statement of financial performance on receipt of the funds. Amounts receivable at the reporting date are disclosed in the disclosure notes to the annual financial statements.

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

2.2.7 Gifts, donations and sponsorships (transfers received)

All cash gifts, donations and sponsorships are paid into the National Revenue Fund and recorded as revenue in the statement of financial performance when received. Amounts receivable at the reporting date are disclosed in the disclosure notes to the financial statements.

All in-kind gifts, donations and sponsorships are disclosed at fair value in the annexure to the financial statements.

2.3 Local and foreign aid assistance

Local and foreign aid assistance is recognised in the financial records when notification of the donation is received from the National Treasury or when the department directly receives cash from the donor(s). The total cash amounts received during the year is reflected in the statement of financial performance as revenue.

All in-kind local and foreign aid assistance are disclosed at fair value in the annexure to the annual financial statements

The cash payments made during the year relating to local and foreign aid assistance projects are recognised as expenditure in the statement of financial performance. A receivable is recognised in the statement of financial position to the value of the amounts expensed prior to the receipt of the funds.

A payable is raised in the statement of financial position where amounts have been inappropriately expensed using local and foreign aid assistance. Unutilised amounts are recognised in the statement of financial position.

3. Expenditure

3.1 Compensation of employees

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). Capitalised compensation forms part of the expenditure for capital assets in the statement of financial performance¹.

All other payments are classified as current expense.

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

3.1.1 Short term employee benefits

Short-term employee benefits comprise of leave entitlements (capped leave), thirteenth cheques and performance bonuses. The cost of short-term employee benefits is expensed as salaries and wages in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the notes to the financial

¹This accounting policy is only relevant where the department elects to capitalise the compensation paid to employees involved on capital projects.



Department of Public Service and Administration

VOTE 10:

Accounting policies for the year ended 31 March 2006

statements. These amounts are not recognised in the statement of financial performance.

3.1.2 Long-term employee benefits

3.1.2.1 Termination benefits

Termination benefits such as severance packages are recognised as an expense in the statement of financial performance as a transfer when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

3.1.2.2 Post employment retirement benefits

The department provides retirement benefits (pension benefits) for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when the final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year). No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

The department provides medical benefits for certain of its employees. Employer contributions to the medical funds are expensed when the final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year).

3.2 Goods and services

Payments made for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). The expense is classified as capital if the goods and services were used on a capital project.

3.3 Interest and rent on land

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures.

3.4 Financial transactions in assets and liabilities

Debts are written off when identified as irrecoverable. Debts written off are limited to the amount of savings and/or under spending of appropriated funds. The write-off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but amounts are disclosed as a disclosure note.

All other losses are recognised when authorisation has been granted for the recognition thereof.

3.5 Unauthorised expenditure

When discovered, unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure either is approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is recognised in the statement of financial performance when the unauthorised expenditure either is approved and the related funds are received. Where the amount is approved without funding it is recognised as expenditure, subject to availability of savings, in the statement of financial performance on the date of approval.

3.6 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

3.7 Irregular expenditure

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

3.8 Transfers and subsidies

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the LOGIS/ BAS systems (by no later than 31 March of each year).

3.9 Expenditure for capital assets

Payments made for capital assets are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

4. Assets

4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

4.2 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made.

4.3 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party.

Revenue receivable not yet collected is included in the disclosure notes. Amounts that are potentially irrecoverable are included in the disclosure notes.

4.4 Investments

Capitalised investments are shown at cost in the statement of financial position. Any cash flows such as dividends received or proceeds from the sale of investment are recognised in the statement of financial performance.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

4.5 Loans

Loans are recognised in the statement of financial position at the nominal amount. Amounts that are potentially irrecoverable are included in the disclosure notes.

4.6 Inventory

Inventories on hand at the reporting date are disclosed at cost in the disclosure notes.

4.7 Asset Registers

Assets are recorded in an asset register, at cost, on receipt of the item. Cost of an asset is defined as the total cost of acquisition. Assets procured in previous financial periods, may be stated at fair value, where determinable, or R1, in instances where the original cost of acquisition or fair value cannot be established. No revaluation or impairment of assets is currently recognized in the asset register. Projects (of construction /development) running over more than one financial year relating to assets, are only brought into the asset register on completion of the project and at the total cost incurred over the duration of the project.

Annexure 4 and 5 of the disclosure notes, reflect the total movements in the assets with a cost equal to and exceeding R5000 (therefore capital assets only) for the current financial year. The movement is reflected at the cost as recorded in asset register and not the carry value, as depreciation is not recognized in the financial statements under the modified cash basis of accounting. The opening balance as reflected on Annexure 4 and 5 will include items procured in prior accounting periods and the closing balance will represent the total cost of capital assets on hand.

5. Liabilities

5.1 Payables

Recognised payables mainly comprise amounts owing to other governmental entities. These payables are recognised at historical cost in the statement of financial position.

5.2 Lease commitments

Lease commitments represent amounts owing from the reporting date to the end of the lease contract. These commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

Operating and finance lease commitments are expensed when the payments are made. Assets acquired in terms of finance lease agreements are disclosed in the annexures to the financial statements.



Department of Public Service and Administration

VOTE 10:

Accounting policies for the year ended 31 March 2006

5.3 Accruals

Accruals represent goods/services that have been received, but where no invoice has been received from the supplier at the reporting date, or where an invoice has been received but final authorisation for payment has not been effected on the system.

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

5.4 Contingent liabilities

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

A contingent liability is a present obligation that arises from past events but is not recognised because:

- It is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- The amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are included in the disclosure notes.

5.5 Commitments

Commitments represent goods/services that have been approved and/or contracted, but where no delivery has taken place at the reporting date.

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

6. Net Assets

6.1 Capitalisation reserve

The capitalisation reserve comprises financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are transferred to the National Revenue Fund on disposal, repayment or recovery of such amounts.

6.2 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made and recognised in a previous financial year becomes recoverable from a debtor.

7. Related party transactions

Related parties are departments that control or significantly influence the department in making financial and operating decisions. Specific information with regards to related party transactions is included in the disclosure notes.

8. Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department.

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

9. Public private partnerships

A public private partnership (PPP) is a commercial transaction between the department and a private party in terms of which the private party:

- Performs an institutional function on behalf of the institution; and/or
- acquires the use of state property for its own commercial purposes; and
- assumes substantial financial, technical and operational risks in connection with the performance of the institutional function and/or use of state property; and
- receives a benefit for performing the institutional function or from utilizing the state property, either by way of:
 - consideration to be paid by the department which derives from a Revenue Fund;
 - charges fees to be collected by the private party from users or customers of a service provided to them; or
 - a combination of such consideration and such charges or fees.

Appropriation Statement for the year ended 31 March 2006

Appropriation per Programme									
	2005/06							2004/05	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Administration									
Current payment	44,855	(341)	4,178	48,692	48,572	120	99.8%	37,004	35,758
Transfers and subsidies	103	(20)	42	125	111	14	88.8%	262	215
Payment for capital assets	2,442	361	-	2,803	2,801	2	99.9%	1,731	1,651
2. Integrated Human Resources									
Current payment	53,104	(1,213)	(1,907)	49,984	49,851	133	99.7%	45,766	41,688
Transfers and subsidies	72	-	7	79	71	8	89.9%	69	62
Payment for capital assets	779	1,213	-	1,992	1,985	7	99.6%	924	861
3. Information and Technology Management									
Current payment	18,370	(322)	(2)	18,046	17,989	57	99.7%	26,070	19,717
Transfers and subsidies	16	-	2	18	16	2	88.9%	13	11
Payment for capital assets	327	322	-	649	644	5	99.2%	211	141
4. Service Delivery Improvement									
Current payment	45,446	(827)	(1,672)	42,947	42,902	45	99.9%	25,881	21,459
Transfers and subsidies	68	1	22	91	86	5	94.5%	40	39
Payment for capital assets	614	826	-	1,440	1,437	3	99.8%	644	510
5. Public Sector Anti-Corruption									
Current payment	5,893	(472)	(470)	4,951	4,872	79	98.4%	1,832	1,796
Transfers and subsidies	4	-	-	4	4	-	100.0%	5	4
Payment for capital assets	-	472	-	472	472	-	100.0%	-	-
6. International and African Affairs									
Current payment	12,402	(266)	(51)	12,085	12,049	36	99.7%	3,784	3,529
Transfers and subsidies	149	(4)	51	196	77	119	39.3%	5	5
Payment for capital assets	66	270	-	336	335	-1	99.7%	55	16
7. Planning, Monitoring and Evaluation									
Current payment	2,554	(269)	(200)	2,085	2,023	62	97.0%	-	-
Transfers and subsidies	7	-	-	7	2	5	28.6%	-	-
Payment for capital assets	-	269	-	269	268	1	99.6%	-	-
Total	187,271	-	-	187,271	186,567	704	99.6%	144,296	127,462
Reconciliation with Statement of Financial Performance									
Add: Prior year unauthorised expenditure approved with funding				-				-	
Departmental receipts				11,841				863	
Local and foreign aid assistance				27,428				1,283	
Actual amounts per Statement of Financial Performance (Total Revenue)				226,540				146,442	
Add: Local and foreign aid assistance					26,106				1,305
Prior year unauthorised expenditure approved									
Prior year fruitless and wasteful expenditure authorised					-				-
Actual amounts per Statement of Financial Performance Expenditure					212,673				128,767



Department of Public Service and Administration

VOTE 10:

Appropriation statement for the year ended 31 March 2006

Appropriation per economic classification				
	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current payments				
Compensation of employees	73,824	(1,590)	(1)	72,233
Goods and services	108,800	(2,139)	(123)	106,538
Financial transactions in assets and liabilities	-	19	-	19
Transfers & subsidies				
Provinces & municipalities	214	4	28	246
Departmental agencies & accounts	2	-	-	2
Foreign governments & international organisations	185	(27)	95	253
Public corporations & private enterprises	18	-	-	18
Households	-	-	1	1
Payment for capital assets				
Machinery & equipment	4,014	3,930	-	7,944
Software & other intangible assets	214	(197)	-	17
Total	187,271	-	-	187,271

Detail per programme 1 - Administration for the year ended 31 March 2006

Programme per subprogramme		2005/06			
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
		R'000	R'000	R'000	R'000
1.1 Minister					
Current payment		837	-	-	837
1.2 Management					
Current payment		8,135	1,363	2	9,500
Transfers and subsidies		20	-	(2)	18
Payment for capital assets		-	51	-	51
1.3 Corporate Services					
Current payment		35,883	(1,704)	4,176	38,355
Transfers and subsidies		83	(20)	44	107
Payment for capital assets		2,442	310	-	2,752
Total		47,400	-	4,220	51,620

Appropriation per economic classification				
2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
72,088	145	99.8%	59,957	58,758
106,153	385	99.6%	80,368	65,179
17	2	89.5%	12	10
222	24	90.2%	195	179
-	2	0.0%	2	-
126	127	49.8%	179	141
18	-	100.0%	-	-
1	-	100.0%	18	16
7,929	15	99.8%	3,406	3,115
13	4	76.5%	159	64
186,567	704	99.6%	144,296	127,462

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
837	-	100.0%	960	958
9,473	27	99.7%	6,256	5,925
16	2	88.9%	156	118
51	-	100.0%	20	18
38,262	93	99.8%	29,788	28,875
95	12	88.8%	106	97
2,750	2	99.9%	1,711	1,633
51,484	136	99.7%	38,997	37,624



Department of Public Service and Administration

VOTE 10:

Detail per programme 1 - Administration for the year ended 31 March 2006 (Continued)

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current payments				
Compensation of employees	22,178	1,795		23,973
Goods and services	22,677	(2,152)	4,178	24,703
Financial transactions in assets and liabilities	-	16	-	16
Transfers & subsidies				
Provinces & municipalities	76	1	5	82
Foreign governments & international organisations	27	(21)	37	43
Non-profit institutions				-
Households				-
Payments for capital assets				
Machinery & equipment	2,381	422	-	2,803
Software & other intangible assets	61	(61)	-	-
Total	47,400	-	4,220	51,620

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
23,935	38	99.8%	19,357	19,280
24,622	81	99.7%	17,647	16,478
15	1	93.8%		
74	8	90.2%	66	59
37	6	86.0%	178	140
	-	0.0%		
	-	0.0%	18	16
2,801	2	99.9%	1,686	1,610
-	-	0.0%	45	41
51,484	136	99.7%	38,997	37,624



Department of Public Service and Administration

VOTE 10:

Detail per programme 2 - Integrated Human Resources for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
2.1 Management				
Current payment	1,395	(580)	-	815
Transfers and subsidies	2	-	-	2
Payment for capital assets	268	(22)	-	246
2.2 Remuneration and conditions of Service				
Current payment	22,754	(2,173)	1,997	22,578
Transfers and subsidies	21	-	3	24
Payment for capital assets	306	525	-	831
2.3 Negotiations and Labour Relations				
Current payment	3,909	(865)	-	3,044
Transfers and subsidies	9	-	-	9
Payment for capital assets	-	173	-	173
2.4 Employment Practice and Career Management				
Current payment	8,313	(290)	(604)	7,419
Transfers and subsidies	21	-	(2)	19
Payment for capital assets	25	276	-	301
2.5 HIV/AIDS				
Current payment	6,744	2,970	(3,297)	6,417
Transfers and subsidies	8	-	(3)	5
Payment for capital assets	40	153	-	193
2.6 Human Resource Development Strategy				
Current payment	2,778	(562)	(1)	2,215
Transfers and subsidies	2	-	4	6
Payment for capital assets	4	82	-	86
2.7 Public Service Education and Training Authority				
Current payment	7,211	287	(2)	7,496
Transfers and subsidies	9	-	5	14
Payment for capital assets	136	26	-	162
Total	53,955	-	(1,900)	52,055

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
809	6	99.3%	2,425	2,387
-	2	0.0%	4	4
245	1	99.6%	429	391
22,502	76	99.7%	15,816	15,748
23	1	95.8%	23	21
829	2	99.8%	-	-
3,025	19	99.4%	8,738	8,410
8	1	88.9%	9	8
172	1	99.4%	-	-
7,400	19	99.7%	7,831	5,552
16	3	84.2%	15	14
301	-	100.0%	-	-
6,412	5	99.9%	3,922	3,268
5	-	100.0%	4	3
191	2	99.0%	-	-
2,210	5	99.8%	1,639	1,524
5	1	83.3%	4	3
86	-	100.0%	77	75
7,493	3	100.0%	5,395	4,799
14	-	100.0%	10	9
161	1	99.4%	418	395
51,907	148	99.7%	46,759	42,611



Department of Public Service and Administration

VOTE 10:

Detail per programme 2 - Integrated Human Resources for the year ended 31 March 2006

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	23,855	(1,659)	(1)	22,195
Goods and services	29,249	443	(1,906)	27,786
Financial transactions in assets and liabilities	-	3	-	3
Transfers & subsidies				
Provinces & municipalities	72	-	5	77
Foreign governments & international organisations	-	-	2	2
Capital				
Machinery & equipment	684	1,294	-	1,978
Software & other intangible assets	95	(81)	-	14
Total	53,955	-	(1,900)	52,055

Detail per programme 3 - Information and Technology Management for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
3.1 Management				
Current payment	1,317	652	(2)	1,967
Transfers and subsidies	2	-	2	4
Payment for capital assets	316	(1)	-	315
3.2 Information and Technology Management				
Current payment	17,053	(974)	-	16,079
Transfers and subsidies	12	-	-	12
Payment for capital assets	11	323	-	334
3.3 State Information Technology Agency				
Transfers and subsidies	2	-	-	2
Total	18,713	-	-	18,713

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	6,329	(935)	-	5,394
Goods and services	12,041	613	(2)	12,652
Transfers & subsidies				
Provinces & municipalities	14	-	2	16
Dept agencies & accounts	2	-	-	2
Capital				
Machinery & equipment	318	328	-	646
Software & other intangible assets	9	(6)	-	3
Total	18,713	-	-	18,713

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
22,166	29	99.9%	20,694	20,398
27,683	103	99.6%	25,072	21,290
2	1	66.7%	-	-
69	8	89.6%	69	62
2	-	100.0%	-	-
1,972	6	99.7%	878	852
13	1	92.9%	46	9
51,907	148	99.7%	46,759	42,611

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
1,939	28	98.6%	1,149	1,087
4	-	100.0%	3	3
310	5	98.4%	119	99
16,050	29	99.8%	24,921	18,630
12	-	100.0%	8	8
334	-	100.0%	92	42
	2	0.0%	2	-
18,649	64	99.7%	26,294	19,869

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
5,385	9	99.8%	3,644	3,633
12,604	48	99.6%	22,426	16,084
16	-	100.0%	11	11
-	2	0.0%	2	-
644	2	99.7%	166	127
-	3	0.0%	45	14
18,649	64	99.7%	26,294	19,869



Department of Public Service and Administration

VOTE 10:

Detail per programme 4 - Service Delivery Improvement for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
4.1 Management				
Current payment	2,512	(103)	(347)	2,062
Transfers and subsidies	5	-	(1)	4
Payment for capital assets	240	185	-	425
4.1 Programme Management & Development Co-operation				
Current payment	15,229	1,830	(1,300)	15,759
Transfers and subsidies	6	-	5	11
Payment for capital assets	294	(24)	-	270
4.3 Government Internal Consulting Service				
Current payment	21,171	(3,977)	(25)	17,169
Transfers and subsidies	48	1	5	54
Payment for capital assets	80	495	-	575
4.4 Learning and Knowledge Service				
Current payment	6,534	1,423	-	7,957
Transfers and subsidies	9	-	13	22
Payment for capital assets	-	170	-	170
Total	46,128	-	(1,650)	44,478

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	17,162	(735)	-	16,427
Goods and services	28,284	(92)	(1,672)	26,520
Financial transactions in assets and liabilities				-
Transfers & subsidies				
Provinces & municipalities	36	1	15	52
Foreign governments & international organisations	14	-	6	20
Public corporations & private enterprises	18	-	-	18
Households	-	-	1	1
Capital				
Machinery & equipment	565	875	-	1,440
Software & other intangible assets	49	(49)	-	-
Total	46,128	-	(1,650)	44,478

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
2,046	16	99.2%	3,386	3,195
3	1	75.0%	8	8
424	1	99.8%	521	496
15,745	14	99.9%	9,399	6,449
12	(1)	109.1%	8	8
269	1	99.6%	109	-
17,160	9	99.9%	9,248	8,506
53	1	98.1%	17	16
575	-	100.0%	14	14
7,951	6	99.9%	3,848	3,309
18	4	81.8%	7	7
169	1	99.4%		
44,425	53	99.9%	26,565	22,008

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
16,420	7	100.0%	13,733	13,002
26,482	38	99.9%	12,136	8,447
	-	0.0%	12	10
50	2	96.2%	40	39
17	3	85.0%	-	-
18	-	100.0%	-	-
1	-	100.0%	-	-
1,437	3	99.8%	621	510
-	-	0.0%	23	-
44,425	53	99.9%	26,565	22,008



Department of Public Service and Administration

VOTE 10:

Detail per programme 5 - Public Sector Anti-Corruption for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
5.1 Anti-Corruption Policy				
Current payment	2,777	-	(470)	2,307
Transfers and subsidies	2	-	-	2
5.2 Anti-Corruption Monitoring and Evaluation				
Current payment	1,446	-	-	1,446
Transfers and subsidies	1	-	-	1
5.3 International Anti-Corruption Co-operation				
Current payment	1,670	(472)	-	1,198
Transfers and subsidies	1	-	-	1
Payment for capital assets	-	472	-	472
Total	5,897	-	(470)	5,427

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	1,728	(304)	-	1,424
Goods and services	4,165	(168)	(470)	3,527
Transfers & subsidies				
Provinces & municipalities	4	-	-	4
Capital				
Machinery & equipment	-	472	-	472
Total	5,897	-	(470)	5,427

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
2,263	44	98.1%	1,832	1,796
2	-	100.0%	5	4
1,436	10	99.3%	-	-
1	-	100.0%	-	-
1,173	25	97.9%	-	-
1	-	100.0%	-	-
472	-	100.0%	-	-
5,348	79	98.5%	1,837	1,800

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
1,407	17	98.8%	1,319	1,315
3,465	62	98.2%	513	481
4	-	100.0%	5	4
472	-	100.0%	-	-
5,348	79	98.5%	1,837	1,800



Department of Public Service and Administration

VOTE 10:

Detail per programme 6 - International and African Affairs for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
6.1 International and African Affairs				
Current payment	12,402	(266)	(51)	12,085
Transfers and subsidies	149	(4)	51	196
Payment for capital assets	66	270		336
Total	12,617	-	-	12,617

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	1,356	790	-	2,146
Goods and services	11,046	(1,056)	(51)	9,939
Transfers & subsidies				
Provinces & municipalities	5	2	1	8
Foreign governments & international organisations	144	(6)	50	188
Capital				
Machinery & equipment	66	270	-	336
Total	12,617	-	-	12,617

Detail per programme 7 - Planning, Monitoring and Evaluation for the year ended 31 March 2006

Programme per subprogramme	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
7.1 Integrated Monitoring, Evaluation and Reporting				
Current payment	2,554	(269)	(200)	2,085
Transfers and subsidies	7	-	-	7
Payment for capital assets	-	269	-	269
Total	2,561	-	(200)	2,361

Economic classification	2005/06			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation
	R'000	R'000	R'000	R'000
Current				
Compensation of employees	1,216	(542)	-	674
Goods and services	1,338	273	(200)	1,411
Transfers & subsidies				
Provinces & municipalities	7	-		7
Capital				
Machinery & equipment	-	269		269
Total	2,561	-	(200)	2,361

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
12,049	36	99.7%	3,784	3,529
77	119	39.3%	5	5
335	1	99.7%	55	16
12,461	156	98.8%	3,844	3,550

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
2,141	5	99.8%	1,210	1,130
9,908	31	99.7%	2,574	2,399
7	1	87.5%	4	4
70	118	37.2%	1	1
335	1	99.7%	55	16
12,461	156	98.8%	3,844	3,550

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
2,023	62	97.0%		
2	5	28.6%		
268	1	99.6%		
2,293	68	97.1%	-	-

2005/06			2004/05	
Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
R'000	R'000	%	R'000	R'000
634	40	94.1%		
1,389	22	98.4%		
2	5	28.6%		
268	1	99.6%		
2,293	68	97.1%	-	-



Department of Public Service and Administration

VOTE 10:

Notes to the Appropriation Statement

for the year ended 31 March 2006

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

Detail of these transactions can be viewed in note 7 (Transfers and subsidies) and Annexure 1 (A-H) to the annual financial statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the annual financial statements.

3. Detail on financial transactions in assets and liabilities

Detail of these transactions per programme can be viewed in note 6 (Details of special functions (theft and losses)) to the annual financial statements.

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

4.1 Per programme:

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Administration	51,620	51,484	136	0.3

The projected payment for the co-sourcing of the Internal Audit Service was only processed in April 2006 which resulted in a minimal underspending in Goods and Services of R82 000. A further underspending of R38 000 in Compensation of employees was mainly due to vacancies.

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Integrated Human Resources	52,055	51,907	148	0.3

The underspending of R77 000 in Goods and Services is mainly due to consultancy services being lesser than originally anticipated for earmarked funds to the Government Employee Medical Scheme.

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Information and Technology Management	18,713	18,649	64	0.3

The underspending is mainly due to an external IT Consultant services which did not take place as anticipated.

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Service Delivery Improvement	44,478	44,425	53	0.1

The underspending is mainly due to the operational funding for the Democratic Republic of the Congo Intervention, which was not all claimed for by the Department of Foreign Affairs at year end.

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Public Sector Anti-Corruption	5,427	5,348	79	1.5

Department of Public Service and Administration
VOTE 10:
Notes to the Appropriation Statement
for the year ended 31 March 2006

2006
Batho Pele

The underspending is mainly due to the review of the chapter 9 and 10 of the Constitutional Institutions not taking place as planned.

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
International and African Affairs	12,617	12,461	156	1.2

R118 000 was realized as a saving in Transfers and subsidies due to the reduction in subscription fees to international organizations and CAFRAD not invoicing the Department due to the fees structure being revised

Programme Name	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Planning, Monitoring and Evaluation	2,361	2,293	68	2.9

The underspending was mainly due to the HR Policy portal programme which did not take place during the financial year under review.

Variance
R'000

4.2 Per economic classification:

Current expenditure

Compensation of employees
Goods and services
Financial transactions in assets and liabilities

532

145
385
2

Transfers and subsidies

Provinces and municipalities
Departmental agencies and accounts
Foreign governments and international organisations

153

24
2
127

Payments for capital assets

Machinery and equipment
Software and other intangible assets

19

15
4

Total saving

704



Department of Public Service and Administration

VOTE 10:

Statement of Financial Performance for the year ended 31 March 2006

	Note	2005/06 R'000	2004/05 R'000
REVENUE			
Annual appropriation	1.	187,271	144,296
Departmental revenue	2.	11,841	863
Local and foreign aid assistance	3.	27,428	1,283
TOTAL REVENUE		226,540	146,442
EXPENDITURE			
Current expenditure			
Compensation of employees	4.	72,088	58,758
Goods and services	5.	106,153	65,179
Financial transactions in assets and liabilities	6.	17	10
Local and foreign aid assistance	3.	26,106	1,305
Total current expenditure		204,364	125,252
Transfers and subsidies	7.	367	336
Expenditure for capital assets			
Machinery and Equipment	8.	7,929	3,115
Software and other intangible assets	8.	13	64
Total expenditure for capital assets		7,942	3,179
TOTAL EXPENDITURE		212,673	128,767
SURPLUS			
Add back fruitless and wasteful expenditure		13,867	17,675
SURPLUS FOR THE YEAR	9.	-	5
		13,867	17,680
Reconciliation of Net Surplus for the year			
Voted Funds	14.	704	16,839
Departmental revenue	15.	11,841	863
Local and foreign aid assistance	3.	1,322	(22)
SURPLUS FOR THE YEAR		13,867	17,680

Department of Public Service and Administration

VOTE 10:

2006
Batho Pele

Statement of Financial Position as at 31 March 2006

	Note	2005/06 R'000	2004/05 R'000
ASSETS			
Current assets		5,027	15,781
Fruitless and wasteful expenditure	9.	1	6
Cash and cash equivalents	10.	1,268	3,216
Prepayments and advances	11.	566	532
Receivables	12.	3,192	12,027
TOTAL ASSETS		<u>5,027</u>	<u>15,781</u>
LIABILITIES			
Current liabilities		4,973	15,726
Voted funds to be surrendered to the Revenue Fund	14.	704	14,974
Departmental revenue to be surrendered to the Revenue Fund	15.	2,479	268
Payables	16.	52	68
Local and foreign aid assistance repayable	3.	416	-
Local and foreign aid assistance unutilised	3.	1,322	416
TOTAL LIABILITIES		<u>4,973</u>	<u>15,726</u>
NET ASSETS		<u>54</u>	<u>55</u>
Represented by:			
Recoverable revenue		<u>54</u>	<u>55</u>
TOTAL		<u>54</u>	<u>55</u>

Statement of Changes in Net Assets for the year ended 31 March 2006

	Note	2005/06 R'000	2004/05 R'000
Recoverable revenue			
Opening balance		55	11
Transfers		(1)	44
Debts recovered (included in departmental receipts)		(49)	-
Debts raised		48	44
Balance at 31 March		<u>54</u>	<u>55</u>
TOTAL		<u>54</u>	<u>55</u>



Department of Public Service and Administration

VOTE 10:

Cash Flow Statement for the year ended 31 March 2006

	<i>Note</i>	2005/06 R'000	2004/05 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		226,293	146,292
Annual appropriated funds received	1.1	187,271	144,296
Departmental revenue received		11,594	713
Local and foreign aid assistance received	3.	27,428	1,283
Net decrease in working capital		8,785	(1,853)
Surrendered to Revenue Fund		(24,604)	(16,789)
Current payments		(204,359)	(125,247)
Transfers and subsidies paid		(367)	(336)
Net cash flow available from operating activities	17.	<u>5,748</u>	<u>2,067</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(7,942)	(3,179)
Proceeds from sale of capital assets	2.	<u>247</u>	<u>150</u>
Net cash flows from investing activities		<u>(7,695)</u>	<u>(3,029)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Distribution/dividend received		-	-
(Decrease) / increase in net assets		<u>(1)</u>	<u>44</u>
Net cash flows from financing activities		<u>(1)</u>	<u>44</u>
Net decrease in cash and cash equivalents		(1,948)	(918)
Cash and cash equivalents at beginning of period		3,216	4,134
Cash and cash equivalents at end of period	18.	<u><u>1,268</u></u>	<u><u>3,216</u></u>

Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

1. Annual Appropriation

1.1 Annual Appropriation

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

	Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Appropriation Received 2004/05 R'000
Programmes				
Administration	51,620	51,620	-	38,997
Integrated Human Resources	52,055	52,055	-	46,759
Information and Technology Management	18,713	18,713	-	26,294
Service Delivery Improvement	44,478	44,478	-	26,565
Public Sector Anti-Corruption	5,427	5,427	-	1,837
International and African Affairs	12,617	12,617	-	3,844
Planning, Monitoring and Evaluation	2,361	2,361	-	-
Total	187,271	187,271	-	144,296

	Note	2005/06 R'000	2004/05 R'000
2. Departmental revenue to be surrendered to Revenue Fund			
Sales of goods and services other than capital assets	2.1	52	41
Interest, dividends and rent on land	2.2	3	-
Sales of capital assets	2.3	247	150
Financial transactions in assets and liabilities	2.4	1,109	224
Transfers received	2.5	10,430	448
Total		11,841	863
2.1 Sales of goods and services other than capital assets		52	41
Sales of goods and services produced by the department		52	41
Other sales		52	41
Total			
2.2 Interest, dividends and rent on land			
Interest		3	-
Total		3	-
2.3 Sales of capital assets			
Other capital assets		247	150
Total		247	150
2.4 Financial transactions in assets and liabilities			
Nature of loss recovered			
Receivables		-	25
Other receipts including recoverable revenue		1,109	199
Total		1,109	224
2.5 Transfers received			
Public Corporations and Private enterprises		10,430	448
Total		10,430	448



Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

	<i>Note</i>	2005/06 R'000	2004/05 R'000
3. Local and foreign aid assistance			
3.1 Assistance received in cash from RDP Local			
Opening Balance		416	438
Revenue		27,428	1,283
Expenditure		26,106	1,305
Current		26,106	1,305
Capital		-	-
Closing Balance		1,738	416
Total			
Opening Balance		416	438
Revenue		27,428	1,283
Expenditure		26,106	1,305
Current		26,106	1,305
Capital		-	-
Closing Balance		1,738	416
Analysis of balance			
Local and foreign aid unutilised		1,322	416
Local foreign aid payable to RDP fund/donors		416	-
Closing balance		1,738	416
4. Compensation of employees			
4.1 Salaries and wages			
Basic salary		47,630	38,790
Performance award		1,490	1,088
Service Based		248	3
Compensative/circumstantial		1,095	1,080
Periodic payments		35	452
Other non-pensionable allowances		13,768	9,876
Total		64,266	51,289
4.2 Social contributions			
4.2.1 Employer contributions			
Pension		5,630	5,509
Medical		2,184	1,953
Bargaining council		8	7
Total		7,822	7,469
Total compensation of employees		72,088	58,758
Average number of employees		278	252

Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

	Note	2005/06 R'000	2004/05 R'000
5. Goods and services			
Advertising	-	4,589	1,845
Attendance fees (including registration fees)		1,454	1,164
Bank charges and card fees		192	35
Bursaries (employees)		154	281
Communication		4,201	2,426
Computer services		4,877	3,346
Consultants, contractors and special services		38,568	27,100
Courier and delivery services		220	265
Entertainment		1,829	1,426
External audit fees	5.1	815	684
Equipment less than R5 000		3,710	324
Inventory	5.2	6,890	5,350
Legal fees		431	282
Maintenance, repair and running costs		524	710
Operating leases		2,365	1,754
Personnel agency fees		9	242
Plant flowers and other decorations		53	109
Professional bodies and membership fees		147	18
Resettlement costs		203	296
Subscriptions		316	76
Storage of furniture		70	-
Owned and leasehold property expenditure		439	429
Translations and transcriptions		376	59
Travel and subsistence	5.3	25,616	13,812
Venues and facilities		8,105	3,146
Total		106,153	65,179
5.1 External audit fees			
Regulatory audits		815	684
Total external audit fees		815	684
5.2 Inventory			
Domestic Consumables		146	136
Other consumables		578	83
Stationery and Printing		6,151	5,129
Medical Supplies		15	2
Total Inventory		6,890	5,350
5.3 Travel and subsistence			
Local		17,033	11,059
Foreign		8,583	2,753
Total travel and subsistence		25,616	13,812



Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

	<i>Note</i>	2005/06 R'000	2004/05 R'000
6. Financial transactions in assets and liabilities			
Debts written off	6.1	17	10
Total		17	10
6.1 Debts written off			
Nature of debts written off			
Vehicle accident			
Books written off		9	9
Street pole banners		-	1
Cancellation of Registration fees		3	-
Total		5	-
		17	10
7. Transfers and subsidies			
Provinces and municipalities	ANNEXURE 1A	222	179
Departmental agencies and accounts	ANNEXURE 1B	-	-
Foreign governments and international organisations	ANNEXURE 1D	126	141
Public corporations and private enterprises	ANNEXURE 1C	18	-
Households	ANNEXURE 1E	1	16
Total		367	336
8. Expenditure on capital assets			
Machinery and equipment	ANNEXURE 4	7,929	3,115
Software and other intangible assets	ANNEXURE 5	13	64
Total		7,942	3,179
9. Fruitless and wasteful expenditure			
9.1 Reconciliation of fruitless and wasteful expenditure			
Opening balance		6	1
Fruitless and wasteful expenditure – current year		-	5
Current		-	5
Amounts condoned		(5)	-
Current expenditure		(5)	-
Fruitless and wasteful expenditure awaiting condonement		1	6

Analysis of current fruitless and wasteful expenditure

Incident

Interest charged
on an overdue account.

Disciplinary steps taken/criminal proceedings

Disciplinary hearings were conducted on 24 and 27 June 2003.
The Chairperson ruled that the interest charged need not be recovered from the official.
The department had to report to the Standing Committee on Public
Accounts (SCOPA) on the reasons why SCOPA had to authorize the write off of the
expenditure on 23 July 2004. The Department is still awaiting SCOPA's decision.

Total

1
1

Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

			Note	2005/06	2004/05
10.	Cash and cash equivalents			R'000	R'000
	Consolidated Paymaster General Account			1,244	3,194
	Cash on hand			24	22
	Total			<u>1,268</u>	<u>3,216</u>
11.	Prepayments and advances	Description			
	Staff advances			64	13
	Travel and subsistence			480	488
	Prepayments			22	31
	Total			<u>566</u>	<u>532</u>
12.	Receivables				
				</	

13. Investments

In terms of section 17 (2) of the SITA Amended Act, the "Agency" has a share capital of R1, represented by one ordinary share with a nominal value of R1.



Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

		<i>Note</i>	2005/06 R'000	2004/05 R'000
14.	Voted funds to be surrendered to the Revenue Fund			
	Opening balance		14,974	16,193
	Transfer from Statement of Financial Performance		704	16,839
	Voted funds not requested/not received	14	-	(1,865)
	Paid during the year		(14,974)	(16,193)
	Closing balance		704	14,974
14.1	Voted funds not requested/not received			
	Funds to be rolled over		-	-
	Funds not to be requested		-	1,865
			-	1,865
15.	Departmental revenue to be surrendered to the Revenue Fund			
	Opening balance		268	1
	Transfer from Statement of Financial Performance		11,841	863
	Paid during the year		(9,630)	(596)
	Closing balance		2,479	268
16.	Payables – current			
	Description		2005/06 Total R'000	2004/05 Total R'000
		30 Days R'000	30+ Days R'000	
	Amounts owing to other entities			
	ANNEXURE 7	-	-	2
	Clearing accounts	52	-	66
	Total	52	-	68

Department of Public Service and Administration
VOTE 10:
Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

	<i>Note</i>	2005/06	2004/05
		R'000	R'000
16.1 Clearing accounts			
Disallowance Miscellaneous		9	4
Salaries: Income tax		17	45
Salaries: Medical		-	6
Salaries: Deduction disallowance account		-	3
Salaries: Pension fund		-	2
Debt receivable interest		5	-
Advances: Foreign		15	5
Debt account		5	-
Private telephone accounts		1	1
Total		52	66
17. Net cash flow available from operating activities			
Net surplus as per Statement of Financial Performance		13,867	17,680
Non-cash movements		-	-
Decrease in receivables – current		8,835	894
Increase in prepayments and advances		(34)	(13)
Decrease in other current assets		5	(5)
Decrease in payables – current		(16)	(864)
Proceeds from sale of capital assets		(247)	(150)
Surrenders to revenue fund		(24,604)	(16,789)
Expenditure on capital assets		7,942	3,179
Voted funds not requested/not received		-	(1,865)
Net cash flow generated by operating activities		5,748	2,067
18. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General Account		1,244	3,194
Cash on hand		24	22
Total		1,268	3,216



Department of Public Service and Administration
VOTE 10:
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2006

19.	Contingent liabilities	Note	2005/06 R'000	2004/05 R'000
	Liable to	Nature		
	Motor vehicle guarantees	Employees	ANNEXURE 3A 274	392
	Housing loan guarantees	Employees	ANNEXURE 3A 573	712
	Other departments (interdepartmental unconfirmed balances)		ANNEXURE 7 9	344
	Total		<u>856</u>	<u>1,448</u>
20.	Commitments			
	Current expenditure			
	Approved and contracted		757	4,541
	Approved but not yet contracted		808	1,242
			<u>1,565</u>	<u>5,783</u>
	Capital expenditure			
	Approved and contracted		-	-
	Approved but not yet contracted		-	-
			<u>-</u>	<u>-</u>
	Total Commitments		<u>1,565</u>	<u>5,783</u>
21.	Accruals			
		30 Days R'000	30+ Days R'000	Total R'000
	By economic classification			Total R'000
	Compensation of employees	-	-	59
	Goods and services	1607	6,994	1,113
	Interest and rent on land	-	-	-
	Transfers and subsidies	-	-	-
	Buildings and other fixed structures	-	-	-
	Machinery and Equipment	168	26	130
	Biological or cultivated assets	-	-	-
	Software and other intangible assets	-	-	-
	Land and subsoil assets	-	-	-
	Other	-	-	-
	Total			<u>8,795</u> <u>1,302</u>

Department of Public Service and Administration
VOTE 10:
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

		Note	2005/06 R'000	2004/05 R'000
Listed by programme level				
	Programme 1		4,262	745
	Programme 2		112	203
	Programme 3		3,467	47
	Programme 4		447	299
	Programme 5		32	8
	Programme 6		475	-
	Total		8,795	1,302
	Confirmed balances with other departments	ANNEXURE 7	257	306
	Total		257	306
22.	Employee benefit provisions			
	Leave entitlement		1,109	1,119
	Thirteenth cheque		1,753	1,299
	Performance awards		2,163	1,800
	Capped leave commitments		4,348	4,359
	Total		9,373	8,577
23.	Lease Commitments			
		Buildings & other fixed structures R'000	Machinery and equipment R'000	Total R'000
23.1	Operating leases	Land R'000		Total R'000
	Not later than 1 year	-	194	35
	Later than 1 year and not later than 5 years	-	106	
	Later than five years	-	-	-
	Total present value of lease liabilities		300	35
24.	Irregular expenditure			
24.1	Reconciliation of irregular expenditure			
	Opening Balance		1,206	639
	Irregular expenditure – current year		1,327	567
	Irregular expenditure awaiting condonement		2,533	1,206
	Analysis			
	Current		1,327	567
	Prior years		1,206	639
	Total		2,533	1,206



Department of Public Service and Administration
VOTE 10:
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2006

		2005/06 R'000	2004/05 R'000
24.2	Irregular expenditure		
	Disciplinary steps taken/criminal proceedings		
Incident			
A case of financial misconduct has been reported to the State Tender Board and National Treasury, but the decision for the State Tender Board is still pending.	A disciplinary hearing was held and the outcome of the finding was as follows: - official was found guilty of not following tender procedures - amount was not recovered as the product was delivered timeously and to the specifications of the Department.	-	45
Incident	Disciplinary steps taken/criminal proceedings		
Failure to comply with Treasury Regulations 8.2 and the procurement procedures	A disciplinary hearing was held and the outcome of the finding was as follows: - officials were found guilty of not following procurement procedures - written warnings were given to the officials, as the service was delivered satisfactorily.	-	307
Failure to comply with Treasury Regulations 8.2 and the procurement procedures, but the decision from the State Tender Board is still pending	Following an audit it was discovered that an official incurred irregular expenditure. The disciplinary hearings is scheduled for 27 and 28 June 2005, but were postponed to July 2005. Evidence was given during September 2005, but the case could not be finalised as the official resigned at the end of October 2005.	-	567
Failure to comply with Treasury Regulations 8.2 and the procurement procedures, but the decision from the State Tender Board is still pending	Disciplinary hearings were held and the outcome of the finalized hearing is as follows: - official was found guilty of not following tender procedures and was given a verbal warning. The second case could not be finalized as the official resigned.	-	287
Failure to comply with Treasury Regulations 8.2 and the procurement procedures.	Disciplinary hearings were held and the outcome of the hearing is as follows: The official was found guilty and dismissed from DPSA	1,327 <u>1,327</u>	- <u>1,206</u>

Department of Public Service and Administration
VOTE 10:
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2006

2006
Batho Pele

25. Key management personnel

Description	No of Individuals	Total R'000	Total R'000
Political Office Bearers (provide detail below)	1	837	815
Officials			
Level 15 to 16	5	3,429	3,639
Level 14	20	8,275	6,893
Family members of key management personnel			
Total		12,541	11,347

26. Provisions

Potential irrecoverable debts

Staff debtors	4	-
Other debtors	10	-
Total	14	-

27. Public Sector Education and Training authority (PSETA)

In terms of the Skills Development Act of 1998, the Public Sector Education Training Authority (PSETA) was established on March 2000 with the goal of providing SAQA accredited training and education services. However, PSETA (a schedule 2 public entity) was delisted with effect from 30 November 2001 and financial matters have been taken over by the department and included in the accounting system of the department as per the memorandum of understanding between DPSA and PSETA. As at March 2006 the grant disbursement account was not included in DPSA's annual financial statements and the account had a closing balance of R262 298. The PSETA has been listed as a public entity under the Department of Labour with effect from 28 April 2006.

	2005/06	2004/05
27.1 Movement of Grants Disbursement Account: 40-5196-0627		
Opening balance	2,363	2,284
Plus: interest	19	16
Plus: SARS deposits	368	368
Less: Transfers out	(2,488)	(304)
Less: Banking costs	-	(1)
Closing balance	262	2,363



Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

ANNEXURE 1A

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER		SPENT			2004/05
	Amount	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Amount received by municipality	Amount spent by municipality	% of available funds spent by municipality	Total Available
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	%	R'000
Tshwane Metropolitan Municipality	214		32	246	222	90.24%			0.00%	195
Total	214	-	32	246	222		-	-		195

ANNEXURE 1B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTS/AGENCY/ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2004/05
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
State Information	2				2	0.00%	2
Technology Agency							
Total	2	-	-	2	-		2

ANNEXURE 1C

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

(NAME OF PUBLIC CORPORATION /PRIVATE ENTERPRISE)	TRANSFER ALLOCATION				EXPENDITURE				2004/05
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Capital	Current	Total Available
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Private Enterprises									
Glock Management	18	-		18	18	100%	-	18	-
Total	18	-		18	18		-	18	-

Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

20
Batho Pele
06

ANNEXURE 1D

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2004/05
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
International Institute of Administrative Service (IAA)	-	-	-	-	-	0.0%	19
International Personnel Management Association (IPMA)	-	-	-	-	-	0.0%	3
Commonwealth Association (CAPAM)	29	-	-	29	20	69.0%	22
African Association for Public Administration and Management	14	-	-	14	3	21.4%	13
Centre for Training and Research in Administration for Development (CAFRAD)	-	-	-	-	-	0.0%	84
Gifts to dignitaries (Refer to annexure 1H for details)	-	-	99	99	103	104.0%	32
Gifts to Senior Management of the Department	-	-	-	-	-	0.0%	3
Gifts presented to women of the DPSA in celebration of National Women's Day	-	-	-	-	-	0.0%	1
Total	43	-	99	142	126		177

ANNEXURE 1E

STATEMENT OF TRANSFERS/SUBSIDIES TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2004/05
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Payment as a act of grace for the loss of luggage			1	1	1	100.0%	16
Total	-	-	1	1	1		16



Department of Public Service and Administration

VOTE 10:

Annexure to the Annual Financial Statements

ANNEXURE 1F

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED FOR THE YEAR ENDED 31 MARCH 2006

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2005/06	NATURE OF GIFT, DONATION
		R'000	R'000
Received in cash			
PAG	Salaries for Interns	6	132
Deliotte and Touche	PAN Africa conference	-	143
United Nations	42nd Session on Social Development	-	26
China	NEPAD workshop and conference	-	40
Old Mutal Healthcare	Letsema event in Sohanguwe Timville	-	7
NPI	SMS Conference	-	100
Oracle	Sponsorship for Budget Vote Event	80	-
Foreign Affairs	Democratic Republic of the Congo	2,400	-
I Patel	Honoraruim payment	12	-
Subtotal		2,498	448
Received in kind			
Open Democracy Advice Centre	Study tour on access information in Sweden	15	-
Accenture	eGov Knowex	25	-
Old Mutual	Public Service Employee Health and Wellness Indaba V	200	-
German Technical Co-orperation (GTZ)	Lesotho Public Service Visits	15	-
GITOC	GITO Council meetings/ Workshops	171	-
Subtotal		426	-
		2,924	448

Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

20
Batho Pele
06

ANNEXURE 1G
STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED FOR
THE YEAR ENDED 31 MARCH 2006

NAME OF DONOR	PURPOSE OR SPONSORSHIP	OPENING BALANCE	REVENUE	EXPENDITURE	CLOSING BALANCE
		R'000	R'000	R'000	R'000
Received in cash					
United Kingdom	IPSP II	-	13,626	13,252	374
Sweden	Public Support in the	-	13,522	12,581	941
Commonwealth Secretariat	Democratic Republic of				
	Congo				
German Development Co- operation	Sponsored a study tour to	-	134	127	7
	Canada				
	Contributing towards the Public	416	-	-	416
	Service Reform project which is				
	intended exclusively for cost				
	incurred during the Learning				
	session: Public Service Aids				
	Indaba III				
Deliotte and Touche	Funded: 1 Post	-	146	146	-
Subtotal		416	27,428	26,106	1,738
Total		416	27,428	26,106	1,738

ANNEXURE 1H
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS,
REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE FOR THE YEAR ENDED 31 MARCH 2006

NATURE OF GIFT, DONATION OR SPONSORSHIP	
	R'000

Paid in cash

Gifts to dignitaries	43
African Peer Review Mechanism	60
Subtotal	103

Remissions, refunds, and payments made as an act of grace

Payment as a act of grace for the loss of luggage	1
Subtotal	1
Total	104



Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

ANNEXURE 2A

**STATEMENT OF INVESTMENTS IN AND AMOUNTS OWING BY/TO NATIONAL/
 PROVINCIAL PUBLIC ENTITIES AS AT 31 MARCH 2006**

Name of Public Entity	State Entity's PFMA	% Held 04/05	% Held 05/06	Number of shares held		Cost of investment		Net Asset value of investment		Profit/(Loss) for the year		Losses guaranteed		
	Schedule type					R'000		R'000		R'000				
	(state year end if not 31					2005/06	2004/05	2005/06	2004/05	2005/06	2004/05	2005/06	2004/05	Yes/No
National/Provincial Public Entity														
State Information Technology Agency	3A	100%	100%	1	1	-	-	923,268	751,200	81,332	59,303			
Total								923,268	751,200	81,332	59,303			

ANNEXURE 2B

**STATEMENT OF INVESTMENTS IN AND AMOUNTS OWING BY/TO CONTROLLED/PUBLIC ENTITIES
 AS AT 31 MARCH 2006**

(Only Public and Private Entities)

Name of Public Entity	Nature of business	Cost of investment		Net Asset value of Investment		Amounts owing to Entities		Amounts owing by Entities	
		R'000		R'000		R'000		R'000	
		2005/06	2004/05	2005/06	2004/05	2005/06	2004/05	2005/06	2004/05
Controlled entities									
State Information Technology Agency	Information Technology	-	-	923,268	751,200	121	-	-	-
Subtotal		-	-	923,268	751,200	121	-	-	-
Total		-	-	923,268	751,200	121	-	-	-

Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

20
Batho Pele
06

ANNEXURE 3A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2006 - LOCAL

Guarantor institution	Guarantee in respect of	Original Guaranteed capital amount	Opening Balance 01/04/2005	Guarantees issued during the year	Guarantees released/ paid/ cancelled /reduced during the year	Guaranteed interest outstanding as at 31 March 2006	Closing Balance 31/03/ 2006	Realised losses not recoverable
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
Stannic	Motor Vehicles	547	392	-	118	-	274	-
		547	392	-	118	-	274	-
Standard Bank	Housing	-	188	-	124	-	64	-
Nedbank (Nedcor)		-	97	-	-	-	97	-
Permanent bank		-	100	-	-	-	100	-
FNB		-	159	34	35	-	158	-
ABSA		-	119	-	-	-	119	-
Boe Bank (NBS)		-	14	-	14	-	-	-
Northern Province Development Co-operation		-	35	-	-	-	35	-
		-	712	34	173	-	573	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
	Total	547	1,104	34	291	-	847	-

ANNEXURE 4

CAPITAL TANGIBLE ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	11,050	8,094	495	18,649
Transport assets	768	514	268	1,014
Computer equipment	8,522	1,891	169	10,244
Furniture and Office equipment	789	5,096	17	5,868
Other machinery and equipment	971	593	41	1,523
TOTAL CAPITAL ASSETS	11,050	8,094	495	18,649



Department of Public Service and Administration

VOTE 10:

Annexure to the Annual Financial Statements

ANNEXURE 4.1

ADDITIONS MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Cash R'000	In-Kind R'000	Total R'000
MACHINERY AND EQUIPMENT	7,929	-	7,929
Transport assets	514	-	514
Computer equipment	1891	-	1,891
Furniture and Office equipment	4931	-	4,931
Other machinery and equipment	593	-	593
TOTAL CAPITAL ASSETS	7,929	-	7,929

ANNEXURE 4.2

DISPOSALS MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Cost/Carrying Amount R'000	Cash R'000	Profit/(loss) on Disposal R'000
MACHINERY AND EQUIPMENT	495	114	(381)
Transport assets	268	114	(154)
Computer equipment	169	-	(169)
Furniture and Office equipment	17	-	(17)
Other machinery and equipment	41	-	(41)
TOTAL CAPITAL ASSETS	495	114	(381)

ANNEXURE 4.3

CAPITAL TANGIBLE ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2005

	Additions R'000	Disposals R'000	Total Movement R'000
MACHINERY AND EQUIPMENT	3,115	92	3,023
Transport assets	500	-	500
Computer Equipment	1,906	-	1,906
Furniture & Office Equipment	553	-	553
Other machinery and equipment	156	92	64
TOTAL CAPITAL ASSETS	3,115	92	3,023

Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

20
Batho Pele
06

ANNEXURE 5

CAPITAL INTANGIBLE ASSET COST MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
Computer Software	627	13	-	640
TOTAL	627	13	-	640

ANNEXURE 5.1

ADDITIONS MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Cash R'000	In-Kind R'000	Total R'000
Computer Software	13		13
TOTAL	13	-	13

ANNEXURE 5.2

DISPOSALS MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006

	Cost/Carrying Amount R'000	Cash R'000	Profit/loss on Disposal R'000
Computer Software			-
TOTAL	-	-	-

ANNEXURE 5.3

CAPITAL INTANGIBLE ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2005

	Additions R'000	Disposals R'000	Total Movement R'000
Computer Software	64		64
TOTAL	64	-	64



Department of Public Service and Administration

VOTE 10:

Annexure to the Annual Financial Statements

ANNEXURE 6

INTER-GOVERNMENTAL RECEIVABLES

Government Entity	Confirmed balance		Unconfirmed balance		Total	
	31/03/2006	31/03/2005	31/03/2006	31/03/2005	31/03/2006	31/03/2005
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Health	-	11	18	7	18	18
Home Affairs	-	17	30	-	30	17
Public Service Commission	26	55	37	-	63	55
SA Management Development Institute	-	-	160	286	160	286
Safety and Security	-	-	6	11	6	11
Department of Communications	-	27	-	-	-	27
Correctional Services	-	19	31	2	31	21
Department of Justice	-	-	5	5	5	5
National Treasury	-	80	-	-	-	80
National Skills fund - PSETA	1,277	309	-	-	1,277	309
Water Affairs	-	7	4	-	4	7
Department of Defence	-	-	17	-	17	-
National Prosecuting	-	-	22	-	22	-
Department of Public Works	-	-	1	-	1	-
Department of Social Development	-	-	36	-	36	-
Presidency	362	-	-	-	362	-
	1,665	525	367	311	2,032	836
Other Government Entities						
<u>Eastern Cape Provincial Administration</u>					-	-
Education	-	4,954	-	-	-	4,954
Health	-	927	-	-	-	927
Public Works	-	3,320	-	-	-	3,320
Social Development	-	639	-	-	-	639
<u>North West Provincial Government</u>					-	-
Department of Finance	-	12	20	7	20	19
Department of Health	-	-	24	-	24	-
Department of Legislation	-	-	1	-	1	-
<u>Mpumalanga Provincial Government</u>					-	-
Department of Health	-	-	12	12	12	12
Office of the Premier	-	42	42	-	42	42
<u>Limpopo Provincial Government</u>					-	-
Department of Health	-	-	13	13	13	13
Department of Agriculture	-	-	12	-	12	-
<u>Gauteng Provincial Government</u>					-	-
Gauteng Shared Services	-	4	14	-	14	4
Gauteng Agriculture Conservation	-	-	7	7	7	7
<u>Kwa-Zulu Natal Provincial Government</u>					-	-
Provincial Treasury	-	-	1	-	1	-
	-	9,898	146	39	146	9,937
TOTAL	1,665	10,423	513	350	2,178	10,773

Department of Public Service and Administration
VOTE 10:
Annexure to the Annual Financial Statements

20
Batho Pele
06

ANNEXURE 7

INTER-DEPARTMENTAL PAYABLES – CURRENT

Government Entity	Confirmed balance		Unconfirmed balance		Total	
	31/03/2006	31/03/2005	31/03/2006	31/03/2005	31/03/2006	31/03/2005
	R'000	R'000	R'000	R'000	R'000	R'000

DEPARTMENTS

Amounts not included in Statement
of financial position

Current

Justice and Constitutional Development	135	271	9	306	144	577
Department of Communications	-	23	-	-	-	23
SA Management Development Institute	-	12	-	38	-	50
Government Printing Works	1	-	-	-	1	-
State Information Technology Agency	121	-	-	-	121	-
Subtotal	257	306	9	344	266	650
Total	257	306	9	344	266	650

OTHER GOVERNMENT ENTITY

Amounts included in Statement of
financial position

Current

Health	-	2	-	-	-	2
Subtotal	-	2	-	-	-	2
Total	-	2	-	-	-	2



Human Resource Management

Expenditure

The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

Table 2.1 Personnel costs by programme 2005/06

Programmes	Total Expenditure	Personnel Expenditure	Training Expenditure	Professional and Special Services	Personnel cost as a percentage of Total Ependiture	Average Personnel Cost Per Employee
	R'000	R'000	R'000	R'000	%	R'000
1. Administration	51,484	23,935	446	3,895	46.5	181
2. Integrated Human Resources	51,907	22,166	266	17,298	42.7	281
3. Information Technology & Management	18,649	5,385	306	8,606	28.9	317
4. Service Delivery Improvement	44,425	16,420	342	6,284	37.0	316
5. Public Sector Anti-corruption	5,348	1,407	87	1,099	26.3	235
6. International & African Affairs	12,461	2,141	-	1,268	17.2	195
7. Planning Monitoring & Evaluation	2,293	634	7	118	27.6	211
Total	186,567	72,088	1,454	38,568	-	1,735

Table 2.2 Personnel costs by Salary bands 2005/06

Salary bands	Personnel Expenditure	Percentage of Total Personnel Cost	Average personnel cost per employee
	R'000	%	R'000
Lower skilled (Level 1-2)	464	0.6	58
Skilled (Level 3-5)	3,136	4.4	67
Highly skilled production (Level 6-8)	9,492	13.2	132
Highly skilled production (Level 9-12)	27,900	38.7	276
Senior management (Level 13-16)	31,096	43.1	432
Total	72,088	100	240

The following tables provide a summary per programme (Table 2.3) and salary bands (Table 2.4), of expenditure incurred as a result of salaries, overtime, homeowners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

Table 2.3 Salaries, Overtime, Home Owner Allowance and Medical Assistance by programme 2005/06

Programmes	Salaries	Salaries as a % of Personnel Cost	Overtime	Overtime as a % of Personnel Cost	Home Owners Allowance	HOA as a % of Personnel Cost	Medical Assistance	Medical Assistance as a % of Personnel Cost
Salary bands	R'000	%	R'000	%	R'000	%	R'000	%
Administration	15,978	22.2	327	0.5	222	0.3	875	1.2
Integrated Human Resource Management	14,720	20.4	1	0.0	131	0.2	687	1.0
Information Technology Management	3,435	4.8		-	17	0.0	128	0.2
Service Delivery Improvement	10,612	14.7	4	0.0	264	0.4	416	0.6
Public Sector Anti-Corruption	980	1.4		-	22	0.0	39	0.1
International and African Affairs	1,453	2.0		-	21	0.0	26	0.0
Planning, Monitoring and Evaluation	452	0.6		-	6	0.0	12	0.0
Total	47,630	-	332	0.5	683	-	2,183	-

Table 2.4 Salaries, Overtime, Home Owner Allowance and Medical Assistance by programme 2005/06

Programmes	Salaries	Salaries as a % of Personnel	Overtime	Overtime as a % of Personnel	Home Owners Allowance	HOA as a % of Personnel	Medical Assistance	Medical Assistance as a % of Personnel Cost
Salary bands	R'000	%	R'000	%	R'000	%	R'000	%
Lower skilled (Level 1-2)	255	0.35	12	0.02	-	-	19	0
Skilled (Level 3-5)	1,718	2.38	153	0.21	71	0.10	146	0.20
Highly skilled production (Level 6-8)	5,430	7.53	116	0.16	167	0.23	370	0.51
Highly skilled production (Level 9-12)	16,097	22.33	50	0.07	192	0.27	836	1.16
Senior management (Level 13-16)	24,130	33.47	-		253	0.35	812	1.13
Total	47,630	-	331	-	683	-	2,183	-



HR Oversight Statistics for the period April 2005 to March 2006

Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical

occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department.

The vacancy rate reflects the percentage of posts that are not filled.

TABLE 3.1 – Employment and vacancies by programme, 31 March 2006

Programmes	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Programme 1	157	132	15.9	15
Programme 2	107	79	26.2	12
Programme 3	25	17	32.0	0
Programme 4	69	52	24.6	9
Programme 5	9	6	33.3	1
Programme 6	14	11	21.4	6
Programme 7	5	3	40.0	0
Total	386	300	22.3	43

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2006

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	8	8	0	8
Skilled (Levels 3-5)	59	47	20.3	10
Highly skilled production (Levels 6-8)	84	72	14.3	5
Highly skilled supervision (Levels 9-12)	142	101	28.9	14
Senior management (Levels 13-16)	93	72	22.6	6
	386	300	22.3	43

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2006

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Human resources related	119	83	30.3	16
Information technology related	3	3	0	0
Senior managers	93	72	22.6	6
Total	215	158	26.5	22

The information in each case reflects the situation as at 31 March 2006. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

Job evaluation

The Public Service Regulations, 2001 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by

a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 4.1 – Job Evaluation, 1 April 2005 to 31 March 2006

Salary Bands	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	8	6	75.0	6	100	0	0
Skilled (Levels 3-5)	59	9	15.3	8	88.9	0	0
Highly skilled production (Levels 6-8)	84	16	19.0	8	50.0	3	18.8
Highly skilled supervision (Levels 9-12)	142	22	15.5	7	31.8	4	18.2
Senior Management Service Band A	64	10	15.6	1	10.0	0	0
Senior Management Service Band B	20	2	10.0	0	0	0	0
Senior Management Service Band C	7	5	71.4	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
Total	386	70	18.1	30	42.9	7	10

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

TABLE 4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2005 to 31 March 2006

Beneficiaries	African	Asian	Coloured	White	Total
Female	7	1	0	5	13
Male	11	0	0	1	12
Total	18	1	0	6	25
Employees with disabilities 0					



HR Oversight Statistics for the period April 2005 to March 2006

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

TABLE 4.3 – Employees whose salary level exceeds the grade determined by job evaluation, 1 April 2005 to 31 March 2006 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Senior Management Service Band C	1	15	15	Retention
SMS Contract	1	Unknown	16	Retention
Human resource related	1	10	10	Attract
Administrator	1	5	6	Retention
Ministerial Clerk	1	4	6	Retention
Logistical Clerk	1	Unknown	4	Retention
TOTAL	6			
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2004/05				
Percentage of total employment 14.3				

Table 4.4 summarises the beneficiaries of the above in terms of race, gender, and disability.

TABLE 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2005 to 31 March 2006 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	4	0	1	0	5
Total	5	0	1	0	6

Employees with a disability

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2004/ 05	None
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Employment changes

This section provides information on changes in employment over the financial year.

Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2). (These "critical occupations" should be the same as those listed in Table 3.3).

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2005 to 31 March 2006

Salary Band	Number of employees per band as on 1 April 2005	Appointments and transfers into the department	Termination and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	7	9	4	57.1
Skilled (Levels 3-5)	38	17	8	21.1
Highly skilled production (Levels 6-8)	58	29	15	25.9
Highly skilled supervision (Levels 9-12)	95	36	23	24.2
Senior Management Service Band A	37	9	7	18.9
Senior Management Service Band B	15	6	4	26.7
Senior Management Service Band C	4	1	2	50
Senior Management Service Band D	1	1	1	100
Total	255	108	64	25.1

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2005 to 31 March 2006

Occupation	Number of employees per band as on 1 April 2005	Appointments and transfers into the department	Termination and transfers out of the department	Turnover rate
Human resources related	80	39	27	33.8
Information technology related	2	0	0	0
Senior managers	57	17	14	24.6
Total	139	59	41	29.5

Table 5.3 identifies the major reasons why staff left the department.

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	0	0
Resignation	21	32.8
Expiry of contract	22	34.4
Dismissal – operational changes		
Dismissal – misconduct	1	1.6
Dismissal – inefficiency		
Discharged due to ill-health		
Retirement		
Transfers to other Public Service Departments		
Other	20	31.3
Total	64	100
Total number of employees who left as a % of the total employment		25.2



Notes to the Annual Financial Statements for the year ended 31 March 2006

Table 5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2006	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Human resources related	80	11	13.8	28	35
Information technology related	2	0	0	2	100
Senior managers	57	0	0	16	28.1
Total	139	11	7.9	46	33.1

Table 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2005	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	7	0	0	5	71.4
Skilled (Levels 3-5)	38	4	10.5	18	47.4
Highly skilled production (Levels 6-8)	58	4	6.9	33	56.9
Highly skilled supervision (Levels 9-12)	95	11	11.6	63	66.3
Senior management (Levels 13-16)	57	0	0	16	28.1
Total	255	19	7.5	135	52.9

Notes to the Annual Financial Statements for the year ended 31 March 2006

1.1 Employment equity

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

6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2006

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	17	1	2	17	19	5	2	9	72
Professionals									
Technicians and associate professionals	41	3	0	15	31	1	3	7	101
Clerks	13	0	0	2	44	1	3	9	72
Service and sales workers									
Skilled agriculture and fishery workers									
Craft and related trades workers									
Plant and machine operators and assemblers	28	1	0	0	17	1	0	0	47
Elementary occupations	8	0	0	0	0	0	0	0	8
Total	107	5	2	34	111	8	8	25	300
Employees with disabilities	0	1	0	0	1	0	0	0	2

6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	1	0	2	0	0	0	0	4
Senior Management	16	0	2	15	19	5	2	9	68
Professionally qualified and experienced specialists and mid-management	41	3	0	15	31	1	3	7	101
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	13	0	0	2	44	1	3	9	72
Semi-skilled and discretionary decision making	28	1	0	0	17	1	0	0	47
Unskilled and defined decision making	8	0	0	0	0	0	0	0	8
Total	107	5	2	34	111	8	8	25	300



HR Oversight Statistics for the period April 2005 to March 2006

6.3 – Recruitment for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	1	0	0	0	0	0	0	2
Senior Management	6	0	0	0	5	2	1	1	15
Professionally qualified and experienced specialists and mid-management	21	1	1	0	10	0	1	2	36
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	5	0	0	0	22	0	1	1	29
Semi-skilled and discretionary decision making	10	0	0	0	7	0	0	0	17
Unskilled and defined decision making	9	0	0	0	0	0	0	0	9
Total	52	2	1	0	44	2	3	4	108

Employees with disabilities

6.4 – Promotions for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	4	0	0	3	1	1	1	1	11
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	4	0	0	0	4
Semi-skilled and discretionary decision making	2	0	0	0	2	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	6	0	0	3	7	1	1	1	19
Employees with disabilities	0	0	0	0	0	0	0	0	0

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

6.5 – Terminations for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	2	0	0	0	0	0	0	3
Senior Management	6	0	1	0	2	1	0	1	11
Professionally qualified and experienced specialists and mid-management	12	0	2	0	5	0	1	3	23
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	3	0	0	0	9	0	0	2	15
Semi-skilled and discretionary decision making	2	0	0	0	6	0	0	0	8
Unskilled and defined decision making	4	0	0	0	0	0	0	0	4
Total	28	2	3	0	22	1	1	6	64
Employees with disabilities	1	0	0	0	0	0	0	0	0

6.6 – Disciplinary action for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	3		1		1				5

6.7 – Skills development for the period 1 April 2005 to 31 March 2006

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	4	0	0	4	7	1	0	2	18
Professionals									
Technicians and associate professionals	15	1	0	7	13	0	1	5	42
Clerks	4	0	0	0	19	0	1	4	28
Service and sales workers									
Skilled agriculture and fishery workers									
Craft and related trades workers									
Plant and machine operators and assemblers (L 2-4)	10	1	0	0	4	0	0	0	15
Elementary occupations									
Total	33	2	0	11	43	1	2	11	103
Employees with disabilities									



HR Oversight Statistics for the period April 2005 to March 2006

1.2 Performance rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 6.1), salary bands (table 6.2) and critical occupations (Table 6.3).

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2005 to 31 March 2006

Beneficiary Profile				Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	24	84	28.6%		
Female	24	90	26.7%		
Asian					
Male	2	3	66.7%		
Female	4	5	80.0%		
Coloured					
Male	1	5	20.0%		
Female	4	8	50.0%		
White					
Male	16	24	47.1%		
Female	20	26	76.9%		
Employees with a disability	1	2			
Total	95	257	37.3%		

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management

Service, 1 April 2005 to 31 March 2006

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	5	7	71.4	19	3, 800	
Skilled (Levels 3-5)	13	38	34.2	75	5, 769	
Highly skilled production (Levels 6-8)	28	58	48.3	265	9, 464	
Highly skilled supervision (Levels 9-12)	38	95	40	821	21, 605	
Total	84	198	42.4	1180	14, 048	

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2005 to 31 March 2006

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Human resources related	32	80	40	148	4,625
Information technology related	0	2	0	0	0
Senior managers	11	57	19.3	266	24,182
Total	43	139	30.9	414	9,628

TABLE 7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	8	37	21.6	184	23,000	1.4
Band B	3	15	20	82	27,333	0.6
Band C	0	4	0	0	0	0
Band D	0	1	0	0	0	0
Total	11	57	19.3	266	24,182	0.9

1.3 Foreign workers

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

TABLE 8.1 – Foreign Workers, 1 April 2005 to 31 March 2006, by salary band

Salary Band	1 April 2005		31 March 2006		Change	
	Number	% of total	Number	% of total	Number	% of total
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	1	0.4	1	0.3	0	0
Senior management (Levels 13-16)	2	0.8	3	1	1	2.2
Total	3	1.2	4	1.3	1	2.2

TABLE 8.2 – Foreign Worker, 1 April 2005 to 31 March 2006, by major occupation

Major Occupation	1 April 2005		31 March 2006		Change	
	Number	% of total	Number	% of total	Number	% of total
Highly skilled supervision	1	1.1	1	1	0	0
Professional and managers	2	3.5	3	4.2	1	1.4
Total	3	2	4	2.3	1	0.6



HR Oversight Statistics

for the period April 2005 to March 2006

Leave utilisation for the period 1 January 2005 to 31 December 2005

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

TABLE 9.1 – Sick leave, 1 January 2005 to 31 December 2005

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	9	55.6	3	3.3	3	1353
Skilled (Levels 3-5)	125	89.6	7	7.7	17.85	27,242
Highly skilled production (Levels 6-8)	402	85.6	33	36.3	12.18	137,055
Highly skilled supervision (Levels 9-12)	379	83.9	32	35.2	11.84	294,108
Senior management (Levels 13-16)	168	86.3	16	17.6	10.5	189,173
Total	1083	85.1	91	100	12	648,931

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2005 to 31 December 2005

Salary Band	Total days taken	% days with medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)						
Skilled (Levels 3-5)	3	100	1	25	3	722
Highly skilled production (Levels 6-8)	14	100	1	25	14	4,090
Highly skilled supervision (Levels 9-12)	16	100	2	50	8	15,218
Senior management (Levels 13-16)						
Total	33	100	4	100	8	20,030

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

Table 9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

TABLE 9.3 – Annual Leave, 1 January 2005 to 31 December 2005

Salary Band	Total days taken	Average per employee
Lower skilled (Levels 1-2)	89	30
Skilled Levels 3-5)	738	22
Highly skilled production (Levels 6-8)	1,265	20
Highly skilled supervision (Levels 9-12)	1,831	20
Senior management (Levels 13-16)	1,135	19
Total	5,058	20

TABLE 9.4 – Capped leave, 1 January 2005 to 31 December 2005

Salary Band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2006
Lower skilled (Levels 1-2)			
Skilled Levels 3-5)	10.36	0	46
Highly skilled production (Levels 6-8)	28	1	23
Highly skilled supervision (Levels 9-12)	18.66	0	41
Senior management (Levels 13-16)	9.64	0	39
Total	66.66	0	38

TABLE 9.5 – Leave payouts for the period 1 April 2005 to 31 March 2006

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

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2005/06 due to non-utilisation of leave for the previous cycle	20,326	4	5,081
Capped leave payouts on termination of service for 2006/07			
Current leave payout on termination of service for 2005/06	59,480	9	6,608
Total	79,807	13	6,139

1.1 HIV and AIDS & health promotion programmes

TABLE 10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
	Integrated health & wellness policy developed
	Established HIV & AIDS committee
	Awareness raising
	Counselling programme
	Facilities in place



HR Oversight Statistics

for the period April 2005 to March 2006

TABLE 10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Unit headed by SMS member
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		Dedicated unit dealing with health and wellness
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes		Dept had EAP for employees
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		Committee includes SMS members, union members and employees at various levels representing branches across the dept
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		Employment policies are reviewed as per amendment of the PSR
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		Specific measures aligned to relevant legal frameworks cover specifics
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.		No	Project in planning phase for comprehensive rollout
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.			Measures for M & E are included in the departmental policy.

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

1.5 Labour relations

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

TABLE 11.1 – Collective agreements, 1 April 2005 to 31 March 2006

Total collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2005 to 31 March 2006

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling		
Verbal warning		
Written warning		
Final written warning	3	60.0
Suspended without pay		
Fine		
Demotion		
Dismissal	1	20.0
Not guilty		
Case withdrawn (resignation)	1	20.0
Total	5	100.0

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Sexual harassment & procurement irregularities	1	20.0
Procurement irregularities	3	60.0
Misrepresentation of qualifications	1	20.0
Total	5	100.0

TABLE 11.4 – Grievances lodged for the period 1 April 2005 to 31 March 2006

	Number	% of total
Number of grievances resolved	3	100.0
Number of grievances not resolved		
Total number of grievances lodged	3	100.0

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2005 to 31 March 2006

	Number	% of total
Number of disputes upheld		
Number of disputes dismissed	3	100.0
Total number of disputes lodged	3	100.0

TABLE 11.6 – Strike actions for the period 1 April 2005 to 31 March 2006

Total number of person working days lost	
Total cost (R'000) of working days lost	
Amount (R'000) recovered as a result of no work no pay	



HR Oversight Statistics for the period April 2005 to March 2006

TABLE 11.7 – Precautionary suspensions for the period 1 April 2005 to 31 March 2006

	% of total
Number of people suspended	
Number of people whose suspension exceeded 30 days	2
Average number of days suspended	
Cost (R'000) of suspensions	

1.6 Skills development

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

12.1 – Training needs identified 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	35		21		
	Male	37		27		
Professionals	Female	0		0		
	Male	0		0		
Technicians and associate professionals	Female	42		52	2	
	Male	59		65	1	
Clerks	Female	70		73	1	
	Male	18		22	1	
Service and sales workers	Female					
	Male					
Skilled agriculture and fishery workers	Female					
	Male					
Craft and related trades workers	Female					
	Male					
Plant and machine operators and assemblers	Female	0		0	0	
	Male	2		0	1	
Elementary occupations	Female	5		11	2	
	Male	32		18	5	
Sub Total	Female			157	5	
	Male			132	8	
Total		300		289	13	

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

12.2 Training provided 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	35		19	0	19
	Male	37		8	0	8
Professionals	Female					
	Male					
Technicians and associate professionals	Female	42		22	0	22
	Male	59		26	1	27
Clerks	Female	70		25	2	27
	Male	18		0	1	1
Service and sales workers	Female					
	Male					
Skilled agriculture and fishery workers	Female					
	Male					
Craft and related trades workers	Female					
	Male					
Plant and machine operators and assemblers	Female					
	Male	2		0	1	1
Elementary occupations	Female	5		6	4	10
	Male	32				
Sub Total	Female			72	3	75
	Male			34	6	40
Total		300		106	9	115

1.7 Injury on duty 2005

The following tables provide basic information on injury on duty.

13.1 Injury on duty, 1 April 2005 to 31 March 2006

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	1	100



HR Oversight Statistics for the period April 2005 to March 2006

Utilisation of consultants

14.1 Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Provision of internal audit services	3	55	228, 070
Support staff	1	1	430
Support steering committee for Gems procurement policy.		31	196, 250
Support steering committee for Gems procurement policy	4	39	199, 500
Provision of internal audit services	8	63	508, 060
Provision of internal audit services	6	33	145, 520
Provision of internal audit services	11	9	378, 390
Support Staff	1	180	3, 230
Audit Committee	1	1	2, 300
Competency assessment for SMS	1	1	4, 450
Competency assessment for Senior Managers	1	1	6, 380
Strategic support for the DG	1	9	77, 980
Support staff	1		16, 960
Placement of professional Staff	1		92, 990
Support Staff	1	20	15, 600
Facilitation of Workshop for HIV and Aids Awareness	1	10	20, 800
Providing internal communication Services for Imvuselelo Programme	1	5	60, 190
Providing internal communication Services for Imvuselelo Programme	1	5	60, 190
Support Staff	1	1	29, 050
Support Staff	1	16	11, 030

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Presentation to HR forum	1	1	1, 500
Support Staff	1	4	1, 090
Support staff	1	10	9, 940
DRC Civil Servants census project			1, 430, 540
Support Staff	1		9, 230
Asset rectification	1	15	68, 400
Consultancy services	1	2	12, 420
Consultancy services	1	3	27, 430
Editing, writing and managing production process for service delivery volume 4 No 1	1		45, 140
Competency assessment for SMS	1	1	26, 680
Consultancy services	1	1	11, 940
Consultancy of services	1		31, 610
Strategic support to DGs	1	10	41, 040
Development and Implementation of Communication Strategy for Imvuselelo Programme		12	60, 190
Development of Electronic File Plan			79, 200
Development of Electronic File Plan			39, 600
Providing technical support for IAA	1	4	26, 820
Providing technical support for IAA	1	4	26, 820
Speaker for Annual Learning Academy	1	1	13, 680
Consulting Services	1	2	11, 390
Interpretation services	1	5	22, 050
Annual Report for PSETA.		1	35, 000
Strategic Support to the Director General	1	20	82, 080
Consultancy Services	1	1	6, 890
Administration and management of internal printing			227, 900
Consultancy services		1	4, 990
Khaedu Project	1	1	665, 590
Best practice initiatives/cas studies regarding implementation of HIV and AIDS work place programme.		6	30, 390
Preparation of draft background paper for 5th Pan African Public Service Ministers Conference		4	17, 600



HR Oversight Statistics for the period April 2005 to March 2006

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Consultation to conduct the development and registration on the National Qualification Framework	4	12	81, 990
Alignment of sector skills plan (SSP) with the new SSP guide			43, 580
Placement of Professional Staff	1	1	2, 420
Placement of Professional Staff	1	1	4, 100
Technical support to IAA component	1	1	117, 830
Case Studies with Regards to the Implementation of the HIV and AIDS workplace Programme in the Public Service			222, 300
Translation Services	1		720
Translation Services	1		20, 470
Consulting Services			5, 060
Khaedu Project: Kwa-Zulu Natal		15	820, 650
Health and wellness Indaba Facilitation and Report	1	3	13, 000
Development of the DRC Code of Conduct Workshop Material		48	133, 060
Review of the SMS in the public service			173, 940
Strategic Support to the Centre for Public Service Innovation	1	9	16, 910
Photography for during NEPAD and DPSA organised conference	1	1	5, 000
Competency assessment for SMS	1	1	13, 340
Competency Assessment of SMS			13, 340
Competency Assessment of SMS	1	1	20, 520
Consultancy services for CDW launch	8	8	1, 520
Implementation of PILIR Project	1		60, 800
Communication and Marketing-Gems	4	14	80, 000
Short Term incapacity assessment			2, 700
Production of Multimedia Presentation of DPSA			254, 480
Roll out of General Service Counter	2		7, 300
Roll out of General Service Counter	1		9, 750
Roll out of General Service Counter	1		9, 990
Medical Supplies	1	1	7, 660

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Roll out of General Service Counter			9, 840
Roll out of General Service Counter			8, 170
Short-term incapacity assessment			2, 500
Editing of ETQA Documents as per Terms of Reference	1	5	15, 000
Presentation regarding employment of Disabled at Indaba V	1	1	800
Policy on the recruitment of foreign nationals and the deployment/exchange of public servants			144, 770
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace programmes in the public service.			278, 390
Development and Deployment e- PDMS	1	1	12, 770
Gems Communication project			850, 550
Audit of innovation awards		6	14, 090
Age of Innovation and Sustainability			114, 000
Development of Soul City material in partnership with DPSA			800, 000
Providing support to procurement section	1	22	33, 900
Strategic support for DG	1	21	82, 080
Research and preparation of the speech for Minister for Canadian Conference	1	5	8, 000
Development of PSETA annual report			35, 570
Public Service Employment Health and Wellness Indaba V	1		88, 520
Medical Aid Scheme			53, 860
Consultancy for four thematic areas for APRM	1	8	41, 600
Communication and Marketing management project for Gems			100, 000
Placement of professional staff	5		45, 500
The Development of 2005 Personnel Expenditure review report			139, 270
Writing, Editing and Report on the first Consultative APRM Report	1	8	13, 750



HR Oversight Statistics for the period April 2005 to March 2006

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Providing support to procurement section	1	25	38, 300
Preparation and presentation of base study for good Governance& Democracy (APRM)	1	8	41, 600
Development of position papers on APRM	1	8	41, 600
Disability Sectoral APRM National Consultative Workshop	9	3	48, 220
Gateway Project	SITA		718, 200
Gateway Project	SITA		718, 200
Gateway Project	SITA		718, 200
Gateway Project	SITA		718, 200
Gateway Project	SITA		718, 200
Gateway Project	SITA		718, 200
E-Gov Gateway Project	SITA		718, 200
Gateway Project	SITA		928, 110
Gateway Project	SITA		928, 110
Gateway Project	SITA		718, 200
Development of Units Standard Alignment to SMS Competency Framework	1	5	44, 320
Joint Implementation plan with SAQA for reviewing, refining and registering Qualification& Units Standard			24, 450
Review of the Senior Management Service			150, 350
Competency Assessment of SMS	1	1	4, 450
Support to the National Anti- Corruption Programme			34, 800
Roll out of general service counter MPCC			39, 900
Language Editing of Gateway Portal			10, 260
Gems Communication and Marketing management project			121, 130
Assessment of tender on implement the management policy & procedure on incapacity leave & ill health for public service employees			88, 220
Compliance audit of public service Anti-Corruption strategy			345, 640

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Competency Assessment for SMS	1	1	13, 340
Professional tour services	1	1	900
Locating, reviewing, organising and indexing of information on Expanded Public Works Programme	1	20	16, 000
SITA Services	SITA		180, 090
Development of Proposal for an outsourcing policy document			172, 230
Strategic Support to the DG	1	22	82, 080
Development of the Public service Employee Policy & Implementation Strategy			556, 780
Consulting Services for the Development of Service Delivery Model for Dept of Housing		11	68, 200
Audio Visual material	1	1	3, 000
The Development & Implementation of a Quality Management System for the PSETA	1		319, 840
Competency Assessment of SMS	1	1	8, 890
APRM Report (SANCO workshop)	1	18	8, 900
Training on DRC Code of Conduct			12, 720
Transaction Advisor to Support the Steering Committee of GEMS	1		3, 802, 610
Short term incapacity Assessment			2, 080
Additions and amendments of medical aid scheme rules			2, 450
Editing of Volume 4 (2) Service Delivery Review	1	37	45, 140
Service Consulting	1	22	82, 410
Khaedu Project	1	1	468, 860
Presentation and revision of background paper of 5th Pan African conference of Ministers of Public Service	1	6	15, 360
Roll out of general service counters at MPCC			10, 480
Technical support for IAA	1	12	81, 430
Website Design and Production including graphic design	1	18	49, 050
Development of the DRC Code of Conduct Workshop Material			207, 710



HR Oversight Statistics

for the period April 2005 to March 2006

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Competency Assessment of SMS	1		8, 890
Competency Assessment of SMS	1	1	8, 890
Traditional dancers for Ethiopian delegation		1	8, 370
Development & implementation of Quality Management System for the PSETA			146, 000
Consultation, preparation and attendance of hearing	4	26	201, 710
Consultancy services		1	4, 770
Zansa Relocation Project			312, 950
Consultancy for Gems			13, 720
APRM input on Economic Governance & Management	1	8	41, 600
Relocation to Zansa Building		1	247, 400
Development of Proposal for an outsourcing policy documents for application in the public service	1		60, 410
Compliance audit of the public service Ant-Corruption Strategy			257, 830
Development of Personnel Expenditure Review Report		140	539, 940
Provision of general service counters at Kungwini MPCC	1	1	9, 990
Provision of strategic support to the DG	1	21	82, 080
Auditing of tenders identified for phase two of procurement review.	1	1	13, 790
Revision of Africa chapter, research on governance and review, reading and comments on IIAS volume	1	6	17, 600
GEMS steering committee transaction advisor			1, 267, 540
Development and Implementation of a Quality Management System for the PSETA	1		16, 160
Advisory Services	1		96, 440
Competency Assessment of SMS	1		4, 450
Research and development of strategic framework guiding the use of intermediaries	1	1	15, 000
Placement of professional staff	1	1	29, 050

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Procurement of PSETA Certificates	1	1	20, 740
Providing technical support to International and African Affairs	1	8	66, 100
Providing support to procurement section	1	24	37, 700
Public Service Employee Health & Wellness Indaba V	1	1	26, 040
Workshop on implementation of HR policies in the public service	1	1	5, 000
Review of Senior Management Service in the public service	1		347, 840
Competency Assessment of SMS	1		17, 780
Management of 2005 Innovation Award		1	156, 550
Support Staff	1		9, 230
Capacity assessment of the health sector in the public service	7	27	92, 750
Policy on the recruitment of foreign nationals and the deployment/exchange of public servants	1	89	285, 180
Draft report on policy & Legislative Framework for public service wellness programme	1	1	80, 480
Providing support to procurement section	1	10	15, 200
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace programmes in the public service.			76, 470
Revision of the draft background paper for the 5th Pan African Public Service Ministers Conference	1	6	15, 360
Providing support to procurement section	1	23	36, 100
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace	7		109, 000
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace			48, 790
Language Editing for gateway Portal	SITA		15, 730



HR Oversight Statistics for the period April 2005 to March 2006

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Wellness Presentation for Indaba V	1	1	4, 560
Communication an marketing management project for GEMS	1		29, 010
Training of assessors in the public service	1		529, 600
Study of public service week report	1	10	60, 420
Review of Senior Management Service in the public service	1		120, 520
DPSA Job evaluation			7, 980
Competency Assessment of SMS	1	1	7, 840
Auditing and monitoring of the Tender process for PILIR	1	1	97, 180
Salary Survey	1	1	28, 000
SMS Assessment battery workshop	2		49, 200
Providing support to procurement section	1	11	17, 800
Monitoring & Evaluation unit HR Utilisation Project	1		98, 500
PILIR Implementation Project	1		79, 910
Development of policy framework & strategy for service employee Wellness Programme			97, 580
Audit Committee	1	1	2, 300
Audit Committee	1	1	2, 300
Development of proposal for outsourcing policy document for application in the public service			92, 340
Development of a criteria for deviation from benchmark dispensation within government			171, 000
Editing articles for the edition vol. 4 number 3 of the Service Delivery Review	1	1	45, 140
Qualification audit			1, 110
Consultancy services	1		49, 140
Competency Assessment of SMS	1		4, 450
GEMS Communication Project	1		4, 023, 950
Strategic support to the DG	1	22	82, 080
Interpretation Services	2	1	5, 880

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Alignment of sector skills plan(SSP)with the new SSP guide			43, 580
Audit Committee	1	1	2, 300
Audit Committee	1	1	2, 300
Audit Committee	1	1	2, 300
Consultancy for APSD	1	1	18, 000
Audit Committee	1	1	2, 300
Audit Committee	1	1	2, 300
Development of policy & framework on the Employment of foreigners & exchange of public service employees to the other countries	1	15	47, 880
Protection Services	N/A	7	514, 050
Protection Services	1	12	2, 910
Support Staff	1	8	5, 080
Strategic support for DG	1	13	55, 400
Competency Assessment of SMS	1		8, 890
Translation & Interpretation Services	2		5, 130
			6, 270
Translation & Interpretation Services	1	1	590
Translation & Interpretation Services			92,530
Khaedu Project	1	1	153,900
Development of the intermediaries strategic framework project	1	1	8, 800
Translation & interpretation Services	2		71, 900
Relocation to Zanza		1	6, 430
Consultancy Services		1	25, 490
Translation & Interpreters			440
Competency Assessment of SMS			10, 030
Consulting Services			46, 990
Consulting services			39, 600
Consulting Services			39, 600
Competency Assessment of SMS	1		4, 450
Competency Assessment of SMS	1		4, 450
Audit Services			13, 340
Advisory services			3, 000
Drafting of report			24, 000
Medical Supplies			300
Consulting Services			82, 080
Consulting Services			37, 620



HR Oversight Statistics for the period April 2005 to March 2006

14.1 Report on consultant appointments using appropriated funds (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Support Staff	1	3	1, 150
Support Staff	1	3	1, 150
Preparation of Indaba for Employment of Disabled people.	1	1	1, 080
Medical Supplies	1	1	1, 450
Support Staff			1, 280
Support Staff		5	3, 850
Consulting Services	1	1	1, 590
Professional Services	1		1,720
Wellness Presentation	1	1	4, 100
Broadcasting for APRM			20,410
Broadcasting for APRM	1		155, 950
Broadcasting for APRM	1		149, 060
Competency Assessment of SMS	1		4, 450
SITA Services	SITA		928, 110
Audit Services	1		8, 890
SITA Services	SITA		50, 110
Translation & Interpretation Services	1	1	900
Consulting Services	1	2	32, 000
Competency Assessment of SMS	1		4, 450
Consulting Services	1		82, 080
Researcher	1		6, 360
Short Term Incapacity Assessment			500
Broadcasting for APRM			138, 450
Total number of projects	Total individual consultants	Total duration: number of days	Total contract value in Rands
270	242	1 545	38, 568 060

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's

Project Title	Percentage ownership by HDI groups	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Provision of internal audit services	18%	50%	3
Support staff	25.1%	33.3%	1
Support steering committee for Gems procurement policy	100%	100%	
Audit services			4
Provision of internal audit services	18%	50%	2
Provision of internal audit services	18%	50%	4
Provision of internal audit services	18%	50%	9
Support Staff	25.1%	33.3%	1
Audit Committee	100%	100%	1
Competency assessment for SMS	15.1%	25%	1
Competency assessment for SMS	15.1%	25%	1
Strategic support for the DG	0%	0%	1
Support staff	100%	100%	1
Placement of professional Staff	100%	100%	1
Support Staff	100%	100%	1
Facilitation of Workshop for HIV and Aids Awareness	0%	0%	1
Providing internal communication Services for Imvuselelo Programme	100%	100%	1
Providing internal communication Services for Imvuselelo Programme	100%	100%	1
Support Staff	34.33%	75%	1
Support Staff	52%	52%	1
Presentation to HR Forum	N/A	N/A	
Support staff	34.33%	75%	9
Process for DRC Civil Servants census	N/A	N/A	
Support Staff	34.33%	75%	1
Support Staff	100%	100%	1
Asset rectification	26%	50%	1
Consultancy services	0%	0%	1
Consultancy services	0%	0%	1
Editing, writing and managing production process for Service Delivery review Volume 4 No 1	100%	100%	1
Competency assessment for SMS	0%	0%	1
Consultancy services	68%	100%	1
Strategic support to DGs	100%	100%	1



HR Oversight Statistics for the period April 2005 to March 2006

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Development and Implementation of communication Strategy for Imvuselelo Programme	100%	100%	1
Development of Electronic File Plan	0%	0%	1
Development of Electronic File Plan	0%	0%	1
Providing technical support for IAA	68%	100%	1
Providing technical support for IAA	68%	100%	1
Speaker for Annual Learning Academy			1
Service Consulting	0%	0%	1
Interpretation services	100%	100%	1
Development of annual report for PSETA	0%	0%	1
Strategic Support to the Director General	100%	100%	1
Consultancy Services			1
Administration and management of internal printing	N/A	N/A	
Consultancy services			
Khaedu Project	25%	50%	1
Best practice initiatives/case studies regarding implementation of HIV and AIDS work place programme	100%	100%	
Preparation of draft background paper for 5th Pan African Public Service Ministers Conference	100%	100%	1
Consultation to conduct the development and Registration on the National Qualification Framework	54%	70%	
Alignment of sector skills plan (SSP)with the new SSP guide	50%	50%	
Placement of Professional Staff	100%	100%	1
Placement of Professional Staff	100%	100%	1
Technical support to IAA component	68%	100%	1
Case Study with regards to Implementation of HIV and AIDS workplace programme	100%	100%	
Translation Services	100%	100%	1
Consulting Services			
Khaedu Project	25%	50%	1
Health and Wellness Indaba Facilitation and Report	0%	0%	1

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Development for DRC Code of Conduct material	100%	100%	1
Review of the SMS in the public service	0%	0%	
Strategic Support to the Centre for Public Service Innovation	0%	0%	1
Photography for during NEPAD and DPSA organised conference	100%	100%	
Competency Assessment of SMS	15.1%	25%	1
Competency Assessment of SMS	15.1%	25%	1
Competency Assessment of SMS	15.1%	25%	1
Consultancy services for CDW launch	50%	50%	
Implementation of PILIR Project	0%	0%	
Project Management Communication and Marketing GEMS	30%	18.75%	
Short Term Incapacity Assessment			
Production of Multimedia Presentation of DPSA			
Roll out of general service counter			2
Roll out of general service counter	100%	100%	1
Roll out of general service counter	0%	0%	1
Medical Supplies	0%	0%	1
Roll out of general service counter	100%	100%	1
Roll out of general service counter	100%	100%	1
Short term incapacity assessment			
Editing of ETQA Documents as per Terms of reference	100%	100%	1
Presentation regarding employment of Disabled at Indaba V	100%	100%	1
Policy on the recruitment of foreign nationals and the deployment/exchange of public servants	50%	50%	
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace programmes in the public service.	60%	50%	
Development and Deployment e- PDMS			1
Gems communication project			



HR Oversight Statistics for the period April 2005 to March 2006

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Audit of innovation awards			
Age of Innovation and Sustainability			
Development of Soul City material in partnership with DPSA	N/A	N/A	
Providing support to procurement section	0%	0%	1
Strategic support for DG	100%	100%	1
Research and preparation of speech for Minister for Canadian Conference	0%	0%	1
PSETA Annual Report	0%	0%	
Public Service Employment Health and Wellness Indaba	100%	100%	
Medical Aid Scheme			
Consultancy for four thematic areas for APRM	100%	100%	
Project Management Communication and Marketing of GEMS	0%	0%	
Placement of professional staff	100%	100%	
The Development of the 2006 Personnel Expenditure Report	18%	50%	
Writing, Editing and design Report on first Consultative APRM Report	100%	100%	1
Providing support to procurement section	0%	0%	1
Paper& Presentation: Base Study for Political Good Governance and Democracy (APRM)	0%	0%	
Development of position papers on APRM	100%	100%	1
Disability Sectoral APRM National Consultative Workshop	100%	100%	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
E-gov Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	
Gateway Project	N/A	N/A	

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Gateway Project	N/A	N/A	
Development of unit standard aligned to SMS competency framework (DPSA)			1
Joint implementation plan with SAQA for reviewing, refining and registering qualifications and unit standard	N/A	N/A	
Review of the Senior Management Service	100%	100%	1
Competency Assessment of SMS	15.1%	25%	1
Support Staff to the National anti-Corruption Programme	100%	100%	1
Roll out of general service counter MPCC	100%	100%	
Language Editing of Gateway Portal	N/A	N/A	
Gems Communication and Marketing management project	77%	75%	2
Assessment of tender on implement the management policy & procedure on incapacity leave & ill health for public service employees	69.20%	69.20%	
Compliance audit of public service Anti-Corruption strategy	18%	50%	
Competency Assessment for SMS	15.1%	25%	1
Professional tour services	100%	100%	1
Locating, reviewing, organising and indexing of information on Expanded Public Works Programme	100%	100%	1
SITA Services	N/A	N/A	
Development of proposal for an outsourcing policy documents	0%	0%	
Strategic Support to the DG	100%	100%	1
Development of Public service Employee & Wellness Policy & Implementation Strategy	100%	100%	
Consulting Services for the Development of Service Delivery Model for dep of Housing	100%	100%	
The Development & Implementation of Quality Management System for PSETA	100%	100%	



HR Oversight Statistics for the period April 2005 to March 2006

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Competency Assessment of Senior Managers	15.1%	25%	1
APRM Report (SANCO workshop)	100	100	
Training on DRC Code of Conduct	N/A	N/A	
Transaction Advisor to Support the Steering Committee of the GEMS	0%	0%	1
Short term incapacity assessment			
Additions and amendments of medical aid scheme rules	N/A	N/A	
Editing of Volume 4 (2) Service Delivery Review	100%	100%	1
Strategic support to DG	100%	100%	1
Khaedu Project	77%	75%	
Presentation and revision of background paper of 5th annual PAN African conference of Minister of Public Service	100%	100%	1
Roll out of general service counter MPCC	100%	100%	
Technical support for IAA	68%	100%	1
Website design and production including graphic design	0%	0%	1
Development of the DRC Code of Conduct Workshop material	100%	100%	
Competency Assessment of SMS	15.1%	25%	1
Competency Assessment of SMS	15.1%	25%	1
Traditional dancers for Ethiopian delegation	N/A	N/A	
Development and Implementation of Quality management system for the PSETA	100%	100%	
Consultation, preparation and attendance of hearing	18%	50%	4
Consultancy services			
Zansa Relocation Project	N/A	N/A	
Consultancy for Gems	0%	0%	
APRM input on economic Governance and Management	100%	100%	1
Relocation to Zansa Building	0%	0%	
Development of Proposal for an outsourcing policy documents for application in the public service			1

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Compliance audit of the public service Ant-Corruption Strategy	18%	50%	
Development of Personnel Expenditure Review Report	18%	50%	1
Provision of general service counters at Kungwini MPCC	25%	50%	
Provision of strategic support to the DG.	0%	0%	1
Auditing of tenders identified for phase two of procurement review.	69.20%	69.20%	1
Revision of Africa chapter, research on governance and review, reading and comments on IIAS volume.	0%	0%	1
GEMS steering committee transaction advisors	0%	0%	
Development and Implementation of a Quality Management System for the PSETA	100%	100%	1
Advisory Services	0%	0%	1
Competency Assessment of SMS	15.1%	25%	1
Research and development of strategic framework guiding the use of intermediaries	0%	0%	1
Two contract position component HRDS	25.1%	33.3%	1
Procurement of PSETA Certificates	0%	0%	1
Providing technical support to International and African Affairs	100%	100%	1
Providing support to procurement section	0%	0%	1
The Public Service Employee Health & wellness Indaba V	N/A	N/A	
Workshop on implementation of HR policies in the public service	100%	100%	1
Review of Senior Management Service in the public service	0%	0%	1
Competency Assessment of SMS	15.1%	25%	1
Management of the 2005 Innovation Awards	N/A	N/A	1
Support Staff	34.33%	75%	1
Capacity assessment of the health sector in the public service			7



HR Oversight Statistics for the period April 2005 to March 2006

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Policy on the recruitment of foreign nationals and the deployment/exchange of public servants	100%	100%	1
Draft report on policy & Legislative Framework for public service wellness programme	100%	100%	1
Providing support to procurement section	0%	0%	1
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace programmes in the public service.	100%	100%	
Revision of the draft background paper for the 5th Pan African Public Service Ministers Conference	0%	0%	1
Providing support to procurement section	0%	0%	1
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace			
Best practice initiative/case studies regarding implementation of HIV/AIDS workplace	100%	100%	
Language Editing for Gateway Portal	N/A	N/A	
Wellness Presentation for Indaba V	100%	100%	1
Communication an marketing management project for GEMS	30%	18.5%	1
Training of assessors in the public service	N/A	N/A	
Study of public service week report			1
Review of Senior Management Service in the public service	0%	0%	1
Job Evaluation	0%	0%	1
Competency Assessment of SMS	15.1%	25%	1
Auditing and monitoring of the Tender process for PILIR			1
Salary Survey	5.3%	14.35	1
SMS Assessment battery workshop	80%	80%	2
Providing support to procurement section	0%	0%	1

HR Oversight Statistics for the period April 2005 to March 2006

20
Batho Pele
06

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Monitoring & Evaluation unit HR utilisation Project	18%	50%	1
PILIR Implementation Project	0%	0%	1
Development of a policy framework and strategy for service employee wellness programme	100%	100%	
Audit Committee	100%	100%	1
Audit Committee	100%	100%	1
Development of proposal for an outsourcing policy document for application in the public service			
Development of a criteria for deviation from benchmark dispensation within government			
Editing articles for the edition, volume 4, number 3, of the Service Delivery Review	100%	100%	1
Qualification audit			
Consultancy services	0%	0%	1
Competency Assessment of SMS	15.1%	25%	1
GEMS Communication Project	30%	18.75%	
Strategic support to the DG	0%	0%	1
Interpreters	100%	100%	1
SSP Revision 2005			
Audit Committee	100%	100%	1
Audit Committee	100%	100%	1
Audit Committee	100%	100%	1
Consultancy for APSD	100%	100%	1
Audit Committee	N/A	N/A	
Audit Committee	100%	100%	1
Development of policy & framework on the employment of foreigners & exchange of public service employees to other countries			1
Protection Services	N/A	N/A	
Protection Services	N/a	N/A	
Support Staff	34.33%	75%	1
Strategic support for DG	100%	100%	1
Competency Assessment of SMS	15.1%	25%	1
Translation and Interpretation Service	N/A	N/A	



HR Oversight Statistics for the period April 2005 to March 2006

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Translation and Interpretation Services	N/A	N/A	
Translation and Interpretation Services	N/A	N/A	
Khaedu project	25%	50%	1
Developing the intermediaries strategic framework			1
Translation and Interpretation Services	N/A	N/A	
Consulting Services	74%	74%	
Consulting Services	0%	0%	
Translation and Interpretation services	N/A	N/A	
Competency Assessment of SMS	15.1%	25%	1
Consulting Services	100%	100%	
Consulting Services	100%	100%	
Consulting Services	0%	0%	
Competency Assessment on SMS	15.1%	25%	1
Competency Assessment of SMS	15.1%	25%	1
Audit Services	18%	50%	
Advisory Services	0%	0%	1
Consulting Services	N/A	N/A	
Consulting Services			
Consulting services			
Support Staff	25.1%	33.3%	1
Support Staff	25.1%	33.3%	1
Talk on Employment of Disabled at Indaba			
Medical Supplies	N/A	N/A	
Support Staff			
Consulting Services			
Consulting Services			
Professional Services			
Wellness Presentation	N/A	N/A	
Broadcasting for APRM	N/A	N/A	
Broadcasting for APRM	N/A	N/A	
Broadcasting for APRM	N/A	N/A	
Competency Assessment of SMS			
SITA Services	N/A	N/A	
Audit Services	15.1%	25%	1
SITA Services	N/A	N/A	

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

14.2 Analysis of consultant appointments using appropriated funds, i.t.o HDI's (continued)

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Translation and Interpretation Services	100%	100%	1
Consulting Services			
Competency Assessment of SMS	15.1%	25%	
Consulting Services	100%	100%	
Researcher	100%	100%	
Short Term Incapacity Assessment			
Broadcasting for APRM	N/A	N/A	

14.3 Report on consultants appointments using donor funds

Project Title	Percentage ownership by HDI groups	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Production of Case Studies	3	101	335,060
Production of Learning Materials and Case Studies		30	139,080
Appointment of Technical Expertise to assist Limpopo Province: Turnaround of two Traffic Institutions in Limpopo	5	264	1,696,780
Rapid Assessment for Free Basic Services (Community Based Information System)	3	360	1,410,000
Senior Management Assessment Centre	3	245	648,800
Service Standards		120	358,060
M&E Unit (PGDP Programme Support)	9	572	1,723,450
Coaching Programme	3	287	898,000
Develop poverty alleviation strategy and implementation plan		136	898,000
Strategic Advisory Assignment - Shezi	1	170	314,310
Strategic Advisory Assignment - Zinde	1	108	118,000
HOD Capacity - Training Needs Analysis	1	23	76,290
Project Management	1	2	17,300
Mentoring and Coaching	1	4	30,000
Instructors Course (Coach the learner)	1	10	30,370
Recruitment and Selection	1	13	25,800
HIV/AIDS in the workplace	3	5	37,000



HR Oversight Statistics for the period April 2005 to March 2006

14.3 Report on consultants appointments using donor funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Performance Management	1	2	27,430
Managing Diversity	1	5	32,140
HIV/Aids Orphans Home-Based Care	14	240	270,950
Provincial HIV/AIDS Strategy		100	499,530
Develop Service Delivery Model	4	173	721,000
Project Management Training	1	5	55,770
Finalisation of Provincial HRD Strategy	5	90	1,497,140
Waterberg DM Mining Dev Strategy	1	110	496,000
Waterberg DM M Tourism Dev Strategy			600,000
Implementation of Reorganisation of OTP	5	60	710,000
Change Management process for implementing M&E System	4	336	480,060
Support programme to the Provincial Centre of Government	1	12	82,000
Strategic Transformation Intervention Programme	2	5	175,500
Development of Baseline Development and Service Delivery Indicators	6	120	1,148,860
Total number of projects	Total individual consultants	Total duration: number of days	
31	533	3 708	

HR Oversight Statistics for the period April 2005 to March 2006

2006
Batho Pele

14.4 Analysis of consultant appointments using donor funds i.t.o HDI's

Project Title	Total number of consultants that worked on the project	Duration: Work days	Number of Consultants from HDI groups that worked on the project
Production of Case Studies	100%	100%	3
Production of Learning Materials and Case Studies	100%	100%	
Appointment of Technical Expertise to assist Limpopo Province: Turnaround of two Traffic Institutions in Limpopo	100%	100%	5
Rapid Assessment for Free Basic Services (Community Based Information System)	N/A	N/A	
Senior Management Assessment Centre	N/A	N/A	3
Service Standards	40%	40%	
M&E Unit (PGDP Programme Support)	52%	50%	9
Coaching Programme	N/A	N/A	
Develop poverty alleviation strategy and implementation plan			
Strategic Advisory Assignment - Shezi	100%	100%	1
Strategic Advisory Assignment - Zinde	100%	100%	1
HOD Capacity - Training Needs Analysis	N/A	N/A	
Project Management	100%	100%	1
Mentoring and Coaching	N/A	N/A	1
Instructors Course (Coach the learner)	0%	0%	
Recruitment and Selection	51,22	51,22	
HIV/AIDS in the workplace	0%	50%	3
Performance Management	26	26%	1
Managing Diversity	100%	100%	1
HIV/Aids Orphans Home-Based Care	100%	100%	14
Provincial HIV/AIDS Strategy			
Develop Service Delivery Model			4
Project Management Training	100%	100%	1
Finalisation of Provincial HRD Strategy	100%	100%	
Waterberg DM Mining Dev Strategy	0%	0%	5
Waterberg DM M Tourism Dev Strategy			1
Implementation of Reorganisation of OTP	100%	100%	5
Change Management process for implementing M&E System	100%	100%	4
Support programme to the Provincial Centre of Government	100%	100%	1
Strategic Transformation Intervention Programme	100%	100%	2
Development of Baseline Development and Service Delivery Indicators	100%	100%	6



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Batho Pele

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the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Private Bag X884
Pretoria 0001
Tel: +27 (0) 12 336 1000
Fax: +27 (0) 12 326 7802
Website: www.dpsa.gov.za

Private Bag X9148
Capetown 8000
Tel: +27 (0) 21 467 5120
Fax: +27 (0) 21 465 5484
Website: www.dpsa.gov.za

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