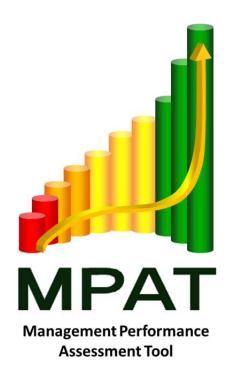


REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION



NATIONAL DEPARTMENTS SCORE CARDS

2012/13

VERSION 2



1. Strategic Management					3.2	3.0	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	13.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability				, management	2,4	2.2	2.2
Performance Area	is a si	90	<u> </u>	Standard			
	Economic Services and Infrastructure:	ND: Average	My Dept score		Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5		2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability 2.4 Ethics	2.2	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.8	2.7 1.7 2.3	2
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
3.Human Resource and Systems Manage				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5 2.1	2.2 2.0	3 1.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.7	3.1.1 Human Resource Planning			
			2.,		2.3	2.1	2
			2.,	3.1.2 Organisational Design and Implementation	2.5	2.1	3
3.2 Human Resource Practices and	2.2	2.0					2 3 3 2
3.2 Human Resource Practices and Administration	2.2	2.0		3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.5 2.1 2.6 2.5	2.2 1.9	
Administration			1.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.5 2.1 2.6 2.5 1.4	2.2 1.9 2.3 2.4 1.2	2 1 1
	2.2	2.0	1.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7	
Administration			1.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7 2.0	2 1 1
Administration			1.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7	2 1 1
Administration 3.3 Management of Performance	2.5	2.4	1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5 2.1 2.6 2.5 1.4 3.0 1.9	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	2 1 1
Administration 3.3 Management of Performance 3.4 Employee Relations	2.5	2.4	1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 1 1 4 2 1
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	2.5	2.4	1.3 2.3 1.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 1 1 4 2 1 1
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	1.3 2.3 1.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 2.1 2.6 2.6 2.5 1.4 3.0 1.9 2.5 1.6 Services and pure source and pure sour	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 1 1 4 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	1.3 2.3 1.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 1.0 1.0 2.9 3.2 3.2 3.1	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8 9 8 9 9 9 9 9 0 0 0 0 0 0 0 0 0 0 0	2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area 4.1 Supply Chain Management	Economic Services and Intrastructure:	2.4 1.5	1.3 2.3 1.0 A Dos to	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 88 88 88 90 CG N	3.0 WA Dept score
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	1.3 2.3 1.0 A Dos to	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 1.0 1.0 2.9 3.2 3.2 3.1	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8 9 8 9 9 9 9 9 0 0 0 0 0 0 0 0 0 0 0	2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1



National Department:	ND Arts and Culture							
1. Strategic Management					3.2	3.0	2.5	
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
1.1 Strategic Planning	3.4	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.3 3.5	3.2 3.0	3	
1.3 Monitoring and Evaluation	3.0	2.8	2.0	1.1.2 Amular Performance Flans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	2	
2. Governance and Accountability					1.9	2.2	1.0	
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.5	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	1	
2.2 Management structure	1.8 2.5	2.4	1.0	2.2.1 Functionality of management structures	1.8 2.5	2.4	1	
2.3 Accountability 2.4 Ethics	1.8	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	1.5 2.0	1.7 2.3	1 1	
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1	
2.6 Risk Management 2.7 Delegations	2.5 1.4	2.0	1.0 1.0	2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.5 1.5	2.0	1	
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.3	2.2	1	
3.Human Resource and Systems Managemen Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services:	ND: Average .x	My Dept score 91	
3.1 HR Strategy and Planning	1.9	2.1	1.7	3.1.1 Human Resource Planning	2.0	2.1	2	
				3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.3	2.2 1.9	1	
3.2 Human Resource Practices and	1.8	2.0	2.0		2.3	2.3	3	
Administration				3.2.2 Application of recruitment and retention practices	2.3	2.4	2	
3.3 Management of Performance	2.2	2.4	1.7	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.5	1.2 2.7	2	
3.3 Wanagement of Performance	2.2	2.4	1.7	3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.8	2.0	2	
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	1	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management					2.8	2.8	2.5	
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
4.1 Supply Chain Management	2.9	2.9	2.8	4.1.1 Demand Management	2.5	2.7	2	
				4.1.2 Acquisition Management	3.0	2.9	3	
				4.1.3 Logistics management 4.1.4 Disposal management	3.0	2.9 3.0	3	
4.2 Expenditure Management	2.8	2.8	2.3	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	3.0	3.0	3	
1				4.2.2 Payment of suppliers	2.5	2.8	2	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2	



National Department:							
1. Strategic Management					2.5	3.0	3.3
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	3.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.0 3.0	3.2 3.0	3
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.1.2 Annual renormance rians 1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	3
2. Governance and Accountability					1.9	2.2	2.0
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5		2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	2.0	2.4		2.2.1 Functionality of management structures	2.0	2.4	3
2.3 Accountability 2.4 Ethics	2.5 1.5	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.5 1.0	2.7 1.7	<u>3</u>
				2.4.2 Fraud prevention	2.0	2.3	2
2.5 Internal Audit	2.0	2.3			2.0	2.3	2
2.6 Risk Management 2.7 Delegations	3.0	2.0		2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	3.0	2.0	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	3.0	2.2	3
3.Human Resource and Systems Manager	mont.				2.0	2.0	2.3
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning			2		Sec	2	2
	1.8	2.1	1.7	3.1.1 Human Resource Planning	2.0	2.1	≥
	1.8	2.1	1.7	3.1.2 Organisational Design and Implementation	2.0	2.1 2.2	2 2
3.2 Human Resource Practices and			1.7	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.0 1.5 2.0	2.1 2.2 1.9	2 2 1 2
3.2 Human Resource Practices and Administration	1.8	2.1	1.7	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.0	2.1 2.2	2 2 1 3
3.2 Human Resource Practices and Administration			2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.0 1.5 2.0 2.0	2.1 2.2 1.9 2.3 2.4	2 2 1 3 3
			2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.0 1.5 2.0 2.0 2.5 1.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7	2 2 1 3
Administration	1.8	2.0	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0 1.5 2.0 2.0 2.5 1.0 3.5 2.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	2 2 1 3 3 1 4 2
Administration	1.8	2.0	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.0 1.5 2.0 2.0 2.5 1.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7	2 2 1 3 3
Administration 3.3 Management of Performance 3.4 Employee Relations	1.8	2.0	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.0 1.5 2.0 2.0 2.5 1.0 3.5 2.0 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 2 1 3 3 3 1 4 2 2
Administration 3.3 Management of Performance	2.8	2.0	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.0 1.5 2.0 2.0 2.5 1.0 3.5 2.0 3.0 1.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	2 2 1 3 3 1 4 2
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	2.8	2.0 2.4 Average	2.3 3.0 2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.0 1.5 2.0 2.5 1.0 3.5 2.0 3.0 1.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 2 1 3 3 3 1 4 2 2
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Education:	0.2 Q. V. Average	2.3 3.0 2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	2.0 2.0 2.5 2.0 3.5 2.0 3.0 3.5 2.0 3.0 1.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 2 1 1 3 3 3 3 1 1 4 4 2 2 2 2 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Education:	0.2 Q. V. Average	2.3 3.0 2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.0 2.0 2.0 2.0 2.0 3.5 2.0 3.0 1.5 2.0 3.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 ageraya YAY CQ 2.7 2.9 2.9	2 2 1 1 3 3 3 3 4 4 2 2 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area 4.1 Supply Chain Management	Equcation: Equcation: 2.8 1.5 Equation: 2.4	2.0 2.4 1.5 ND: Average	2.3 3.0 2.0 AW 3.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.0 2.0 2.0 2.0 3.5 2.0 3.0 3.5 2.0 3.0 1.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 2 1 1 3 3 3 3 4 4 4 2 2 2 5 5 5 5 5 5 5 5 5 5 5 5 5 5
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Education:	0.2 Q. V. Average	2.3 3.0 2.0 AW 3.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.0 2.0 2.0 2.0 2.0 3.5 2.0 3.0 1.5 2.0 3.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2.0 2	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 ageraya YAY CQ 2.7 2.9 2.9	2 2 2 3 3 3 3 4 4 2 2 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5



National Department:			ND Com	nmunication			
1. Strategic Management					3.2	3.0	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.1.2 Amular Performance Flans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure 2.3 Accountability 2.4 Ethics	2.8 2.8 2.2	2.4 2.7 2.0		2.2.1 Functionality of management structures 2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.8 2.8 2.1	2.4 2.7 1.7	4 3 1
2.5 Internal Audit	2.3	2.3			2.4	2.3 2.3 2.0	2
2.6 Risk Management 2.7 Delegations	2.5	2.0		2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	4
3.Human Resource and Systems Manage	ement			2012 1 pproved not delegations to mandral duministration in certain or the China	2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.3	2.1	2
3.2 Human Resource Practices and Administration	2.2	2.0	1.7	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.1 2.6 2.5	1.9 2.3 2.4	2 2 2
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	3.0 1.9 2.5	2.7 2.0 2.5	3 2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.3	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.9 3.2 3.1 3.2	2.7 2.9 2.9 3.0	3 3 3 4
	3.1	2.8		4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3



National Department:			ND Coo	perative Governance			
1. Strategic Management					3.2	3.0	2.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2 3.0	3
1.3 Monitoring and Evaluation	3.3	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	2
2. Governance and Accountability					2.2	2.2	1.5
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	1
2.3 Accountability 2.4 Ethics	2.1	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	1.8 2.3	1.7 2.3	1 2
2.5 Internal Audit	2.4	2.3		2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management 2.7 Delegations	2.0	2.0		2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.0	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	1
3. Human Resource and Systems Manager	ment				2.0	2.0	1.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2 1.9	2
3.2 Human Resource Practices and	1.9	2.0	2.0	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.1	2.3	2
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
2214				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.7	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4 Financial Managament					2.7	2.8	2.8
4. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.0	4.1.1 Demand Management	2.8	2.7	3
-				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7 3.1	2.9 3.0	3
4.2 Expenditure Management	2.7	2.8	2.7	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
			,	4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	



National Department:			ND Corr	rectional Services			
1. Strategic Management					2.6	3.0	2.5
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2 3.0	4
1.3 Monitoring and Evaluation	2.0	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	2
2. Governance and Accountability					1.8	2.2	2.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	1.9	2.4		2.2.1 Functionality of management structures	1.9	2.4	4
2.3 Accountability 2.4 Ethics	2.1 1.6	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.1 1.1 2.0	2.7 1.7 2.3	1 1 1
2.5 Internal Audit	1.6	2.3	2.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	2
2.6 Risk Management 2.7 Delegations	1.6 2.1	2.0		2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	1.6 2.1	2.0	3
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	1
3.Human Resource and Systems Managen	nont.				1.8	2.0	17
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning	1.6 2.0	2.1	2
				3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	1.9	1.9	2
3.2 Human Resource Practices and	1.8	2.0	1.7	3.2.1 Pay sheet certification	2.1	2.3	2
Administration				3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.0	2.4	2
3.3 Management of Performance	2.1	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
3.4 Employee Relations	13	15	1.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.1	2.5	1
5.4 Employee Relations	1.0	1.5	2.0	5.4.2 Management of disciplinary cases	1.5	1.0	
4. Financial Management	[n - 11]				2.7	2.8	2.5
Performance Area	Justice, Crime Prevention and Security:	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security:	ND: Average	My Dept score
4.1 Supply Chain Management	2.6	2.9	2.8	4.1.1 Demand Management	2.4	2.7	3
				4.1.2 Acquisition Management	2.4	2.9	3
				4.1.3 Logistics management 4.1.4 Disposal management	2.9	2.9 3.0	2
						3.0	3
4.2 Expenditure Management	2.8	2.8	2.3	14.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	
4.2 Expenditure Management	2.8	2.8	2.3	4.2.1 Management of cash flow and expenditure vs. budget 4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.6 2.7	2.8	2



National Department:

ND Defence

1. Strategic Management					2.6	3.0	3.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic	2.0	2.8	3
	2.0	2.8	3.0	management			
2. Governance and Accountability					1.8	2.2	1.6

2. Governance and Accountability					1.8	2.2	1.6
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1
2.3 Accountability	2.1	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	2
2.4 Ethics	1.6	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1
				2.4.2 Fraud prevention	2.0	2.3	3
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1
2.6 Risk Management	1.6	2.0	2.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	2
2.7 Delegations	2.1	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.1	2.2	2
				Act and PS Regulations			
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	2

3.Human Resource and Systems Manager	ment				1.8	2.0	2.2
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning	1.6	2.1	2
				3.1.2 Organisational Design and Implementation	2.0	2.2	2
				3.1.3 Human Resources Development Planning	1.9	1.9	2
3.2 Human Resource Practices and	1.8	2.0	2.0	3.2.1 Pay sheet certification	2.1	2.3	2
Administration				3.2.2 Application of recruitment and retention practices	2.0	2.4	2
				3.2.4 Management of diversity	1.3	1.2	2
3.3 Management of Performance	2.1	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	1
3.4 Employee Relations	1.3	1.5	3.0	3.4.2 Management of disciplinary cases	1.3	1.5	3

4. Financial Management					2.7	2.8	3.3
Performance Area	Justice, Crime Prevention and Security:	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security:	ND: Average	My Dept score
4.1 Supply Chain Management	2.6	2.9	3.0	4.1.1 Demand Management	2.4	2.7	3
				4.1.2 Acquisition Management	2.4	2.9	3
				4.1.3 Logistics management	2.9	2.9	3
				4.1.4 Disposal management	2.6	3.0	3
4.2 Expenditure Management	2.8	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	4
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4



National Department:

ND Economic Development

1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
				W			
2. Governance and Accountability					2.4	2.2	1.9
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.8	2.4	2.0	2.2.1 Functionality of management structures	2.8	2.4	2
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	1
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.6	2.2	2

3.Human Resource and Systems Managemen	t				2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	<u>a</u>	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	1
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1

Act and PS Regulations
2.7.2 Approved HOD delegations for financial administration in terms of the PFMA

4. Financial Management					3.1	2.8	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3



National Department: ND Energy

1.1 Strategic Planning 3.2 3.1 3.5 1.1.2 Annual Performance Plans 3.1 2.8 4.0 management 3.1 1.3 Integration of monitoring and evaluation in performance and strategic management 2. Governance and Accountability 2. Governance Area 3.1 2.8 3.5 1.1.1 Strategic Plans 3.1 3.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management 3.1 2.8 3.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management 3.1 2.8 3.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management 3.1 2.8 3.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management 3.1 2.8 3.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management	1. Strategic Management					3.2	3.0	3.8
1.1.2 Annual Performance Plans 1.3 Monitoring and Evaluation 3.1 2.8 4.0 management 3.1 2.8 4.0 management 3.1 2.2 Egovernance and Accountability 3.1 2.2 Egovernance and Accountability 3.1 2.2 Egovernance and Accountability	Performance Area	Econc vices struct	ND: Average	Dept	Standard	Econo rvices struct		My Dept score
1.3 Monitoring and Evaluation 3.1 2.8 4.0 1.3.1 Integration of monitoring and evaluation in performance and strategic management 2. Governance and Accountability 2.4 2.2	1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	4
3.1 2.8 4.0 management 2.6 Governance and Accountability 2.4 2.2					1.1.2 Annual Performance Plans	3.1	3.0	3
2. Governance and Accountability 2.4 2.2	1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic	3.1	2.8	4
2. Governance and Accountability 2.4 2.2		3.1	2.8	4.0	management			
Performance Area and in it is and it is an and it is an and it is an analysis.	2. Governance and Accountability						2.2	2.1
	Performance Area	nic nd re:	ge	ore	Standard	nic nd	ge	a.c
		onon ces a	era	sc		onon ces a	vera	SCC

2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	3.0	2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability	2.8	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	1
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	3
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.6	2.2	3
				Act and PS Regulations			
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3

3. Human Resource and Systems Managemen	t				2.1	2.0	2.4
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	4
3.2 Human Resource Practices and	2.2	2.0	3.3	3.2.1 Pay sheet certification	2.6	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.4	1.2	4
3.3 Management of Performance	2.5	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1

4. Financial Management					3.1	2.8	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	2.5	4.1.1 Demand Management	2.9	2.7	2
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	2
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2



National Department:			ND Envi	iromental Affairs			
1. Strategic Management					3.2	3.0	4.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4 3.1	3.2 3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic	3.1	2.8	4
2. Governance and Accountability					2.4	2.2	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5		2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.1	2.3	4
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3.Human Resource and Systems Managen	nont				2.1	2.0	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	3.0	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.5	2.2	4
2211	2.2	2.0	2.0	3.1.3 Human Resources Development Planning	2.1	2.3	2
3.2 Human Resource Practices and Administration	2.2	2.0	2.0	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.6	2.3	3
Administration				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	3.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	4
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2
4. Financial Management					3.1	2.8	3.7
Performance Area	nic ind	Average	score	Standard		Average	My Dept score
	Economic Services and Infrastructure:	ND: Ave	My Dept score		Economic Services and Infrastructure:	ND: A	My De
4.1 Supply Chain Management	Econol Services a Infrastructu	ND: Ave		4.1.1 Demand Management	Service Infrastru	VA: UD:	My De
4.1 Supply Chain Management	=	N Ü		4.1.1 Demand Management 4.1.2 Acquisition Management	Sei	ND:	3
4.1 Supply Chain Management	=	N Ü		4.1.2 Acquisition Management 4.1.3 Logistics management	2.9 3.2 3.1	2.7 2.9 2.9	3 4 4
	3.1	2.9	3.8	4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.9 3.2 3.1 3.2	2.7 2.9 2.9 3.0	3 4 4 4
4.1 Supply Chain Management 4.2 Expenditure Management	=	N Ü		4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.9 3.2 3.1 3.2 3.3	2.7 2.9 2.9 3.0 3.0	3 4 4 4
	3.1	2.9	3.8	4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.9 3.2 3.1 3.2	2.7 2.9 2.9 3.0	3 4 4 4



National Department:

ND Government Communication and Information Sytem

1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0		3.3	3.2	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4
2.0					2.4	2.2	2.4
2. Governance and Accountability Performance Area	= = =	o.	e e	Standard	2.4	2.2 g	3.4 g
Periorinance Area	Central Government Administration	ND: Average	My Dept score	Statioaru	Central Government Administration	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.7	2.4		2.2.1 Functionality of management structures	2.7	2.4	4
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	3
2.5 Internal Audit	2.7	2.4	1.0	2.4.2 Fraud prevention	2.5	2.4	3
2.6 Risk Management	2.7	2.4		2.5.1 Assessment of internal audit arrangements 2.6.1 Assessment of risk management arrangements	2.7	2.4	3
2.7 Delegations	2.4	2.3		2.0.1 Assessment of his management arrangements and provided and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.2	2.3	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.6	2.4	4
					_		
3. Human Resource and Systems Manage			4)	· · · · · · · · · · · · · · · · · · ·	2.0	2.0	2.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and	1.9	2.0	2.3	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.2	2.3	3
Administration				3.2.4 Management of diversity	1.1	1.2	3
3.3 Management of Performance	2.4	2,4	3.3	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3
on a management of a circumanica							4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3 2.5	2.0	
3.4 Employee Relations	1.6	1.5	2.0				3
	1.6	1.5	2.0	3.3.3 Implementation of Performance Management System for HOD	2.5 1.6	2.5 1.5	3 2
4. Financial Management				3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5 1.5	3.1
	Central Government Administration	ND: Average		3.3.3 Implementation of Performance Management System for HOD	2.5 1.6	2.5 1.5	3.1
4. Financial Management Performance Area		Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard	2.5 1.6	7.5 2.1 8.2 8.2	My Dept score
4. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	Government Covernment Administration	8.2 8.2 8.2 8.2	3.1 Soore Soore 2
4. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management	Central Government Administration 2.8	2.5 1.5 ND: Average ND: 2.7	3.1 3.1 000 AW
4.1 Supply Chain Management	Central Government % Administration	6. ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management	2.7 Qoverument 2 2.7 Qoverument 2 2.8 2.7 2.7 3.1	2.5 1.5 2.8 2.8 2.9 2.7 2.9 2.9 3.0	3.1 3.1 2 3.1 4 0 0 W
4. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.5 1.6 2.7 Central Ooverument 2.8 2.7 2.7 2.7 3.1 2.8	2.5 1.5 2.8 88 98e-Jane GN 2.7 2.9 2.9 3.0 3.0	3.1 3.1 2 2 2 2 2 2 4 4
4. Financial Management Performance Area 4.1 Supply Chain Management	Central Government % Administration	6. ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management	2.7 Qoverument 2 2.7 Qoverument 2 2.8 2.7 2.7 3.1	2.5 1.5 2.8 2.8 2.9 2.7 2.9 2.9 3.0	3.1 3.1 9000 WW 2 2 2 2 4 4 3



National Department:

ND Health

National Department:		r	ND Hea	ım			
1. Strategic Management					2.0	3.0	2.0
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	1.0	3.1	1.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	1.0	3.2 3.0	1
1.3 Monitoring and Evaluation	3.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	3
2. Governance and Accountability					1.8	2.2	1.8
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	1.0	2.4	1.0	2.2.1 Functionality of management structures	1.0	2.4	1
2.3 Accountability 2.4 Ethics	1.0	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	3.0 1.0 1.0	2.7 1.7 2.3	1
2.5 Internal Audit	4.0	2.3	4.0	2.5.1 Assessment of internal audit arrangements	4.0	2.3	4
2.6 Risk Management 2.7 Delegations	1.0	2.0	1.0 1.5	2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	1.0	2.0	1
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	2
3.Human Resource and Systems Manager	ment				1.8	2,0	1.8
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.3	2.1	1.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	1.0 2.0	2.1	1 2
3.2 Human Resource Practices and	2.0	2.0	2.0	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	1.0 2.0	1.9 2.3	1
Administration	2.0	2.0	2.0	3.2.1 Pay Sheet Certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	3.0	2.4	3
3.3 Management of Performance	2.7	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	3.0	2.7	3
3.4 Employee Relations	1.0	1.5	1.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	3.0 1.0	2.5 1.5	3 1
4. Financial Management Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average 0.2	ND: Average 80	My Dept score
4.1 Supply Chain Management	2.3	2.9	2.3	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.0 3.0 3.0	2.7 2.9 2.9 3.0	2 3 3
4.2 Expenditure Management	1.7	2.8	1.7	4.2.1 Management of cash flow and expenditure vs. budget 4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	1.0 2.0 2.0	3.0 2.8 2.6	1 2 2



National Department:

ND Higher Education and Training

1. Strategic Management Performance Area 1.1 Strategic Planning 1.3 Monitoring and Evaluation	Education: Sector Average	ND: Average	it score	Standard	tion:	3.0	0.e
	3.0		My Dept score		Education: Sector Average	ND: Average	My Dent score
1.3 Monitoring and Evaluation		3.1	2.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.0	3.2	3
	2.0	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	1
2. Governance and Accountability					1.9	2.2	1.7
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	2.0	2.4		2.2.1 Functionality of management structures	2.0	2.4	1
2.3 Accountability 2.4 Ethics	2.5 1.5	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.5 1.0 2.0	2.7 1.7 2.3	1 2
2.5 Internal Audit	2.0	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.0	2.3	2
2.6 Risk Management 2.7 Delegations	3.0	2.0	3.5	2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	3.0	2.0	4
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	3.0	2.2	3
3.Human Resource and Systems Managemer	nt				2.0	2.0	1.8
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.0 1.5	2.1	2
3.2 Human Resource Practices and Administration	1.8	2.0	1.3	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.0 2.0 2.5	2.3 2.4	3 1 2
3.3 Management of Performance	2.8	2.4	2.7	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.0 3.5 2.0	2.7 2.0	3 2
3.4 Employee Relations	1.5	1.5	1.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	3.0 1.5	2.5 1.5	3
					-		
4. Financial Management Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average 82	My Dept score
4.1 Supply Chain Management	2.4	2.9		4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.0 2.5 2.5	2.7 2.9 2.9	1 2 2
4.2 Expenditure Management	1.8	2.8	1.7	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget 4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.5 2.5 2.0	3.0 3.0 2.8 2.6	2



al Department:		ı	ND Hom	ne Affairs1			
gic Management					3.2	3.0	3.
ance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	
egic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.3	3.2 3.0	
itoring and Evaluation	3.3	2.8	3.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	
nance and Accountability					2.2	2.2	2.
ance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	
ce Delivery Improvement	1.6	1.5		2.1.1 Service delivery improvement mechanisms	1.6	1.5	
agement structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	
untability cs	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.8 1.8 2.3	2.7 1.7 2.3	
nal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	
Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	
gations	2.2	2.2	4.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	
n Resource and Systems Manager					2.0	2.0	2.
ance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	
trategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.3	2.1	
				3.1.3 Human Resources Development Planning	2.1	1.9	
an Resource Practices and rration	1.9	2.0	1.7	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.2	2.3	
agement of Performance	2.4	2.4	2.0	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 2.3	2.7 2.0	
oyee Relations	1.6	1.5	2.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5 1.5	
•	,	•					
cial Management	I= # cl	a) I	0)		2.7	2.8	3.
ance Area	Centra Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	
ly Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	
				4.1.2 Acquisition Management	2.7	2.9	
				4.1.3 Logistics management	2.7 3.1	2.9 3.0	
nditure Management	2.7	2.8	3.0	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	
				4.2.2 Payment of suppliers	2.6	2.8	
nditure Management	-2.7	2.8	3.0		2.6		



National Department:

ND Human Settlements

1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	
				1.1.2 Annual Performance Plans	3.1	3.0	
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	
	<u>'</u>			,			
2. Governance and Accountability					2.4	2.2	1.
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	
				2.4.2 Fraud prevention	2.4	2.3	
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	
3.Human Resource and Systems Manage	ement				2.1	2.0	1
Performance Area	nic re:	ge	ė	Standard	nic ne:	ge	

3. Human Resource and Systems Manager	ment				2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
		3.1.2 Organisational Design	3.1.2 Organisational Design and Implementation	2.5	2.2	2	
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1

4. Financial Management					3.1	2.8	2.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:		My Dept score
4.1 Supply Chain Management	3.1	2.9	2.8	4.1.1 Demand Management	2.9	2.7	2
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2



National Department:

ND Independent Police Investigative Directorate

1. Strategic Management					2.6	3.0	2.
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score		Justice, Crime Prevention and Security: Sector	ND: Average	
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4 3.0	3.2 3.0	
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic	2.0	2.8	
	2.0	2.8	1.0	management			
. Governance and Accountability					1.8	2.2	
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5			1.6	1.5	
2.2 Management structure	1.9	2.4		2.2.1 Functionality of management structures	1.9	2.4	
2.3 Accountability 2.4 Ethics	2.1 1.6	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	2.7	
2.4 Ethics	1.6	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.0	2.3	_
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	
2.7 Delegations	2.1	2.2	1.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	
				•			
		e.	ė	Standard	1.8	2.0 g	
	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average 0.2	
Performance Area		ND: Average		3.1.1 Human Resource Planning	Justice, Crime Prevention and Security: Sector	ND: Average	
Performance Area	Justice, Crime Prevention and Security: Sector			3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	Justice, Crime Prevention and Security: Sector	ND: Average	
erformance Area	Justice, Crime Prevention and Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	Justice, Crime Prevention and Security: Sector	ND: Average	
Performance Area 1.1 HR Strategy and Planning 1.2 Human Resource Practices and	Justice, Crime Prevention and Security: Sector		2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	Justice, Crime Justice, Crime Prevention and 8.6 9.1 9.2 9.1 9.2 9.1 9.2 9.1	2.1 2.2 1.9 2.3	
.1 HR Strategy and Planning	Justice, Crime Prevention and Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	Justice, Crime Prevention and Security: Sector	ND: Average	
.1 HR Strategy and Planning .2 Human Resource Practices and ddministration	Justice, Crime Prevention and Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	Justice, Crime Justice, Crime Prevention and 8.6 9.1 9.2 9.1 9.2 9.1 9.2 9.1	2.1 2.2 1.9 2.3 2.4 1.2	
Performance Area 1.1 HR Strategy and Planning 1.2 Human Resource Practices and Administration	Justice, Crime Prevention and B Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	Institute of Crime Justice of Crime Just	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	
Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance	Justice, Crime Justice, Crime Prevention and 8:1 Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	Justice, Crime Justice, Crime 1.0 2.0 1.9 2.1 2.3 2.3 1.9 2.1 2.1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	
Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance	Justice, Crime Prevention and B Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	Institute of Crime Justice of Crime Just	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	
Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations 1. Financial Management	Justice, Crime Justice, Crime Prevention and 8 18 7:1	2.1	2.3 2.3 3.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	7.7 Prevention and Pr	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations 1. Financial Management	Justice, Crime Justice, Crime Prevention and 8:1 Security: Sector	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	7 natter Crime 1.66 2.0 1.9 2.1 2.0 2.1 2.0 2.1 2.3 2.3 1.9 2.1 1.3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations 9. Financial Management Performance Area	Justice, Crime Justice, Crime Prevention and 8 18 7:1	2.1 2.0 2.4 1.5	2.3 2.3 3.0 1.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	Justice, Crime Justice, Crime 1.6 2.0 1.9 2.1 2.1 3.3 2.7 3.3 3.3 4.3 5.7 1.3 7.7 1.3 2.1 2.1 2.1 2.1 2.2 2.1 2.3 2.1 2.3 2.1 2.4	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations 9. Financial Management Performance Area	Justice, Crime Prevention and Security:	2.1 2.0 2.4 1.5	2.3 2.3 3.0 1.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	10 10 10 10 10 10 10 10 10 10 10 10 10 1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations 9. Financial Management Performance Area	Justice, Crime Prevention and Security:	2.1 2.0 2.4 1.5	2.3 2.3 3.0 1.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 3. Financial Management Performance Area	Justice, Crime Prevention Prevention Descriptor Descri	2.1 2.0 2.4 1.5	2.3 2.3 3.0 1.0 AM Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.3 Logistics management 4.1.4 Disposal management	16 2.0 1.9 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 88 88 89 80 80 80 80 80 80 80 80 80 80 80 80 80	
Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Justice, Crime Prevention and Security:	2.1 2.0 2.4 1.5	2.3 2.3 3.0 1.0 AM Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	



National Department:

NDInternational Relations and Cooperation

National Department:			NDInter	rnational Relations and Cooperation			
1. Strategic Management					3.2	3.0	3.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0		3.3	3.2	4
1.3 Monitoring and Evaluation	3.3	2.8	3.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	3
	5.5	2.0	5.0	management			
2. Governance and Accountability	<u> </u>	a	4		2.2	2.2	2.2
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability 2.4 Ethics	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.8 1.8	2.7	2
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment or policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.3	2.3	2
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	1
2.7 Delegations	2.2	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	4
3.Human Resource and Systems Manage	ement				2.0	2.0	2.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2 1.9	2
3.2 Human Resource Practices and	1.9	2.0	2.0	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.1	2.3	2
Administration	1.3		2.0	3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.1	1.2	2
3.3 Management of Performance	2.4	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5	2.0	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management		g)	ę,	Standard	2.7	2.8 v	3.0 o
Performance Area	Central rnment stration	Average	My Dept score	Standaru	Central Government Administration	ND: Average	My Dept score
	Central Government Administration	ND:	MyD		Go Adm	z	Ž
4.1 Supply Chain Management	Gover Samuel Sam	Q 2.9		4.1.1 Demand Management	9 EpA 3.8	2.7	≥
4.1 Supply Chain Management		ND:		4.1.2 Acquisition Management	2.8 2.7	2.7 2.9	3
4.1 Supply Chain Management		ND:		4.1.2 Acquisition Management 4.1.3 Logistics management	2.8 2.7 2.7	2.7 2.9 2.9	3 3
	2.8	2.9	3.3	4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.8 2.7 2.7 3.1	2.7 2.9 2.9 3.0	3 3 3 4
4.1 Supply Chain Management 4.2 Expenditure Management		ND:		4.1.2 Acquisition Management 4.1.3 Logistics management	2.8 2.7 2.7	2.7 2.9 2.9	3 3



National Department:			ND Just	ice and Constitutional Development			
1. Strategic Management					2.6	3.0	3.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2	4
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic	2.0	2.8	3
2. Governance and Accountability					1.8	2.2	3.0
Performance Area	9 5 5	e,	ē	Standard			
r criomance Alec	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	State	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	1.9	2.4		2.2.1 Functionality of management structures	1.9	2.4	4
2.3 Accountability	2.1	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	3
2.4 Ethics	1.6	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.0	2.3	3
2.5 Internal Audit	1.6	2.3	2.0		1.6	2.3	2
2.6 Risk Management	1.6	2.0			1.6	2.0	3
2.7 Delegations	2.1	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	4
3.Human Resource and Systems Manage	ment				1.8	2.0	2.1
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	2.3	3.1.1 Human Resource Planning	1.6	2.1	2
				3.1.2 Organisational Design and Implementation	2.0	2.2	3
	1.0		2.2	3.1.3 Human Resources Development Planning	1.9	1.9	2
3.2 Human Resource Practices and	1.8	2.0	2.3	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.1	2.3	3
Administration				3.2.4 Management of diversity	1.3	1.2	1
3.3 Management of Performance	2.1	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	3
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1
4. Financial Management					2.7	2.8	2.9
Performance Area	Justice, Crime Prevention and Security:	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security:	ND: Average	My Dept score
4.1 Supply Chain Management	2.6	2.9	2.8	4.1.1 Demand Management	2.4	2.7	3
,				4.1.2 Acquisition Management	2.4	2.9	3
				4.1.3 Logistics management	2.9	2.9	2
				4.1.4 Disposal management	2.6	3.0	3
4.2 Expenditure Management	2.8	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3
				4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.6	2.8	3
					2.7		3

ND Labour



National Department:

1. Strategic Management					3.2	3.0	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic	3.1	2.8	3
	3.1	2.8	3.0	management			

2. Governance and Accountability					2.4	2.2	1.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.6	2.2	1
				Act and PS Regulations			
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1

3.Human Resource and Systems Managemen	t				2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and	2.2	2.0	1.3	3.2.1 Pay sheet certification	2.6	2.3	1
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1

4. Financial Management					3.1	2.8	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.3	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3



National Department:			ND Mili	tary Veteran			
1. Strategic Management					2.6	3.0	2.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2 3.0	4
1.3 Monitoring and Evaluation	2.0	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	1
2. Governance and Accountability					1.8	2,2	1.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1
2.3 Accountability	2.1	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	1
2.4 Ethics	1.6	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.0	2.3	1
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	1
2.7 Delegations	2.1	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	1
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	1.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	1.6 2.0	2.1	1
3.2 Human Resource Practices and	1.8	2.0	1.0	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	1.9 2.1	1.9 2.3	1
Administration	1.0			3.2.2 Application of recruitment and retention practices	2.0	2.4	1
				3.2.4 Management of diversity	1.3	1.2	1
3.3 Management of Performance	2.1	2.4	1.0	3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 1.9	2.7	1
3.4 Employee Relations	1,3	1,5	1.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.1	2.5 1.5	1
z zprojec nelaciona				and the state of t			
4. Financial Management	In				2.7	2.8	2.3
Performance Area	Justice, Crime Prevention and Security:	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security:	ND: Average	My Dept score 8.2
4.1 Supply Chain Management	2.6	2.9	2.0	4.1.1 Demand Management	2.4	2.7	2
				4.1.2 Acquisition Management	2.4	2.9	2
				4.1.3 Logistics management	2.9	2.9	2
				4.4.4 Dispersal property and	2.0		
4.2 Expenditure Management	2.8	2.8	2.7	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.6 3.1	3.0	3

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:			ND Min	eral Resources			
1. Strategic Management					3.2	3.0	3.
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4 3.1	3.2 3.0	
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	
2. Governance and Accountability					2.4	2.2	2.
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	
2.3 Accountability 2.4 Ethics	2.8	2.7	3.0 2.5		2.8 2.1 2.5	2.7 1.7 2.4	
2.5 Internal Audit	2.3	2.4	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.4	
2.6 Risk Management	2.3	2.1		2.6.1 Assessment of risk management arrangements	2.3	2.1	
2.7 Delegations	2.7	2.3	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.7	2.3	
3.Human Resource and Systems Manage Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average 0.8	3
3.1 HR Strategy and Planning	2.3	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	
3.1 Strategy and raining				3.1.2 Organisational Design and Implementation	2.5	2.2	
2.2.11	2.2	2.0	2.7	3.1.3 Human Resources Development Planning	2.1	2.3	
3.2 Human Resource Practices and Administration	2.2	2.0	2.7	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.5	2.4	
3.3 Management of Performance	2.5	2.4	3.0		3.0 1.9 2.7	2.7 2.0 2.5	
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	
A Figure in I SA					3.1	2.8	3.
4. Financial Management Performance Area	i	9.6	ē	Standard			
	Economic Services and Infrastructure	ND: Average	My Dept score		Economic Services and Infrastructure:	ND: Average	
4.1 Supply Chain Management	3.1	2.9	4.0	4.1.1 Demand Management	2.9	2.7	
				4.1.2 Acquisition Management	3.2	2.9	
				4.1.3 Logistics management	3.1 3.2	2.9 3.0	
4.2 Expenditure Management	3.1	2.8	3.3	4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	3.2	3.0	
2 Experiorare ividinagement	3.1	2.0	5.5	4.2.2 Payment of suppliers	3.2	2.8	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	



1. Strategic Management					2.7	3.0	3.0
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	4.0	1.1.1 Strategic Plans	3.0	3.2 3.0	4
1.3 Monitoring and Evaluation	2.3	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.3	2.8	2
2. Governance and Accountability					2.6	2.2	2.6
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	3.0	2.4	1.0	2.2.1 Functionality of management structures	3.0	2.4	1
2.3 Accountability	3.7	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	3.7	2.7	4
2.4 Ethics	2.7	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.3	1.7	<u>2</u>
2.5 Internal Audit	3.0	2.3	2.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	4.0 3.0	2.3	2
2.6 Risk Management	2.7	2.0		2.6.1 Assessment of risk management arrangements	2.7	2.0	4
2.7 Delegations	2.2	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.3	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	3
3.Human Resource and Systems Manage	ment				2.1	2.0	2.2
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
			2		Fii Adr Serv	_	
3.1 HR Strategy and Planning	2.0	2.1	≥ 2.0	3.1.1 Human Resource Planning	2.3	2.1	2
3.1 HR Strategy and Planning	2.0	2.1		3.1.2 Organisational Design and Implementation	2.3	2.1	2
			2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.3 2.3 1.3	2.1 2.2 1.9	2 3 1
3.2 Human Resource Practices and	2.0	2.1		3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.3 2.3 1.3 2.0	2.1 2.2 1.9 2.3	2 3 1 4
			2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.3 2.3 1.3	2.1 2.2 1.9	2 3 1
3.2 Human Resource Practices and			2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.3 2.3 1.3 2.0 3.0	2.1 2.2 1.9 2.3 2.4	2 3 1 4
3.2 Human Resource Practices and Administration	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 2.3 1.3 2.0 3.0 1.0 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	2 3 1 4 3 1 4 2
3.2 Human Resource Practices and Administration 3.3 Management of Performance	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3 2.3 1.3 2.0 3.0 1.0 3.0 1.7 2.3	2.1 2.2 1.9 2.3 2.4 1.2 2.7	2 3 1 4
3.2 Human Resource Practices and Administration	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 2.3 1.3 2.0 3.0 1.0 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	2 3 1 4 3 1 4 2
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3 2.3 1.3 2.0 3.0 1.0 3.0 1.7 2.3 2.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	2 3 1 4 3 1 4 2 3 1
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.3 2.3 1.3 2.0 3.0 1.0 3.0 1.7 2.3 2.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 3 1 4 3 1 4 2 3 1
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	Financial and Administrative Administrative Services:	0.2 Average	2.7 2.7 3.00 and be score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	Very modern and Funancial and Funancial and Administrative Services: 3.2	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	3.4 Pept 8 2005
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	2.0	2.0	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard	2.3 2.3 1.3 2.0 3.0 3.0 1.7 2.3 2.0 3.0 2.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 3 3 1 4 4 3 3 1 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 4 2 2 3 3 1 1 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Financial and Administrative Administrative Services:	0.2 Average	2.7 2.7 3.00 and be score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	3.0 3.0 4.0 3.0 3.0 3.0 4.0 3.0 3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.5 1.5 2.8 88 88 87 87 97 97 97 97 97 97 97 97 97 97 97 97 97	2 3 1 4 3 1 4 2 2 3 3 1 1 3.4 4 2 2 3 3 4 4 4 2 4 4 4 4 4 4 4 4 4 4
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Financial and Administrative Administrative Services:	0.2 Average	2.7 2.7 3.00 and be score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.3 2.3 2.0 3.0 3.0 1.7 2.3 2.0 3.0 2.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 88eeeeeeeeeeeeeeeeeeeeeeeeeeeeeeeee	2 3 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 5 2 3 3 4 5 3 5 5 6 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area 4.1 Supply Chain Management	2.0 2.3 2.0 Administrative Administrative Services:	2.0 2.4 1.5 ND: Average	2.0 2.7 3.0 1.0 4 Do AW	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.3 2.3 1.3 2.0 3.0 1.0 3.0 1.7 2.3 2.0 3.0 2.0 3.0 3.0 3.0 3.0 3.0 4.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 80 80 80 80 80 80 80 80 80 80 80 80 80	2 3 1 1 4 4 3 3 1 1 4 4 4 4 4 4 4 4 4 4 4
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Financial and Administrative Administrative Services:	0.2 Average	2.0 2.7 3.0 1.0 4 Do AW	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.3 2.3 2.0 3.0 3.0 1.7 2.3 2.0 3.0 2.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 88eeeeeeeeeeeeeeeeeeeeeeeeeeeeeeeee	2 3 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 2 2 3 3 1 1 4 4 4 5 2 3 3 4 5 3 5 5 6 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6



National Department:

ND Performance Monitoring and Evaluation

1.1 Strategic Management Performance Area 1.1 Strategic Planning 1.3 Monitoring and Evaluation	Central Government 3.1 Administration:	ND: Average	7.5 My Dept score	Standard 1.1.1 Strategic Plans	Central Government Administration:	O.E ND: Average	My Dept score
1.3 Monitoring and Evaluation		3.1	2.5			3.2	3
-	2.2				3.0	3.0	2
	3.3	2.8	4.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4
2. Governance and Accountability Performance Area	T # 5	o.	e e	Standard	2.2	2.2	3.4 g
renormance Area	Central Government Administration	ND: Average	My Dept score	3.aiiuai u	Central Government Administration	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0		1.6	1.5	3
2.2 Management structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	4
2.3 Accountability 2.4 Ethics	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	4
2.4 Ethics	2.1	2.0	4.0	2.4.2 Fraud prevention	2.3	2.3	4
2.5 Internal Audit	2.4	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	3
2.6 Risk Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	3
3.Human Resource and Systems Managem	nent			2.7.2. Approved not delegations for municipal administration meeting of the FFWIA	2.0	2.0	3.2
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
3.2 Human Resource Practices and	1.9	2.0	2.2	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.1	2.3	2
Administration	1.9	2.0	2.3	3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	4
3.4 Employee Relations	1.6	1.5	4.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5 1.5	4
. ,				, ,			
4. Financial Management					2.7	2.8	2.9
Performance Area	Central Government Iministration	ND: Average	My Dept score	Standard	Central Government Administration	: Average	Dept score
	Gover	Ä	My De		Go	ND:	Μy D
4.1 Supply Chain Management	Central Government 87 Administration	2.9	2.8	4.1.1 Demand Management	2.8	2.7	My D
4.1 Supply Chain Management	_			4.1.1 Demand Management 4.1.2 Acquisition Management	Ac		Μ̈́
4.1 Supply Chain Management	_			4.1.2 Acquisition Management 4.1.3 Logistics management	2.8 2.7 2.7	2.7 2.9 2.9	Μ̈́
	2.8	2.9	2.8	4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.8 2.7 2.7 3.1	2.7 2.9 2.9 3.0	Μ̈́
4.1 Supply Chain Management 4.2 Expenditure Management	_			4.1.2 Acquisition Management 4.1.3 Logistics management	2.8 2.7 2.7	2.7 2.9 2.9	Μ̈́



National Department:

ND Police

l. Strategic Management					2.6	3.0	3.5
?erformance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dent score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic	2.0	2.8	3
	2.0	2.8	3.0	management			
2. Governance and Accountability					1.8	2.2	1.6
Performance Area	ime and ctor	ge	ore	Standard	ime and	ge	e e
	e, Crime tion and y: Sector	era	SCC		e, Crime tion and	vera	pt scc

2. Governance and Accountability					1.8	2.2	1.6
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1
2.3 Accountability	2.1	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	3
2.4 Ethics	1.6	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1
				2.4.2 Fraud prevention	2.0	2.3	2
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	1
2.7 Delegations	2.1	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.1	2.2	2
				Act and PS Regulations			
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	3

3. Human Resource and Systems Manageme	nt				1.8	2.0	1.9
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	1.7	3.1.1 Human Resource Planning	1.6	2.1	2
				3.1.2 Organisational Design and Implementation	2.0	2.2	2
				3.1.3 Human Resources Development Planning	1.9	1.9	1
3.2 Human Resource Practices and	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.1	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.0	2.4	2
				3.2.4 Management of diversity	1.3	1.2	2
3.3 Management of Performance	2.1	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	3
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1

4. Financial Management					2.7	2.8	2.8
Performance Area	Justice, Crime Prevention and Security:	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security:	Ave	My Dept score
4.1 Supply Chain Management	2.6	2.9	2.5	4.1.1 Demand Management	2.4	2.7	2
				4.1.2 Acquisition Management	2.4	2.9	2
				4.1.3 Logistics management	2.9	2.9	3
				4.1.4 Disposal management	2.6	3.0	3
4.2 Expenditure Management	2.8	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3



National Department:

ND Public Administration Leadership and Management Academy

1. Strategic Management					3.2	3.0	4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.3	3.2 3.0	
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	
2. Governance and Accountability					2.2	2.2	
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	
2.4 Ethics	2.1	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	
) C latara al Arrelia	2.4	2.3	1.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	2.3	2.3	
2.5 Internal Audit 2.6 Risk Management	2.4	2.3		2.5.1 Assessment of internal audit arrangements 2.6.1 Assessment of risk management arrangements	2.4	2.0	
2.7 Delegations	2.2	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	
3.Human Resource and Systems Manage Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	
24406		2.4			_	2.1	
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.3	2.1	
				3.1.3 Human Resources Development Planning	2.1	1.9	
.2 Human Resource Practices and	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.2	2.3	
dministration				3.2.2 Application of recruitment and retention practices	2.5	2.4	
				3.2.4 Management of diversity	1.1	1.2	
.3 Management of Performance	2.4	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	
				3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5 1.5	
4 Employee Belations	1.6	4.5					
.4 Employee Relations	1.6	1.5	2.0	3.4.2 Wanagement of disciplinary cases	1.6		
. Financial Management		J. 1. J			2.7	2.8	
J. Financial Management	Central Government Administration	ND: Average	My Dept score			ND: Average 8.7	
8.4 Employee Relations 9. Financial Management Performance Area 1.1 Supply Chain Management		Average	My Dept score		2.7		
I. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration 2.7	ND: Average	
I. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	Central Government 2.8 2.7 2.7	ND: Average	
I. Financial Management Performance Area I. 1 Supply Chain Management	Central Government 8°7 Administration	ND: Average	0.8 My Dept score	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	Central Government S.8 2.7 2.7 2.7 3.1	2.7 2.9 2.9 3.0	
I. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	Central Government 2.8 2.7 2.7	ND: Average	

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:

ND Public Enterprises

1. Strategic Management					3.2	3.0	2.
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4 3.1	3.2 3.0	
1.3 Monitoring and Evaluation	3.1	2.8	1.0	13.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	
. Governance and Accountability					2.4	2.2	2
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	
N. F. L.	2.2	2.3	1.0	2.4.2 Fraud prevention	2.4	2.3	
2.5 Internal Audit 2.6 Risk Management	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements 2.6.1 Assessment of risk management arrangements	2.3	2.3	
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.6	2.2	
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	
3.Human Resource and Systems Manager					2.1	2.0	2
Performance Area		ND: Average	Dept score	Standard		Average	
	Economic Services and Infrastructure:	ND: A	My Dept		Economic Services and Infrastructure:	ND: Av	
3.1 HR Strategy and Planning	Servii Infrastr	2.1	My Dept	3.1.1 Human Resource Planning	2.3	2.1	
3.1 HR Strategy and Planning	트		Σ	3.1.2 Organisational Design and Implementation	2.3 2.5	2.1 2.2	
	2.3	2.1	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.3 2.5 2.1	2.1 2.2 1.9	
3.2 Human Resource Practices and	트		Σ	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.3 2.5 2.1 2.6	2.1 2.2 1.9 2.3	
3.2 Human Resource Practices and	2.3	2.1	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.3 2.5 2.1	2.1 2.2 1.9 2.3 2.4	
3.2 Human Resource Practices and Administration	2.3	2.1	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.3 2.5 2.1 2.6 2.5 1.4 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7	
3.2 Human Resource Practices and Administration	2.3	2.1	2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 2.5 2.1 2.6 2.5 1.4 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	2.3	2.1	2.3 1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.3 2.5 2.1 2.6 2.5 1.4 3.0	2.1 2.2 1.9 2.3 2.4 1.2 2.7	
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	2.3	2.1	2.3 1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3 2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 1. Financial Management	2.3	2.1	2.3 1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3 2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	3
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	2.3	2.1	2.3 1.3 2.3	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.3 2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	3
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	2.3	2.1	2.3 2.3 4.0 WA Dept score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management	2.3 2.5 2.1 2.6 2.5 2.1 3.0 1.9 2.5 1.6 3.1 3.1 2.9	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	3
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	2.3 2.2 2.5 2.5 2.6 1.6	2.0 2.4 2.4 1.5	2.3 2.3 4.0 WA Dept score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	2.3 2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 3.1: 2.5 1.6 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.5 1.5 2.8 88 88 88 88 88 88 88 88 88 88 88 88 8	3
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	2.3 2.2 2.5 2.5 2.6 1.6	2.0 2.4 2.4 1.5	2.3 2.3 4.0 WA Dept score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.3 2.5 2.1 2.6 2.5 1.4 3.0 2.5 1.6 2.5 1.6 3.1 1.0 2.9 2.5 3.1 3.1 3.1	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 5 1.5 2.8 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	3
3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	2.3 2.2 2.5 2.5 2.6 1.6	2.0 2.4 2.4 1.5	2.3 2.3 4.0 WA Dept score	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	2.3 2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 3.1: 2.5 1.6 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.5 1.5 2.8 88 88 88 88 88 88 88 88 88 88 88 88 8	3

4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:

ND Public Service and Administration

National Department:			ND Pub	lic Service and Administration			
1. Strategic Management					3.2	3.0	3.3
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.5	1.1.1 Strategic Plans	3.3	3.2	4
1.3 Monitoring and Evaluation	3.3	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic	3.0	2.8	3
	3.3	2.8	3.0	management			
2. Governance and Accountability	I	-			2.2	2.2	2.4
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8 1.8	2.7	3
2.4 Ethics	2.1	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.3	2.3	3
2.5 Internal Audit	2.4	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	4
2.6 Risk Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	3
3.Human Resource and Systems Manage	ement				2.0	2.0	2.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.2	2.2 1.9	3
3.2 Human Resource Practices and	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.1	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
· · · · · · · · · · · · · · · · · · ·				. ,	1.0		
				. ,		2.5	
4. Financial Management	<u> </u>	e l	a a		2.7	2.8 v	
4. Financial Management Performance Area	Central Government Administration	ND: Average	My Dept score	Standard		ND: Average 8	
	Central Government Administration	ND: Average			2.7	Average	My Dept score
Performance Area		ND:		Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	Central Government Administration 7.2 8.2	ND: Average	My Dept score
Performance Area		ND:		Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	Central Government 2.8 8.2 Administration 7.2 7.7	P.S. Average 2.5	3 3 3 Wy Dept score
Performance Area 4.1 Supply Chain Management	2.8	2.9	3.3	Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	Central Contract Cont	2.7 2.9 2.9 3.0	3 3 3 3 3 4
Performance Area		ND:	3.3	Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	Central Government 2.8 8.2 Administration 7.2 7.7	P.S. Average 2.5	3 3 3 Wy Dept score



National Department:

ND Public Service Commission

National Department:			ND Pub	lic Service Commission			
1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	and vM
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	A.
2. Governance and Accountability					2.2	2.2	2.5
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.1	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	1.8 2.3	1.7 2.3	3 4
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	3
3. Human Resource and Systems Manage Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average 7.2	2.4 and A
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
2211	1.0	2.0	2.0	3.1.3 Human Resources Development Planning	2.1	1.9 2.3	3
3.2 Human Resource Practices and Administration	1.9	2.0	2.0	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.2	2.3	3
Aummstration				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
3.4 Employee Relations	1.6	1.5	2.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5	3
3.4 Employee Relations	1.0	1.5	2.0	3.4.2 Ividiagement of disciplinary cases	1.0	1.5	
4. Financial Management					2.7	2.8	3.1
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	3
-				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
4.2.5	2.7	2.0	2.0	4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:			ND Pub	IIC WOLKS			
1. Strategic Management					3.2	3.0	2.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	1.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2	1
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.1.2 Annual renormance rans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability 2.4 Ethics	2.8	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.8 2.1 2.4	2.7 1.7 2.3	1
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	1
3.Human Resource and Systems Manage				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5 2.1	2.2	1.2
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.3	2.1	1 2
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	1.3	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.6	2.3	1
3.3 Management of Performance	2.5	2.4	1.0	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	3.0	1.2 2.7	1
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1
3.4 Employee Relations	1.6	1.5	1.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	1.5	1
					3.1	2.8	2.3
4. Financial Management		-	e)	Standard	nd ne:	age	core
4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score		Economic Services and Infrastructure:	ND: Average	My Dept s
	Economic Services and Infrastructure:	ND: Average	My Dept scor	4.1.1 Demand Management	Se Infra	2.7	My Dept score
Performance Area	Sei			4.1.1 Demand Management 4.1.2 Acquisition Management	2.9 8 2.9	2.7 2.9	
Performance Area	Sei			4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	3.2 8.2 1.1 8.2 1.1	2.7 2.9 2.9	3
Performance Area 4.1 Supply Chain Management	3.1	2.9	2.5	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.9 3.2 3.1 3.2	2.7 2.9 2.9 3.0	3 3 2 2
Performance Area	Sei		2.5	4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	3.2 8.2 1.1 8.2 1.1	2.7 2.9 2.9	3



National Department:			ND Rura	al Development and Land Affairs			
1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	13.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
				management			
2. Governance and Accountability Performance Area	.º ₽ ;;	e.	ė	Standard	2.4 .2 5 ii	2.2 g	1.8 g
r criomance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Salidad	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability 2.4 Ethics	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.8 2.1 2.4	2.7 1.7 2.3	1 2
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5 2.1	2.2	2
3.Human Resource and Systems Manage Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average O.	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	2.3	2.1	2
				3.1.3 Human Resources Development Planning	2.3	1.9	2
3.2 Human Resource Practices and	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
3.3 Management of Performance	2.5	2.4	1.7	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	1
5.5 Management of Performance	2.5	2.4		3.3.2 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.7	1
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
4.1 Juppiy Chain Management				4.1.2 Acquisition Management	3.2	2.9	3
4.1 Jupply Chain Management							
4.1 Jupply Chair Wallagement				4.1.3 Logistics management	3.1	2.9	3
-	2.1	2.0	2.0	4.1.3 Logistics management 4.1.4 Disposal management	3.1	3.0	3
4.2 Expenditure Management	3.1	2.8	3.0	4.1.3 Logistics management	3.1		



National Department:

ND Science and Technology

National Department:			ND Scie	nce and Technology			
1. Strategic Management					3.2	3.0	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2 3.0	
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	
2. Governance and Accountability					2.4	2.2	3.:
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	
2.4 Ethics	2.2	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7 2.3	
2.5 Internal Audit	2.3	2.3	4.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	2.4	2.3	
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	
2.7 Delegations	2.5	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.6	2.2	
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
3.1 HR Strategy and Planning	2.3	2.1	3.3	3.1.1 Human Resource Planning	2.3	2.1	
				3.1.2 Organisational Design and Implementation	2.5	2.2	
				3.1.3 Human Resources Development Planning	2.1	1.9	
3.2 Human Resource Practices and	2.2	2.0	2.7	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.6	2.3	
Administration				3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	1.4	1.2	
3.3 Management of Performance	2.5	2.4	3.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	
4. Financial Management					3.1	2.8	3.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
4.1 Supply Chain Management	3.1	2.9	4.0	4.1.1 Demand Management	2.9	2.7	
				4.1.2 Acquisition Management	3.2	2.9	
				4.1.3 Logistics management	3.1	2.9	
				4.1.4 Disposal management	3.2	3.0	
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



1. Strategic Management					3.2	3.0	3.5
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.4	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.3 3.5	3.2 3.0	3
1.3 Monitoring and Evaluation	3.0	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic	3.0	2.8	4
2. Governance and Accountability					1.9	2.2	3.1
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.5	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	1
2.2 Management structure	1.8	2.4		2.2.1 Functionality of management structures	1.8	2.4	4
2.3 Accountability	2.5	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	3
2.4 Ethics	1.8	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.0	2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.5	2.0		2.6.1 Assessment of risk management arrangements	2.5	2.0	4
2.7 Delegations	1.4	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	1.5	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.3	2.2	2
3.Human Resource and Systems Manager	nont				4.0		
	nent				1.8	2.0	2.3
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services:	ND: Average 0.8	My Dept score
		ND: Average		Standard 3.1.1 Human Resource Planning	Social Services: Sector Average	ND: Average	
Performance Area	Social Services: Sector Average	Ñ		3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	Social Services: Sector Average	1.2 ND: Average	7 My Dept score
Performance Area 3.1 HR Strategy and Planning	Social Services: Sector Average	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	Social Services: Sector Average 2.3	7.2 1.2 ND: Average	2 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and	Social Services: Sector Average	Ñ	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	Social Services: Sector Average Sector Average	2.1 2.2 1.9 2.3	2 3 7 My Dept score
Performance Area 3.1 HR Strategy and Planning	Social Services: Sector Average	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	Social Services: Sector Average 2.3	7.2 1.2 ND: Average	2 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and	Social Services: Sector Average	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	Social Services: Sector Average Sector Average Sector Average	2.1 2.2 1.9 2.3 2.4 1.2	2 3 7 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration	Social Services:	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0 2.3 1.5 2.3 2.3 1.0 2.5 1.8	2.1 2.2 1.9 2.3 2.4 1.2 2.7	3 3 3 3 4 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance	Social Services:	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	8 Porviews 8 Porviews 8 Porviews 9 Porviews	2.1 2.2 1.9 2.3 2.4 1.2	2 3 3 3 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration	Social Services:	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0 2.3 1.5 2.3 2.3 1.0 2.5 1.8	2.1 2.2 1.9 2.3 2.4 1.2 2.7	3 3 3 3 4 My Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance	Social Services:	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	8 Porviews 8 Porviews 8 Porviews 9 Porviews	2.1 2.2 1.9 2.3 2.4 1.2 2.7	2.7 WA Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations	Social Services:	2.1	2.3	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.0 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 1.0 2.5 2.5	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	3 3 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	Social Services:	2.1 2.0 2.4 4A64888	2.3 2.7 2.0 WA Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	Social Services: 2.0	2.1 2.2 2.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 2 3 3 2 2 2 7.7 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Social Services: Sector Average	2.1 2.0 2.4 2.4 2.4 2.4 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5	2.3 2.7 2.0 WA Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	2.0 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 5.15 1.5 2.8	2 2.7 2.7 WA Dept score
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Social Services: Sector Average	2.1 2.0 2.4 2.4 2.4 2.4 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5	2.3 2.7 2.0 WA Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.0 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8829AYCIQ 2.7 2.9 2.9	2 3 3 2 2 2 2 3 3 3 3 2 2 2 3 3 3 3 3 3
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area 4.1 Supply Chain Management	Social Services:	2.1 2.0 2.4 2.4 2.9 2.9	2.3 2.7 2.0 2.0 W Add Add Add Add Add Add Add Add Add Ad	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.3 Logistics management 4.1.4 Disposal management	Services:	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	2 3 3 2 2 2 3 3 3 2 2 3 3 3 3 3 3 3 3 3
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Social Services: Sector Average	2.1 2.0 2.4 2.4 2.4 2.4 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.4 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5	2.3 2.7 2.0 WA Debt score	3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.0 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3	2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8829AYCIQ 2.7 2.9 2.9	2.7 A Dept score



National Department:

4.2 Expenditure Management

ND Sports and Recreation South Africa

1. Strategic Management					3.2	3.0	3.
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	
1.1 Strategic Planning	3.4	3.1	4.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.3 3.5	3.2 3.0	
1.3 Monitoring and Evaluation	3.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	
2. Governance and Accountability					1.9	2.2	2.
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	
2.1 Service Delivery Improvement	1.5	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	
2.2 Management structure	1.8	2.4	1.0	2.2.1 Functionality of management structures	1.8	2.4	
2.3 Accountability	2.5	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	
2.4 Ethics	1.8	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.5	1.7	
				2.4.2 Fraud prevention	2.0	2.3	
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	
2.6 Risk Management	2.5	2.0		2.6.1 Assessment of risk management arrangements	2.5	2.0	
2.7 Delegations						2.2	
2.7 Delegations	1.4	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 7.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.5		
3.Human Resource and Systems Manage	ement	2.2	1.0	· · · · · · · · · · · · · · · · · · ·	1.3	2.2	1.
		ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard	1.3	2.2	1
3. Human Resource and Systems Manage Performance Area	ement	Average	Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning	Social Services: Sector Average Sector Average	2.2 AVerage e	
3. Human Resource and Systems Manage Performance Area	Social Services: Sector Average	ND: Average	Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation	Social Services: Sector Average 8	ND: Average	
S. Human Resource and Systems Manage Performance Area 3.1 HR Strategy and Planning	Social Services: Sector Average	ND: Average	Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning	2.0 Sector Average Sector 2.0	2.2 2.0 2.0 2.1 2.1	1
3. Human Resource and Systems Manage Performance Area 3. 1 HR Strategy and Planning 3. 2 Human Resource Practices and	Social Services:	ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	1.3 8.1 8 cycles: 8 cycles: 9 cycles: 2.0 2.3 1.5	2.2 2.0 2.0 2.1 2.1 2.2	1
3. Human Resource and Systems Manage Performance Area 3. 1 HR Strategy and Planning 3. 2 Human Resource Practices and	Social Services:	ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	1.8 1.8 2.0 2.0 2.3 2.3 2.3 2.3 1.0	2.2 2.0 98 2.1 2.2 1.9 2.3 2.4	1
3.Human Resource and Systems Manage Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration	Social Services:	ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	1.3 1.8 1.8 2.0 2.0 2.0 2.1 3.1 2.1 2.3 2.3 2.3	2.2 2.0 98e-Jage 2.1 2.2 1.9 2.3 2.4 1.2 2.7	_
3.Human Resource and Systems Manage Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration	Social Services: Sector Average	ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	1.8 1.8 2.8 a 20 a 2	2.2 2.0 98 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	
3. Human Resource and Systems Manage Performance Area 3. 1 HR Strategy and Planning 3. 2 Human Resource Practices and Administration 3. 3 Management of Performance	Social Services: Sector Average 1.8	2.1 2.0	1.7 1.7	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System (excluding HODs)	1.8 1.8 1.8 2.0 2.0 2.3 2.3 2.3 1.0 2.5 1.8 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3	2.2 2.0 986-9AY:GN 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	
3. Human Resource and Systems Manage Performance Area 3. 1 HR Strategy and Planning 3. 2 Human Resource Practices and Administration 3. 3 Management of Performance	Social Services: Sector Average	ND: Average	My Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.8 1.8 2.8 a 20 a 2	2.2 2.0 98 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0	
8. Human Resource and Systems Manage Performance Area 8.1 HR Strategy and Planning 8.2 Human Resource Practices and Administration 8.3 Management of Performance 8.4 Employee Relations	Social Services: Sector Average 1.8	2.1 2.0	1.7 1.7	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System (excluding HODs)	1.8 1.8 1.8 2.0 2.0 2.3 2.3 2.3 1.0 2.5 1.8 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3 2.3	2.2 2.0 986-9AY:GN 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	Social Services: 1.9 2.2 2.2	2.1 2.0	1.7 1.7 2.0	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	1.8 1.8 1.8 1.8 1.8 1.8 1.8 1.8	2.2 2.0 especial and a second of the secon	
3. Human Resource and Systems Manage Performance Area 3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Social Services: Sector Average Sector Average	2.1 2.4 ND: Average	1.7 1.7 2.00 AW Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.0 C.2 Social Services: Services: Sector Average 8.1 Sector Average 8.2 S.3	2.2 2.0 2.0 2.1 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
3.1 HR Strategy and Planning 3.2 Human Resource Practices and Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Social Services: 1.9 2.2 2.2	2.1 2.0 2.4	1.7 1.7 2.0	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management	1.8 1.8 2.0 2.0 2.3 2.3 2.3 2.3 2.3 2.3 3.1 3.2 2.8 2.8 2.8 2.8 2.8 2.8 2.8 2.8 2.8 2	2.2 2.0 2.0 2.1 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	
3.Human Resource and Systems Manage	Social Services: Sector Average Sector Average	2.1 2.4 ND: Average	1.7 1.7 2.00 AW Dept score	Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA Standard 3.1.1 Human Resource Planning 3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.0 C.2 Social Services: Services: Sector Average 8.1 Sector Average 8.2 S.3	2.2 2.0 2.0 2.1 2.1 2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	3

4.2.1 Management of cash flow and expenditure vs. budget

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:

ND Statistics South Africa

National Department:			ND Stat	istics South Africa			
1. Strategic Management					2.7	3.0	3.0
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	2.0	1.1.1 Strategic Plans	3.0	3.2	2
1.3 Monitoring and Evaluation	2.3	2.8	4.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.3	2.8	4
2. Governance and Accountability Performance Area	D 0 7	e,	g.	Standard	2.6	2.2 g	<mark>2.6</mark>
r criomance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Sando d	Financial and Administrative Services: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	3.0	2.4		2.2.1 Functionality of management structures	3.0	2.4	4
2.3 Accountability 2.4 Ethics	3.7	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	3.7 1.3	2.7	3
2.4 LUIICS	2.7	2.0	2.5	2.4.1 Assessment or policies and systems to ensure professional ethics 2.4.2 Fraud prevention	4.0	2.3	4
2.5 Internal Audit	3.0	2.3	3.0	2.5.1 Assessment of internal audit arrangements	3.0	2.3	3
2.6 Risk Management	2.7	2.0		2.6.1 Assessment of risk management arrangements	2.7	2.0	3
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.3	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	2
3. Human Resource and Systems Manage					2.1	2.0	1.6
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.0	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.3	2.2 1.9	2
3.2 Human Resource Practices and	2.0	2.0	2.0	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.0	2.3	1
Administration	2.0			3.2.2 Application of recruitment and retention practices	3.0	2.4	4
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.3	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0 1.7	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.3	2.0	1
3.4 Employee Relations	2.0	1.5	1.0	3.4.2 Management of disciplinary cases	2.0	1.5	1
4. Financial Management					3.2	2.8	3.0
Performance Area	Financial and Administrative Services:	ND: Average	My Dept score	Standard	Financial and Administrative	ND: Average	My Dept score
4.1 Supply Chain Management	3.3	2.9	3.0	4.1.1 Demand Management	3.0	2.7	2
4.1 эарріу Спані імападеттепт	3.3	2.9	3.0	4.1.1 Demand Management 4.1.2 Acquisition Management	3.0	2.7	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	4.0	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.3	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3



National Department:

ND The Presidency

National Department:			ND The	Presidency			
1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	4
2. Governance and Accountability Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average 7.2	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	4.0		2.4	2.4	4
2.3 Accountability 2.4 Ethics	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.8	2.7	4
2.4 Ethics	2.1	2.0	2.0	2.4.2 Fraud prevention	2.3	2.3	1
2.5 Internal Audit	2.4	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	4
2.6 Risk Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	3
3.Human Resource and Systems Manage Performance Area	Central Covernment Administration:	ND: Average	My Dept score	Standard	Central Government N	ND: Average 0.2	My Dept score 8.1
3.1 HR Strategy and Planning	2.2	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.2	2.2 1.9	2
3.2 Human Resource Practices and	1.9	2.0	2.0	3.2.1 Pay sheet certification	2.2	2.3	2
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
3.3 Management of Performance	2.4	2.4	2.0	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
5.5anagement of Ferrormance	2.4	2.4	2.0	3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	3.2
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.0	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management 4.1.4 Disposal management	3.1	3.0	3
				· · · · · · · · · · · · · · · · · · ·		3.0	3
4.2 Expenditure Management	2.7	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	9
4.2 Expenditure Management	2.7	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget 4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8 2.6 2.7	2.8	3



National Department:			ND Toui	rism			
1. Strategic Management					3.2	3.0	4.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2 3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	4
2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability 2.4 Ethics	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics	2.8	2.7	3
2.5 Internal Audit	2.3	2.3	2.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	2.4	2.3	3
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.6	2.2	3
3.Human Resource and Systems Manage Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average 0.2	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
3.11m Strategy and Flamming	2.3	2.1	2.0	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.5	2.2	2
3.2 Human Resource Practices and	2.2	2.0	1.7	3.2.1 Pay sheet certification	2.6	2.3	1
Administration				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
3.3 Management of Performance	2.5	2.4	23	3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
5.5 Wanagement of Ferromance	2.3	2	2.5	3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management 4.1.4 Disposal management	3.1	3.0	3
							4
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget 4.2.2 Payment of suppliers 4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	3.3 3.2 2.8	2.8 2.6	4 3



National Department:

ND Trade and Industry

1. Strategic Management					3.2	3.0	3.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1		1.1.1 Strategic Plans	3.4	3.2 3.0	4
1.3 Monitoring and Evaluation	3.1	2.8		1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	3.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4		2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	4.0	2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.1	1.7 2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	3
2.7 Delegations	2.5	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	4
3. Human Resource and Systems Manage					2.1	2.0	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	3.0	3.1.1 Human Resource Planning			
			1	2.1.2 Organizational Design and Implementation	2.3	2.1	2
				3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning	2.5	2.2	4
3.2 Human Resource Practices and	2.2	2.0	2.7	3.1.2 Organisational Design and Implementation 3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification			
3.2 Human Resource Practices and Administration	2.2	2.0	2.7	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.5 2.1 2.6 2.5	2.2 1.9	4
Administration				3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.5 2.1 2.6 2.5 1.4	2.2 1.9 2.3 2.4 1.2	4 3 2 4 2
	2.2	2.0		3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7	4 3 2 4 2 4
Administration				3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7 2.0	4 3 2 4 2 4 2
Administration				3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System	2.5 2.1 2.6 2.5 1.4 3.0	2.2 1.9 2.3 2.4 1.2 2.7	4 3 2 4 2 4
Administration 3.3 Management of Performance 3.4 Employee Relations	2.5	2.4	3.3	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	4 3 2 4 2 4 2 4
Administration 3.3 Management of Performance	2.5	2.4	3.3	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD	2.5 2.1 2.6 2.5 1.4 3.0 1.9	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5	4 3 2 4 2 4 2
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	2.5	Average	3.3 3.3 WA Dept score	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5	4 3 2 4 2 4 2 4 1
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management	Economic Services and Infrastructure:	ND: Average	3.3 3.3 WA Dept score	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 2.1 2.6 2.5 1.4 3.0 2.5 1.4 3.0 1.9 2.5 1.6 1.6 1.6 1.6 1.6 1.6 1.6 1.6 1.6 1.6	2.2 1.9 2.3 2.4 2.7 2.0 2.5 1.5	4 3 3 2 4 4 2 2 4 4 1 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	3.3 3.3 WA Dept score	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 2.5 1.6 2.5 3.1 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8 8 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9	4 3 3 2 2 4 4 2 2 4 4 1 1 2 2 2 2 2 2 2 2 2 2
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area 4.1 Supply Chain Management	Economic Services and Infrastructure:	2.4 1.5 ND: Average	3.3 WA Debt score	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 3.1 2.9 2.9 3.2 3.2 3.2 3.2	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 88 89 90 90 90 90 90 90 90 90 90 90 90 90 90	4 3 3 2 2 4 4 2 2 4 4 1 1 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3
Administration 3.3 Management of Performance 3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	3.3 WA Debt score	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity 3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.5 2.1 2.6 2.5 1.4 3.0 1.9 2.5 1.6 3.1 2.5 1.6 2.5 3.1 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0	2.2 1.9 2.3 2.4 1.2 2.7 2.0 2.5 1.5 2.8 8 8 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9	4 3 3 2 2 4 4 2 2 4 4 1 1 2 2 2 2 2 2 2 2 2 2



National Department

ND Traditional Affair

National Department:			ND Trac	ditional Affairs			
1. Strategic Management					3.2	3.0	1.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dent score
1.1 Strategic Planning	3.1	3.1	1.5	1.1.1 Strategic Plans	3.3	3.2	
1.3 Monitoring and Evaluation	3.3	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	
2. Governance and Accountability					2.2	2.2	2.4
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4		2.2.1 Functionality of management structures	2.4	2.4	4
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.1	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.3	2.3	1
2.5 Internal Audit	2.4	2.3	3.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0		2.6.1 Assessment of risk management arrangements	2.0	2.0	3
2.7 Delegations	2.2	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	1
3.Human Resource and Systems Manage Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average 'N	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
2.211	1.0	2.0	1.0	3.1.3 Human Resources Development Planning	2.1	2.3	2
3.2 Human Resource Practices and Administration	1.9	2.0	1.0	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices	2.2	2.4	1
Autilinistration				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System 3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3 2.3	2.7 2.0	2
2.45	1.6	15	1.0	3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	1.4
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	1.8	4.1.1 Demand Management	2.8	2.7	2
-				4.1.2 Acquisition Management	2.7	2.9	1
							2
				4.1.3 Logistics management	2.7	2.9	3
4.2 Expenditure Management	2.7	2.8	1.0	4.1.3 Logistics management 4.1.4 Disposal management 4.2.1 Management of cash flow and expenditure vs. budget	2.7 3.1 2.8	3.0	1

4.2.2 Payment of suppliers
4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure



National Department:			ND Trar	nsport			
1. Strategic Management					3.2	3.0	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	,
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4	3.2 3.0	
1.3 Monitoring and Evaluation	3.1	2.8	2.0	1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	
				management			
2. Governance and Accountability Performance Area	o ;;	o.	<u> </u>	Standard	2.4	2.2 g	2.
renominate Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Statuaru	Economic Services and Infrastructure:	ND: Average	
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.8	2.4	4.0		2.8	2.4	
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	2.3	
2.5 Internal Audit	2.3	2.3	2.0	2.4.2 Fraud prevention 2.5.1 Assessment of internal audit arrangements	2.4	2.3	
2.6 Risk Management	2.3	2.0		2.6.1 Assessment of risk management arrangements	2.3	2.0	
2.7 Delegations	2.5	2.2		2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	
3.Human Resource and Systems Manage	ement				2.1	2.0	2.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	4
3.1 HR Strategy and Planning	2.3	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	
				3.1.2 Organisational Design and Implementation	2.5	2.2	
		0.0		3.1.3 Human Resources Development Planning	2.1	1.9	
3.2 Human Resource Practices and Administration	2.2	2.0	2.3	3.2.1 Pay sheet certification 3.2.2 Application of recruitment and retention practices 3.2.4 Management of diversity	2.6	2.3	
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	_
ois management of terrormance				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	
4. Financial Management					3.1	2.8	2.
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	
.,,				4.1.2 Acquisition Management	3.2	2.9	
				4.1.3 Logistics management	3.1	2.9	
					0.0	3.0	
				4.1.4 Disposal management	3.2		
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	
4.2 Expenditure Management	3.1	2.8	2.7				



National Department:			ND Wat	ter Affairs			
1. Strategic Management					3.2	3.0	2.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans 1.1.2 Annual Performance Plans	3.4 3.1	3.2 3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	2.0	1.1.2 Annual renormance rans 1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	2
2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4			2.8	2.4	3
2.3 Accountability 2.4 Ethics	2.2	2.0		2.3.2 Assessment of accountability mechanisms (Audit Committee) 2.4.1 Assessment of policies and systems to ensure professional ethics 2.4.2 Fraud prevention	2.1	1.7 2.3	1 2
2.5 Internal Audit	2.3	2.3		2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management 2.7 Delegations	2.3	2.0		2.6.1 Assessment of risk management arrangements 2.7.1 Approved EA and HOD delegations for public administration in terms of the PS	2.3	2.0	2
				Act and PS Regulations 2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3.Human Resource and Systems Manage	ment				2.1	2.0	1.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	1
3.2 Human Resource Practices and	2.2	2.0	1 7	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.1	1.9 2.3	2
Administration	2.2			3.2.2 Application of recruitment and retention practices	2.5	2.4	1
				3.2.4 Management of diversity	1.4	1.2	2
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				2.2.2 Implementation of CMC Performance Management System (systemiay HODs)	1.0	2.0	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
3.4 Employee Relations	1.6	1.5	1.0	3.3.2 Implementation of SMS Performance Management System (excluding HODs) 3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	1.9 2.5 1.6	2.0 2.5 1.5	2 1
	1.6	1.5	1.0	3.3.3 Implementation of Performance Management System for HOD	2.5 1.6	2.5 1.5	1
3.4 Employee Relations 4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5		My Dept score
4. Financial Management	0 = "	Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.5 1.5 2.8 9 2.8 0 ND: Average 2.7	2.1
4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	Services and Economic Publication Services 2.9	2.5 1.5 2.8 8 8 9 9 1.7 2.7 2.7 2.9	My Dept score
4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	Services and conomic P.2.9 2.9 3.2 3.1 3.1 3.1 3.1 3.1 3.1 3.1	2.5 1.5 2.8 QD: Average 2.7 2.7 2.9	2.1 WA Dept score
4.1 Supply Chain Management 4.1 Supply Chain Management	Economic Services and Horastructure:	ND: Average	2.3	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management 4.1.4 Disposal management	2.5 1.6 3.1 Services and properties	2.5 1.5 2.8 2.8 2.7 2.7 2.9 2.9 3.0	My Dept score
4. Financial Management Performance Area	Economic Services and Infrastructure:	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	Services and conomic P.2.9 2.9 3.2 3.1 3.1 3.1 3.1 3.1 3.1 3.1	2.5 1.5 2.8 QD: Average 2.7 2.7 2.9 2.9	1.2 Wy Dept score



National Department:

ND Women Children and Persons with Disabilities

1. Strategic Management	= # ···	a) I	ζ.	les 1. I	3.2	3.0	3.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dort core
1.1 Strategic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	
1.3 Monitoring and Evaluation				1.1.2 Annual Performance Plans 1.3.1 Integration of monitoring and evaluation in performance and strategic	3.0	3.0 2.8	
-	3.3	2.8	3.0	management			
2. Governance and Accountability					2.2	2.2	1.6
Performance Area	Central Government Administration	ND: Average	My Dept score	Standard	Central Government Administration	ND: Average	My Dent core
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	
2.3 Accountability	2.8	2.7		2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	7
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	
				2.4.2 Fraud prevention	2.3	2.3	1
2.5 Internal Audit	2.4	2.3		2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	
2.7 Delegations	2.2	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	***
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	2
					2.0	2.0	
3.Human Resource and Systems Manage Performance Area		a	o o	Standard	2.0	2.0 v	1.4
. Chombice Acc	Central Government Administration:	ND: Average	My Dept score	Salida d	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	Ž
				3.1.2 Organisational Design and Implementation	2.2	2.2	-
3.2 Human Resource Practices and	1.0	2.0	1.7	3.1.3 Human Resources Development Planning 3.2.1 Pay sheet certification	2.1	2.3	
Administration	1.9	2.0	1.7	3.2.2 Application of recruitment and retention practices	2.5	2.4	
Administration				3.2.4 Management of diversity	1.1	1.2	
3.3 Management of Performance	2.4	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	
*				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.2	2.0	
				5.5.2 implementation of 5005 renormance management system (exciduing nobs)	2.3		
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	
3.4 Employee Relations	1.6	1.5	1.0			2.5 1.5	
3.4 Employee Relations 4. Financial Management	1.6	1.5	1.0	3.3.3 Implementation of Performance Management System for HOD	2.5		
· ·		Average	Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	Voerage 8.5	
4. Financial Management			My Dept score	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases	2.5 1.6	2.8	
4. Financial Management Performance Area	Central Government Administration	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard	Government Government Administration	ND: Average	My Dont core
4. Financial Management Performance Area		Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management	2.5 1.6	Voerage 8.5	oroza two O vM
4. Financial Management	Central Government Administration	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard	Central Government Administration 2.5 Administration 2.8	2.8 ND: Average	My Dant score
4. Financial Management Performance Area	Central Government Administration	ND: Average		3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management	2.5 1.6 Central Government Administration 2.8 2.8 2.7	2.8 8eeage VO: Average 2.7 2.9	My Dent score
4. Financial Management Performance Area	Central Government Administration	ND: Average	2.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management	2.5 1.6 Central Contral Qovernment Administration S.8 2.7 2.7	2.8 Bearage 2.7 2.7 2.9	My Dept score
4. Financial Management Performance Area 4.1 Supply Chain Management	Central Government 8 Administration	o ND: Average	2.0	3.3.3 Implementation of Performance Management System for HOD 3.4.2 Management of disciplinary cases Standard 4.1.1 Demand Management 4.1.2 Acquisition Management 4.1.3 Logistics management 4.1.4 Disposal management	2.5 1.6 2.7 2.7 2.8 2.8 2.7 2.7 2.7 3.1	2.8 2.8 WD: Average 2.7 2.9 2.9 3.0	2.00 story of the Control of the Con