

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

# ANNUAL REPORT

For the Financial Year 2022/2023



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA





# ANNUAL REPORT

For the Financial Year 2022/2023



# TABLE OF CONTENTS

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION | VOTE 11



## PART A: GENERAL INFORMATION

|   |    |
|---|----|
| 1. Department's general information   | 5  |
| 2. List of abbreviations/acronyms   | 6  |
| 3. Foreword by Minister   | 8  |
| 4. Deputy Minister's Statement  | 10 |
| 5. Statement of responsibility and confirmation of the accuracy for the annual report | 20 |
| 7. Strategic overview   | 21 |
| 7.1 Vision  | 21 |
| 7.2 Mission   | 21 |
| 7.3 Values  | 21 |
| 8. Constitutional and legislative mandates  | 22 |
| 8.1 constitutional mandate  | 22 |
| 8.2 legislative mandate   | 22 |
| 9. Organisational structure   | 23 |
| 10. Entities reporting to the minister  | 24 |
| 10.1 Centre for public service innovation   | 24 |
| 10.2 National school of government  | 24 |



## PART B: PERFORMANCE INFORMATION

|  |    |
|--|----|
| 1. Auditor-general's report: predetermined objectives            | 26 |
| 2. Overview of departmental performance                          | 26 |
| 2.1 Service delivery environment                                 | 28 |
| 2.2 Service delivery improvement plan                            | 28 |
| 2.3 Organisational environment                                   | 29 |
| 2.4 Key policy developments and legislative changes              | 29 |
| 3. Strategic outcome oriented goals                              | 29 |
| 4. Performance information by programme                          | 31 |
| 4.1 Programme 1: administration                                  | 31 |
| 4.2 Programme 2: human resources management & development        | 36 |
| 4.3 Programme 3: negotiations, remuneration and labour relations | 39 |
| 4.4 Programme 4: egovernment services and information management | 43 |
| 4.5 Programme 5: government services access and improvement      | 46 |
| 5. Transfer payments   | 50 |
| 5.1 transfer payments to public entities                         | 53 |
| 6. Conditional grants  | 54 |
| 7. Donor funds   | 54 |
| 7.1 Donor Funds received   | 54 |
| 8. Capital investment  | 54 |



## PART C: GOVERNANCE

|   |    |
|---|----|
| 1. Introduction                           | 56 |
| 2. Risk management                        | 56 |
| 3. Fraud and corruption                   | 56 |
| 4. Minimising conflict of interest        | 57 |
| 5. Code of conduct                        | 57 |
| 6. Health safety and environmental issues | 57 |
| 7. Portfolio Committees                   | 58 |
| 8. Scopa Resolutions                      | 61 |
| 9. Internal Control Unit                  | 62 |
| 10. Internal audit and audit committees   | 62 |
| 11. Audit and Risk Report                 | 64 |



## PART E: FINANCIAL INFORMATION

|   |     |
|---|-----|
| 1. PFMA COMPLIANCE REPORT   | 99  |
| 2. Information on Irregular, Fruitless and Wasteful, Unauthorised Expenditure and Material Losses | 99  |
| 7.2 Information on payment of suppliers   | 102 |
| 7.3 Information on Supply Chain Management  | 102 |



## PART D: HUMAN RESOURCE MANAGEMENT

|  |    |
|--|----|
| 1. Introduction                                      | 68 |
| 2. Overview of human resources                       | 68 |
| 3. Human resources oversight statistics              | 70 |
| 3.1 Personnel Related Expenditure                    | 70 |
| 3.2 Employment and Vacancies                         | 72 |
| 3.3 Filling of SMS Posts                             | 73 |
| 3.4 Job Evaluation                                   | 75 |
| 3.5 Employment Changes                               | 76 |
| 3.6 Employment Equity                                | 78 |
| 3.7 Signing of Performance Agreements by SMS Members | 82 |
| 3.8 Performance Rewards                              | 82 |
| 3.9 Foreign Workers                                  | 82 |
| 3.10 Leave Utilisation                               | 83 |
| 3.11 HIV/AIDS and Health Promotion Programmes        | 85 |
| 3.12 Labour Relations                                | 86 |
| 3.13 Skills Development                              | 88 |
| 3.14 Injury on Duty                                  | 89 |
| 3.15 Utilisation of Consultants                      | 90 |
| 3.16 Severance Packages                              | 96 |

## PART F: FINANCIAL INFORMATION

|                                |     |
|--------------------------------|-----|
| 1. Annual Financial Statements | 111 |
|--------------------------------|-----|



## 1. DEPARTMENT'S GENERAL INFORMATION

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## 1.2 LIST OF ABBREVIATIONS/ACRONYMS

|                  |   |               |  |
|------------------|---|---------------|--|
| <b>AGSA</b>      | Auditor-General of South Africa                                 | <b>MPSA</b>   | Minister for the Public Service and Administration |
| <b>APP</b>       | Annual Performance Plan   | <b>MTSF</b>   | Medium-Term Strategic Framework                    |
| <b>APRM</b>      | Africa Peer Review Mechanism                                    | <b>NDP</b>    | National Development Plan                          |
| <b>APSD</b>      | Africa Public Service Day                                       | <b>NSG</b>    | National School of Government                      |
| <b>BBBEE</b>     | Broad-Based Black Economic Empowerment                          | <b>OFA</b>    | Organisational Functionality Assessment            |
| <b>BPM</b>       | Business Process Map  | <b>OFO</b>    | Organising Framework for Occupations               |
| <b>COVID-19</b>  | Coronavirus Disease   | <b>OHS</b>    | Occupational Health and Safety                     |
| <b>CPSI</b>      | Centre for Public Service Innovation                            | <b>OSC</b>    | Office of Standards and Compliance                 |
| <b>DCOG</b>      | Department of Cooperative Government                            | <b>PAMA</b>   | Public Administration Management Act               |
| <b>DPME</b>      | Department of Planning, Monitoring and Evaluation               | <b>PER</b>    | Personnel Expenditure Review                       |
| <b>DPSA</b>      | Department of Public Service and Administration                 | <b>PERSAL</b> | Personnel and Salary System                        |
| <b>EA</b>        | Executive Authority   | <b>PFMA</b>   | Public Finance Management Act                      |
| <b>EHW</b>       | Employee Health and Wellness                                    | <b>PMDS</b>   | Performance Management and Development System      |
| <b>ERM</b>       | Enterprise Risk Management                                      | <b>PMO</b>    | Project Management Office                          |
| <b>FOSAD</b>     | Forum of South African Directors General                        | <b>PSCBC</b>  | Public Service Co-ordinating Bargaining Council    |
| <b>GEHS</b>      | Government Employee Housing Scheme                              | <b>PSM</b>    | Public Service Month                               |
| <b>GITOC</b>     | Government Information Technology Officers Council              | <b>PSR</b>    | Public Service Regulations                         |
| <b>GTAC</b>      | Government Technical Advisory Centre                            | <b>PSRMF</b>  | Public Sector Risk Management Framework            |
| <b>HIV/AIDS</b>  | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome | <b>RAAD</b>   | Reasonable Accommodation and Assistive Devices     |
| <b>HOA</b>       | Home Owner Allowance  | <b>SA</b>     | South Africa                                       |
| <b>HOD</b>       | Head of Department  | <b>SAPS</b>   | South African Police Service                       |
| <b>HRM&amp;D</b> | Human Resource Management and Development                       | <b>SCM</b>    | Supply Chain Management                            |
| <b>ICT</b>       | Information and communication technology                        | <b>SDIP</b>   | Service Delivery Improvement Plan                  |
| <b>ILSF</b>      | Individual Linked Savings Facility                              | <b>SDM</b>    | Service Delivery Model                             |
| <b>IT</b>        | Information Technology  | <b>SITA</b>   | State Information and Technology Agency            |
| <b>KM</b>        | Knowledge Management  | <b>SMS</b>    | Senior Management Service                          |
| <b>MP</b>        | Member of Parliament  | <b>TAU</b>    | Technical Assistance Unit                          |



## 2. FOREWORD BY THE MINISTER



### 2.1 MINISTER'S STATEMENT TO THE 2022/23 ANNUAL REPORT

During the year under review the DPSA continued to coordinate the work of the Public Service in the implementation of Priority 1 of the 6<sup>th</sup> Administration, namely the pursuit of a **“Capable, Ethical and Developmental State**, which is critical to the attainment of all seven priorities of the MTSF. The National Development Plan, National Framework Towards Professionalisation of the Public Sector, the President’s Response to the Judicial Commission of inquiry into Allegations State Capture Report and Auditor General’s report points to the fact that strong leadership, a focus on people and improved implementation capability are the cornerstone of a state capacitated with professionals appointed following meritocratic principles.

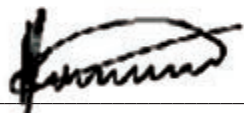
For the MTSF period, the following were adopted and achieved as the department strategic objectives:

- 1) **Intensifying the Fight Against Corruption:** In this area, a partnership with the members of the FUSION Centre such as the SIU, the SAPS and the NPA was established. The department is coordinating efforts to ensure that, conducting business with the state is eliminated. As a result, in Government in general cases have drastically reduced.
- 2) **Implementation of the Public Administration Management Amendment act:** In March 2023, Cabinet approved the Bill for tabling in Parliament after it was subjected to a rigorous public consultation process, including extensive consultations with organized labour and the National Economic Development and Labour Council (NEDLAC). This is to ensure accountability and enforceability.
- 3) **A Stabilised Public Service:** In 2022, Cabinet approved the Professionalisation Framework of the Public Service to further support the stabilisation of the Public Service. The framework is meant to guide the implementation of key actions and systems to institutionalise professionalism, a career system based on meritocracy and an ethical disposition steeped in the Batho Pele principles.
- 4) **Revitalization of the Batho Pele principles:** In 2022 Cabinet approved the Public Service Batho Pele revitalization strategy. The main objective of the strategy is to ensure that the program maintains the founding principles and remain at the centre of, effectiveness, responsiveness, and timely service delivery to citizens.



As the department, we restate our commitment to ensure the full implementation of all the projects and interventions that contribute to the attainment of the 2019-2024 MTSF objectives during 2023/24 financial year. This is especially important as 2023/24 financial year serves as the last year of the 6<sup>th</sup> Administration.

I would like to extend my sincere gratitude to my predecessors, Minister Senzo Mchunu, Minister Ayanda Dlodlo and Minister Thulas Nxesi in his acting capacity. Their stewardship and leadership of the Ministry for Public Service and Administration has been invaluable. I also wish to express my appreciation to Deputy Minister Dr Chana Pilane-Majake for her dedication to the work of the department.



MS NOXOLO KIVIET, MP

MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION

DATE: 30 AUGUST 2023

Furthermore, I extend my appreciation to the Director General, Ms Yoliswa Makhasi for her leadership and to the DPSA staff for their ongoing commitment to ensuring that the departments that are our clients have the right skills, capacity as well as systems and structures that enable them to deliver government services.



### 3. FOREWORD BY THE DEPUTY MINISTER

#### 3.1 DEPUTY MINISTER'S STATEMENT

The Department of Public Service and Administration plays a central role in achievement of a competent, ethical, and developmental state, in line with the vision of the National Development Plan (NDP) 2030. Our mission is to implement and coordinate interventions that promote an efficient, effective, and development-oriented public service.

Throughout the financial year, I have had the privilege of leading and guiding key initiatives, including Government Employee Medical Scheme (GEMS), and the Centre of Public Service Innovation (CPSI), Government Employee Housing Scheme (GEHS), the matters pertaining to State-Owned Enterprises in so as it relates to the Minister's powers in terms of section 3(6) of the Public Service Act, Assist with the finalization of legislative framework to ensure the implementation of the Digital Government Strategy and Roadmap as well as the recommendations of Presidential Commission on 4IR in the Public Service Act, Assist with all matters pertaining to Gender whether internal to DPSA or public service wide and assisted in any other matter, including Parliament and Cabinet responsibilities which the Minister may request time to time.

The Government Employee Housing Scheme (GEHS) is a vital benefit for public servants, providing housing access support services. We are proud to report that during this period, **540 093** employees enrolled in GEHS, with **782 186** benefiting from the housing allowance for home ownership, and **185 461** receiving the GEHS Housing Allowance for tenants.

We firmly believe that the health, wellness, and morale of our public servants are paramount to building an effective and efficient government. The successful

implementation of the Government Employee Medical Scheme (GEMS) has been a significant achievement, ensuring comprehensive healthcare coverage for our dedicated public servants.

As we embrace digital transformation, it is essential to manage ICT costs effectively. In the previous financial year, public service departments spent **R22 billion** on ICT products and services. To maximize the return on investment, we have conducted extensive research into ICT spend and will continue partnering with relevant stakeholders to promote innovation and modernize service delivery.

The Centre for Public Service Innovation (CPSI) has been instrumental in fostering innovation within the public sector. Through pilot projects and an enabling environment, the CPSI has unearthed and developed implementable solutions. Their dedication and achievements are detailed in their annual report.

Over 2000 individuals actively engaged in the 2022 Public Service Month program, a resounding success in terms of participation. The event garnered extensive media coverage, highlighting its significance and impact on the public service sector. Moreover, approximately 1000 public servants were provided with valuable training on various crucial topics, including ethical conduct, the Batho Pele Revitalisation Strategy, the Public Service Charter, measures to enhance the performance of public institutions, and the principles of constitutionalism and effective public administration practices. The program's comprehensive approach aimed to empower and equip public servants with the necessary skills and knowledge to excel in their roles and serve the community better.

In our pursuit of delivering a positive citizen experience, we continue to mobilize and support relevant departments to strengthen service delivery processes and products in the communities they serve.

I extend my heartfelt appreciation to the Minister for the Public Service and Administration, Honourable Ms Noxolo Kievit, MP, for her unwavering leadership and support in our journey towards building a capable and developmental state, as envisioned in the National Development Plan.

**DR CHANA PILANE-MAJAKE, MP**  
**DEPUTY MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**

**DATE: 30 AUGUST 2023**

### 3.1.1 REPORT OF THE ACCOUNTING OFFICER

The public service must adapt to the changing environment and meet the needs of citizens in new and innovative ways. This requires a culture of continuous improvement and a commitment to excellence. Public servants must be equipped with the skills and knowledge to deliver high-quality services. Public servants should also be motivated and engaged in their work.

The Department of Public Service and Administration (DPSA) serves as a vital institution in ensuring the effective functioning of the public service and promoting good governance in our country. With a strong commitment to transparency, accountability, and citizen-centred service delivery, the DPSA plays a pivotal role in shaping policies, managing human resources, and enhancing the overall efficiency of the public administration system.

By fostering professionalism, ethical conduct, and continuous improvement, the DPSA strives to create a competent and responsive public service that meets the evolving needs of our nation. Through this introductory paragraph, we will explore the diverse operations and initiatives undertaken by the DPSA to drive positive change and ensure the delivery of high-quality public services to all citizens.

In its 2022/23 Annual Performance Plan, the department had 26 annual targets of which 17 were achieved as at the end of March 2023 resulting in a 65% achievement.

The work done by the Department is informed by the Department's five strategic objectives as expressed in the 2020-2025 Strategic Plan:



### Strategic Objective 1: Full implementation of the Public Administration Management Act.

The Public Administration Management Act (PAMA) is a law that sets out the framework for the management of the public service.

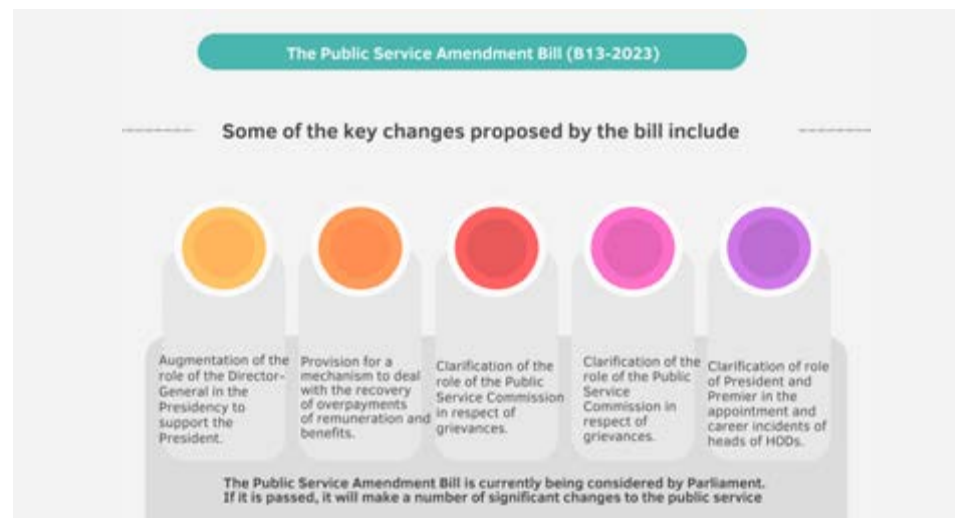
The DPSA is committed to ensuring that PAMA is fully implemented in order to improve the efficiency and effectiveness of the public service.

The Public Administration Management Act should be noted that it augments the Public Service Act. In this regard the Public Administration Management Act the Public Service Act.

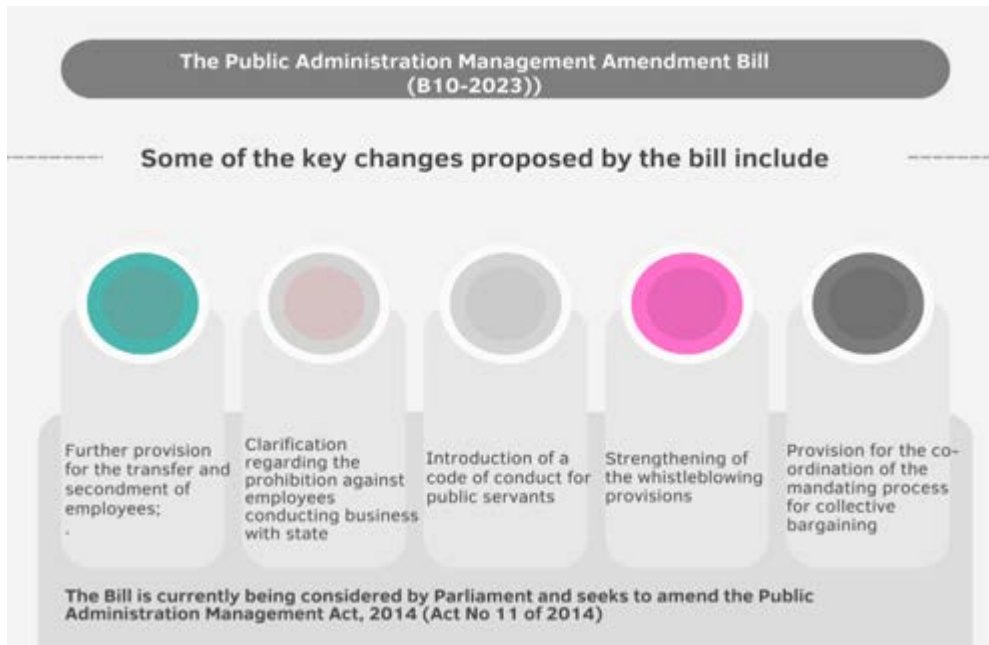
During the 2021/22 financial years, amendments were made to both.

The Public Service Amendment Bill and the Public Administration Management Amendment Bill were subjected to public consultations, including extensive consultations with organised and agreement at NEDLAC. Cabinet approved the Bills for tabling in Parliament in March 2023 and the Bills were duly submitted to Parliament on 31 March 2023.

### Some of the key changes proposed by the Public Service Amendment bill include:



Some of the key changes proposed by the Public Administration Management Amendment Bill (B10-2023) include:



### Strategic Objective 2: Revitalized implementation of Batho Pele

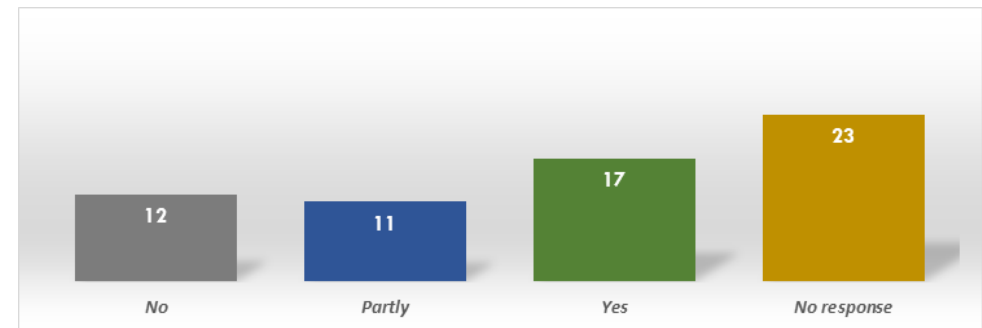
Citizen access to affordable, high-quality and uninterrupted public services is not only a legal requirement that the State is obligated to fulfil; it is also a legitimate expectation of citizens driven by a constitutional framework that is supreme.

The Revitalized Implementation of Batho Pele is a government-wide initiative that seeks to improve the quality of public service delivery in South Africa. The strategy is underpinned by five pillars:

- **Taking the Lead:** This pillar focuses on building capacity and learning from past and current Batho Pele implementation practices.
- **Development:** This pillar focuses on developing context specific Batho Pele standards and communication approaches in consultation with a diversity of stakeholders.
- **Fostering Compliance:** This pillar focuses on ensuring compliance with agreed to and publicised Batho Pele standards through appropriate monitoring of compliance tools.

- **Continuous Improvement:** This pillar focuses on continuous improvement of Batho Pele implementation through a cycle of planning, implementation, monitoring and evaluation.
- **Accountability:** This pillar focuses on ensuring accountability for Batho Pele implementation through a system of performance management and rewards.

The DPSA has conducted workshops with departments promoting and supporting the revised Batho Pele Revitalisation Strategy and its implementation plan. These were followed by an assessment of capacity to develop their context-specific standards. The findings are as follows:



The department will continue to support and building the capacity of departments to develop standards.

### Strategic Objective 3: Stabilizing the Public Service.

*Service Delivery Improvement Plan (SDIP) Focus Study on Early Warning Systems in the Public Service.*

Complaints and compliments provide feedback to the government on the quality of its services. This feedback can be used to identify areas that need improvement, and also to recognize areas of excellence. Overall, a complaints and compliments system is an essential component of effective and accountable governance. It helps to ensure that government services are responsive to the needs of citizens and fosters a culture of transparency, trust, and engagement between the government and the public.

Complaints and compliments provide feedback to the government on the quality of its services. This feedback can be used to identify areas that need improvement, and also to recognize areas of excellence. Overall, a complaints and compliments system is an essential component of effective and accountable governance. It helps to ensure that government services are responsive to the needs of citizens and fosters a culture of transparency, trust, and engagement between the government and the public.

Research conducted by the Department with regards to SDIP building blocks shows that 50% of Departments have a *Complains and Compliments Management System*.

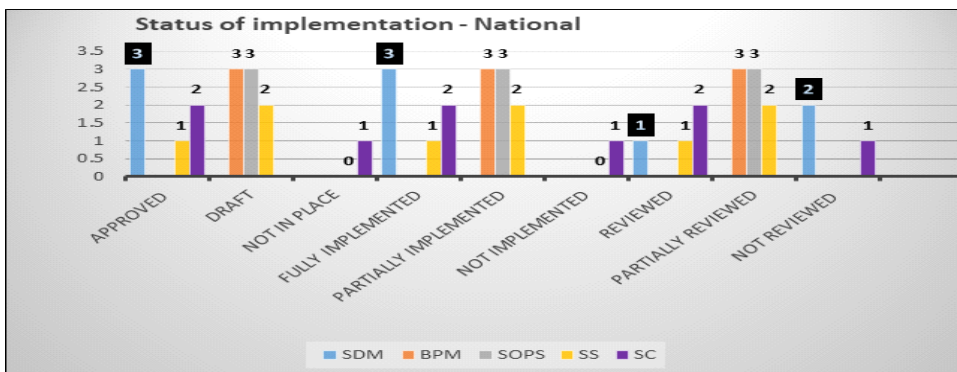
The department will continue to provide technical support and advise to the non-compliant departments to ensure that they do develop and implement a *Complains and Compliments Management System*

### Public Service Wide Research Study on the State of the Public Service Delivery.

The Department during the financial year conducted a study on the state of the public service delivery.

Trust in government is essential for a healthy democracy. When citizens trust their government, they are more likely to participate in the political process, comply with laws and regulations, and support government initiatives. However, trust in government has been declining in recent years. A 2022 survey by the Human Sciences Research Council found that only 17% of South Africans have a great deal or quite a lot of confidence in the federal government to do what is right.

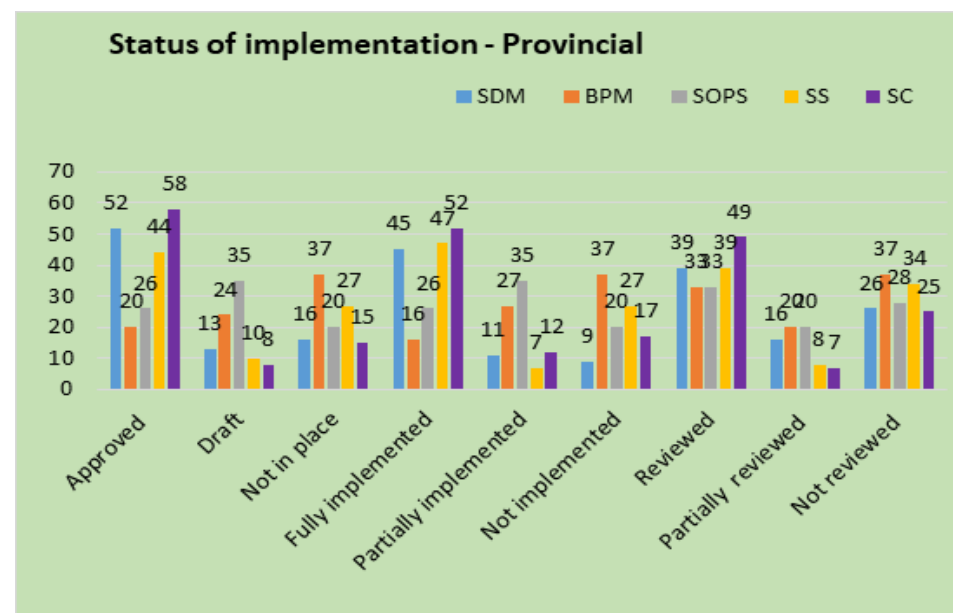
#### Business Process Modernisation



The study conducted by the Department, shows that the majority of national and provincial departments have approved service delivery models (SDMs), service standards (SS) and service charters (SC) that are in place.

A significant change in the data is that a majority of departments (national and provincial) that had draft SDMS in place in 2020/21, now have approved SDMS in place.

At the provincial level, the general picture is as follows:



#### Strategic Objective 4: Fighting Corruption.

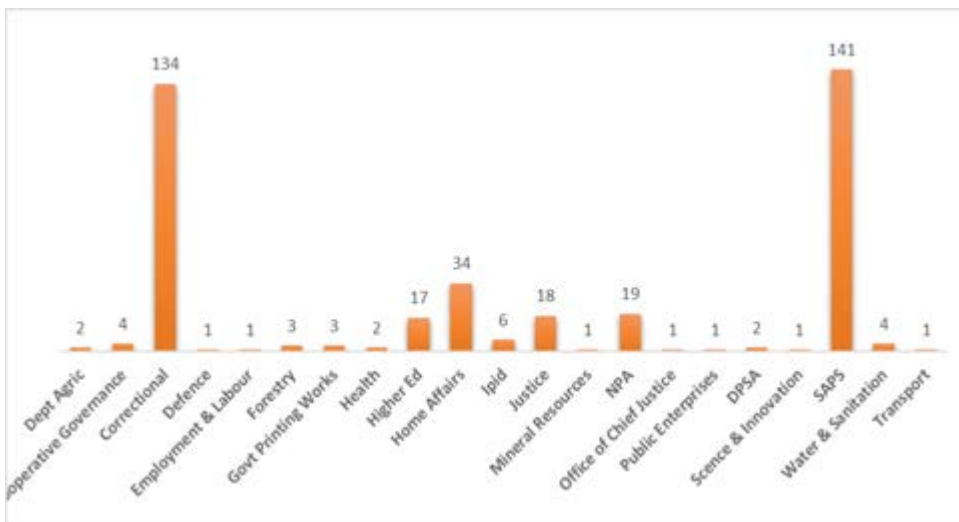
The DPSA recognizes that corruption undermines good governance, hampers service delivery, and erodes public trust. Therefore, it actively promotes measures to prevent, detect, and address corruption within the public sector.

## Discipline and Ethics Management in the Public Service

The DPSA provide guidance, develop frameworks, and promote the adoption of effective measures to carry out lifestyle audits within the public service.

A Guideline for Conducting Lifestyle Audits has been developed to promote a culture of accountability, ethical and professional standards of all civil servants as well as strengthening discipline management within the Public Service. This set the scene for the implementation of lifestyle audits in the public service.

Currently there are 315 precautionary suspensions cases across National Departments. The salary costs are R 61 905 593,74:



As lifestyle audits are a decentralised function, it is required of departments to conduct lifestyle audits. The Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit (PAEIDTAU) is responsible to provide implementation support to departments and to monitor implementation progress.

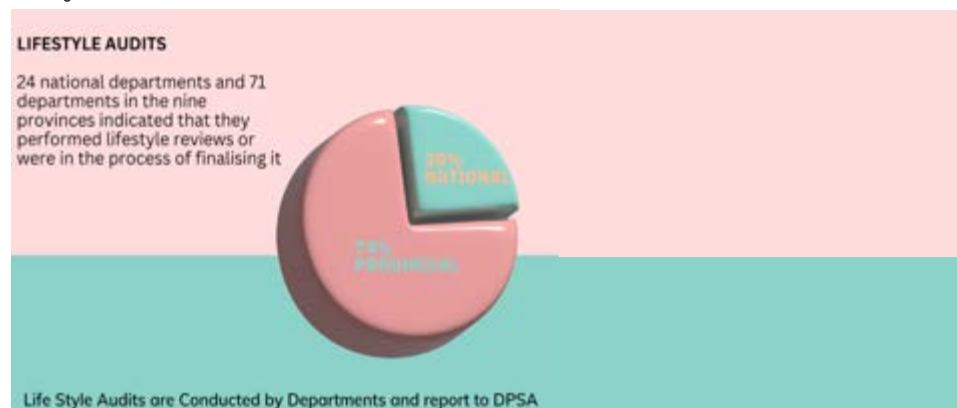
Training and awareness sessions on the Guide to implement lifestyle audits in the Public Service were conducted as follows:

- Limpopo Office of the Premier
- Gauteng Provincial Government
- Eastern Cape Department of Sports, Recreation, Arts and Culture

- Western Cape Department of the Premier invited PAEIDTAU to provide implementation support on the implementation of lifestyle audits to various provincial departments in the Western Cape.
- Western Cape Province
- Limpopo Department Transport and Community Safety
- National Government Communication Information System
- Department of Employment and Labour (UIF)
- Mpumalanga Department of Public Works, Roads and Transport
- Limpopo Provincial Government

During the Public Service month all the Justice Crime Prevention and Security (JCPS) Cluster departments were trained on how to implement the Guide as part of the PAEIDTAU plan.

As reflected in the tables above, only 24 national departments and 71 departments in the nine provinces indicated that they performed lifestyle reviews or were in the process of finalising it. The provincial departments have shown a huge improvement during the period under review (2021/2022). In 2020/2021 only 47 provincial departments across all nine provinces performed lifestyle audits whereas in the year 2021/2022, a total of 71 departments performed lifestyle audits. On the other hand, there is a slight decline in terms of lifestyle audits performed at national departments. In the previous year, a total of 27 national departments performed lifestyle audits whereas in 2021/2022, only 24 departments conducted lifestyle audits.



## Strategic Objective 5: Effective implementation of Public Service Policies

*Annual Public Service Compliance Monitoring Report on Public Administration*

During the year under review, and in line with its mandate, the Office of Standards (OSC) produced an Annual Public Service Compliance Monitoring Report on Public Administration prescripts as issued by the Minister for the Public Service. The report identifies areas of compliance and non-compliance and makes recommendations on what the department can do to improve compliance to these prescripts by national and provincial departments.

Among the other findings, the Annual Public Service Compliance Monitoring Report shows that vacancy rates across departments are still very high, with many departments reporting SMS vacancy rates over 40%.

The Eastern Cape department of Education reported the highest SMS vacancy rate of all provinces at a staggering 74.73%. Nationally, the department of Higher Education and Training also reported the highest SMS vacancy rate among all national departments, at 44.68%. There were, however, a few pockets of excellence among departments. The department of Sports, Recreation, Arts and Culture in two provinces, namely, KwaZulu-Natal and Eastern Cape are among those with very low SMS vacancy rates at 0% and 1.15% respectively; while Limpopo department of Economic Development, Environment and Tourism recorded 0.83% SMS vacancy rate. *The general picture is as follows:*

Currently there are 315 precautionary suspensions cases across National Departments.

The salary costs are R 61 905 593,74:

## Personnel Expenditure Review (PER)

Concerns have been raised over the last few years about the current Public Service Wage Bill, its sustainability and impact on the fiscus. The aim the Personnel Expenditure Review (PER) to assess if the current remuneration strategy/policy meets its objectives and if not, provide evidence to inform the development and implementation of a revised remuneration strategy, framework and policy for the Public Service for the subsequent five years.

During the year under review the department finalised the review and a report was developed.

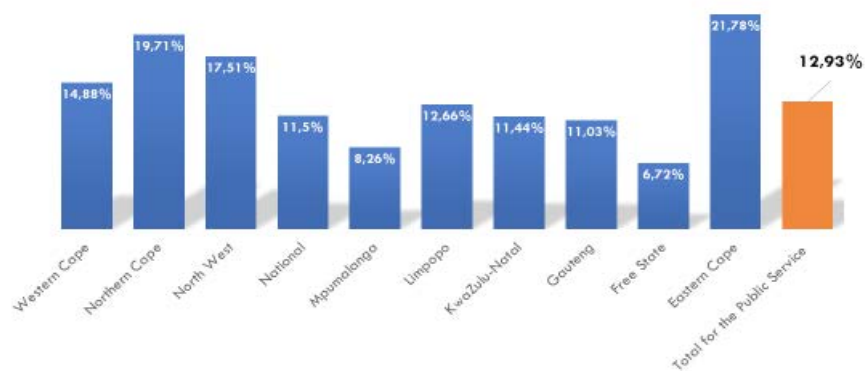
Some of the critical findings from the PER report are PER:

- There is an absence of competency frameworks across the public service.
- There are significant gaps between the capacity required to deliver on the operating model imperative and the available capacity and capability in most departments which in results in the need to contract in skills.
- Public Service Directives do cover the management of poor performance, but this is seldom actioned in any meaningful manner in practice.

## 5.2 VACANCY MANAGEMENT IN THE PUBLIC SERVICE

Vacancy Rate in the Public Service as at Quarter 4 (January 2023 - March 2023)

18



### 3.1.2 OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

| Departmental Receipts                                | 2022/2023      |                               |                               | 2021/2022      |                               |                               |
|--|----------------|-------------------------------|-------------------------------|----------------|-------------------------------|-------------------------------|
|  | Estimate R'000 | Actual Amount Collected R'000 | (Over)/Under Collection R'000 | Estimate R'000 | Actual Amount Collected R'000 | (Over)/Under Collection R'000 |
| Sale of goods and services other than capital assets | 277            | 179                           | 98                            | 264            | 178                           | 86                            |
| Transfers received                                   | -              | -                             | -                             | -              | -                             | -                             |
| Fines, penalties and forfeits                        | -              | -                             | -                             | -              | -                             | -                             |
| Interest, dividends and rent on land                 | 13             | 12                            | 1                             | 5              | 5                             | -                             |
| Sale of capital assets                               | 320            | -                             | 320                           | -              | 318                           | (318)                         |
| Financial transactions in assets and liabilities     | 340            | 104                           | 236                           | 325            | 212                           | 113                           |
| <b>Total</b>   | <b>950</b>     | <b>295</b>                    | <b>655</b>                    | <b>594</b>     | <b>713</b>                    | <b>(119)</b>                  |

#### Programme expenditure

| Sub-Programme Name                              | 2022/23                   |                          |                                | 2021/22                   |                          |                                |
|---|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|   | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Administration                                  | 253 427                   | 238 173                  | 15 254                         | 242 330                   | 220 468                  | 21 862                         |
| Human Resources Management and Development      | 50 452                    | 45 385                   | 5 067                          | 47 187                    | 43 611                   | 3 576                          |
| Negotiations, Remuneration and Labour Relations | 104 350                   | 97 713                   | 6 637                          | 99 874                    | 68 129                   | 31 745                         |
| eGovernment Services and Information Management | 30 607                    | 25 060                   | 5 547                          | 34 292                    | 21 233                   | 13 059                         |
| Government Services Access and Improvement      | 111 287                   | 109 391                  | 1 896                          | 108 001                   | 104 164                  | 3 837                          |
| <b>TOTAL</b>                                    | <b>550 123</b>            | <b>515 722</b>           | <b>34 401</b>                  | <b>531 684</b>            | <b>457 605</b>           | <b>74 079</b>                  |



### 3.1.3 EXPENDITURE PER ECONOMIC CLASSIFICATION

| Sub-Programme Name            | 2022/23                   |                          |                                | 2021/22                   |                          |                                |
|-------------------------------|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|                               | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Compensation of Employees     | 299 744                   | 277 244                  | 22 500                         | 289 439                   | 268 177                  | 21 262                         |
| Goods and Services            | 181 876                   | 173 423                  | 8 453                          | 185 876                   | 137 517                  | 48 359                         |
| Transfers and Subsidies       | 53 558                    | 52 798                   | 760                            | 48 468                    | 46 760                   | 1 708                          |
| Payment of Capital Assets     | 14 544                    | 11 869                   | 2 675                          | 7 449                     | 4 712                    | 2 737                          |
| Payments for financial assets | 401                       | 388                      | 13                             | 452                       | 439                      | 13                             |
| <b>TOTAL</b>                  | <b>550 123</b>            | <b>515 722</b>           | <b>34 401</b>                  | <b>531 684</b>            | <b>457 605</b>           | <b>74 079</b>                  |

The final departmental expenditure as at the end of the 2022/23 financial year amounted to R515, 722 million or 93.7 per cent of the final budget of R550, 123 million.

The breakdown per economic classification is as follows:

- Compensation of Employees: R277, 244 million
- Goods and Services: R173, 423 million
- Transfers and Subsidies: R52, 798 million
- Payment of Capital Assets: R11, 869 million
- Payment of Financial Assets: R388 thousand

The amount spent on Transfers and Subsidies includes an amount of R 45,045 million transferred to the Centre for Public Service Innovation (CPSI).

#### Reasons for underspending

The total expenditure on compensation of employees amounted to R277,244 million or 92.5% of the final budget of R299,744 million. The underspending of R22, 500 million or 7.5% is mainly due to 57 unfilled vacant posts throughout the department, of which 19 are SMS posts and the Minister and ministry staff.

Under the economic classification Goods and Services, the final expenditure was R173,423 million or 95.4% of R181,876 million final budget allocation. The reasons for underspending of R8, 453 million or 4.6% are mainly as follows:

- The main underspending under D:ICT of R1,184 million is due to the quotations received for SharePoint, Microsoft Power Apps, and Power Automate that were more than R1 million, which necessitated a tender process.
- The underspending under D: Risk and Ethics Management of R1, 096 million is due to delays in concluding the appointment of a service provider to develop and implement a Business Continuity Management System (BCMS) for the department.

- The underspending amounting to R988 thousand under D: Workplace Environment Management is due to a delay to kick start the project for refurbishment of a boardroom into a Media/Conference room.
- Under the Project Management Office (PMO), the underspending of R973 thousand relates to delays in initiating the process for the appointment of a service provider to provide Research and Development Support Services for the department.
- The underspending under D: Internal Transformation Programme amounting to R677 thousand is due to delays in concluding the appointment of a service provider for the Employee wellness programme and primary health care services.
- The underspending under D: Internal Audit amounting to R645 thousand relates to delays to appoint a service provider to conduct a Quality Assurance Review.

The expenditure for Transfers and Subsidies, R52,798 million or 98.6% of the total final budget of R53,558 million. The underspending of R760 thousand or 1.4% is mainly on Households (R549 thousand) for Leave Gratuities (Leave days utilized/ Delay in exit).

The payments for Capital Assets expenditure is R11,869 million or 81.6% of the final budget of R14,544 million. The underspending of R2, 675 million or 18.4% million is mainly due to R1, 114 million under Remuneration, Employment Conditions and HR Systems, which relates to procurement of additional space for the server for the SAS system. An amount of R744 thousand is due to awaiting delivery of a Ministerial Vehicle.

The payments for Financial Assets expenditure is R388 thousand, which relates to the writing off, of impaired receivables.

### **Virement/s**

Only one virement was done after the Adjusted Estimate of Expenditure budget allocation.

This virement approved the movement of a total amount of R4 315 000 under Goods and Services between programmes.

Programme 1: Administration received an amount of R1 445 000 from Programme 3: Negotiations, Labour Relations and Remuneration Management (Programme Management Office) to increase the operational funding of the Office of the Deputy Minister and the Office of the Director General.

Programme 5: Government Service Access and Improvement received an amount of R2 870 000 from Programme 2: Human Resource Management and Development (Office of Standards and Compliance) to fund the North West Intervention, the Review of the Khaedu project and the State Capacity project.

### **Roll over/s**

The department did not roll over any funds from the 2021/22 financial year.

### **Unauthorised, Fruitless and Wasteful Expenditure**

The department did not incur any unauthorized or Fruitless and wasteful expenditure during the year under review. An amount of R11 782, 34 was reported as irregular expenditure in the 2<sup>nd</sup> quarter of 2022/23 financial year. The expenditure is in relation to relocation costs incurred by the department on behalf of a newly appointed employee without the employee being required to provide a written undertaking to repay the department should the employee leave the public service in a year or less.

### **Strategic focus over the short to medium term period**

Over the short to medium term, the department will continue to implement activities aligned to its 2020-2025 Strategic Outcomes and Objectives

### **Public Private Partnerships**

None

### **Discontinued Activities/Activities to be discontinued**

No activities were discontinued or are to be discontinued

### **New or Proposed Activities**

No new activities were implemented and are proposed.

### **Supply Chain Management**

#### Unsolicited bids

The Department did not accept, consider or conclude on any unsolicited bids during the year under review.

#### Supply Chain Management systems and processes

There are processes and systems in place within Supply Chain Management (SCM) to prevent irregular expenditure. These include checklists at various stages during the procurement and payment processes.

#### Challenges

There were two vacant positions in the Directorate namely the Chief Payments Officer and the Assistant Director: Procurement. Both posts were advertised with the Chief Payment Officer commencing duty on 1 March 2023 and the Assistant Director will commence duty 2 May 2023. Despite these vacancies, the SCM Directorate managed to function effectively and efficiently as a result of officials absorbing the responsibilities of the vacant positions.

### **Gifts and Donations received in Kind from Non-Related Parties**

The department received sponsorship to the value of R227 000 during the 2022/23 financial year. This mainly related to a South Africa / European Union partnership that included the DPSA, CPSI and Wits University in relation to Strengthening Digital Government in South Africa.

### **Exemptions and Deviations received from National Treasury**

The Department did not receive any Exemptions or Deviation from National Treasury.

### **Events after the Reporting Date**

In March 2023 the President appointed Minister Noxolo Kievit as the Minister for the Public Service and Administration.

### **Acknowledgements and Appreciation/Conclusion**

I would like to thank Acting Minister Nxesi, Minister Noxolo Kiviet and Deputy Minister Chana Pilane-Majake for their leadership and stewardship during the 2022/23 financial year.

I further extend my gratitude to all the staff members of the Department of Public Service and Administration for their ongoing dedication to ensuring that the department continues to achieve its mandate and related objectives.

### **Approval and Sign Off**

I approve and sign off the annual report as a true reflection of the work undertaken during the reporting period.



Ms. Yoliswa Makhasi

**ACCOUNTING OFFICER**

**DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION**

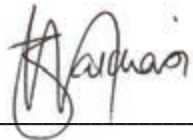
**DATE: 31 MAY 2023**

### 3.1.4 STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

- *All information and amounts disclosed in the annual report are consistent.*
- *The annual report is complete, accurate and is free from any omissions.*
- *The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.*
- *The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.*
- *The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.*
- *The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.*
- *The external auditors are engaged to express an independent opinion on the annual financial statements.*
- *In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the DPSA for the financial year ended 31 March 2023.*

**Yours faithfully**



Ms. Yoliswa Makhasi

**ACCOUNTING OFFICER**

### 3.1.5 STRATEGIC OVERVIEW





## 3.1.6 LEGISLATIVE AND OTHER MANDATES

### 3.1.6.1. Constitutional Mandate

The Department of Public Service and Administration derives its mandate from **Section 197 (1) And (2) of the Constitution of the Republic of South Africa** which states that Public Administration must be governed by the following democratic values and principles;

1. *A high standard of professional ethics must be promoted and maintained;*
2. *Efficient, economic and effective use of resources must be promoted;*
3. *Public administration must be development – oriented;*
4. *Services must be provided impartially, fairly, equitably and without bias;*
5. *People’s needs must be responded to, and the public must be encouraged to participate in policy making;*
6. *Public administration must be accountable;*
7. *Transparency must be fostered by providing the public with timely, accessible and accurate information;*
8. *Good human resources management and career-development practices, to examine human potential, must be cultivated; and*
9. *Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.*

### 3.1.6.2. Legislative Mandates

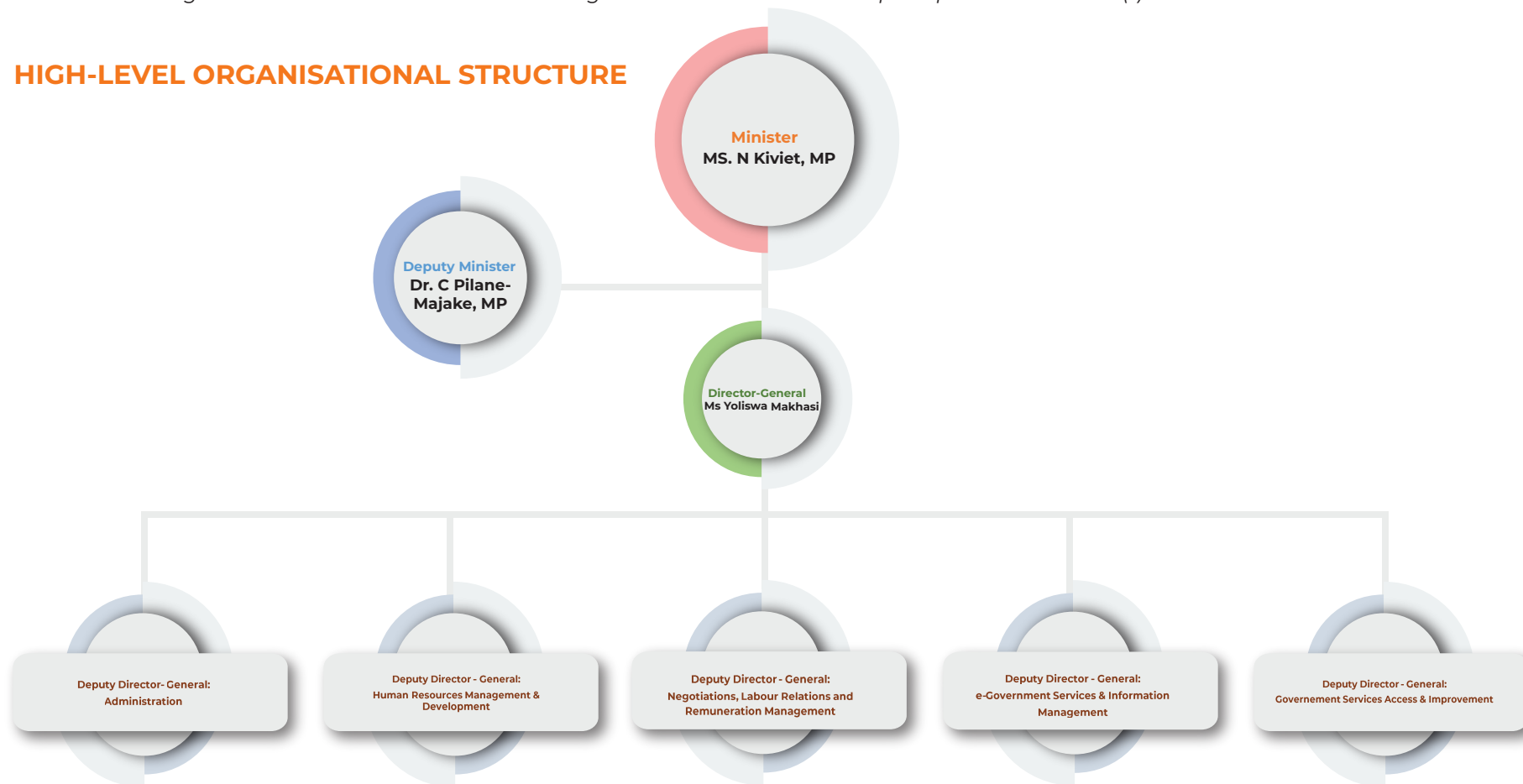
**In terms of the Public Service Act of 1994**, as amended, the Minister for the Public Service and Administration is responsible for establishing norms and standards relating to;

1. *The functions of the Public Service;*
2. *The organisational structures and establishments of departments and other organisational and governance arrangements in the Public Service;*
3. *The conditions of service and other employment practices for employees;*
4. *Labour relations in the Public Service;*
5. *Health and wellness of employees;*
6. *Information management in the Public Service;*
7. *Electronic government;*
8. *Integrity, ethics, conduct and anti-corruption in the Public Service; and*
9. *Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.*

**The Public Administration Management Act , 2014 ,** seeks to provide a uniform legal framework across the three spheres of government for bringing some degree of commonality of purpose in key public administration areas. The Act aims to:

- *promote and give effect to the values and principles in Section 195 (1) of the Constitution namely; high standard of professional ethics, efficient, economic and effective use of resources, development-oriented public service, services must be provided impartially, fairly, equitably and without bias, people’s needs must be responded to, transparent public service and accountable public service.*
- *provide for the transfer and secondment of employees;*
- *promote a high standard of professional ethics in public administration;*
- *promote the use of information and communication technologies in the public administration;*
- *promote efficient service delivery in the public administration;*
- *facilitate the eradication and prevention of unethical practices in the public administration; and*
- *provide for the setting of minimum norms and standards to give effect to the values and principles of section 195 (1) of the Constitution.*

### 3.1.7 HIGH-LEVEL ORGANISATIONAL STRUCTURE



### 3.1.7.1 Entities Reporting to the Minister

The Department does not oversee any public entities envisaged under the Public Finance Management Act. The following entities report to the Minister for the Public Service and Administration:

#### **Entities reporting to the Minister.**

| Name of Entity                       | Legislative Mandate   | Financial Relationship  | Nature of Operations  |
|--------------------------------------|---|---|---|
| Centre for Public Service Innovation | Government component in terms of the Public Service Amendment Act, Act 30 of 2007. Tasked by the MPSA to fulfil the mandate in relation to innovation for improved service delivery in the Public Service | The DPSA transfers payment to CPSI as they are part of Budget Vote 11 | <p>The CPSI aims to entrench the culture and practice of innovation in the Public Service through:</p> <ul style="list-style-type: none"> <li>• unearthing existing innovations for learning and replication;</li> <li>• researching, leading and promoting the development and testing of new innovations;</li> <li>• investigating and facilitating the replication and mainstreaming of innovations; and</li> <li>• providing content driven platforms and products for public officials to adopt innovative approaches</li> </ul> |

### 3.1.7.2 Centre for Public Service Innovation

The CPSI was established as a government component in April 2008 in line with the Public Service Amendment Act 30 of 2007. CPSI functions as an autonomous entity with its own Accounting Officer reporting directly to the MPSA. As from 1 April 2015, the CPSI became independent and only receives transfer payments from the DPSA.

### 3.1.7.3 National School of Government

The National School of Government is mandated to provide or facilitate the provision of training to public servants. The Mission of the National School of Government is to Empower Public Servants to be Responsive to Citizen Needs and Government Priorities, through Education, Training and Development interventions.

#### Departments capacity to deliver on its mandate.

*The department is organised into the following 5 Programmes/Branches.*

- The department’s organisational structure has a total of 418 positions of which 367 were filled as of March 2023.
- Due to the reduction in the compensation budget, the department could not fill all of its vacancies as a result vacancies had to be prioritised and the recruitment process is still underway.
- As at March 2023, the department had 57 (12 .20 %) vacant positions which are the different stages of the recruitment process. It is anticipated that all these vacancies will be filled by the end of the 2023 financial year. However, more vacancies are expected to be created because of natural attrition including resignations. The department has a recruitment plan which seeks to ensure that all the vacancies are filled by the end of March 2024.





# PART

PERFORMANCE INFORMATION



## 4 PART B: PERFORMANCE INFORMATION

### 4.1 AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES-

#### Report on the audit of the annual performance report

1. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
2. I selected the following programmes presented in the annual performance report for the year ended 31 March 2023 for auditing. I selected programmes that measures the department's performance on its primary mandated functions and that are of significant national, community or public interest.

| Programme   | Page numbers | Purpose   |
|---|--------------|---|
| <b>Programme 2:</b><br>Human Resource Management and Development              | 36           | Manage, oversee and facilitate human resource planning, management and development in the workplace. Facilitate compliance with minimum norms and standards set by the Minister for Public Service and Administration, in line with the Public Administration Management Act (1994), through the office of standards and compliance.  |
| <b>Programme 3:</b><br>Negotiations, Labour Relations Remuneration Management | 39           | Manage, oversee and facilitate organisational development, job grading, macro organisation, remuneration, human resource information systems, conditions of service, labour relations and dispute management in the public service. Administrate the implementation of the Government Employees Housing Scheme and the macro organisation of the state, and ensure coordinated collective bargaining. |
| <b>Programme 5:</b><br>Government Services Access and Improvement             | 43           | Manage, oversee and facilitate service access, operations management and service delivery improvement in the Public Service and Administration public service.  |

3. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
4. I performed procedures to test whether:
  - the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
  - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
  - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
  - the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
  - the reported performance information is presented in the annual performance report in the prescribed manner
  - there are adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
5. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion.

6. The material findings on the performance information of the selected programmes are as follows:

#### **Programme 2: Human Resource Management and Development**

##### **Approved Job Competency Framework for public sector**

- There was no link between the indicator of approved job competency framework for public sector and the planned target which relates to submitting of the framework for approval.

#### **Programme 3: Negotiations, Labour Relations Remuneration Management**

##### **Approval of Collective Bargaining Policy**

- There was no link between the indicator which relates to approval of collective bargaining policy and the planned target which relates to developing the collective bargaining policy and reviewing of the related procedures.

##### **Approved reviewed generic functional structure for Programme 1: Administration Functions**

- There was no link between the indicator which relates to approved generic functional structure for Programme 1: administration functions and the planned target which relates to reviewed generic functional structure functions submitted for approval.

#### **Other matters**

7. I draw attention to the matters below.

##### **Achievement of planned targets**

8. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under-achievements. This information should be considered in the context of the material findings on the reported performance information.

##### **Material misstatements**

9. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Programme 2: Human Resource Management and Development, Programme 3: Negotiations, Labour Relations Remuneration Management and Programme 5: Government Services Access and Improvement. Management subsequently corrected some of the material misstatements identified in the selected programmes however management did not correct all of the other material misstatements and I reported material findings in this regard.

## 4.2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

### SERVICE DELIVERY ENVIRONMENT

#### Service Delivery Improvement Plan

The DPSA developed its draft Service Delivery Improvement Plan (SDIP) for the 2018/19 – 2021 cycle, however this draft SDIP needed to be reviewed and aligned to the 2020 approved reviewed organisational structure which resulted in changes to the programme structure.

There was a gap year granted to departments by the DPSA in 2021-2022 in line with SDIP's Circular No.1 of 2020/21. A draft SDIP aligned to the new programme structure was developed and will be implemented during the 2023/24 financial year.

#### Main services and standards

| Main Services  | Beneficiaries | Current/Actual Standard of Service | Desired Standard of Service | Actual Achievement |
|--|---------------|------------------------------------|-----------------------------|--------------------|
| Not applicable due to the 2021-2022 SDIP's gap year, granted in line with SDIP's Circular No.1 of 2020/21. |               |                                    |                             |                    |

#### Batho Pele arrangements with beneficiaries

| Current/Actual Arrangements  | Desired Arrangements | Actual Achievements |
|--|----------------------|---------------------|
| Not applicable due to the 2021-2022 SDIP's gap year, granted in line with SDIP's Circular No.1 of 2020/21. |                      |                     |

#### Service delivery information tool

| Current/Actual Information Tools  | Desired Information Tools | Actual Achievements |
|---|---------------------------|---------------------|
| Not applicable due to the 2021-2022 SDIP's gap year granted in line with SDIP's Circular No.1 of 2020/21. |                           |                     |

#### Complaints mechanism

| Current/Actual Complaints Mechanism   | Desired Complaints Mechanism | Actual Achievement |
|---|------------------------------|--------------------|
| <b>Complaints /Complement Management Policy and Procedure</b>   |                              |                    |
| Implementation of the Complaints /Complement Management Policy and Procedure for compliance with the DPSA Complaints/Compliment Management Framework.   |                              |                    |
| The DPSA's Complaints Management Policy and Procedure was approved in January 2019 and the Department has initiated the process to develop an online Complaints/ Compliments Management System. |                              |                    |

### 4.3 OVERVIEW OF DEPARTMENTAL PERFORMANCE

The Department has put measures to digitalize its internal operations as well as its collaborations with the rest of the public service. 2022/23 saw the department internal submission and approval processes being fully conducted online.

To ensure business continuity and recovery following natural or man-made disasters and outages ; the department is in the process of developing its Disaster Recovery Framework and plan which will provide for the recovery and restoration of data and applications in physical or virtual environments amongst other processes and systems.

As a key step on the journey to a paperless and digitized DPSP; the DPSP has fully implemented an online e-submission system for approval of documents that require decision making.

During the year under review, department did not incur any unauthorized, irregular expenditure, fruitless and wasteful expenditure. Irregular expenditure amounting to R11 782.34 was incurred in relation to a prior financial year 2021/22. The case is in respect of relocation costs incurred by the department on behalf of a newly appointed employee without the employee being required to provide a written undertaking to repay the department should the employee leave the public service in a year or less.

#### Key Policy Developments and Legislative Changes

There were no policy developments and legislative changes that impacted on the operations of the department during this reporting period.

### 4.4 PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

#### **Full Implementation of Public Administration Management Act**

The Public Service Amendment Bill and the Public Administration Management Amendment Bill were tabled in Parliament on 24 May 2023. The bills are intended to reform the public service and make it more efficient and effective.

The Public Service Amendment Bill proposes a number of changes, including:

- A new code of conduct for public servants
- A new system for performance management
- A new system for recruitment and selection
- A new system for disciplinary action
- The Public Administration Management Amendment Bill proposes a number of changes, including:
  - A new system for the management of public finances
  - A new system for the management of public property
  - A new system for the management of public procurement

#### **Stabilising the Public Service**

The Departments continues to support departments in both the business process modernisation and organisational functional assessments.

Business process modernization (BPM) is the process of identifying, analyzing, and improving business processes. It is a systematic approach to improving the way an organization works. BPM can be used to improve efficiency, effectiveness, and customer satisfaction.

Organizational functional assessments (OFAs) are a type of BPM that focuses on the organization's structure and functions. OFAs can be used to identify areas where the organization can be improved, such as by streamlining processes, eliminating duplication, or improving communication.

### ***Fighting Corruption intensified***

A Lifestyle Audit guide has been developed, and departments were supported in the conducting lifestyle audits.

Lifestyle audits are a relatively new tool in the fight against corruption, but they have the potential to be a powerful weapon. If used effectively, they can help to clean up the public service and restore public confidence in government.

### ***Improved Implementation of the Batho Pele Programme***

DPSA supported departments in setting Batho Pele Standards. The Batho Pele Revitalisation Strategy is a government initiative that aims to improve the quality of public service delivery in South Africa. The strategy was launched in 2021.

### **Improved Implementation of Public Administration Policies**

The OSC is responsible for ensuring compliance with the Public Administration and Management Act, 2014 (PAMA).

The OSC plays an important role in ensuring that public administration in South Africa is efficient, effective.

During the financial year, an annual report on departments' compliance to public administration norms and standards was developed.

## 4.5 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### PROGRAMME 1: ADMINISTRATION

#### Programme Purpose:

Provide strategic leadership, management and support services to the department, and coordinate the department's international relations.

#### Sub-programmes:

1. *Departmental Management – to manage strategic executive support service to the Director-General.*
2. *Corporate Services – to manage and monitor the provision of human resource and transformation management services to provide facilities and security management services.*
3. *Finance Administration – to manage and facilitate the provision of financial management services.*
4. *Internal Audit – to manage the departmental risks and conduct internal regulatory and functionality audits.*
5. *Legal Service – to provide legal services.*
6. *International Relations and Donor Funding- Manage the Provision of Executive Support to the Office Of The Director- General.*
7. *Office Accommodation-provision of office accommodation and pay for municipal services*

#### **The programme contributes to the following outcomes;**

1. Improved Implementation of Public Administration Policies

# STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

## PROGRAMME 1: ADMINISTRATION

| Outcome  | Output  | Output Indicator   | Actual Achievement 2019/2021 | Actual Achievement 2020/2021                             | Actual Achievement 2021/2022  | Planned Target 2022/2023   | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023   | Comment on Deviations   |
|--|---|--|------------------------------|--|---|--|---|---|---|
| Improved implementation of administrative policies | Fruitless, wasteful and irregular expenditure monitored and addressed         | Monitoring reports on fruitless, wasteful and irregular expenditure      | -                            | Fruitless, wasteful and irregular expenditure monitored. | Fruitless, wasteful and irregular expenditure was monitored.  | 4 Monitoring reports on fruitless, wasteful and irregular expenditure      | <b>Achieved</b><br>4 Monitoring reports on fruitless, wasteful and irregular expenditure were compiled      | Not Applicable  | Not Applicable  |
|  | Compliance with the Broad-Based Black Economic Empowerment (BBBEE) prescripts | Bi-annual monitoring reports on the compliance with the BBBEE prescripts | -                            | -  | The department's Broad Based Black Economic Empowerment (BBBEE) status was monitored on a bi-annual basis | 2 Bi-annual monitoring reports on the compliance with the BBBEE prescripts | <b>Achieved</b><br>2 Bi-annual monitoring reports on the compliance with the BBBEE Prescripts were compiled | Not Applicable  | Not Applicable  |
|  | Institutional capacity to mainstream gender, youth and disability rights      | % representation of women in SMS position                                | -                            | -  | -   | 50% representation of women in SMS position                                | <b>Not Achieved</b><br>The representation of women in SMS positions was at 47,14%                           | 2,86% less than the targeted 50%. As there were no recruitment processes for SMS posts that were at the interview and nominations stage during the 4th quarter no SMS posts were filled | Continue to monitor the implementation of the affirmative action measures that promote the appointment of women during the recruitment processes for SMS posts. |



| Outcome | Output                        | Output Indicator                           | Actual Achievement 2019/2021 | Actual Achievement 2020/2021  | Actual Achievement 2021/2022  | Planned Target 2022/2023                              | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023  | Comment on Deviations   |
|---------|-------------------------------|--|------------------------------|---|---|---|---|--|---|
|         |                               | % representation of Youth                  | -                            | -   | -   | 30% % representation of Youth]                        | <b>Not Achieved</b><br>The representation of youth was at 16,45%  | 13,55% less than the targeted 30% .Youth is not a designated group in terms of the EE Act as a result the department cannot put in place Affirmative Action Measures to promote the employment of youth as a targeted group as has been done with the appointment of Women into SMS posts. | Continue to monitor youth representation as vacant posts are filled. Review the structure to create lower level technical posts into which youth can be appointed DPSA to review the regulations/ directives on minimum requirements for the Public Service |
|         |                               | % representation of people with disability | -                            | -   | -   | 2% representation of people with disability           | <b>Achieved</b><br>2,49% representation of people with disability   | 0,49% more than the targeted 2% as a result of more persons with disabilities being employed   | Not Applicable  |
|         | Public Service Amendment Bill | Revised Public Service Amendment Bill      | -                            | Draft Public Service Amendment Bill was submitted to the Office of the Chief State Law Adviser for pre-certification. And gazetted in March 2021. | Not Achieved<br>The Revised Public Service Amendment Bill has not yet been submitted to Cabinet | Table the Public Service Amendment Bill in Parliament | <b>Achieved</b><br>The Public Service Act Amendment Bill was presented to cabinet to approve the tabling of the Bill in parliament and the Bill was duly tabled to Parliament through the letters sent by the Minister for Public Service and Administration. | Not Applicable   | Not Applicable  |

| Outcome | Output  | Output Indicator   | Actual Achievement 2019/2021 | Actual Achievement 2020/2021 | Actual Achievement 2021/2022  | Planned Target 2022/2023  | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023 | Comment on Deviations |
|---------|---|--|------------------------------|------------------------------|---|---|---|---|-----------------------|
|         | Public Administration Management Amendment Bill | Public Administration Management Amendment Bill tabled in Parliament | -                            | -                            | The Bill was gazetted. Consultations were held with the Department of Cooperative | Table the Public Administration Management Amendment Bill in Parliament | <b>Achieved</b><br>The Public Administration Management Amendment Bill was presented to cabinet to approve the tabling of the Bill in parliament and the Bill was duly tabled to Parliament through the letters sent by the Minister for Public Service and Administration. | Not Applicable  | Not Applicable        |

### Strategy to overcome Areas of under Performance

Define time frames for consultation with stakeholders upfront to avoid protracted processes.

### Changes to Planned Targets

There were no changes to the planned targets.

## Linking Performance with Budgets

| Sub-Programme Name                        | 2022/23                   |                          |                                | 2021/2022                 |                          |                                |
|---|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|   | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Ministry                                  | 30 826                    | 23 838                   | 6 988                          | 30 003                    | 24 797                   | 5 206                          |
| Departmental Management                   | 11 840                    | 11 399                   | 441                            | 10 298                    | 9 376                    | 922                            |
| Corporate Services                        | 100 869                   | 95 695                   | 5 174                          | 95 501                    | 83 500                   | 12 001                         |
| Finance Administration                    | 29 949                    | 28 899                   | 1 050                          | 28 707                    | 26 887                   | 1 820                          |
| Internal Audit                            | 6 234                     | 5 543                    | 691                            | 5 766                     | 5 752                    | 14                             |
| Legal Services                            | 10 595                    | 9 990                    | 605                            | 12 365                    | 11 596                   | 769                            |
| International Relations and Donor Funding | 9                         | 7                        | 2                              | 2 296                     | 1 170                    | 1 126                          |
| Office Accommodation                      | 63 105                    | 62 802                   | 303                            | 57 394                    | 57 390                   | 4                              |
| <b>TOTAL</b>                              | <b>253 427</b>            | <b>238 173</b>           | <b>15 254</b>                  | <b>242 330</b>            | <b>220 468</b>           | <b>21 862</b>                  |

## 4.6 PROGRAMME 2: HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

### **Purpose:**

Manage, oversee and facilitate human resource planning, management and development in the workplace. Facilitate compliance with minimum norms and standards set by the Minister for Public Service and Administration, in line with the Public Administration Management Act (1994), through the office of standards and compliance

### **Subprogrammes**

- 1) Management: Human Resource Management and Development provides administrative support and management to the programme.
- 2) Office of Standards and Compliance facilitates compliance with the minimum norms and standards set by the minister, in line with section 16 of the Public Administration Management Act (1994).
- 3) Human Resource Planning, Employment and Performance Management manages, develops and monitors the implementation of policies and programmes related to human resource planning, employment practices and employee performance management.
- 4) Human Resource Development manages, develops and monitors the implementation of policies and programmes related to human resource development.
- 5) Transformation and Workplace Environment Management manages, develops and monitors the of policies and programmes related to diversity, transformation and workplace environment management.

### ***The programme contributes to the following outcomes;***

1. Full Implementation of Public Administration Management Act
2. Stabilising the Public Service
3. Improved Implementation of Public Administration Policies

## STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

### PROGRAMME 2: HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

| Outcome  | Output  | Output Indicator  | Actual Achievement 2019/2021 | Actual Achievement 2020/2021 | Actual Achievement 2021/2022 | Planned Target 2022/2023  | Actual Achievement 2022/2023   | Deviation from Planned Target to Actual Achievement for 2022/2023  | Comment on Deviations  |
|--|---|---|------------------------------|------------------------------|------------------------------|---|--|--|--|
| A stabilised Public Service                        | Legislative framework to institutionalise mandatory in-service training framework | Legislative framework on Mandatory in-service training for the public service developed | -                            | -                            | -                            | Directive on Mandatory Directive on Mandatory in-service training for the public service submitted for approval | <b>Not Achieved</b><br>The Draft Directive Mandatory in-service training for the public service was not submitted for approval | The Draft Directive Mandatory in-service training for the public service was developed and the engagements with National Treasury on funding required and the National School of Government took longer than planned | The Directive will be issued during the 2023/24 financial year   |
|  | Human resource management and Development Strategy approved                       | Approved HRM&D strategy   | -                            | -                            | -                            | HRM&D strategy and implementation plan submitted for approval   | <b>Not Achieved</b><br>The draft HRM&D strategy and implementation plan were not submitted for approval                        | The draft HRM&D strategy and implementation plan could not be finalized as the project leader was on secondment which could not be extended when the secondment period ended at the beginning of the 3rd quarter.    | The department has secured technical support from partners and the work will be concluded by the end of the 2023/24 financial year |
|  | Job Competency Framework for public sector approved                               | Approved Job Competency Framework for public sector                                     | -                            | -                            | -                            | Job Competency Framework for public sector submitted for approval   | <b>Not Achieved</b><br>The Job Competency Framework for public sector was not submitted for approval                           | The were capacity challenges which impacted on the development of the Job Competency Framework   | The department has secured technical support from partners and the work will be concluded during the 2023/24 financial year        |
| Improved implementation of administrative policies | Annual Compliance Monitoring Report on selected PA Norms and Standards            | Annual Compliance Monitoring Report on selected PA Norms and Standards produced         | -                            | -                            | -                            | Annual Compliance Monitoring Report on selected PA Norms and Standards was submitted for approval               | <b>Achieved</b><br>The Annual Compliance Monitoring Report on selected PA Norms and Standards was submitted for approval       | Not Applicable   | Not Applicable   |

## Strategy to overcome Areas of under Performance

Matters with regards to challenges in consultations will be resolved

## Changes to Planned Targets

There were no changes to the planned targets.

## Linking Performance with Budgets

| Sub-Programme Name   | 2022/23                   |                          |                                | 2021/2022                 |                          |                                |
|--|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|  | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Management: Human Resources Management and Development         | 3 654                     | 3 517                    | 137                            | 3 626                     | 3 484                    | 142                            |
| Office of Standards and Compliance                             | 10 776                    | 8 793                    | 1 983                          | 8 794                     | 8 236                    | 558                            |
| Human Resource Planning, Employment and Performance Management | 15 427                    | 14 120                   | 1 307                          | 15 323                    | 14 324                   | 999                            |
| Human Resource Development                                     | 10 303                    | 9 939                    | 364                            | 9 004                     | 8 476                    | 528                            |
| Transformation and Workplace Environment Management            | 10 292                    | 9 016                    | 1 276                          | 10 440                    | 9 091                    | 1 349                          |
| <b>TOTAL</b>   | <b>50 452</b>             | <b>45 385</b>            | <b>5 067</b>                   | <b>47 187</b>             | <b>43 611</b>            | <b>3 576</b>                   |

## 4.7 PROGRAMME 3: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT

### Programme Purpose:

Manage, oversee and facilitate organisational development, job grading, macro organisation, remuneration, human resource information systems, conditions of service, labour relations and dispute management in the public service. Administrate the implementation of the Government Employees Housing Scheme and the macro organisation of the state, and ensure coordinated collective bargaining.

### Subprogrammes

- 1) Management: Negotiations, Labour Relations and Remuneration Management provides administrative support and management to the programme.
- 2) Negotiations, Labour Relations and Dispute Management manages, develops and monitors the implementation of policies and programmes in labour relations and dispute management in the public service, and facilitates and manages collective bargaining in the Public Service Coordinating Bargaining Council and the General Public Service Sector Bargaining Council.
- 3) Remuneration, Employment Conditions and Human Resource Systems manages, develops and monitors the implementation of policies and practices related to remuneration and employment conditions in the public service. This subprogramme also manages and coordinates data on governance and human resource information systems specifically related to human resources.
- 4) Macro Benefits and Government Employees Housing Scheme manages, develops and monitors the implementation of policies and programmes on macro benefits in the public service, administers the housing allowance scheme, provides stakeholder management, and facilitates employee access to affordable housing finance and housing supply (ownership and rental). Organisational Development, Job Grading and Macro Organisation of

the State manages, develops and monitors the implementation of policies and programmes related to organisational design, job grading and job descriptions; and manages and coordinates processes related to national macro organisations of the state. 2023 Estimates of National Expenditure Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit manages, develops and monitors the implementation of policies, strategies and programmes related to ethics and integrity in the public service, and provides technical assistance and support when required.

### *The programme contributes to the following outcomes;*

1. Full Implementation of Public Administration Management Act
2. Fighting Corruption intensified
3. Stabilising the Public Service
4. Improved Implementation of Public Administration Policies

# STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

## PROGRAMME 3: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT

| Outcome                     | Output   | Output Indicator  | Actual Achievement 2019/2021 | Actual Achievement 2020/2021   | Actual Achievement 2021/2022  | Planned Target 2022/2023   | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023                                    | Comment on Deviations  |
|-----------------------------|--|---|------------------------------|--|---|--|---|--|--|
| A stabilised Public Service | Collective bargaining processes for the State in the Public Service Coordinating Bargaining Council strengthened | Approval of Collective Bargaining Policy                            | -                            | Manage the Collective Bargaining processes for the State in the Public Service Coordinating                    | Achieved The Collective bargaining processes were managed.          | 1 DPSA Collective bargaining policy developed, procedures reviewed.  | <b>Achieved</b><br>1 DPSA Collective bargaining policy was developed and the procedures were reviewed   | Not Applicable   | Not Applicable   |
|                             | Approval of Collective Bargaining Policy   | 1 DPSA Collective bargaining policy developed, procedures reviewed. | -                            | -  | -   | Reviewed generic functional structure for Programme 1: Administration Functions submitted for approval                         | <b>Achieved</b><br>The Reviewed generic functional structure for Programme 1: Administration Functions was submitted for approval                                 | Not Applicable   | Not Applicable   |
|                             | Personnel Expenditure Reviewed   | Personnel Expenditure review conducted                              | -                            | The Personnel Expenditure Review could not commence due to budget cuts to departments as a results of Covid-19 | The Personnel Expenditure Review (PER) has not been finalised.      | Finalize the Personnel Expenditure Review (PER) report in consultation with stakeholders and submit final report for approval. | <b>Achieved</b><br>The Personnel Expenditure Review (PER) report was finalized in consultation with stakeholders and the final report was submitted for approval. | Not Applicable   | Not Applicable   |
|                             | Job evaluation System for the Public Service   | Job evaluation System for the Public Service implemented            | -                            | No work was undertaken due to lack of funding provided for the current financial year                          | The job evaluation system for the public service was not developed. | Job evaluation System for the Public Service final report submitted for approval   | <b>Not Achieved</b><br>The Job Evaluation System for the Public Service final report was not submitted for approval   | The procurement process for a service provider to develop the system was not finalized by March 2023 | A service provider has been appointed and the system will be developed and piloted during the 2023/24 financial year |



| Outcome                              | Output                                  | Output Indicator  | Actual Achievement 2019/2021 | Actual Achievement 2020/2021 | Actual Achievement 2021/2022   | Planned Target 2022/2023   | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023   | Comment on Deviations |
|--------------------------------------|---|---|------------------------------|------------------------------|--|--|---|---|-----------------------|
| Fight against corruption intensified | Timely resolution of disciplinary cases | Approval Discipline management strategy                     | -                            | -                            | A Consolidated Annual Report was produced  | The Discipline Management Strategy Approved                      | <b>Achieved</b><br>The Discipline Management Strategy was approved  | Not Applicable  | Not Applicable        |
|                                      | Lifestyle Audits Guidelines produced    | Number of departments supported to implement the lifestyle. | -                            | -                            | The Guidelines on Conducting Lifestyle Audits was issued, implementation support was provided and implementation has been assessed | All JCPS Departments supported to implement the lifestyle Audits | <b>Achieved</b><br>All the JCPS Departments were supported to implement the Lifestyle Audits. In addition, the following departments were supported: In addition the department also supported the following departments; Limpopo Office of the Premier, Gauteng Provincial Government, Eastern Cape Dpt of Sports, Recreation, Arts and Culture, Western Cape Dpt of the Premier , Western Cape Province ,Limpopo Department Transport and Community Safety National GCIS, Dpt of Employment and Labour (UIF), Mpumalanga Dpt of Public Works, Roads and Transport and the Limpopo Provincial Government | The Department decided to virtually support all the JCPS Departments during Pubic Service Month and as a result it was possible to extend invites for provision of support to other departments | Not Applicable        |

## Strategy to overcome Areas of under Performance

In order to enhance performance in the following projects, as well as broadly: Conduct Personal Expenditure Review; and the Development of the Job Evaluation system for the Public Service, the branch will strengthen its project management, and contract management capacity. In instances where external consultants are engaged, the branch will tighten contract management and periodic reporting and engagement.

## Changes to Planned Targets

There were no changes to the planned targets.

## Linking Performance with Budgets

| 2022/23  |                           |                          |                                | 2021/2022                 |                          |                                |
|--|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
| Sub-Programme Name   | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Management: Negotiations, Labour Relations and Remuneration                        | 3 306                     | 3 087                    | 219                            | 2 649                     | 817                      | 1 832                          |
| Negotiations, Labour Relations and Dispute Management                              | 7 551                     | 7 067                    | 484                            | 7 138                     | 6 892                    | 246                            |
| Remuneration, Employment Conditions and HR Systems                                 | 38 609                    | 35 665                   | 2 944                          | 38 708                    | 20 147                   | 18 561                         |
| Government Employees Housing Scheme, Project Management Office                     | 14 473                    | 12 745                   | 1 728                          | 14 149                    | 10 062                   | 4 087                          |
| Organisational Development, Job Grading, and Macro Organisation of the State       | 14 253                    | 13 277                   | 976                            | 19 064                    | 13 163                   | 5 901                          |
| Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit | 26 158                    | 25 872                   | 286                            | 18 166                    | 17 048                   | 1 118                          |
| <b>TOTAL</b>   | <b>104 350</b>            | <b>97 713</b>            | <b>6 637</b>                   | <b>99 874</b>             | <b>68 129</b>            | <b>31 745</b>                  |

## 4.8 PROGRAMME 4: e-GOVERNMENT SERVICE AND INFORMATION MANAGEMENT

### Programme purpose

Manage, oversee and facilitate ICT governance, enablement, ICT infrastructure, information and knowledge management, and innovation in the public service. Coordinate and facilitate ICT stakeholder management.

### Subprogrammes

- 1) Management: eGovernment Services and Information Management provides administrative support and management of the programme.
- 2) eEnablement and ICT Service Infrastructure Management manages, develops and monitors the implementation of policies and programmes on e-services and ICT infrastructure.
- 3) Information and Stakeholder Management manages, develops and monitors the implementation of policies and programmes in information management, data and information archiving, and coordinates and facilitates ICT stakeholder management.
- 4) ICT Governance and Management manages, develops and monitors the implementation of policies and programmes for ICT enterprise architecture, ICT risk, security standards, business continuity and service management.
- 5) Knowledge Management and Innovation manages, develops and monitors the implementation of policies and programmes for knowledge management and innovation.

### *The programme contributes to the following outcomes;*

1. Full Implementation of Public Administration Management Act
2. Stabilising the Public Service
3. Improved Implementation of Public Administration Policies

## STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

### PROGRAMME 4: E-GOVERNMENT SERVICE AND INFORMATION MANAGEMENT

| Outcome  | Output  | Output Indicator   | Actual Achievement 2019/2021  | Actual Achievement 2020/2021   | Actual Achievement 2021/2022   | Planned Target 2022/2023  | Actual Achievement 2022/2023   | Deviation from Planned Target to Actual Achievement for 2022/2023  | Comment on Deviations   |
|--|---|--|---|--|--|---|--|--|---|
| Improved implementation of administrative policies | Modernisation and digitisation of the public sector | Approval of the Digital Government Policy Framework for the Public Service | Achieved<br>the Digital Government Policy Framework for the Public Service was submitted for approval | Achieved<br>The Audit report on the implementation of the National e-Government Strategy was issued to national and provincial departments in March 2021 | Achieved<br>National e-Government Strategy ; Corporate Governance of ICT Policy Framework and the determination and directive on Cloud Computing in the Public Service were issued | Approved Digital Government Policy Framework for the Public Service | <b>Not Achieved</b><br>The Digital Government Policy Framework for the Public Service was not approved | The Policy Framework for the Public Service was routed for approval in March 2023 which is the month when the Minister was appointed, the framework will first be presented to the Minister for decision making                  | After approval, the Policy Framework will be issued for implementation by departments during the 2023-24 financial year |
|  |   | Approval of the Digital service attributes standard                        | -   | -  | -  | Approved Digital service standard                                   | <b>Not Achieved</b><br>The Digital service standard was not approved                                   | The Digital Service Standard was routed for approval in March 2023 which is the month when the Minister was appointed, the Standard will first be presented to the Minister for decision making                                  | After approval, the Policy Framework will be issued for implementation by departments during the 2023-24 financial year |
|  |   | Approval of the Public Service Data and Information Management Directive   | -   | -  | -  | Approved Public Service Data and Information Management Directive   | <b>Not Achieved</b><br>Public Service Data and Information Management Directive was not approved       | The Public Service Data and Information Management Directive was routed for approval in March 2023 which is the month when the Minister was appointed, the Directive will first be presented to the Minister for decision making | After approval, the Policy Framework will be issued for implementation by departments during the 2023-24 financial year |

## Strategy to overcome Areas of under Performance

Measures will be put in place to ensure the targets are approved

### 4.8.1 Changes to Planned Targets

There were no changes to the planned targets

#### Linking Performance with Budgets

| Sub-Programme Name   | 2022/23                   |                          |                                | 2021/2022                 |                          |                                |
|--|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|  | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Management: e-Government Services and Information Management | 4 048                     | 3 933                    | 115                            | 3 645                     | 3 142                    | 503                            |
| E-Enablement and ICT Service Infrastructure Management       | 8 545                     | 7 107                    | 1 438                          | 7 329                     | 6 742                    | 587                            |
| Information and Stakeholder Management                       | 5 238                     | 2 596                    | 2 642                          | 6 553                     | 2 751                    | 3 802                          |
| ICT Governance and Management                                | 8 187                     | 7 609                    | 578                            | 12 069                    | 5 602                    | 6 467                          |
| Knowledge Management and Innovation                          | 4 589                     | 3 815                    | 774                            | 4 696                     | 2 996                    | 1 700                          |
| <b>TOTAL</b>   | <b>30 607</b>             | <b>25 060</b>            | <b>5 547</b>                   | <b>34 292</b>             | <b>21 233</b>            | <b>13 059</b>                  |

## 4.9 GOVERNMENT SERVICES ACCESS AND IMPROVEMENT

### Programme purpose

Manage, oversee and facilitate service access, operations management and service delivery improvement in the Public Service and Administration public service.

### Subprogrammes

- 1) Management: Government Service Access and Improvement provides administrative support and management to the programme.
- 2) Operations Management manages, develops and monitors the implementation of policies and programmes related to service delivery mechanisms and business process management. Service Delivery Improvement, Citizen Relations and Public Participation manages and facilitates the development and implementation of social compacts and complaints management policy, and manages and coordinates citizen relations and public participation programmes.
- 3) Service Access manages, develops and monitors the implementation of policies and programmes related to service planning, and manages and coordinates service centres and frontline service delivery programmes and interventions.
- 4) International Cooperation and Stakeholder Relations establishes and manages the department's bilateral, multilateral and institutional relations and cooperation programmes with international organisations, including the African Peer Review Mechanism and the open government partnership project.
- 5) Centre for Public Service Innovation facilitates transfer payments to the Centre for Public Service Innovation which unlocks innovation in the public sector and creates an enabling environment for improved and innovative service delivery through activities targeted at capacity development.

### *The programme contributes to the following outcomes;*

1. Full Implementation of Public Administration Management Act
2. Stabilising the Public Service
3. Improved Implementation of the Batho Pele Programme

# STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

## PROGRAMME 5: GOVERNMENT SERVICE ACCESS AND IMPROVEMENT

| Outcome  | Output   | Output Indicator   | Actual Achievement 2019/2021  | Actual Achievement 2020/2021  | Actual Achievement 2021/2022   | Planned Target 2022/2023  | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023   | Comment on Deviations |
|--|--|--|---|---|--|---|---|---|-----------------------|
| A stabilised Public Service                        | Organisational Functionality Assessment framework implemented by the departments | Institutionalise the Organisational Functionality Assessment Framework in the public service | The report on the state of readiness of departments to OFA Tool was submitted to the Director-General in March 2020 | Consultations were held with national and provincial Departments on the full implementation of the Organisational Functionality Assessment Tool | The Directive on the Organisational Functionality Assessment Tool was issued to national and provincial departments. | The Organisational Functionality Assessment Framework institutionalised in the public service       | <b>Achieved</b><br>The Organisational Functionality Assessment Framework was institutionalised in the public service  | Not Applicable  | Not Applicable        |
| Improved implementation of administrative policies | Business Processes Modernisation Programme implemented                           | Number of departments implementing Business Processes Modernisation                          |   | The Business Processes Modernisation Programme was developed  | The implementation of the Business Processes Modernisation Programme was monitored                                   | Implementation of the Business Processes Modernisation Programme (BPM) in three partner departments | <b>Achieved</b><br>The Business Processes Modernization Programme (BPM) was implemented four partner departments due to a high response from more departments as follows; 1, Department of Human Settlements – North West 2, Department of Co-operative Governance, Human Settlements and Traditional Affairs (COGHSTA) | An additional department requested to be part of the Programme and the DPSA had sufficient capacity to include the department |                       |

| Outcome  | Output  | Output Indicator   | Actual Achievement 2019/2021  | Actual Achievement 2020/2021   | Actual Achievement 2021/2022  | Planned Target 2022/2023   | Actual Achievement 2022/2023  | Deviation from Planned Target to Actual Achievement for 2022/2023 | Comment on Deviations |
|--|---|--|---|--|---|--|---|---|-----------------------|
|  |   |  |   |  |   |  | - Limpopo , 3, Department of Agriculture, Rural Development and Environmental Affairs (DARDLEA) – Mpumalanga and 4. Department of Education - KwaZulu Natal |   |                       |
| Improved implementation of Batho Pele Programme    | Revised Batho Pele Programme implemented                                | Number of departments supported on the implementation of Batho Pele Programmes       | Report on the implementation of the Batho Pele standards by all national and provincial departments was compiled. | Batho Pele Revitalization strategy was submitted to the Director-General in March 2021 | The implementation of the revised Batho Pele Programme was monitored.               | Departments supported on the implementation of the Batho Pele Programme through 10 sector focused sessions per annum | <b>Achieved</b><br>Departments were supported on the implementation of the Batho Pele Programme through 10 sector focused sessions per annum                | Not Applicable  | Not Applicable        |
| Improved implementation of administrative policies | African Peer Review Mechanism 2nd Generation country review implemented | Approval of the National Plan of Action  | -   | -  | The Institutionalization of the African Peer Review Mechanism (APRM) was monitored. | APRM National Plan of Action approved  | <b>Achieved</b><br>The APRM National Plan of Action was approved  | Not Applicable  | Not Applicable        |
|  | SDIP building blocks through an automated system implemented            | Number of departments complied with SDIP building blocks through an automated system | -   | -  | -   | Departments complied with SDIP building blocks and capacity building provided in 10 sectors.                         | <b>Achieved</b><br>Departments complied with SDIP building blocks and capacity building was provided in 10 sectors.   | Not Applicable  | Not Applicable        |
| Improved implementation of administrative policies | Research study on the State of Public Service Delivery approved         | Approval of the Research study on the State of Public Service Delivery               | -   | -  | -   | Research Study on the State of the Public Service Delivery approved  | <b>Achieved</b><br>The Research Study on the State of the Public Service Delivery was approved  | Not Applicable  | Not Applicable        |



#### 4.9.1 Strategy to overcome Areas of under Performance

This is not applicable as all the planned targets were achieved.

#### 4.9.2 Changes to Planned Targets

There were no changes to the planned targets.

#### Linking Performance with Budgets

| Sub-Programme Name   | 2022/23                   |                          |                                | 2021/2022                 |                          |                                |
|--|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
|  | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| Management: Government Service Access and Improvement                    | 3 445                     | 3 418                    | 27                             | 3 025                     | 2 621                    | 404                            |
| Operations Management  | 13 482                    | 13 453                   | 29                             | 13 137                    | 12 189                   | 948                            |
| Service Delivery Improvement, Citizen Relations and Public Participation | 13 566                    | 13 469                   | 97                             | 13 715                    | 13 701                   | 14                             |
| Service Access   | 21 531                    | 21 429                   | 102                            | 21 174                    | 21 051                   | 123                            |
| International Co-operation and Stakeholder Relations                     | 14 218                    | 12 577                   | 1 641                          | 13 997                    | 13 149                   | 848                            |
| Centre for Public Service Innovation                                     | 45 045                    | 45 045                   | -                              | 42 953                    | 41 453                   | 1 500                          |
| <b>TOTAL</b>   | <b>111 287</b>            | <b>109 391</b>           | <b>1 896</b>                   | <b>108 001</b>            | <b>104 164</b>           | <b>3 837</b>                   |

## 4.9.3 TRANSFER PAYMENTS

### Transfer Payments to Public Entities

| Name of Public Entity                | Services rendered by the Public Entity  | Amount transferred to the Public Entity | Amount Spent by the Public Entity | Achievements of the Public Entity  |
|--------------------------------------|---|---|-----------------------------------|--|
| Centre for Public Service Innovation | Facilitating the unearthing, development and practical implementation of innovative solutions within the Public Service | 45045                                   | 45045                             | <p><b>Innovation research and development initiatives undertaken.</b></p> <p>The prototyping of the two multi-year projects, an e-hailing solution for <i>Gauteng EMS Planned Patient Transfer</i> and the <i>Northern Cape Virtual Thusong Centre</i> were completed as planned. Following the appointment of a systems developer, work on the “back-end” coding of the EMS project continued whilst work on the “front-end” user interface of the Virtual Thusong Centre was completed. Both these solutions will be tested and piloted in the 2023/24 financial year.</p> <p>The CPSI continued its support to Youth Digital Skills Development Initiatives. During the year this included providing mentorship during the NEMISA Datathon (25 - 27 November 2022), the Northern Cape Developer (NCDev) hackathon (3 - 5 December 2022) and capacity building during a youth digital skills development programme in Springbok in February 2023. The CPSI was also requested, in line with our commitment to regional and South-South learning, to support a Public Finance Management Hackathon in the Kingdom of Lesotho, hosted by the Government of Lesotho and the International Monetary Fund from 24 to 26 January 2023.</p> <p>As part of the CPSI’s DDM commitments, the CPSI supported the piloting of the <i>Let’s Talk Citizen Engagement Mobile Application</i>, funded by the UNDP South Africa, in the Waterberg and OR Tambo Districts. The mobile application provides a two-way platform for communication with citizens and for reporting service delivery challenges. Following Design Workshops in Quarter 2, training of municipal officials and software configuration were concluded in the third and fourth quarters. The application was launched in the Waterberg District on 3 March 2023 and is downloadable on the various mobile application stores.</p> <p>Research initiatives included the <i>SA-EU Dialogue series on Strengthening Open Digital Governance</i> that was concluded in the third quarter and the <i>Multi-Year Assessment of Public Sector Innovation</i> in partnership with NACI. The Qualitative Phase of the initiative was concluded with a comprehensive report with three case studies. The final phase, a quantitative survey, commenced in Q4 with contracting and two initial reports (inception report and conceptual framework) concluded.</p> <p>The unit also produced an <i>assessment report of the replication of the learning management system (eLMS)</i>, a Public Sector Innovation Awards winning project subsequently replicated in 7 schools. The report will assist the CPSI in strengthening its replication and scaling methodology.</p> |

| Name of Public Entity | Services rendered by the Public Entity | Amount transferred to the Public Entity | Amount Spent by the Public Entity | Achievements of the Public Entity   |
|-----------------------|--|---|-----------------------------------|---|
|                       |  |   |                                   | <p><b>Innovative Solutions replicated.</b></p> <p>CPSI facilitated the replication of two (2) innovative projects to improve service delivery.</p> <p><b>Digital Fingerprint Project</b></p> <p>The project aims to solve the challenge of unidentified deceased with long waiting times for DNA to be matched. This sometimes leads to pauper burials at the cost of the State. In partnership with CSIR, the Gauteng Forensic Pathologic Services (FPS) started the project using Biometrics scanners and third-party verification to access Department of Home Affairs database to identify unknown deceased. The CPSI has facilitated the replication of this project in five sites in Gauteng, including procurement of biometric scanners, and laptops and the development of an upgraded software from CSIR. In addition, the CPSI also paid for 12 months' costs of verification through a third-party service provider. CPSI</p> <ul style="list-style-type: none"> <li>• The benefits of the project are, amongst others, improved <b>quality of fingerprints</b> collected from deceased resulting in improved identification rate at the Department of Home Affairs.</li> <li>• Immediate identification of the deceased.</li> </ul> <p>Families of known unclaimed <b>bodies can be traced</b> using their credit profile information.</p> <p><b>Edenvale Hospital Blood Optimisation Project</b></p> <p>The project ensures the efficient use of blood and blood products to save costs. The challenge at the hospital was that different units within the hospital would order blood separately for the same patient and use very little for their needs at the time. This resulted in the discarding of opened blood pouches as it could no longer be re-used and this led to high blood usage resulting in high costs for the hospital.</p> <p>The CPSI facilitated the replication of the Blood Optimisation project through.</p> <ul style="list-style-type: none"> <li>• The introduction of an accountability form developed for doctors to ensure actual blood requirements are linked to a patient in all units.</li> <li>• Training of medical personnel of the Outpatient Department on the use and completion the accountability form.</li> </ul> <p>In addition, the CPSI continued to provide support to the E-learning project that was replicated in selected schools in North-West, Free State and Eastern Cape provinces in 2021/2022 to ensure continuity and sustainability of this solution.</p> |

| Name of Public Entity | Services rendered by the Public Entity | Amount transferred to the Public Entity | Amount Spent by the Public Entity | Achievements of the Public Entity  |
|-----------------------|--|---|-----------------------------------|--|
|                       |  |   |                                   | <p><b>Knowledge platforms sustained to nurture an enabling environment for Innovation in the Public Sector</b></p> <p><b><i>Public Sector Innovation Conference</i></b></p> <p>The <b>16<sup>th</sup> Public Sector Innovation Conference</b> was successfully held in August 2022. The conference serves as a platform for innovators to share and exchange knowledge and best practices on innovation. Furthermore, the conference provides an ideal opportunity to showcase innovative projects and solutions mostly from the public service. The 2022, Public Sector Innovation conference took place under the theme: “Building Social Innovation Partnerships for a capable developmental State.” The conference is a critical platform to promote and nurture the culture and practice of innovation in the public sector to improve service delivery. In addition, international best practices and experience from Bangladesh and OECD was also shared with the participants.</p> <p><b><i>Public Sector Innovation Awards Programme</i></b></p> <p>The <b>20<sup>th</sup> Public Sector Innovation Awards 2022</b> Programme was successfully implemented during the year under review. The Awards Programme recognises successful and effective service delivery projects and initiatives that have been achieved through the application of innovative approaches, methodologies and tools, aiming to improve services to the citizens of South Africa. The Minister for the Public Service and Administration conferred awards to winners in three categories, including Ministerial Awards to public service individuals and teams. The Public Sector Innovator of the Year was awarded to the Hospital and Emergency Centre Tracking Information System (HECTIS) Project from the Western Cape Department of Health.</p> <p>The Centre also uses this programme, through the recognition of Public Sector Trailblazer initiative, to unearth and promote the in-sourcing of System Developers in various government departments to enable them to develop home-grown solutions to alleviate service delivery challenges. In addition, the Awards Programme is a critical source to identify innovative solutions for replication and scaling up.</p> <p>In addition, the Finalists of the 20<sup>th</sup> Public Sector Innovation Awards Programme 2022 were capacitated through Design Thinking and Public Sector Innovation Training workshops.</p> <p><b>Regional/International Programme</b></p> <p>In April 2022 and March 2023, the CPSI represented Republic of South Africa in the United Nations’ CEPA (Community of Experts in Public Administration).</p> <p>The CPSI further represented the Republic of South Africa in the Jury of the AAPAM Innovative Management Award Programme. It participated in the adjudication of entries received from across Africa. This culminated in a Review Meeting held in December 2022 to select and confirm finalists. This culminated in recognition to winners on the 8<sup>th</sup> of December 2022 as part of the AAPAM Annual Roundtable held in Decembers 2022.</p> |

| Name of Public Entity | Services rendered by the Public Entity | Amount transferred to the Public Entity | Amount Spent by the Public Entity | Achievements of the Public Entity   |
|-----------------------|--|---|-----------------------------------|---|
|                       |  |   |                                   | <p><b>The South African Public Sector Innovation Journal: Ideas that Work.</b></p> <p>Articles and case studies on innovative solutions were published online through the CPSI website. These articles are part of knowledge sharing and learning for the Public Service to use innovation to improve service delivery.</p> <p><b>Design Thinking and Public Sector Innovation Workshops</b></p> <p>Four Design Thinking and Public Sector Innovation Training workshops were conducted in 2022/2023 as part of capacitating public officials in modern tools and approaches to solve service delivery challenges in their fields. One of the workshops was held at a DDM pilot area, Waterberg District in Limpopo province in support of the District Development Model. This is part of efforts by the organisation to nurture an enabling environment for innovation in the Public Sector. To date, the CPSI has also assisted the National School of Government (NSG) in crafting an online Systems Design Thinking Course that will be part of the courses offered by the NSG to public servants.</p> |
| <b>TOTAL</b>          |  |   |                                   |   |

#### 4.9.4 Transfer Payments to all organisations other than public entities

##### Transfer payments made.

| Name of transferee   | Type of organisation                                      | Purpose for which the funds were used          | Did the dept. comply with s 38(1) (J) of the PFMA | Amount transferred. R'000 | Amount spent by the entity R'000 | Reason for the funds unspent by the entity |
|--|---|--|---|---------------------------|----------------------------------|--|
| Organisation for Economic Cooperation and Development        | International organisation                                | Partnership fee                                | Yes   | 319                       | –                                |  |
| African Association for Public Administration and Management | International organisation                                | Membership fee                                 | Yes   | 317                       | –                                |  |
| International Institute of Administrative Sciences           | International organisation                                | Membership fee                                 | Yes   | 43                        | –                                |  |
| Open Government Partnership                                  | International organisation                                | Membership fee                                 | Yes   | 1 750                     | –                                |  |
| Tshwane Municipality   | Municipality  | Licence fees paid to municipalities            | Yes   | 1                         | –                                |  |
| Households   | Department of Public Service and Administration Employees | Employees Severance package and Leave gratuity | Yes   | 5 323                     | –                                |  |
| <b>TOTAL</b>   |   |  |   | <b>7 753</b>              | <b>–</b>                         |  |

#### Transfer payments not made.

| Name of transferee                     | Type of organisation | Purpose for which the funds were to be used | Amount budgeted for R'000 | Amount transferred. R'000 | Reason why funds were not transferred     |
|--|----------------------|---|---------------------------|---------------------------|---|
| South African Broadcasting Corporation | Departmental agency  | Radio and television licences               | 100                       | -                         | There was a delay in receiving an invoice |
| <b>TOTAL</b>                           |                      |   |                           |                           |   |

#### 4.9.5 CONDITIONAL GRANTS

Not applicable.

#### 4.9.6 DONOR FUNDS

##### 0.1 Donor Funds Received

The department did not receive any donor funding during the year under review.

#### 4.9.7 CAPITAL INVESTMENT

Not applicable.



GOVERNANCE

# PART

GOVERNANCE

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## 5 PART C: GOVERNANCE

### 5.1 INTRODUCTION

The DPSA continued to implement good governance practices in the management of the State resources whilst also ensuring their effective, efficient and economical use. The various management committees put in place have assisted the Accounting Officer to ensure that the DPSA operates in compliance with the standards of governance processes, risk management and internal controls for the efficient utilisation of State resources.

#### 5.1.1 RISK MANAGEMENT

The DPSA continued to implement the Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF). The Department has reviewed the risk management strategy and policy.

##### 5.1.1.1 Risk Assessments

During the year under review, the DPSA conducted risk assessments at strategic and operational levels in order to appraise and update the existing risks. The risk management process is aligned with the planning and objective-setting process of the Department. Further the compliance risk management and strengthen.

##### 5.1.1.2 Risk Maturity

The department has implemented measures to improve Risk management processes, practices and systems such as building a dedicated independent ERM Function reporting to the HOD, conducted risk awareness programs for the employees, established the Risk Champions Forum and discussion of risk management in meetings.

##### 1.4.2.3 Risk Management Committee

The Department has a fully constituted and functional combined Audit and Risk Committee (ARC) established in terms of the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) and the National Treasury Regulations. The ARC is independently chaired and comprises of five (5) non-executive members. The DPSA Executive Committee (EXCO) members and other senior managers are standing invitees to the ARC meetings. The ARC performs an oversight role in risk management. The department has established the internal Risk & Ethics Committee which provides management oversight on the implementation of Risk and Ethics Management in the department.

#### 1.4.3. FRAUD AND CORRUPTION

The DPSA is committed to a zero-tolerance approach to fraud and corruption and has an approved Fraud Prevention and Anti-Corruption Policy and Strategy. The department has adopted a four-dimensional strategic approach to mitigating the risk of fraud and corruption in line with the National Anti-Corruption Strategy namely, fraud prevention, detection, investigation and resolution.

The Department supports the National Anti-Corruption Hotline and, in addition to reporting suspected fraud and corruption, employees are encouraged through the whistle blowing policy to make confidential disclosures about suspected activities of fraud and corruption through established internal reporting mechanisms. During the year under review measures were implemented and awareness sessions were conducted in an effort to prevent fraud. The awareness sessions focused among others:

- Fraud prevention, Anti-Corruption and Whistle blowing,
- Code of Ethical and Professional conduct.
- Gifts, Donations and Sponsorships,
- Financial Disclosure,
- Remunerative work outside the public service, and
- Security Vetting and Screening.



### 5.1.2 MINIMISING CONFLICT OF INTEREST

The Department implemented National Treasury Regulations 16A8, 2005, which provides operating guidelines on how to manage conflict of interest and ensure accurate declarations are made by all Supply Chain Management (SCM) practitioners as well as by other role-players involved in procurement processes. As well, the Bid Committee members disclosed their business interests and signed the Code of Conduct in accordance with the National Treasury Practice Note 4 section 6 of 2003 and 7 section 3.3 of 2009/10.

The Department has further put measures in place to ensure that all employees who wish to perform remunerative work outside of the public service are enjoined to obtain prior approval in line with the Public Service Regulations, 2016 (PSR) and the Directive on Other Remunerative Work Outside Public Service.

Financial disclosures within the Department continued to be managed in accordance with the PSR. All SMS members complied with the submission of their financial disclosures by 30 April 2022. All other designated categories of employees also complied with the submission of their financial disclosures within the prescribed timelines of 31 July 2022.

The DPSA has commenced with the implementation of the Lifestyle Audit. Lifestyle audits implemented encompass three processes which are Lifestyle Reviews, Lifestyle Investigations and Lifestyle Audits. The DPSA has reviewed the submitted financial disclosures for all SMS members and all other designated categories of employees as part of Lifestyle Reviews to measure a person's lifestyle i.e., property and assets owned, spending habits and way of living against legitimate income.

### 5.1.3 CODE OF CONDUCT

The DPSA continued to implement the Code of Conduct in line with the PSR. Any breaches of the Code of Conduct were dealt with in terms of the guidelines on labour relations and disciplinary procedures. All newly appointed employees were provided with a copy of the Code of Conduct. Employees' compliance with the Code of Conduct is mandatory as it forms part of their conditions of employment with the DPSA. Therefore, all line managers were required to monitor compliance and take appropriate action in the event of non-compliance. Furthermore, the DPSA established its Ethics Committee in the 2021/22 financial year.

The department has embarked on the institutionalisation of ethics culture as it is directly influencing the organisational culture with the leadership setting the tone at the top and the following activities were performed:

- Resigning of the Code of Conduct
- Taking public service pledge by Managers across all levels led by the Director General to recommit to put people first.
- All the Senior Managers were trained on Ethics & Corporate Governance.
- Employees completed compulsory Ethics in Public Service eLearning.

### 5.1.4 HEALTH SAFETY AND ENVIRONMENTAL ISSUES

In compliance with the occupational health and safety and environmental matters the following was implemented during the 2022/2023 financial year:

In line with the scope of work as stipulated in the Total Facilities Management (TFM) contract-

- i. The Building Management System (BMS) was serviced monthly through a specialist, to ensure that malfunctions in the system is proactively found and corrected.
- ii. The Heating Ventilation Air-Conditioning (HVAC) system is continuously serviced and maintained by a full-time service provider. The HVAC system is divided into different sections, i.e., Chiller Plant, Air Handling Units, Pumps and Ice Plant. The 36 Air Handling Units in the building were serviced monthly. The performance of the air-conditioner pumps was continuously monitored by the onsite HVAC service provider and the chilled and condenser water pumps were serviced. New probe sensors were sourced and installed in the Ice Plant.
- iii. Fire extinguishers were serviced and re-pressurized. This is done on an annual basis.
- iv. Indoor Air Quality: The Batho Pele House building has Energy Recovery Ventilation (Fresh Air Supply Units) connected to the ductwork of the HVAC system and a few big fans located on the roof of the building. A maintenance schedule to ensure that the filters in these units get cleaned on a regular basis, is in place.
- v. A specialist maintains and services the access control system on a continuous basis.

An Emergency Evacuation drill/exercise, monitored by the Tshwane Emergency Service (Fire Department), was conducted on 29 September 2022 and 23 March 2023 and all staff in the building participated in the drill. Afterwards a report with recommendations was presented to the department, which will be used for future improvements.

The Occupational Health and Safety (OHS) Committee, chaired by the Deputy-Director General: Administration, as the section 16.2 appointee held three (3) meetings during the reporting year, in which ongoing progress are being reported by relevant business units on OHS and Employee Health and Wellness matters and various recommendations made to the Accounting Officer for consideration.

During 2022/23 the following Universal Access Design for People with Disabilities has been attended to:

- A sliding door was also installed in the auditorium for easy access to people on wheelchairs. The motor for the sliding door and sensor installation has been installed and the door is fully operational.
- An unannounced drill was conducted on the 23<sup>rd</sup> of March 2023. An evaluation report was received from the Tshwane Emergency Services.
- Expired contents were replaced in the first aid boxes.

- Inspection checklists and First Aid Treatment Forms placed in First aid boxes to help monitor the use of stock and document treatment of injuries.
- Training on the usage of Evacuation Chairs were conducted for 15 Health and Safety Representatives, 20 DPSA Security personnel, and 4 employees on the same floors as colleagues with disabilities.
- The Departments is no longer required to record and/or report on COVID-19 cases. The department still provides hand sanitiser at the entrance to the building and on all floors next to lifts and bathrooms.
- In line with DPSA Circular no 38 of 2022, employees who have comorbidities relating to COVID-19 use the leave arrangements in accordance with the Determination and Directive on Leave of Absence in the Public Service, issued August 2021. The Department issued an Internal Circular, dated 8 July 2022 to inform all DPSA employees to return to work on 11 July 2022. Going forward, all pre-existing comorbidities and those that are sick as a result of Covid-19 infections are managed in accordance with the sick leave and incapacity leave provisions.
- Pause areas on all floors are open for usage.
- The Gym facility is fully operational and opened on five (5) days a week, for DPSA employees and contractors occupying office space in the building, to use.

## 5.1.5 PORTFOLIO COMMITTEES

| DATE             | SUBJECT  | ISSUES RAISED and ACTION TAKEN  |
|------------------|--|---|
| Wednesday, 4 May | Briefing by the Public Service Commission on the 2022/2026 Strategic Plan and Annual Performance Plan for 2022/2023 financial year,<br>Briefing by the National School of Government on the 2022/2026 Strategic Plan and Annual Performance Plan for 2022/2023 financial year - Briefing by the Department of Public Service and Administration and Centre for Public Service Innovation on the 2022/2026 Strategic Plan and Annual Performance Plans for 2022/2023 financial year | The department responded to all the questions raised during the meeting |

| DATE                   |    | SUBJECT  | ISSUES RAISED and ACTION TAKEN   |
|------------------------|----|--|--|
| Wednesday, May 2022    | 11 | Briefing by the Department of Public Service and Administration, National School of Government (NSG), Centre for Public Service Innovation (CPSI), and Public Service Commission (PSC) on their Annual Performance Plans and Strategic Plans   | The department responded to all the questions raised during the meeting  |
| Wednesday, May 2022    | 25 | Briefing by the Government Employees Pension Fund on turnaround time of payment of pension fund of the retired public servants and challenges encountered.<br><br>An update by the Government Employee Medical Scheme in redressing the allegations of the racial profiling, transformation and implementation of the findings of the Advocate Ngcukaitobi report. - Briefing by the Department of Public Service and Administration on the success and challenges regarding the implementation of Government Employees Housing Scheme and its savings   | The department responded to all the questions raised during the meeting. |
| Wednesday, June 2022   | 08 | - Briefing on the Public Administration Laws General Amendment Bill [B 16 - 2021] by Dr LA Schreiber, MP - Briefing by the Presidency Socio Economic Impact Assessment System (SEIAS) Unit in the Presidency on the inputs regarding the Public Administration Laws General Amendment Bill. - Briefing by the Department of Public Service and Administration on the Public Service Amendment Bill - Briefing by the Public Service Commission on the Public Service Commission Amendment Bill   | The department responded to all the questions raised during the meeting. |
| Wednesday, August 2022 | 24 | <b>Portfolio Committee on Small Business and Development</b><br>Briefing on the Department of Small Business Development Organisational Structure by DPSA  | The department responded to all the questions raised during the meeting. |
| Wednesday, June 2022   | 15 | Briefing by the Department of Public Service and Administration on the Graduate Recruitment Scheme programme aimed at attracting youth to consider public service as career of their choice - Briefing by Centre for Public Service Innovation on the impact of the innovative solutions discovered in 2021/22 financial year aimed at improving service delivery. - Briefing by the National School of Government on the implementation of the mandatory training courses for all public servants and challenges thereof  | The department responded to all the questions raised during the meeting. |
| Wednesday, August 2022 | 24 | Briefing by the Department of Public Service and Administration on the effective management of disciplinary cases and challenges encountered in the implementation of the policy on the disciplinary cases for senior managers in the public service.<br><br>- Briefing by the Department of Planning, Monitoring and Evaluation on the effective management of disciplinary cases and challenges encountered in the implementation of the policy on the disciplinary cases for Heads of Department in the Public Service.<br><br>- Briefing by the National School of Government on the draft<br><br>- Framework for the Professionalization of the Public Service. | The department responded to all the questions raised during the meeting. |
| Wednesday, August 2022 | 24 | Briefing by the Select Committee on Transport, Public Service and Administration, Public Works and Infrastructure on<br><br>Re: Re enforcement of the implementation of the Public Service regulations across the public Service to ensure uniformity and Standardirization of Government Administration of Business process   | The department responded to all the questions raised during the meeting. |

| DATE                         | SUBJECT   | ISSUES RAISED and ACTION TAKEN   |
|------------------------------|---|--|
| Wednesday, 31 August 2022    | - Briefing on the submissions received for Public Administration Laws General Amendment Bill [B 16 2021].<br>- Portfolio Committee deliberations on Public Administration Laws General Amendment Bill [B 16 2021]   | The department responded to all the questions raised during the meeting. |
| Wednesday, 31 August 2022    | <b>Select Committee on Transport, Public Service and Administration, Public Works and Infrastructure</b><br>Briefing by the Department of Public Service and Administration in relation to the enforcement of the implementation of the Public Service regulations across the public service to ensure uniformity and standardisation of government administrative business process.  | The department responded to all the questions raised during the meeting. |
| Wednesday, 12 October 2022   | Auditor-General South Africa to brief the Committee on the audit outcomes for 2021/22 financial year in relation to the DPSA, NSG, CPIS and PSC.<br>Briefing on the progress report with regard to the implementation of the recommendations contained in the budget report 2022/23 financial year<br>Briefing by the Department of Public Service & Administration and Centre for Public Service Innovation on the annual reports for 2021/22 financial year.<br>Briefing by the National School of Government on the annual report for 2021/22 financial year.<br>Briefing by the Public Service Commission on the annual report for 2021/22 financial year | The department responded to all the questions raised during the meeting. |
| Wednesday, 14 September 2022 | Briefing by the Public Service Commission on the tabled National Macro Organization of Government Report in the National Assembly.<br>Briefing by the National Treasury and the Government Employees Pension Fund on the turnaround time payment of pension fund for the retired public servants and challenges encountered. DPSA presented as well.  | The department responded to all the questions raised during the meeting. |
| Wednesday, 26 October        | Briefing on the Department of Small Business Development Organisational Structure by DPSA.  | The department responded to all the questions raised during the meeting  |
| Wednesday, 02 November 2022  | Comprehensive report by the Department of Public Service and Administration on the Public Service Month - Report by the Public Service Commission on the "Ethics in recruitment and selection processes in the public service" - Briefing by the National School of Government on the Framework for Professionalising the Public Service  | The department responded to all the questions raised during the meeting. |
| Wednesday, 16 November 2022  | Report by the Public Service Commission on the "Effectiveness of continuous employee development in enhancing capacity and service delivery in the public service" - Briefing by the Department of Public Service and Administration on the Framework for Monitoring of Compliance with Public Administration Legislative Framework <b>end</b>  | The department responded to all the questions raised during the meeting. |

| DATE                         | SUBJECT   | ISSUES RAISED and ACTION TAKEN  |
|------------------------------|---|---|
| Wednesday, 22 February, 2023 | Briefing by the Department of Public Service and Administration, National School of Government and Centre for Public Service Innovation on the first, second and third quarter performance of the 2022/23 financial year                        | The department responded to all the questions raised during the meeting |
| Wednesday, 01 March, 2023    | Comprehensive monitoring report on the implementation of the lifestyle audits by government departments and challenges encountered thereof as a result of guidelines published by the Department of Public Service and Administration.          | The department responded to all the questions raised during the meeting |
| Wednesday, 07 March, 2023    | We refer to our correspondence of 25 November 2022 (copy attached), regarding progress that needed to be made towards the finalisation of the IFMS project. The Committee has arranged a follow up meeting, to which the DPISA is also invited, | The department responded to all the questions raised during the meeting |

## 5.1.6 SCOPA RESOLUTIONS

| Resolution No. | Subject        | Details        | Response by the department | Resolved (Yes/No) |
|----------------|----------------|----------------|----------------------------|-------------------|
| Not Applicable | Not Applicable | Not Applicable | Not Applicable             | Not Applicable    |

## 5.1.7 PRIOR MODIFICATIONS TO AUDIT REPORTS-

Can only be included once the audit is finalised

| Nature of qualification, disclaimer, adverse opinion and matters of non-compliance  | Financial year in which it first arose                         | Progress made in clearing / resolving the matter* |
|---|--|---|
| The DPISA had a clean audit for the year 2021/22  |  |   |
| <i>Non-Compliance</i>   |  |   |
| <ul style="list-style-type: none"> <li>The bid of the winning supplier was received through a courier and did not sign the register indicating date and time of submission.</li> <li>B-BBEE certificate not submitted within 30 days after the audited financial statements.</li> <li>Vacant posts SMS and non-SMS not advertised within 6 months and not filled within 12 months.</li> <li>Verifications checks not done on newly appointed employees.</li> <li>Virements report not submitted to the executive authority.</li> <li>Asset Register undervalued at year end.</li> </ul> | 2021/22<br>2020/21<br>2019/20<br>2021/22<br>2021/22<br>2021/22 |   |

## 5.1.8 INTERNAL CONTROL UNIT

The internal audit function is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The DPSA has established an effective system of internal control through policies and procedures that are reviewed frequently. The Internal Audit Function provides assurance on the adequacy and effectiveness of these internal control systems.

Management has always cooperate in the implementation of audit recommendations from the Internal Audit function. The Executive Committee; and the Audit and the Risk Committee monitors the control improvement on a regular basis. Based on the overall assessment, management is confident that the DPSA's internal control environment is satisfactory.

## 2.5.11 INTERNAL AUDIT AND AUDIT COMMITTEES

### ***Internal Audit***

The Internal Audit Function provides management with independent assurance and insight on the effectiveness of internal controls, governance, risk management and financial management systems.

The Audit and Risk Committee oversees the operations of the Internal Audit Function and has approved a risk-based internal audit plan that was fully executed during the financial year. Audit reports were presented to both management and the Audit and Risk Committee.

### **Audit and Risk Committee**

The Audit and Risk Committee is a critical part of the department's governance structure. The committee's work helps to ensure that the department is managed in a sound and ethical manner and that the department's financial reporting is accurate and reliable.

The department has appointed a duly functional Audit and Risk Committee. The committee has successfully discharge its oversight responsibilities over the affairs of the department in line with PFMA and the Treasury Regulation. The committee has adopted formal Terms of Reference as its Audit Committee Charter to regulate and govern its affairs.

| Name                               | Qualifications   | Internal or External Member | If Internal, Position in the Department | Date of Appointment | Date Resigned/ Contract Ended | No. of Meetings Attended |
|------------------------------------|--|-----------------------------|---|---------------------|-------------------------------|--------------------------|
| Dr. Prittish Dala<br>(Chairperson) | <ul style="list-style-type: none"> <li>- PHD Information Technology,</li> <li>- Master of Information Technology,</li> <li>- Bachelor of Science (Computer Science) Honours (Cum Laude),</li> <li>- Bachelor of Information Technology (Cum Laude),</li> <li>- Certified Governance of Enterprise Information Technology (CGEIT),</li> <li>- Certified Risk and Information Systems Control (CRISC),</li> <li>- Certified Information System Auditor (CISA),</li> <li>- Certified Ethical Hacker (CEH),</li> <li>- Certified Computer Hacking Forensic Investigator (CHFI),</li> <li>- Certified Data Privacy Solution Engineer (CDPSE),</li> <li>- Certified Information Security Manager (CISM),</li> <li>- Certified Information Systems Security Professional (CISSP),</li> <li>- Lead Auditor ISO 27001.</li> </ul> | External                    | Not applicable                          | November 2019       | -                             | 4 / 4                    |
| Mr. Ameen Amod                     | <ul style="list-style-type: none"> <li>- Master of Business Administration (MBA)</li> <li>- B. Com in Accounting and Economics</li> <li>- Chartered Director (CD)</li> <li>- Certified Internal Auditor (CIA)</li> <li>- Certified Government Auditing (CGAP)</li> <li>- Certification in Risk Management Assurance (CRMA).</li> </ul>   | External                    | Not applicable                          | November 2019       | -                             | 4 / 4                    |
| Ms. Sizo Mzizi                     | <ul style="list-style-type: none"> <li>- ACMA CGMA</li> <li>- ACG (CPG)</li> <li>- BCom Hons: Financial Management</li> <li>- Post Graduate Diploma in Corporate Law</li> <li>- BTech: Cost and Management Accounting</li> </ul>   | External                    |   | March 2022          | -                             | 1/4                      |
| Ms. Nyawa Dikwayo                  | <ul style="list-style-type: none"> <li>- Chartered Accountant CA(SA)</li> <li>- Master of Philosophy in Development Finance.</li> <li>- Postgraduate Diploma in Applied Accounting Sciences</li> <li>- Bachelor of Commerce in Accounting</li> </ul>   | External                    | Not Applicable                          | March 2022          | -                             | 1/4                      |

## 5.1.9 AUDIT AND RISK COMMITTEE REPORT

The Audit and Risk Committee (ARC) is pleased to present its report for the financial year ended 31 March 2023.

### Audit and Risk Committee Responsibility

The ARC has complied with its responsibilities arising from sections 38 (1) (a) (ii), 76 (4) (d) and 77 of the Public Finance Management Act (PFMA) as well as Treasury Regulation 3.1. Furthermore, the ARC has adopted a formal terms of reference as its Charter and has regulated its affairs in compliance with this Charter as well as discharged all its responsibilities as contained therein.

### Effectiveness of Internal Control

An assessment of the findings identified by Internal Audit as well as the audit and management reports presented to the ARC by the Auditor-General of South Africa (AGSA), reveals that the internal control, risk management and governance processes are generally adequate and effective, with room for improvement as it relates to the quality of performance information, government employee housing scheme and internal disciplinary processes.

The ARC is satisfied that Internal Audit provided assurance in terms of control, risk management and governance processes as per the approved risk-based audit plan. At the end of the financial year, the following audit engagements were reported as complete as per the approved risk-based audit plan:

- Four quarterly performance information;
- Annual performance information;
- Annual and interim financial statements;
- Supply chain management;
- Performance audit: Government employee housing scheme;
- Human resource management (labour relations); and
- Irregular expenditure.

### In-Year Management and Monthly/Quarterly Reports

DPSA has reported quarterly to the National Treasury and the Executive Authority as required by the PFMA. The ARC as well as assurance providers provided Management with recommendations to improve the quality of quarterly financial and non-financial information reporting (performance information, information communication technology, risk management, human resource management, legal and compliance) during the year under review.

### Evaluation of Financial Statements and Annual Performance Report

The ARC has reviewed:

- The unaudited annual financial statements, with due consideration of the independent assurance provided by Internal Audit as well as the assurance provided by Management;
- Changes in accounting policies and practices;
- Compliance with legal and regulatory provisions;
- The basis for the going concern assumption, including any financial sustainability risks and issues;
- The unaudited annual performance information on predetermined objectives with due consideration of the independent assurance provided by Internal Audit as well as the assurance provided by Management;
- The AGSA audit and management reports, with due consideration of the responses provided by Management; and
- The audited annual financial statements as well as the annual performance information on predetermined objectives to be included in the annual report for any significant adjustments resulting from the audit and reported to the Accounting Officer.

### Auditor-General of South Africa (AGSA) Report

The ARC concurs with the conclusions of the AGSA on the annual financial statements and is of the opinion that the audited annual financial statements may be read together with the audit report of the AGSA.



## Conclusion

The ARC would like to express our appreciation to the Executive Authority and Accounting Officer for their leadership and support as well as all other assurance providers and most importantly to Management for maintaining an unqualified audit opinion relating to the annual financial statements and no material findings relating to compliance. The ARC implores Management to address the material findings identified relating to the usefulness of performance information by enhancing the quality assurance processes and implementing the recommendations provided by the AGSA.

*P. Dala*

**Dr. P Dala**

**Chairperson DPSA Audit and Risk Committee**

**Date: 11 August 2023**

## 5.1.10 B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade and Industry.

| Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:           |                      |   |
|--|----------------------|---|
| Criteria   | Response<br>Yes / No | Discussion<br><i>(include a discussion on your response and indicate what measures have been taken to comply)</i>                                     |
| Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law? | N/A                  | Not within the Mandate of the DPSA.   |
| Developing and implementing a preferential procurement policy?   | N/A                  | The DPSA makes use of the Preferential Procurement Policy Framework Act and its associated Regulations from the Preferential Procurement Perspective. |
| Determining qualification criteria for the sale of state-owned enterprises?  | N/A                  | Not within the Mandate of the DPSA.   |
| Developing criteria for entering into partnerships with the private sector?  | N/A                  | Not within the Mandate of the DPSA.   |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?                 | N/A                  | Not within the Mandate of the DPSA.   |



# PART

HUMAN RESOURCE MANAGEMENT

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## PART D: HUMAN RESOURCE MANAGEMENT

### 1 INTRODUCTION

In 2023, the Human Resources department made significant progress in all areas of its responsibility. The Human Resources Management is committed to providing a positive and supportive workplace environment for all employees.

The information provided below provide a detailed account of the human resources management function in the department.

### 2 OVERVIEW OF HUMAN RESOURCES

The number of posts on the establishment of the DPSA decreased in the 2022/2023 reporting year from 419 in 2021/2022 to 415 (excluding the Minister, Deputy Minister and Special Adviser) and 358 of these posts were filled posts, compared to the 355 filled posts in the 2021/2022 report.

The Department spent 92,5 % of the total voted expenditure for compensation, compared to the 92,7% spent in the 2021/2022 financial year. The largest percentage of personnel cost relates to the compensation of employees on salary levels 9 to 12 and levels 13 and higher (Senior Management), during the reporting period (Table 3.1.2).

As of 31 March 2023, the DPSA had a total of 11 persons employed additional to the fixed establishment, compared to the 20 persons employed additional to the establishment in the 2021/2022 financial year (Table 3.2.1). The vacancy rate decreased from 14,46% (2021/2022) to 13,73% in the reporting year. The vacancy rate on SMS Level was reported the highest (21,34%) in the current reporting year. Vacancies on SMS level increased to 21,34% (Table 3.2.2), compared to the 15,7% reported in the 2021/2022 reporting period.

There were 26 posts, out of a total of 409 posts, subjected to job evaluation during the period under review. The majority of these jobs (57,69%) were on salary levels 9 - 12. Two (2) posts were approved for downgrading and one post for upgrading (Table 3.4.1). The post to be upgraded was a vacant post and did not have any impact on staff (Table 3.4.2).

The DPSA's staff turnover rate increased from 14,2% (2021/2022) to 14,3% in the reporting year (table 3.5.1). The majority of staff that left the department were due to the expiry of their contracts (33,3%). The other reasons for staff leaving the department were: Resignation (29,6%); Retirement (13%); Transfer to another department (11,1%); Death (5,6%); Discharge due to ill health (5,6%) and Dismissal (1,9%) - (table 3.5.3). The increase in the turnover rate can be attributed to the number of persons whose contracts expired as a consequence of their terms of employment being linked to the Minister, impacted by the Minister's resignation in April 2022.

Most of the recruitment during the reporting period were on salary levels 9 - 12 (21 employees), followed by salary levels 3 – 5 (13 employees); SMS level (8 employees), and 5 employees on salary levels 1-2 and salary levels 6 – 8 respectively, as well as 20 employees appointed in the Internship Program (2022 to 2024), of the total 72 employees entering the department (Table 3.5.1) compared to 43 employees that entered the department in 2021/2022.

Internal “promotions” significantly increased to ten (10) employees in the current reporting period, compared to the three (3) employees in the previous reporting year (2021/2022). The employees that were appointed to higher posts within the department through the recruitment process in 2022/2023 were employed on salary levels 9 – 12 (50%), salary levels 6 – 8 (30%) and salary levels 3 – 5 (20%) - (Table 3.5.5).

Table 3.6.1 reflects that the staff profile of the DPSA as at 31 March 2023, as follows: 52,2% African female, 36,59% African male, 2,23% White female, 3,63% White male, 1,11% Coloured female, 1,96% Coloured male, 1,68% Indian female and 0,5 Indian male. The representativity of females at Senior Management Service level (Levels 13 - 16) increased from 44% in the 2021/2022 reporting period to 47,14% in 2022/2023, decreasing the previous deficit of 6% to 2,86% to reach the national target of 50% women on SMS level.

The department met the 2% national target of employment of people living with disabilities in previous reporting periods. The percentage people living with disabilities have stayed consistent from the previous reporting period on 2,5%, still exceeding the national target with 0,25%.

Ninety six percent of SMS members in the Department signed their performance agreements by 31 May 2022, as reflected in Table 3.7.1. Of the three (3) employees who did not sign their agreements by the end of May 2022, one (1) was affected by re-assignment on 1 May 2022, one (1) was seconded out of the department from 1 May 2022 and the other one (1) was on suspension (Table 3.7.1).

No employees in the DPSA received performance rewards for the performance cycle 2021/2022 as performance rewards are not payable in terms of the Incentive Policy Framework of 2019 from the 2021/2022 performance cycle (Tables 3.8).

For the period January 2022 to December 2022 (Table 3.10.1), a total of 3,209 days sick leave were utilised, compared to the 1,569 days utilised for sick leave in the 2021 calendar year. The number of staff members that used sick leave came to 330 in 2022, compared to 228 in 2021. This reflects an average of 10 days sick leave per employee who used sick leave - compared to the average of 7 days sick leave per employee who used sick leave in 2021. The increase of the number of employees using sick leave days could be contributed to the rotation of staff attending to work in the office during the COVID-19 pandemic from March 2020, but being recalled back to the office on a permanent basis from 11 July 2022.

It needs to be noted that 2022 is the first year of the three year sick leave cycle (2022 - 2024) and Table 3.10.2 reflects the number of employees who used incapacity leave as 13, using an average of 42 working days each. In 2021, in the third year of the previous sick leave cycle, 22 employees used incapacity leave, on average 39 working days each. Most of the employees using incapacity leave during the reporting period were in the salary levels 9 - 12 category (69%) and in the salary level 6 - 8 category (15%). This was followed by 8% in the salary level 1 - 2 and salary level 3 - 5 categories respectively.

A total of 10,305 working days annual leave were utilised by 394 employees (on average 26 days per employee) from the 2022 leave cycle, compared to 9,190 leave credits taken by 399 employees (an average of 23 days per employee) in the 2021 leave cycle (Table 3.10.3).

Capped leave refers to leave accrued prior to 1 July 2000, which employees can only utilise after exhausting their previous and current leave cycles' annual leave credits. No capped leave days were utilised in the period 1 January 2022 to 31 December 2022, compared to one (1) employee on salary level 3 - 5 utilising six (6) days' capped leave in the 2021 leave cycle (Table 3.10.4). Eight (8) employees' capped leave credits were paid out due to Retirement and Discharge due to Ill

Health. Four (4) employees' annual leave credits of the 2021 leave cycle was paid out in the reporting period (2022/2023), due to not being able to use their credits as a result of operational requirements, compared to the ten (10) employees in the previous reporting period (2021/2022).

A total of thirty two (32) grievances were dealt with in the reporting period and twenty five (25) of these grievances were resolved in 2022/2023 (Table 3.12.4), compared to thirteen (13) grievances being dealt with in (2021/2022). No employees in the department participated in strike actions during the reporting period (Table 3.12.6). Two (2) employees were suspended for a total period of 899 days in the reporting period (Table 3.12.7), compared to three (3) employee being suspended for 459 days of the 2021/2022 reporting period.

In equipping our staff with skills, a total of 292 training needs were identified from 385 employees (Table 3.13.1). The DPSA provided 219 training opportunities to employees throughout the year (Table 3.13.2). Fifty eight (58%) of the training opportunities were attended by females, compared to forty two (42%) attended by male employees in the current reporting period.

One (1) employee suffered an injury on duty during the reporting period, which required basic medical attention (Table 3.14.1).

Table 3.15.1(a) reports on 117 individual consultants that worked a total of 2,134 days on contracts with a total value of R22,885,052.81 using appropriated funds for the period 1 April 2022 to 31 March 2023, compared to 96 individual consultants that worked a total of 1,307 days to the value of R11,064,551.82 in the previous reporting year (2021/2022).

Table 3.15.1(b) reports on 36 individual contractors that worked a total of 45 days on contracts with a total value of R656,093.29 using appropriated funds for the period 1 April 2022 to 31 March 2023, compared to 57 individual contractors that worked a total of 363 days to the value of R1,688,480.80 in the previous reporting year (2021/2022).

No application for granting an Employee Initiated Severance Package was received in the 2022/2023 reporting period (Table 3.16.1).

### 3 HUMAN RESOURCES OVERSIGHT STATISTICS

The following tables summarise final audited personnel related expenditure by programme and salary band. In particular, it provides an indication of the following:

- amount spent on personnel.
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

**Table 3.1 - Personnel expenditure by programme for the period 1 April 2022 to 31 March 2023**

| Programme  | Total expenditure (R'000) | Personnel expenditure (R'000) | Training expenditure (R'000) | Professional and special services expenditure (R'000) | Personnel expenditure as a % of total expenditure | Average personnel cost per employee (R'000) |
|--|---------------------------|-------------------------------|------------------------------|---|---|---|
| Administration   | 238,173                   | 111,697                       | 1,135                        | 1,043   | 46,90%  | 532   |
| Human Resources Management and Development                 | 45,385                    | 40,748                        | 158                          | 5   | 89%   | 905   |
| Negotiations, Labour Relations and Remuneration Management | 97,713                    | 57,494                        | 643                          | 15,445  | 58%   | 845   |
| e-Government Services and Information Management           | 25,060                    | 19,501                        | 203                          | 2,723   | 77%   | 1,026                                       |
| Government Services Access and Improvement                 | 109,391                   | 47,804                        | 269                          | 1,148   | 43%   | 919   |
| <b>TOTAL</b>   | <b>515,722</b>            | <b>277,244</b>                | <b>2,408</b>                 | <b>20,364</b>   | <b>54%</b>  | <b>704</b>                                  |

**Table 3.2 - Personnel costs by salary band for the period 1 April 2022 to 31 March 2023**

| Salary band                                    | Personnel expenditure (R'000) | % of total personnel expenditure | Number of employees | Average personnel cost per employee (R'000) |
|--|-------------------------------|----------------------------------|---------------------|---|
| Lowers skilled (Level 1-2)                     | 4,479                         | 2%                               | 13                  | 345   |
| Skilled (Level 3-5)                            | 22,668                        | 8%                               | 80                  | 283   |
| Highly skilled production (Level 6-8)          | 33,613                        | 12%                              | 95                  | 354   |
| Highly skilled supervision (level 9-12)        | 109,640                       | 39%                              | 130                 | 843   |
| Senior and Top Management (Level 13 and above) | 106,844                       | 39%                              | 76                  | 1,406                                       |
| <b>TOTAL</b>                                   | <b>277,244</b>                | <b>100%</b>                      | <b>394</b>          | <b>704</b>                                  |

**Table 3.3 - Salaries, overtime, homeowners allowance and medical aid by programme for the period 1 April 2022 to 31 March 2023**

| Programme  | Salaries       |                                    | Overtime       |                                    | Homeowners Allowance (HOA) |                               | Medical aid    |                                       |
|--|----------------|------------------------------------|----------------|------------------------------------|----------------------------|-------------------------------|----------------|---------------------------------------|
|  | Amount (R'000) | Salaries as a % of personnel costs | Amount (R'000) | Overtime as a % of personnel costs | Amount (R'000)             | HOA as a % of personnel costs | Amount (R'000) | Medical aid as a % of personnel costs |
| Administration   | 73,628         | 88,2%                              | 1,735          | 2,1%                               | 2,733                      | 3,3%                          | 5,411          | 6,5%                                  |
| Human Resources Management and Development                 | 32,164         | 96,1%                              | 141            | 0,4%                               | 405                        | 1,2%                          | 754            | 2,3%                                  |
| Negotiations, Labour Relations and Remuneration Management | 12,785         | 93,7%                              | 0              | 0%                                 | 533                        | 3,9%                          | 321            | 2,4%                                  |
| e-Government Services and Information Management           | 27,821         | 94,9%                              | 0              | 0%                                 | 504                        | 1,7%                          | 1,001          | 3,4%                                  |
| Government Services Access and Improvement                 | 39,189         | 93,4%                              | 302            | 0,7%                               | 1,014                      | 2,4%                          | 1,456          | 3,5%                                  |
| <b>Total</b>   | <b>185,587</b> | <b>91,9%</b>                       | <b>2,178</b>   | <b>1,1%</b>                        | <b>5,189</b>               | <b>2,6%</b>                   | <b>8,943</b>   | <b>4,4%</b>                           |

**Table 3.4 - Salaries, overtime, homeowners allowance and medical aid by salary band for the period 1 April 2022 to 31 March 2023**

| Salary band                                    | Salaries       |                                    | Overtime       |                                    | Homeowners Allowance (HOA) |                               | Medical aid    |                                       |
|--|----------------|------------------------------------|----------------|------------------------------------|----------------------------|-------------------------------|----------------|---------------------------------------|
|  | Amount (R'000) | Salaries as a % of personnel costs | Amount (R'000) | Overtime as a % of personnel costs | Amount (R'000)             | HOA as a % of personnel costs | Amount (R'000) | Medical aid as a % of personnel costs |
| Lowers skilled (Level 1-2)                     | 2,870          | 70,3%                              | 19             | 0,5%                               | 364                        | 8,9%                          | 830            | 20,3%                                 |
| Skilled (Level 3-5)                            | 15,584         | 79,7%                              | 740            | 3,8%                               | 1,138                      | 5,8%                          | 2,089          | 10,7%                                 |
| Highly skilled production (Level 6-8)          | 25,021         | 84,1%                              | 809            | 2,7%                               | 1,251                      | 4,2%                          | 2,658          | 8,9%                                  |
| Highly skilled supervision (level 9-12)        | 71,083         | 94%                                | 610            | 0,8%                               | 1,236                      | 1,6%                          | 2,685          | 3,6%                                  |
| Senior and Top Management (Level 13 and above) | 71,029         | 97,4%                              | 0              | 0%                                 | 1,200                      | 1,6%                          | 681            | 0,9%                                  |
| <b>TOTAL</b>                                   | <b>185,587</b> | <b>91,9%</b>                       | <b>2,178</b>   | <b>1,1%</b>                        | <b>5,189</b>               | <b>2,6%</b>                   | <b>8,943</b>   | <b>4,4%</b>                           |

## 4 Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. The information is presented in terms of three key variables:

- programme
- salary band
- critical occupations.

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. The vacancy rate therefore reflects the percentage of posts that are not filled.

**Table 4.1 - Employment and vacancies by programme as at 31 March 2023**

| Programme  | Number of posts on approved establishment | Number of posts filled | Vacancy rate % | Number of employees additional to the establishment |
|--|---|------------------------|----------------|---|
| Administration   | 218                                       | 194                    | 11%            | 2   |
| Human Resources Management and Development                 | 53  | 43                     | 18.87%         | 0   |
| Negotiations, Labour Relations and Remuneration Management | 71  | 61                     | 14.08%         | 2   |
| e-Government Services and Information Management           | 26  | 18                     | 30.77%         | 0   |
| Government Services Access and Improvement                 | 47  | 42                     | 10.64%         | 7   |
| <b>TOTAL</b>   | <b>415</b>                                | <b>358</b>             | <b>13.73%</b>  | <b>11</b>   |

**Note:** The Minister, Deputy Minister, Special Adviser and Interns are not included in the table above.

**Table 4.2 - Employment and vacancies by salary band as at 31 March 2023**

| Salary band                              | Number of posts on approved establishment | Number of posts filled | Vacancy rate % | Number of employees additional to the establishment |
|--|---|------------------------|----------------|---|
| Lower skilled (levels 1-2)               | 22  | 21                     | 4.54%          | 0   |
| Skilled (levels 3-5)                     | 74  | 67                     | 9.46%          | 5   |
| Highly skilled production (levels 6-8)   | 77  | 70                     | 9.09%          | 2   |
| Highly skilled supervision (levels 9-12) | 147                                       | 124                    | 15.64%         | 3   |
| Senior Management (levels 13-16)         | 89  | 70                     | 21.34%         | 1   |
| Occupation Specific Dispensation         | 6   | 6                      | 0%             | 0   |
| Interns                                  | 0   | 0                      | 0%             | 19  |
| <b>TOTAL</b>                             | <b>415</b>                                | <b>358</b>             | <b>13.73%</b>  | <b>30</b>   |

**Note:** The Minister, Deputy Minister and Special Adviser are not included in the table above.



**Table 4.3 - Employment and vacancies by critical occupation as at 31 March 2023**

| Critical occupation                      | Number of posts on approved establishment | Number of posts filled | Vacancy rate % | Number of employees additional to the establishment |
|--|---|------------------------|----------------|---|
| Highly skilled supervision (levels 9-12) | 147                                       | 124                    | 15.64%         | 3   |
| Senior Management Service                | 89  | 70                     | 21.34%         | 1   |
| <b>TOTAL</b>                             | <b>236</b>                                | <b>194</b>             | <b>17.79%</b>  | <b>4</b>  |

## 5 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it related to members of the SMS by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

**Table 5.1 – SMS posts information as at 31 March 2023**

| SMS level            | Total number of funded SMS posts | Total number of SMS posts filled | % of SMS posts filled | Total number of SMS posts vacant | % of SMS posts vacant |
|----------------------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|
| Director-General/HOD | 1                                | 1                                | 100%                  | 0                                | 0%                    |
| Salary level 15      | 5                                | 4                                | 80%                   | 1                                | 20%                   |
| Salary level 14      | 20                               | 15                               | 75%                   | 5                                | 25%                   |
| Salary level 13      | 63                               | 50                               | 79.4%                 | 13                               | 20.6%                 |
| <b>TOTAL</b>         | <b>89</b>                        | <b>70</b>                        | <b>78.7%</b>          | <b>19</b>                        | <b>21.4%</b>          |

**Table 5.2 – SMS posts information as at 30 September 2022**

| SMS level                           | Total number of funded SMS posts | Total number of SMS posts filled | % of SMS posts filled | Total number of SMS posts vacant | % of SMS posts vacant |
|-------------------------------------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|
| Director-General/Head of Department | 1                                | 1                                | 100%                  | 0                                | 0%                    |
| Salary Level 15                     | 5                                | 4                                | 80%                   | 1                                | 20%                   |
| Salary Level 14                     | 20                               | 14                               | 70%                   | 6                                | 30%                   |
| Salary Level 13                     | 63                               | 54                               | 85.7%                 | 9                                | 14.3%                 |
| <b>TOTAL</b>                        | <b>89</b>                        | <b>73</b>                        | <b>82%</b>            | <b>16</b>                        | <b>18%</b>            |

**Table 5.3 – Advertising and filling of SMS posts for the period 1 April 2022 to 31 March 2023**

| SMS level       | Advertising   | Filling of posts  |  |
|-----------------|---|---|--|
|                 | Number of vacancies per level advertised in 6 months of becoming vacant | Number of vacancies per level filled in 6 months of becoming vacant | Number of vacancies per level not advertised in 6 months but filled in 12 months |
| Salary level 16 | 0   | 0   | 0  |
| Salary Level 15 | 0   | 0   | 0  |
| Salary Level 14 | 4   | 0   | 0  |
| Salary Level 13 | 5   | 1   | 4  |
| <b>TOTAL</b>    | <b>9</b>  | <b>1</b>  | <b>4</b>   |

**Table 5.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2022 to 31 March 2023**

| Reasons for vacancies not advertised within six months:   |
|---|
| 4 posts were not advertised within 6 months of becoming vacant due to various reasons ranging from:   |
| 1. Post was subjected to Job Evaluation, but approval was still required from the Minister for the draft advertisement to be placed.  |
| 2. Conclusion of Job Evaluation process of two posts delayed advertising; and   |
| 3. Post was subjected to Job Evaluation, but the grading was not approved (Organisational Design process recommended).  |
| Reasons for vacancies not filled within twelve months:  |
| 1. Deputy Director-General post was advertised on two occasions where a suitable candidate could not be identified.   |
| 2. Director post was advertised where a suitable candidate could not be identified. After re-advertising, the suitable candidate did not assume duty on expected date and headhunting required in future. |
| 3. Two Chief Director posts were advertised but approval for the nomination of selection panel members delayed the recruitment process.   |
| 4. Delays in conclusion of Job Evaluation process, impacted on the time to proceed with the recruitment process.  |
| 5. Delays in conclusion of the selection process, due to selection panel members' unavailability for purposes of shortlisting, interviews and nomination after conducting interviews; and                 |
| 6. Posts were filled through secondment/internal re-assignment in the Ministry.   |

**Table 5.5 – Disciplinary steps taken for not complying with the prescribed timeframes for filling of SMS posts within 12 months for the period 1 April 2022 to 31 March 2023**

| Disciplinary steps taken |
|--------------------------|
| None                     |

## 6 Job Evaluation

Within a nationally determined framework, Executive Authorities may evaluate or re-evaluate any job in their organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 6.1 - Job evaluation by salary band for the period 1 April 2022 to 31 March 2023**

| Salary band  | Number of posts on approved establishment as of 1 April 2022 | Number of jobs evaluated | % of posts evaluated by salary band | Posts upgraded |                      | Posts downgraded |                      |
|--|--|--------------------------|-------------------------------------|----------------|----------------------|------------------|----------------------|
|  |  |                          |                                     | Number         | % of posts evaluated | Number           | % of posts evaluated |
| Lower skilled (Levels 1-2)                         | 22   | 0                        | 0%                                  | 0              | 0%                   | 0                | 0%                   |
| Skilled (Levels 3-5)                               | 76   | 0                        | 0%                                  | 0              | 0%                   | 0                | 0%                   |
| Highly skilled production (Levels 6-8)             | 72   | 2                        | 2.8%                                | 0              | 0%                   | 1                | 50%                  |
| Highly skilled supervision (Levels 9-12)           | 150  | 15                       | 1%                                  | 1              | 6.7%                 | 1                | 6.7%                 |
| Senior Management Service Band A (Directors)       | 63   | 4                        | 6.3%                                | 0              | 0%                   | 0                | 0%                   |
| Senior Management Service Band B (Chief Directors) | 20   | 5                        | 25%                                 | 0              | 0%                   | 0                | 0%                   |
| Senior Management Service Band C (DDGs)            | 5  | 0                        | 0%                                  | 0              | 0%                   | 0                | 0%                   |
| Senior Management Service Band D (DG)              | 1  | 0                        | 0%                                  | 0              | 0%                   | 0                | 0%                   |
| <b>TOTAL</b>                                       | <b>409</b>   | <b>26</b>                | <b>6.4%</b>                         | <b>1</b>       | <b>3.8%</b>          | <b>2</b>         | <b>7.7%</b>          |

**Note:** The OSD posts are not included in the table above

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

**Table 6.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2022 to 31 March 2023**

| Gender                             | African  | Asian    | Coloured | White    | Total    |
|------------------------------------|----------|----------|----------|----------|----------|
| Female                             | 0        | 0        | 0        | 0        | 0        |
| Male                               | 0        | 0        | 0        | 0        | 0        |
| <b>TOTAL</b>                       | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
| <b>Employees with disabilities</b> |          |          |          |          | <b>0</b> |

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

**Table 6.3 - Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2022 to 31 March 2023**

| Occupation  | Number of employees | Job evaluation level | Remuneration level | Reason for deviation |
|---|---------------------|----------------------|--------------------|----------------------|
| N/A   | 0                   | 0                    | 0                  | 0                    |
| <b>Total number of employees whose salaries exceeded the level determined by job evaluation</b> |                     |                      |                    | <b>0</b>             |
| <b>Percentage of total employed</b>   |                     |                      |                    | <b>0%</b>            |

The following table summarises the beneficiaries of the above in terms of race, gender and disability.

**Table 6.4 - Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2022 to 31 March 2023**

| Gender  | African | Asian | Coloured | White | Total          |
|---|---------|-------|----------|-------|----------------|
| <b>TOTAL</b>  | 0       | 0     | 0        | 0     | 0              |
| <b>Employees with disabilities</b>  | 0       | 0     | 0        | 0     | 0              |
| <b>Total number of employees whose remuneration exceeded the grade determined by job evaluation</b> |         |       |          |       | Not applicable |

## 7 Employment Changes

This section provides information on changes in employment during the financial period. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupation.

**Table 7.1 - Annual turnover rates by salary band for the period 1 April 2022 to 31 March 2023**

| Salary band                              | Number of employees at beginning of period - 1 April 2022 | Appointments and transfers into the Department | Terminations and transfers out of the Department | Turnover rate |
|--|---|--|--|---------------|
| Lower skilled (Levels 1-2)               | 21  | 5  | 5  | 23,8%         |
| Skilled (Levels 3-5)                     | 78  | 13   | 14   | 17,9%         |
| Highly skilled production (Levels 6-8)   | 73  | 5  | 3  | 4,1%          |
| Highly skilled supervision (Levels 9-12) | 123   | 21   | 17   | 13,8%         |
| Senior Management Service, Band A        | 53  | 7  | 10   | 18,9%         |
| Senior Management Service, Band B        | 17  | 1  | 3  | 17,6%         |
| Senior Management Service, Band C        | 5   | 0  | 0  | 0%            |
| Senior Management Service, Band D        | 2   | 0  | 1  | 50%           |
| Occupation Specific Dispensation         | 6   | 0  | 0  | 0%            |
| Interns                                  | 0   | 20   | 1  | 0%            |
| <b>TOTAL</b>                             | <b>378</b>  | <b>72</b>                                      | <b>54</b>  | <b>14,3%</b>  |

**Note:** Minister and Special Advisers are excluded in the table above and contract employees are included.

**Table 7.2 - Annual turnover rates by critical occupation for the period 1 April 2022 to 31 March 2023**

| Critical occupation                      | Number of employees at beginning of period - 1 April 2022 | Appointments and transfers into the Department | Terminations and transfers out of the Department | Turnover rate % |
|--|---|--|--|-----------------|
| Highly skilled supervision (Levels 9-12) | 123   | 21   | 17   | 13,8%           |
| Senior Management Service                | 77  | 8  | 14   | 18,2%           |
| <b>TOTAL</b>                             | <b>200</b>  | <b>29</b>                                      | <b>31</b>  | <b>15,5%</b>    |

**Table 7.3 - Reasons why staff left the Department for the period 1 April 2022 to 31 March 2023**

| Termination type  | Number    | % of total terminations |
|---|-----------|-------------------------|
| Death   | 3         | 5,6%                    |
| Resignation/Contract Resignation/Internship Resignation                 | 16        | 29,6%                   |
| Expiry of contract  | 18        | 33,3%                   |
| Dismissal   | 1         | 1,9%                    |
| Discharge due to ill health   | 3         | 5,6%                    |
| Retirement/Early Retirement   | 7         | 13%                     |
| Transfer to other Public Service Department/Bureau/Secondment end date  | 6         | 11,1%                   |
| <b>TOTAL</b>  | <b>54</b> | <b>100%</b>             |
| <b>Total number of employees who left as a % of total employment</b>    |           | <b>14,3%</b>            |
| <b>Total number of employees who resigned as a% of total employment</b> |           | <b>4,2%</b>             |

**Table 7.4 - Promotions by critical occupation for the period 1 April 2022 to 31 March 2023**

| Occupation                               | Employees as at 1 April 2022 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progression as a % of employees by occupation |
|--|------------------------------|------------------------------------|---|---|---|
| Highly skilled supervision (Levels 9-12) | 120                          | 5                                  | 4,2%  | 75  | 62,5%   |
| Senior Management Service                | 74                           | 0                                  | 0%  | 38  | 51,4%   |
| <b>TOTAL</b>                             | <b>194</b>                   | <b>5</b>                           | <b>2,6%</b>   | <b>113</b>  | <b>58,2%</b>  |

**Table 7.5 - Promotions by salary band for the period 1 April 2022 to 31 March 2023**

| Salary band                              | Employees as at 1 April 2022 | Promotions to another salary level | Salary bands promotions as a % of employees by salary level | Progressions to another notch within a salary level | Notch progression as a % of employees by salary bands |
|--|------------------------------|------------------------------------|---|---|---|
| Lower skilled (Levels 1-2)               | 21                           | 0                                  | 0%  | 8   | 38%   |
| Skilled (Levels 3-5)                     | 68                           | 2                                  | 2,9%  | 36  | 52,9%   |
| Highly skilled production (Levels 6-8)   | 69                           | 3                                  | 4,3%  | 46  | 66,7%   |
| Highly skilled supervision (Levels 9-12) | 120                          | 5                                  | 4,2%  | 75  | 62,5%   |
| Senior Management Service                | 74                           | 0                                  | 0%  | 38  | 51,4%   |
| Occupation Specific Dispensation         | 6                            | 0                                  | 0%  | 2   | 33,3%   |
| <b>TOTAL</b>                             | <b>358</b>                   | <b>10</b>                          | <b>2,8%</b>   | <b>205</b>  | <b>57,3%</b>  |

**Note:** Interns are not included in the table above.

## 8 Employment Equity

**Table 8.1 - Total number of employees (including employees with disabilities) in each of the following occupational. categories as at 31 March 2023**

| Occupational category                                     | Male       |          |          |           | Female     |          |          |          | Total      |
|---|------------|----------|----------|-----------|------------|----------|----------|----------|------------|
|   | African    | Coloured | Indian   | White     | African    | Coloured | Indian   | White    |            |
| Legislators, senior officials and managers (levels 13-16) | 27         | 2        | 2        | 6         | 27         | 1        | 2        | 3        | 70         |
| Professionals (Levels 9-12)                               | 43         | 2        | 0        | 6         | 68         | 0        | 1        | 4        | 124        |
| Technicians and associate professionals (Levels 6-8)      | 20         | 0        | 0        | 0         | 45         | 3        | 1        | 1        | 70         |
| Clerks (Levels 3-5)                                       | 36         | 3        | 0        | 0         | 27         | 0        | 1        | 0        | 67         |
| Elementary occupations (Level 2)                          | 4          | 0        | 0        | 0         | 17         | 0        | 0        | 0        | 21         |
| Occupational Specific Dispensation                        | 1          | 0        | 0        | 1         | 3          | 0        | 1        | 0        | 6          |
| <b>TOTAL</b>  | <b>131</b> | <b>7</b> | <b>2</b> | <b>13</b> | <b>187</b> | <b>4</b> | <b>6</b> | <b>8</b> | <b>358</b> |
| <b>Employees with disabilities</b>                        | <b>3</b>   | <b>0</b> | <b>0</b> | <b>2</b>  | <b>3</b>   | <b>0</b> | <b>1</b> | <b>0</b> | <b>9</b>   |

**Note:** The Minister, Deputy Minister and Interns are not included in the table above.

**Table 8.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2023**

| Occupational band                                    | Male       |          |          |           | Female     |          |          |          | Total      |
|--|------------|----------|----------|-----------|------------|----------|----------|----------|------------|
|  | African    | Coloured | Indian   | White     | African    | Coloured | Indian   | White    |            |
| Top management (levels 15-16)                        | 2          | 0        | 0        | 0         | 2          | 1        | 0        | 0        | 5          |
| Senior management (Levels 13-14)                     | 25         | 2        | 2        | 6         | 25         | 0        | 2        | 3        | 65         |
| Professionals (Levels 9-12)                          | 43         | 2        | 0        | 6         | 68         | 0        | 1        | 4        | 124        |
| Technicians and associate professionals (Levels 6-8) | 20         | 0        | 0        | 0         | 45         | 3        | 1        | 1        | 70         |
| Clerks (Levels 3-5)                                  | 36         | 3        | 0        | 0         | 27         | 0        | 1        | 0        | 67         |
| Elementary occupations (Level 2)                     | 4          | 0        | 0        | 0         | 17         | 0        | 0        | 0        | 21         |
| Occupational Specific Dispensation                   | 1          | 0        | 0        | 1         | 3          | 0        | 1        | 0        | 6          |
| <b>TOTAL</b>   | <b>131</b> | <b>7</b> | <b>2</b> | <b>13</b> | <b>187</b> | <b>4</b> | <b>6</b> | <b>8</b> | <b>358</b> |
| <b>Employees with disabilities</b>                   | <b>3</b>   | <b>0</b> | <b>0</b> | <b>2</b>  | <b>3</b>   | <b>0</b> | <b>1</b> | <b>0</b> | <b>9</b>   |

**Note:** The Minister, Deputy Minister and Interns are not included in the table above.

**Table 8.3 - Recruitment for the period 1 April 2022 to 31 March 2023**

| Occupational band  | Male      |          |          |          | Female    |          |          |          | Total     |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
|  | African   | Coloured | Indian   | White    | African   | Coloured | Indian   | White    |           |
| Top Management (Levels 15-16)  | 0         | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 0         |
| Senior Management (Levels 13-14)   | 4         | 0        | 0        | 1        | 3         | 0        | 0        | 0        | 8         |
| Professionally qualified and experience specialists and mid-management (Levels 9-12) | 9         | 0        | 0        | 0        | 12        | 0        | 0        | 0        | 21        |
| Skilled technical and academically qualified workers, junior management (Levels 6-8) | 4         | 0        | 0        | 0        | 1         | 0        | 0        | 0        | 5         |
| Semi-skilled and discretionary decision making (Levels 3-5)                          | 1         | 1        | 0        | 0        | 11        | 0        | 0        | 0        | 13        |
| Unskilled and defined decision making (Level 2)                                      | 3         | 0        | 0        | 0        | 2         | 0        | 0        | 0        | 5         |
| Occupation Specific Dispensation   | 0         | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 0         |
| Interns  | 10        | 0        | 0        | 0        | 10        | 0        | 0        | 0        | 20        |
| <b>TOTAL</b>   | <b>31</b> | <b>1</b> | <b>0</b> | <b>1</b> | <b>39</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>72</b> |

| Occupational band           | Male    |          |        |       | Female  |          |        |       | Total |
|-----------------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|                             | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
| Employees with disabilities | 0       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 0     |

**Table 8.4 - Promotions for the period 1 April 2022 to 31 March 2023**

| Occupational band  | Male     |          |          |          | Female   |          |          |          | Total     |
|--|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
|  | African  | Coloured | Indian   | White    | African  | Coloured | Indian   | White    |           |
| Top Management (Levels 15-16)  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0         |
| Senior Management (Levels 13-14)   | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 0        | 1         |
| Professionally qualified and experience specialists and mid-management (Levels 9-12) | 1        | 0        | 0        | 0        | 4        | 0        | 0        | 0        | 5         |
| Skilled technical and academically qualified workers, junior management (Levels 6-8) | 1        | 0        | 0        | 0        | 2        | 0        | 0        | 0        | 3         |
| Semi-skilled and discretionary decision making (levels 3-5)                          | 0        | 0        | 0        | 0        | 2        | 0        | 0        | 0        | 2         |
| Unskilled and defined decision making (level 2)                                      | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0         |
| <b>TOTAL</b>   | <b>2</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10</b> |
| Employees with disabilities  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0         |

**Table 8.5 - Terminations for the period 1 April 2022 to 31 March 2023**

| Occupational band  | Male    |          |        |       | Female  |          |        |       | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|  | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
| Top Management (Levels 15-16)  | 1       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 1     |
| Senior Management (Levels 13-14)   | 6       | 0        | 0      | 3     | 2       | 0        | 1      | 1     | 13    |
| Professionally qualified and experience specialists and mid-management (Levels 9-12) | 7       | 1        | 0      | 0     | 7       | 0        | 1      | 1     | 17    |
| Skilled technical and academically qualified workers, junior management (Levels 6-8) | 1       | 0        | 0      | 0     | 1       | 0        | 0      | 1     | 3     |
| Semi-skilled and discretionary decision making (levels 3-5)                          | 5       | 0        | 0      | 0     | 9       | 0        | 0      | 0     | 14    |



| Occupational band                               | Male      |          |          |          | Female    |          |          |          | Total     |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
|   | African   | Coloured | Indian   | White    | African   | Coloured | Indian   | White    |           |
| Unskilled and defined decision making (level 2) | 3         | 0        | 0        | 0        | 2         | 0        | 0        | 0        | 5         |
| Occupation Specific Dispensation                | 0         | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 0         |
| Intern  | 1         | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 1         |
| <b>TOTAL</b>                                    | <b>24</b> | <b>1</b> | <b>0</b> | <b>3</b> | <b>21</b> | <b>0</b> | <b>2</b> | <b>3</b> | <b>54</b> |
| <b>Employees with disabilities</b>              | <b>0</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>  |

**Table 8.6 - Disciplinary action for the period 1 April 2022 to 31 March 2023**

| Disciplinary action | Male    |          |        |       | Female  |          |        |       | Total |
|---------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|                     | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
|                     | 2       | 0        | 0      | 0     | 0       | 0        | 0      | 1     | 3     |

**Table 8.7 - Skills development for the period 1 April 2022 to 31 March 2023**

| Occupational band  | Male      |          |          |          | Female     |          |          |          | Total      |
|--|-----------|----------|----------|----------|------------|----------|----------|----------|------------|
|  | African   | Coloured | Indian   | White    | African    | Coloured | Indian   | White    |            |
| Senior Management (Levels 13 - 16)   | 34        | 1        | 3        | 5        | 35         | 0        | 3        | 5        | 86         |
| Professionally qualified and experience specialists and mid-management (Levels 9 - 12) | 28        | 1        | 0        | 0        | 44         | 0        | 1        | 1        | 75         |
| Skilled technical and academically qualified workers, junior management (Levels 6 - 8) | 2         | 0        | 0        | 0        | 17         | 0        | 0        | 1        | 20         |
| Semi-skilled and discretionary decision making (Levels 3 - 5)                          | 13        | 1        | 0        | 0        | 16         | 0        | 0        | 0        | 30         |
| Unskilled and defined decision making (Level 2)  | 0         | 0        | 0        | 0        | 3          | 0        | 0        | 0        | 3          |
| Occupation Specific Dispensation   | 0         | 0        | 0        | 1        | 0          | 0        | 1        | 0        | 2          |
| Interns  | 2         | 0        | 0        | 0        | 1          | 0        | 0        | 0        | 3          |
| <b>TOTAL</b>   | <b>79</b> | <b>3</b> | <b>3</b> | <b>6</b> | <b>116</b> | <b>0</b> | <b>5</b> | <b>7</b> | <b>219</b> |
| <b>Employees with disabilities</b>   | <b>0</b>  | <b>0</b> | <b>0</b> | <b>1</b> | <b>3</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>4</b>   |

## 9 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

**Table 9.1 – Signing of performance agreements by SMS members as at 31 May 2022**

| SMS level    | Total number of funded SMS posts | Total number of SMS members | Total number of signed performance agreements | Signed performance agreements as % of total number of SMS members |
|--------------|----------------------------------|-----------------------------|---|---|
| 13           | 63                               | 55                          | 54  | 98%   |
| 14           | 20                               | 15                          | 15  | 100%  |
| 15           | 5                                | 4                           | 2   | 50%   |
| 16           | 1                                | 1                           | 1   | 100%  |
| <b>TOTAL</b> | <b>89</b>                        | <b>75</b>                   | <b>72</b>                                     | <b>96%</b>  |

**Table 9.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2022**

| Reasons   |
|---|
| 1 Employee on suspension, 1 Employee on Secondment by 31 May 2022 and 1 Employee re-assigned on 1 May 2022. |

**Table 9.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements. at 31 May 2022**

| Reasons |
|---------|
| None    |

## 10 Performance Rewards

In accordance with the DPSA Incentive Policy Framework, 2019 performance rewards are no longer payable from the 2021/2022 performance cycle.

## 11 Foreign Workers

The tables below summarise the employment of foreign nationals in the Department in terms of salary band and by major occupation.

**Table 11.1 - Foreign workers by salary band for the period 1 April 2022 to 31 March 2023**

|      |
|------|
| None |
|------|

**Table 11.2 - Foreign workers by major occupation for the period 1 April 2022 to 31 March 2023**

None

## 12 Leave Utilisation

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

**Table 12.1 - Sick leave for the period 1 January 2022 to 31 December 2022**

| Salary band                                | Total days   | % days with medical certification | Number of employees using sick leave | % of total employees using sick leave | Average days per employee | Estimated cost (R'000) |
|--|--------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|
| Lower Skilled (Levels 1-2)                 | 260          | 92.3%                             | 20                                   | 6.1%                                  | 13                        | 156                    |
| Skilled (Levels 3 -5)                      | 665          | 74.3%                             | 68                                   | 20.6%                                 | 10                        | 668                    |
| Highly skilled production (Levels 6 - 8)   | 729          | 74.2%                             | 75                                   | 22.7%                                 | 10                        | 329                    |
| Highly Skilled supervision (Levels 09 -12) | 1,200        | 82.6%                             | 117                                  | 35.5%                                 | 10                        | 853                    |
| Senior Management (Levels 13 - 16)         | 335          | 85.1%                             | 50                                   | 15.1%                                 | 7                         | 1,738                  |
| <b>TOTAL</b>                               | <b>3,209</b> | <b>80%</b>                        | <b>330</b>                           | <b>100%</b>                           | <b>10</b>                 | <b>3,744</b>           |

**Table 12.2 - Disability leave (temporary and permanent) for the period 1 January 2022 to 31 December 2022**

| Salary band                                | Total days | % days with medical certification | Number of employees using disability leave | % of total employees using disability leave | Average days per employee | Estimated cost (R'000) |
|--|------------|-----------------------------------|--|---|---------------------------|------------------------|
| Lower Skilled (Levels 1-2)                 | 19         | 100%                              | 1  | 8%  | 19                        | 11                     |
| Skilled (Levels 3 -5)                      | 12         | 100%                              | 1  | 8%  | 12                        | 11                     |
| Highly skilled production (Levels 6 - 8)   | 103        | 100%                              | 2  | 15%   | 52                        | 157                    |
| Highly Skilled supervision (Levels 09 -12) | 414        | 100%                              | 9  | 69%   | 46                        | 784                    |
| Senior Management (Levels 13 - 16)         | 0          | 0%                                | 0  | 0%  | 0                         | 0.                     |
| <b>TOTAL</b>                               | <b>548</b> | <b>100%</b>                       | <b>13</b>                                  | <b>100%</b>                                 | <b>42</b>                 | <b>963</b>             |

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

**Table 12.3 - Annual leave for the period 1 January 2022 to 31 December 2022**

| Salary band                                | Total days taken | Number of employees using annual leave | Average per employee |
|--|------------------|--|----------------------|
| Lower Skilled (Levels 1-2)                 | 371              | 18                                     | 21                   |
| Skilled (Levels 3 -5)                      | 2,067            | 63                                     | 33                   |
| Highly skilled production (Levels 6 - 8)   | 2,232            | 80                                     | 28.                  |
| Highly Skilled supervision (Levels 09 -12) | 3,701            | 150                                    | 25                   |
| Senior Management (Levels 13 - 16)         | 1,934            | 83                                     | 23                   |
| <b>TOTAL</b>                               | <b>10,305</b>    | <b>394</b>                             | <b>26</b>            |

**Table 12.4 - Capped leave for the period 1 January 2022 to 31 December 2022**

| Salary band                                | Total days of capped leave taken | Number of employees using capped leave | Average number of days taken per employee | Total Employees with capped leave as at 31 December 2022 | Total Days of capped leave available as at 31 December 2022 | Average capped leave per employee as at 31 December 2022 |
|--|----------------------------------|--|---|--|---|--|
| Lower Skilled (Levels 1-2)                 | 0                                | 0                                      | 0   | 0  | 0   | 0  |
| Skilled (Levels 3 - 5)                     | 0                                | 0                                      | 0   | 2  | 186   | 93   |
| Highly skilled production (Levels 6 - 8)   | 0                                | 0                                      | 0   | 11   | 282   | 26   |
| Highly Skilled supervision (Levels 09 -12) | 0                                | 0                                      | 0   | 28   | 661   | 24   |
| Senior Management (Levels 13 - 16)         | 0                                | 0                                      | 0   | 17   | 566   | 33   |
| <b>TOTAL</b>                               | <b>0</b>                         | <b>0</b>                               | <b>0</b>                                  | <b>58</b>  | <b>1,695</b>  | <b>29</b>  |

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

**Table 12.5 - Leave pay-outs for the period 1 April 2022 to 31 March 2023**

| Reason   | Total amount (R'000) | Number of employees | Average per employee (R'000) |
|--|----------------------|---------------------|------------------------------|
| Leave payout for 2022/2023 due to non-utilisation of leave for the previous leave cycle (2021) | 286                  | 4                   | 72                           |
| Capped leave payouts on termination of service for 2022/2023                                   | 1,460                | 8                   | 183                          |
| Current leave payout on termination of service for 2022/2023                                   | 1,931                | 41                  | 47                           |
| <b>TOTAL</b>   | <b>3,677</b>         | <b>53</b>           | <b>69</b>                    |

## 13 HIV/AIDS and Health Promotion Programmes

**Table 13.1 - Steps taken to reduce the risk of occupational exposure.**

| Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any) | Key steps taken to reduce the risk.   |
|--|---|
| All employees  | Voluntary HIV/AIDS and TB Testing and screening. Creation of awareness on protection and prevention through distribution of information material. |

**Table 13.2 - Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the Required information)**

| Question   | Yes | No | Details, if yes  |
|--|-----|----|--|
| 1. Has the department designated a member of the SMS to implement the provisions contained in the Public Service Regulations, 2016? If so, provide her/his name and position   | √   |    | Ms M Phalane, Director: Internal Transformation Programmes (ITP) is the designated SMS member for Employee Health and Wellness (EHW).  |
| 2. Does the department have a dedicated unit, or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose | √   |    | EHW Unit has one EHW Officer, one OHS Officer, and a Deputy Director: Internal EHW (currently vacant) and the Director: ITP.<br><br>The allocated Budget: R400,000.00  |
| 3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme  | √   |    | The key elements for the department's Health Promotion Programme are HIV/AIDS and TB Management, Health and Productivity Management, SHERQ Management and Wellness Management.   |
| 4. Has the department established (a) committee(s) as contemplated in the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent   |     | X  | The Committee became dysfunctional. The Health & Wellness Committee has to be re-established in the 2023/24 financial year.  |
| 5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed   |     | X  | No additional policies were reviewed for this purpose during the financial year under consideration.   |
| 6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures  | √   |    | There is a HIV/AIDS, TB and Communicable Disease Policy, which has elements of Elimination of unfair discrimination and stigma in the workplace; Promotion of equitable access to opportunities, benefits and protection, creation of a safe and healthy work environment, giving effect to international and regional obligations of South Africa on HIV/AIDS and TB in the workplace, Provision of programs for Reasonable Accommodation, care and supportive counselling; and protection and promotion of human rights. |

| Question  | Yes | No | Details, if yes  |
|---|-----|----|--|
| 7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved               | √   |    | HIV/AIDS Counselling and Testing Sessions facilitated by GEMS are held quarterly. <ul style="list-style-type: none"> <li><b>Quarter 1:</b> Screened 29 employees for HIV/AIDS and tested 0 employees for HIV/Aids (all negative)</li> <li><b>Quarter 2:</b> Screened did not take place due to delays in the challenges that GEMS encountered in assigning their service provider for DPSA during September 2022.</li> <li><b>Quarter 3:</b> Screened 15 employees for HIV/AIDS and tested 0 employees for HIV/Aids (all negative)</li> <li><b>Quarter 4:</b> Screened 4employees for HIV/AIDS and tested 0 employees for HIV/Aids (all negative)</li> </ul> |
| 8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators | √   |    | The Department monitors and evaluate the impact of its health promotion program through quarterly Wellness Day reports, the annual EHW report and Standard Monitoring Tool (SMT) annually, which are submitted to DPSA Line Function as part of compliance reporting.  |

## 14 Labour Relations

**Table 14.1 - Collective agreements for the period 1 April 2022 to 31 March 2023**

### Subject matter

No collective agreements were concluded at the Departmental Bargaining Council

The following table summarises the outcome of disciplinary hearings conducted within the Department for the year under review.

**Table 14.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2022 to 31 March 2023**

| Outcomes of disciplinary hearings | Number   | % of total  |
|-----------------------------------|----------|-------------|
| Written Warning                   | 1        | 33.33%      |
| Dismissal                         | 1        | 33.33%      |
| Not guilty                        | 1        | 33.33%      |
| <b>TOTAL</b>                      | <b>3</b> | <b>100%</b> |

**Table 14.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2022 to 31 March 2023**

| Type of misconduct  | Number   | % of total  |
|---|----------|-------------|
| Gross insubordination, failure to provide handover report, failure to support the implementation of the reorganisation process in the department, insolence | 1        | 33.33%      |
| Contravention of the provisions of PSCBC Resolution 1 of 2003   | 1        | 33.33%      |
| Theft   | 1        | 33.33%      |
| <b>TOTAL</b>  | <b>3</b> | <b>100%</b> |

**Table 14.4 - Grievances lodged for the period 1 April 2022 to 31 March 2023**

| Grievances                               | Number    | % of total  |
|--|-----------|-------------|
| Number of grievances resolved            | 25        | 78%         |
| Number of grievances not resolved        | 7         | 22%         |
| <b>Total number of grievances lodged</b> | <b>32</b> | <b>100%</b> |

**Table 14.5 - Disputes lodged with Councils for the period 1 April 2022 to 31 March 2023**

| Disputes                               | Number   | % of total  |
|--|----------|-------------|
| Number of disputes upheld              | 1        | 17%         |
| Number of disputes dismissed           | 0        | 0%          |
| Number of disputes unresolved          | 5        | 83%         |
| <b>Total number of disputes lodged</b> | <b>6</b> | <b>100%</b> |

**Table 14.6 - Strike actions for the period 1 April 2022 to 31 March 2023**

|  |  |
|--|--|
| Total number of persons working days lost              | No days were lost as no DPSA employee participated in the strike |
| Total costs (R'000) of working days lost               | No costs incurred as there was no working days lost              |
| Amount (R'000) recovered as a result of no work no pay | No costs recovered as there were no days lost                    |

**Table 14.7 - Precautionary suspensions for the period 1 April 2022 to 31 March 2023**

|  |         |
|--|---------|
| Number of people suspended                         | 2       |
| Number of people whose suspension exceeded 30 days | 1       |
| Average number of days suspended                   | 899     |
| Cost (R'000) of suspensions                        | R 3,988 |

## 15 Skills Development

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

**Table 15.1 - Training needs identified for the period 1 April 2022 to 31 March 2023**

| Occupational category   | Gender        | Number of employees as at 1 April 2022 | Training needs identified at start of reporting period |   |                         |            |
|---|---------------|--|--|---|-------------------------|------------|
|   |               |  | Learnerships   | Skills programmes & other short courses | Other forms of training | Total      |
| Senior Management<br>(Levels 13 - 16)                                 | Female        | 32                                     | 0  | 27                                      | 0                       | 27         |
|   | Male          | 42                                     | 0  | 35                                      | 0                       | 35         |
| Professionally qualified and experienced specialists<br>(Levels 9-12) | Female        | 71                                     | 0  | 85                                      | 0                       | 85         |
|   | Male          | 49                                     | 0  | 27                                      | 0                       | 27         |
| Skilled technical junior<br>(Levels 6 - 8)                            | Female        | 51                                     | 0  | 48                                      | 0                       | 48         |
|   | Male          | 18                                     | 0  | 8                                       | 0                       | 8          |
| Semi-skilled<br>(Levels 3 - 5)  | Female        | 29                                     | 0  | 22                                      | 0                       | 22         |
|   | Male          | 39                                     | 0  | 20                                      | 0                       | 20         |
| Elementary occupations<br>(Levels 1 - 2)                              | Female        | 17                                     | 0  | 15                                      | 0                       | 15         |
|   | Male          | 4                                      | 0  | 5                                       | 0                       | 5          |
| Occupational Specific Dispensation                                    | Female        | 4                                      | 0  | 0                                       | 0                       | 0          |
|   | Male          | 2                                      | 0  | 0                                       | 0                       | 0          |
| <b>Sub Total</b>  | <b>Female</b> | <b>204</b>                             | <b>0</b>   | <b>197</b>                              | <b>0</b>                | <b>197</b> |
|   | <b>Male</b>   | <b>154</b>                             | <b>0</b>   | <b>95</b>                               | <b>0</b>                | <b>95</b>  |
| <b>TOTAL</b>  |               | <b>358</b>                             | <b>0</b>   | <b>292</b>                              | <b>0</b>                | <b>292</b> |



**Table 15.2 - Training provided for the period 1 April 2022 to 31 March 2023**

| Occupational category  | Gender        | Number of employees as at 1 April 2022 | Training provided within the reporting period |   |                         |            |
|--|---------------|--|---|---|-------------------------|------------|
|  |               |  | Learnerships                                  | Skills programmes & other short courses | Other forms of training | Total      |
| Senior Management (Levels 13 - 16)                                   | Female        | 32                                     | 0   | 43                                      | 0                       | 43         |
|  | Male          | 42                                     | 0   | 43                                      | 0                       | 43         |
| Professionally qualified and experienced specialists (Levels 9 - 12) | Female        | 71                                     | 0   | 46                                      | 0                       | 46         |
|  | Male          | 49                                     | 0   | 29                                      | 0                       | 29         |
| Skilled technical junior (Levels 6 - 8)                              | Female        | 51                                     | 0   | 18                                      | 0                       | 18         |
|  | Male          | 18                                     | 0   | 2                                       | 0                       | 2          |
| Semi-skilled (Levels 3 - 5)  | Female        | 29                                     | 0   | 16                                      | 0                       | 16         |
|  | Male          | 39                                     | 0   | 14                                      | 0                       | 14         |
| Elementary occupations (Levels 1 - 2)                                | Female        | 17                                     | 0   | 3                                       | 0                       | 3          |
|  | Male          | 4                                      | 0   | 0                                       | 0                       | 0          |
| Occupational Specific Dispensation                                   | Female        | 4                                      | 0   | 1                                       | 0                       | 1          |
|  | Male          | 2                                      | 0   | 1                                       | 0                       | 1          |
| Interns  | Female        | 0                                      | 0   | 1                                       | 0                       | 1          |
|  | Male          | 0                                      | 0   | 2                                       | 0                       | 2          |
| <b>Sub Total</b>   | <b>Female</b> | <b>204</b>                             | <b>0</b>                                      | <b>128</b>                              | <b>0</b>                | <b>128</b> |
|  | <b>Male</b>   | <b>154</b>                             | <b>0</b>                                      | <b>91</b>                               | <b>0</b>                | <b>91</b>  |
| <b>TOTAL</b>   |               | <b>358</b>                             | <b>0</b>                                      | <b>219</b>                              | <b>0</b>                | <b>219</b> |

## 16 Injury on Duty

The following table provide basic information on injury on duty.

**Table 16.1 - Injury on duty for the period 1 April 2022 to 31 March 2023**

| Nature of injury on duty         | Number   | % of total  |
|----------------------------------|----------|-------------|
| Required basic medical attention | 1        | 100%        |
| Temporary total disablement      | 0        | 0%          |
| Permanent disablement            | 0        | 0%          |
| Fatal                            | 0        | 0%          |
| <b>TOTAL</b>                     | <b>1</b> | <b>100%</b> |

## 17 Utilisation of Consultants

**Table 17.1 (a) - Report on consultant appointments using appropriated funds for the period 1 April 2022 to 31 March 2023**

| Project title                          | Total number of consultants that worked on the project | Duration (work days) | Contract value in Rand |
|--|--|----------------------|------------------------|
| Audit committee member for DPSA        | 1  | 1                    | 38 412,00              |
| Audit committee member for DPSA        | 1  | 1                    | 19 206,00              |
| Audit committee member for DPSA        | 1  | 1                    | 57 618,00              |
| Audit committee member for DPSA        | 1  | 1                    | 28 694,80              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 57 618,00              |
| Audit committee member for DPSA        | 1  | 1                    | 38 412,00              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 38 412,00              |
| Audit committee member for DPSA        | 1  | 1                    | 19 206,00              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 29 449,20              |
| Audit committee member for DPSA        | 1  | 1                    | 38 412,00              |
| Audit committee member for DPSA        | 1  | 1                    | 19 206,00              |
| APRM National Governing Council Member | 1  | 3                    | 7 857,00               |
| APRM National Governing Council Member | 1  | 21                   | 54 999,00              |
| APRM National Governing Council Member | 1  | 26                   | 68 094,00              |
| APRM National Governing Council Member | 1  | 3                    | 7 857,00               |
| APRM National Governing Council Member | 1  | 19                   | 49 761,00              |
| APRM National Governing Council Member | 1  | 13                   | 34 047,00              |
| APRM National Governing Council Member | 1  | 23                   | 60 237,00              |
| APRM National Governing Council Member | 1  | 22                   | 57 618,00              |
| APRM National Governing Council Member | 1  | 11                   | 28 809,00              |

| Project title   | Total number of consultants that worked on the project | Duration (work days) | Contract value in Rand |
|---|--|----------------------|------------------------|
| APRM National Governing Council Member                    | 1  | 2                    | 5 238,00               |
| APRM National Governing Council Member                    | 1  | 25                   | 65 475,00              |
| APRM National Governing Council Member                    | 1  | 5                    | 13 095,00              |
| APRM National Governing Council Member                    | 1  | 6                    | 15 714,00              |
| APRM National Governing Council Member                    | 1  | 15                   | 39 285,00              |
| APRM National Governing Council Member                    | 1  | 17                   | 44 523,00              |
| APRM National Governing Council Member                    | 1  | 25                   | 65 475,00              |
| APRM National Governing Council Member                    | 1  | 15                   | 39 285,00              |
| APRM National Governing Council Member                    | 1  | 29                   | 115 005,00             |
| APRM National Governing Council Member                    | 1  | 16                   | 41 904,00              |
| APRM National Governing Council Member                    | 1  | 15                   | 39 285,00              |
| APRM National Governing Council Member                    | 1  | 12                   | 42 858,00              |
| APRM National Governing Council Member                    | 1  | 16                   | 41 904,00              |
| Social media monitoring March 2022                        | 1  | 1                    | 10 839,76              |
| Social media monitoring April 2022                        | 1  | 1                    | 10 839,78              |
| Social media monitoring May 2022                          | 1  | 1                    | 10 839,77              |
| Social media monitoring June 2022                         | 1  | 1                    | 10 839,77              |
| Social media monitoring July 2022                         | 1  | 1                    | 10 839,76              |
| Social media monitoring August 2022                       | 1  | 1                    | 10 839,76              |
| Social media monitoring September 2022                    | 1  | 1                    | 10 839,76              |
| Social media monitoring October 2022                      | 1  | 1                    | 10 839,76              |
| Social media monitoring November 2022                     | 1  | 1                    | 10 839,77              |
| Social media monitoring December 2022                     | 1  | 1                    | 10 839,76              |
| Social media monitoring January 2023                      | 1  | 1                    | 10 839,75              |
| Social media monitoring February 2023                     | 1  | 1                    | 10 839,75              |
| The organisational culture and change management project. | 1  | 8                    | 129 231,25             |
| The organisational culture and change management project. | 1  | 4                    | 75 037,50              |
| The organisational culture and change management project. | 1  | 17                   | 312 656,25             |
| Broad-Based Black Economic Empowerment compliance audit.  | 1  | 1                    | 69 000,00              |

| Project title  | Total number of consultants that worked on the project | Duration (work days) | Contract value in Rand |
|--|--|----------------------|------------------------|
| Competency Assessment: Director: Knowledge Management and Innovation. (x2 Candidates)                        | 1  | 2                    | 16 882,00              |
| Competency assessment: Director: legislation. (x1 Candidate)   | 1  | 2                    | 8 891,00               |
| Competency Assessment: Director: Partnership International Relations and Donor Management. (x1 Candidate)    | 1  | 2                    | 8 891,00               |
| Competency Assessment: Director: Information Management. (x1 Candidate)                                      | 1  | 2                    | 8 891,00               |
| Competency Assessment Advisory   | 1  | 1                    | 5 040,45               |
| Development and implementation of a public service emerging leaders' program.                                | 1  | 23                   | 200 000,00             |
| Development and implementation of a public service emerging leaders' program.                                | 1  | 35                   | 301 500,00             |
| Development and implementation of a public service emerging leaders program.                                 | 1  | 19                   | 160 000,00             |
| ICT Advisory Service from SITA   | 1  | 730                  | 2 688 191,13           |
| Personnel Expenditure Review in the Public Sector.   | 1  | 306                  | 5 372 800,00           |
| Personnel Expenditure Review in the Public Sector.   | 1  | 253                  | 5 099 675,00           |
| Personnel Expenditure Review in the Public Sector.   | 1  | 59                   | 3 001 014,24           |
| PILIR, monthly HRM fees April 2022 based on 375 heads (head counting) at a unit price of R8,75 per head.     | 1  | 1                    | 3 281,25               |
| PILIR, monthly HRM fees May 2022 based on 375 heads (head counting) at a unit price of R8,75 per head.       | 1  | 1                    | 3 281,25               |
| PILIR, monthly HRM fees June 2022 based on 375 heads (head counting) at a unit price of R8,75 per head.      | 1  | 1                    | 3 281,25               |
| PILIR, monthly HRM fees July 2022 based on 384 heads (head counting) at a unit price of R8,75 per head.      | 1  | 1                    | 3 360,00               |
| PILIR, monthly HRM fees August 2022 based on 384 heads (head counting) at a unit price of R8,75 per head.    | 1  | 1                    | 3 360,00               |
| PILIR, monthly HRM fees September 2022 based on 384 heads (head counting) at a unit price of R8,75 per head. | 1  | 1                    | 3 360,00               |
| PILIR, monthly HRM fees October 2022 based on 398 heads (head counting) at a unit price of R8,75 per head.   | 1  | 1                    | 3 482,50               |
| PILIR, monthly HRM fees November 2022 based on 398 heads (head counting) at a unit price of R8,75 per head.  | 1  | 1                    | 3 482,50               |
| PILIR, monthly HRM fees December 2022 based on 398 heads (head counting) at a unit price of R8,75 per head.  | 1  | 1                    | 3 482,50               |
| PILIR, monthly HRM fees January 2023 based on 405 heads (head counting) at a unit price of R8,75 per head.   | 1  | 1                    | 3 543,75               |

| Project title  | Total number of consultants that worked on the project | Duration (work days) | Contract value in Rand |
|--|--|----------------------|------------------------|
| PILIR, monthly HRM fees February 2023 based on 405 heads (head counting) at a unit price of R8,75 per head.      | 1  | 1                    | 3 543,75               |
| PILIR, monthly HRM fees March 2023 based on 405 heads (head counting) at a unit price of R8,75 per head.         | 1  | 1                    | 3 543,75               |
| Research Report on the use of Individual Linked Savings Facility (ILSF) for the Benefit of Government Employees. | 1  | 15                   | 208 150,00             |
| Research Report on the use of Individual Linked Savings Facility (ILSF) for the Benefit of Government Employees. | 1  | 16                   | 285 200,00             |
| Review of DPSA HRMD policies, prescripts, circulars and regulations.   | 1  | 87                   | 429 311,23             |
| Vulnerable employee assessment.  | 1  | 1                    | 517,50                 |
| Editing & Evaluation of translated text.   | 1  | 1                    | 450,00                 |
| French to English interpreters   | 1  | 4                    | 187 946,00             |
| SDR magazine language sub-edit and proofreading services for 3 editions over 12 months                           | 1  | 1                    | 10 000,00              |
| SDR magazine language sub-edit and proofreading services for 3 editions over 12 months                           | 1  | 1                    | 12 192,50              |
| SDR magazine language sub-edit and proofreading services for 3 editions over 12 months                           | 1  | 1                    | 12 192,50              |
| Sign Language Interpreter for the Africa Public Service Day.   | 1  | 1                    | 10 925,00              |
| Sign Language Interpreter for the Launch of the 2022 IPMS.   | 1  | 1                    | 5 347,50               |
| Sign Language Interpreter for the Launch of the 2022 IPMS.   | 1  | 1                    | 5 347,50               |
| Transcription services from Audio content to print format.   | 1  | 1                    | 1 745,45               |
| Floor plans/drawings of the Batho Pele building for anticipated seating arrangement.                             | 1  | 1                    | 325 120,18             |
| Professional services rendered in relation to revision of the PAMA Amendment Bill.                               | 1  | 5                    | 15 525,00              |
| Professional services rendered in relation to revision of the PAMA Amendment Bill.                               | 1  | 7                    | 55 292,00              |
| Legal costs  | 1  | 20                   | 249 150,00             |
| Legal costs  | 1  | 14                   | 294 913,46             |
| Legal costs  | 1  | 29                   | 566 605,00             |
| Legal costs  | 1  | 9                    | 172 260,00             |
| Legal costs  | 1  | 21                   | 327 520,00             |
| Legal costs  | 1  | 11                   | 61 657,00              |
| Legal costs  | 1  | 6                    | 88 320,00              |
| Legal costs  | 1  | 9                    | 157 250,00             |

| Project title                            | Total number of consultants that worked on the project | Duration (work days)              | Contract value in Rand              |
|--|--|-----------------------------------|-------------------------------------|
| Legal costs                              | 1  | 4                                 | 79 120,00                           |
| Legal costs                              | 1  | 11                                | 127 974,75                          |
| Pre-employment security screening/checks | 1  | 1                                 | 13 682,41                           |
| Pre-employment security screening/checks | 1  | 1                                 | 16 938,88                           |
| Pre-employment security screening/checks | 1  | 1                                 | 10 148,81                           |
| Pre-employment security screening/checks | 1  | 1                                 | 5 592,22                            |
| Pre-employment security screening/checks | 1  | 1                                 | 15 836,19                           |
| Pre-employment security screening/checks | 1  | 1                                 | 3 362,19                            |
| Pre-employment security screening/checks | 1  | 1                                 | 8 419,85                            |
| Pre-employment security screening/checks | 1  | 1                                 | 4 340,47                            |
| Pre-employment security screening/checks | 1  | 1                                 | 1 865,74                            |
| Pre-employment security screening/checks | 1  | 1                                 | 3 967,02                            |
| Pre-employment security screening/checks | 1  | 1                                 | 11 426,32                           |
| Pre-employment security screening/checks | 1  | 1                                 | 253,00                              |
| Pre-employment security screening/checks | 1  | 1                                 | 189,67                              |
|  | <b>Total individual consultants</b>                    | <b>Total duration (work days)</b> | <b>Total contract value in Rand</b> |
| <b>TOTAL</b>                             | <b>117</b>   | <b>2134</b>                       | <b>22 885 052,81</b>                |

**Table 17.1 (b) - Report on contractor appointments using appropriated funds for the period 1 April 2022 to 31 March 2023**

| Project title  | Total number of contractors that worked on the project | Duration (work days) | Contract value in Rand |
|--|--|----------------------|------------------------|
| Stand-up comedy performance for youth day.   | 1  | 1                    | 1 200,00               |
| Theoretical performance on gender based violence.                                    | 1  | 1                    | 15 850,00              |
| Drama and dance performance at the DPSA's long service awards.                       | 1  | 1                    | 2 000,00               |
| Community mobilisation: Loud hailing for the Deputy Minister's outreach: Zandspruit. | 1  | 1                    | 2 000,00               |
| Casual labourers worked as Marshals at the Deputy Minister's outreach: Zandspruit.   | 1  | 1                    | 4 000,00               |
| Delivery and collection services for the Deputy Minister's outreach: Zandspruit.     | 1  | 1                    | 2 500,00               |

| Project title  | Total number of contractors that worked on the project | Duration (work days) | Contract value in Rand |
|--|--|----------------------|------------------------|
| Infrastructure services for the Deputy Minister's outreach: Zandspruit.  | 1  | 1                    | 21 500,00              |
| Infrastructure services for the Deputy Minister's outreach: Zandspruit.  | 1  | 1                    | 123 500,00             |
| Roving microphones during a Knowledge Management Forum Meeting.  | 1  | 1                    | 900,00                 |
| Hybrid and recording during the AAPAM 41st roundtable conference.  | 1  | 6                    | 160 000,00             |
| Provision of Hall draping & décor for the 5 days events.   | 1  | 5                    | 192 500,00             |
| Height Medical Examination for contract workers.   | 1  | 1                    | 1 973,40               |
| A public address system for the outreach programme in Augrabies in the Northern Cape.                                    | 1  | 1                    | 2 000,00               |
| Sound system for the Dpsa's Presidential pre-imbizo with the community of the Kheis Local Municipality. (Northern Cape). | 1  | 1                    | 2 000,00               |
| Move furniture from the North West Office of the Premier to DPSA (Batho Pele House).                                     | 1  | 1                    | 22 114,80              |
| Transportation, insurance, and one-month storage for personal and household goods.                                       | 1  | 1                    | 10 443,54              |
| Relocation of 22 multifunction printers within Batho-Pele House.   | 1  | 1                    | 16 203,20              |
| Transportation of a solid oak table from DG's residence to DPSA offices in Parliament Towers, Cape Town.                 | 1  | 1                    | 1 955,00               |
| Inspection and maintenance of the disability lift at Maponya Mall Thusong Service Centre.                                | 1  | 1                    | 5 550,00               |
| Inspection and maintenance of the disability lift at Maponya Mall Thusong Service Centre.                                | 1  | 1                    | 5 550,00               |
| Inspection and maintenance of the disability lift at Maponya Mall Thusong Service Centre.                                | 1  | 1                    | 5 550,00               |
| Inspection and maintenance of the disability lift at Maponya Mall Thusong Service Centre.                                | 1  | 1                    | 5 550,00               |
| Replacement of lift button of the disability lift at Maponya Mall Thusong Service Centre.                                | 1  | 1                    | 3 500,00               |
| Attend emergency call-out for disability lift at Maponya Mall Thusong Service Centre.                                    | 1  | 1                    | 5 850,00               |
| DSTV supply and installation.  | 1  | 1                    | 3 650,00               |
| DSTV connection in the DG's office.  | 1  | 1                    | 2 000,00               |
| DSTV Reinstallation Labour.  | 1  | 1                    | 6 208,85               |
| DSTV repairs for Deputy Minister's house in Cape Town.   | 1  | 1                    | 1 480,00               |
| DSTV repair call-out fee for Deputy Minister's House Cape Town.  | 1  | 1                    | 450,00                 |
| DSTV repairs for Deputy Minister's house in Cape Town.   | 1  | 1                    | 1 470,00               |
| Cellphone repairs.   | 1  | 1                    | 1 819,00               |
| Cellphone repairs.   | 1  | 1                    | 1 606,00               |
| Television Technician for Minister.  | 1  | 1                    | 1 897,00               |

| Project title  | Total number of contractors that worked on the project                        | Duration (work days)              | Contract value in Rand              |
|--|---|-----------------------------------|-------------------------------------|
| Re-installation of equipment removed from Ford Everest to BMW Sedan 520d(G30)@ LST premises. | 1   | 1                                 | 2 702,50                            |
| Maintenance and repairs of gym equipment.  | 1   | 1                                 | 10 570,00                           |
| Fixing and maintaining the SmartDrive wheelchair.  | 1   | 1                                 | 8 050,00                            |
|  | <b>Total individual contractors</b>   | <b>Total duration (work days)</b> | <b>Total contract value in Rand</b> |
| <b>TOTAL</b>   | <b>36</b>   | <b>45</b>                         | <b>656 093,29</b>                   |
|  | <b>Total number of consultants and contractors that worked on the project</b> | <b>Total duration (work days)</b> | <b>Total contract value in Rand</b> |
| <b>Grand total consultants and contractors</b>   | <b>153</b>  | <b>2 179</b>                      | <b>23 541 146,10</b>                |

**Table 3.17.2- Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2022 to 31 March 2023**

| Project title   | Percentage ownership by HDI groups | Percentage management by HDI groups | Number of consultants from HDI groups that work on the project |
|---|------------------------------------|-------------------------------------|--|
| The DPSA does not conduct an analysis of consultants appointment in terms of HDIs |                                    |                                     |  |

## 18 Severance Packages

**Table 18.1 – Granting of employee-initiated severance packages for the period 1 April 2022 to 31 March 2023**

| Salary band  | Number of applications received | Number of applications referred to the MPSA | Number of applications supported by MPSA | Number of packages approved by the PSC |
|--------------|---------------------------------|---|--|--|
| None         | 0                               | 0   | 0  | 0                                      |
| <b>TOTAL</b> | <b>0</b>                        | <b>0</b>                                    | <b>0</b>                                 | <b>0</b>                               |



## 19 B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade and Industry.

| Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:           |                      |   |
|--|----------------------|---|
| Criteria   | Response<br>Yes / No | Discussion<br><i>(include a discussion on your response and indicate what measures have been taken to comply)</i>                                     |
| Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law? | N/A                  | Not within the Mandate of the DPSA.   |
| Developing and implementing a preferential procurement policy?   | N/A                  | The DPSA makes use of the Preferential Procurement Policy Framework Act and its associated Regulations from the Preferential Procurement Perspective. |
| Determining qualification criteria for the sale of state-owned enterprises?  | N/A                  | Not within the Mandate of the DPSA.   |
| Developing criteria for entering into partnerships with the private sector?  | N/A                  | Not within the Mandate of the DPSA.   |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?                 | N/A                  | Not within the Mandate of the DPSA.   |



# PART

PFMA COMPLIANCE REPORT

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## PART E: PFMA COMPLIANCE REPORT

### 1 Information on Irregular, Fruitless and Wasteful, Unauthorised Expenditure and Material Losses

#### Irregular expenditure

##### a) Reconciliation of irregular expenditure

| Description   | 2022/2023  | 2021/2022  |
|---|------------|------------|
|   | R'000      | R'000      |
| Opening balance   | 968        | 2 395      |
| Add: Irregular expenditure confirmed                      | -          | 23         |
| Less: Irregular expenditure condoned                      | -          | (1 450)    |
| Less: Irregular expenditure not condoned and removed      | -          | -          |
| Less: Irregular expenditure recoverable                   | -          | -          |
| Less: Irregular expenditure not recovered and written off | -          | -          |
| <b>Closing balance</b>                                    | <b>968</b> | <b>968</b> |

Included in the above comparative amount of R23 thousand is R11 thousand for irregular expenditure incurred and confirmed in the previous year (2021/22) and R12 thousand added in respect of irregular expenditure incurred during the previous financial year, which was identified and confirmed in the current financial year.

##### Reconciling notes

| Description  | 2022/2023  | 2021/2022  |
|--------------|------------|------------|
|              | R'000      | R'000      |
| Current year | -          | 23         |
| Prior years  | 968        | 945        |
| <b>Total</b> | <b>968</b> | <b>968</b> |

##### b) Details of current and previous year irregular expenditure is under determination

| Description                               | 2022/2023 | 2021/2022  |
|---|-----------|------------|
|   | R'000     | R'000      |
| Irregular expenditure under assessment    | -         | -          |
| Irregular expenditure under determination | 3         | 831        |
| Irregular expenditure under investigation | -         | -          |
| <b>Total</b>                              | <b>3</b>  | <b>831</b> |

Included in the comparative amount of R831 are three cases of irregular expenditure emanating from the contravention of Supply Chain Management prescripts and the Public Service Regulations in respect of the following.

- Three transactions for failure to ensure that the relevant prescripts and due processes relating to Supply Chain Management were followed in the approval of the appointment of a service provider: R506 thousand.
- Two transactions in respect of expenditure incurred for services rendered after the contract with the service provider had ended: R21 thousand.
- Nine transactions in respect of salaries paid to the officials who worked beyond their contract's expiry date: R304 thousand.

##### c) Details of current and previous year irregular expenditure condoned

| Description                    | 2022/2023 | 2021/2022    |
|--------------------------------|-----------|--------------|
|                                | R'000     | R'000        |
| Irregular expenditure condoned | -         | 1 450        |
| <b>Total</b>                   | <b>-</b>  | <b>1 450</b> |

During the 2021/22 financial year, the National Treasury condoned the irregular expenditure at a total amount of R1, 450 million incurred during the 2009/10 to 2011/12 financial years emanating from contravention of Supply Chain Management prescripts in respect of the following.

- Twenty-five (25) transactions for procurement of goods and services with a value above R30 000 to R500 000 without applying the 80/20 commercial evaluation criteria; R1, 388 million.
  - One transaction for procurement of goods and services with a value above R30 000 to R500 000 without obtaining a valid tax clearance certificate; R55 thousand.
  - One transaction for variation of order above the 15% prescribed threshold without obtaining written prior approval from National treasury; R6 thousand.
- a) During the current and previous financial years no irregular expenditure were removed.
- b) During the current and previous financial years no irregular expenditure were recovered.
- c) During the current and previous financial years no irregular expenditure were written off.
- d) The department did not incur any irregular expenditure in relation to inter-institutional arrangements by other institutions.
- h) The department did not incur any irregular expenditure in relation to inter-institutional arrangements where the Department of Public Service and Administration is the responsible institution.

Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure

| Disciplinary Steps Taken   |
|--|
| During the 2022/23 financial year the official responsible for failing to ensure that the relevant prescripts and due processes relating to Supply Chain Management were followed in the approval of the appointment of a service provider, was issued with a final written warning. |
| Total R506 thousand  |

## Fruitless and wasteful expenditure

### a) Reconciliation of fruitless and wasteful expenditure

| Description  | 2022/2023 | 2021/2022 |
|--|-----------|-----------|
|  | R'000     | R'000     |
| Opening balance                                      | -         | -         |
| Add: Fruitless and wasteful expenditure confirmed    | -         | 1         |
| Less: Fruitless and wasteful expenditure written off | -         | -         |
| Less: Fruitless and wasteful expenditure recoverable | -         | (1)       |
| Closing Balance                                      | -         | -         |

Included in the comparative are two transactions of traffic fines administration fees that were recovered from the respective officials.

### Reconciling notes

| Description  | 2022/2023 | 2021/2022 |
|--|-----------|-----------|
|  | R'000     | R'000     |
| Fruitless and wasteful expenditure that was under assessment in 2022/23              | 3         | -         |
| Fruitless and wasteful expenditure that relates to 2021/22 and identified in 2022/23 | -         | -         |
| Fruitless and wasteful expenditure for the current year                              | -         | -         |
| TOTAL  | 3         | -         |

b) Details of current and previous year fruitless and wasteful expenditure under assessment

| Description  | 2022/2023 | 2021/2022 |
|--|-----------|-----------|
|  | R'000     | R'000     |
| Fruitless and wasteful expenditure under assessment    | 3         | -         |
| Fruitless and wasteful expenditure under determination | -         | -         |
| Fruitless and wasteful expenditure under investigation | -         | -         |
| <b>Total</b>   | <b>3</b>  | <b>-</b>  |

Included in the above total is 2 cases of no show where officials were booked accommodation.

c) Details of current and previous year fruitless and wasteful expenditure recovered

| Description                                  | 2022/2023 | 2021/2022 |
|--|-----------|-----------|
|  | R'000     | R'000     |
| Fruitless and wasteful expenditure recovered | -         | 1         |
| <b>Total</b>                                 | <b>-</b>  | <b>1</b>  |

d) During the current and previous year no fruitless and wasteful expenditure were not recovered or written off.

e) No disciplinary or criminal steps were required to be taken in relation to fruitless and wasteful expenditure in the current or previous financial years.

d) Total unconfirmed fruitless and wasteful expenditure under assessment.

| Description               | 2022/2023 | 2021/2022 |
|---------------------------|-----------|-----------|
|                           | R'000     | R'000     |
| No show for Accommodation | 3         | -         |

## Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

| Description   | 2023/2022    | 2021/2022    |
|---|--------------|--------------|
|   | R'000        | R'000        |
| Opening balance   | 8 812        | 8 812        |
| Add: unauthorised expenditure confirmed                       | -            | -            |
| Less: unauthorised expenditure approved with funding          | -            | -            |
| Less: unauthorised expenditure approved without funding       | -            | -            |
| Less: unauthorised expenditure recoverable                    | -            | -            |
| Less: unauthorised not recovered and written off <sup>7</sup> | -            | -            |
| <b>Closing Balance</b>  | <b>8 812</b> | <b>8 812</b> |

The amount of R 8 812 000 unauthorised expenditure was incurred in the 2013/14 financial year. The department appeared before SCOPA during 2016. The department is awaiting a determination from Parliament.

Since the 2013/14 financial year the department has not incurred any further unauthorised expenditure.

## Material losses

The department did not incur any material losses in the current or previous financial years and no material losses were written of or recovered.

## 2 Information on payment of suppliers

The department paid all valid invoices received within 30 days.

| Description   | 2022/2023   | 2022/2023       | 2021/2022   | 2021/2022       |
|---|-------------|-----------------|-------------|-----------------|
|   | Number      | R'000           | Number      | R'000           |
| Valid invoices received   | 4 556       | R330 655        | 3 964       | R265 747        |
| Invoices paid within 30 days or agreed period                             | 4 556       | R330 655        | 3 964       | R265 747        |
| Invoices paid after 30 days or agreed period                              | -           | -               | -           | -               |
| Invoices older than 30 days or agreed period (unpaid and without dispute) | -           | -               | -           | -               |
| Invoices older than 30 days or agreed period (unpaid and in dispute)      | -           | -               | -           | -               |
| <b>Total</b>  | <b>4556</b> | <b>R330 655</b> | <b>3964</b> | <b>R265 747</b> |

## 3 Information on Supply Chain Management

Procurement by other means

| Project description   | Name of supplier    | Type of procurement by other means  | Contract number | Value of contract R'000 |
|---|---------------------|---|-----------------|-------------------------|
| Renewal of Six (6) Dell VXRail Server Hardware Warranties for Two (2) Years and VMware Vsphere License. | Ubuntu Technologies | Deviation (Insufficient responses received after engaging eight service providers on SITA Transversal Contract RFB 2003/2014) | AI-458418       | R1 396                  |
| <b>TOTAL</b>  |                     |   |                 | <b>R1 396</b>           |

## CONTRACT VARIATIONS AND EXPANSIONS

| Project description  | Name of supplier             | Contract modification type (Expansion or Variation)   | Contract number | Value of contract R'000                                       |
|--|------------------------------|---|-----------------|---|
| Provision of Water and Water Dispensers to the DPSA for a Period of 12 Months. | Pureau Fresh Water (Pty) Ltd | Expansion (37.06%) for the provision of additional 75 bottles of water over the remaining 7-month period of the contract. | OR-018512       | Original Contract Value: R88<br>Expanded Contract Value: R121 |
| <b>TOTAL</b>   |                              |   |                 | <b>R121</b>   |



**PART**



# Report of the auditor-general to Parliament on vote no. 11: Department of Public Service and Administration

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the Department of Public Service and Administration set out on pages xx to xx, which comprise the appropriation statement, statement of financial position as at 31 March 2023, statement of financial performance, statement of changes in net assets and cash flow statement for the year ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Public Service and Administration as at 31 March 2023, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) as prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Other matter

6. I draw attention to the matters below. My opinion is not modified in respect of this matters.

### Unaudited supplementary schedules

7. The supplementary information set out in pages ... to ... does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly, I do not express an opinion on them.

### National Treasury Instruction No. 4 of 2022/2023: PFMA Compliance and Reporting Framework

8. On 23 December 2022 National Treasury issued Instruction Note No. 4: PFMA Compliance and Reporting Framework of 2022-23 in terms of section 76(1) (b), (e) and (f), 2(e) and 4(a) and (c) of the PFMA, which came into effect on 3 January 2023. The PFMA Compliance and Reporting Framework also addresses the disclosure of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure. Among the effects of this framework is that irregular and fruitless and wasteful expenditure incurred in previous financial years and not addressed is no longer disclosed in the disclosure notes of the annual financial statements, only the current year and prior year figures are disclosed in note 23 to the financial statements. The movements in respect of irregular expenditure and fruitless and wasteful expenditure are no longer disclosed in the notes to the annual financial statements of the department. The disclosure of these movements (e.g. condoned, recoverable, removed, written off, under assessment, under determination and under investigation) are now required to be included as part of other information in the annual report of the auditees. I do not express an opinion on the disclosure of irregular expenditure and fruitless and wasteful expenditure in the annual report.



### Responsibilities of the accounting officer for the financial statements

9. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA; and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
10. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

### Responsibilities of the auditor-general for the audit of the financial statements

11. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
12. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

### Report on the audit of the annual performance report

13. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

14. I selected the following programmes presented in the annual performance report for the year ended 31 March 2023 for auditing. I selected programmes that measures the department's performance on its primary mandated functions and that are of significant national, community or public interest.

| Programme   | Page numbers | Purpose   |
|---|--------------|---|
| <b>Programme 2:</b><br>Human Resource Management and Development              | 36           | Manage, oversee and facilitate human resource planning, management and development in the workplace. Facilitate compliance with minimum norms and standards set by the Minister for Public Service and Administration, in line with the Public Administration Management Act (1994), through the office of standards and compliance.  |
| <b>Programme 3:</b><br>Negotiations, Labour Relations Remuneration Management | 39           | Manage, oversee and facilitate organisational development, job grading, macro organisation, remuneration, human resource information systems, conditions of service, labour relations and dispute management in the public service. Administrate the implementation of the Government Employees Housing Scheme and the macro organisation of the state, and ensure coordinated collective bargaining. |
| <b>Programme 5:</b><br>Government Services Access and Improvement             | 43           | Manage, oversee and facilitate service access, operations management and service delivery improvement in the Public Service and Administration public service.  |

15. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.

16. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
  - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
  - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
  - the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
  - the reported performance information is presented in the annual performance report in the prescribed manner
  - there are adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
17. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion.
18. The material findings on the performance information of the selected programmes are as follows:

### **Programme 2: Human Resource Management and Development**

#### **Approved Job Competency Framework for public sector**

There was no link between the indicator of approved job competency framework for public sector and the planned target which relates to submitting of the framework for approval.

### **Programme 3: Negotiations, Labour Relations Remuneration Management**

#### **Approval of Collective Bargaining Policy**

There was no link between the indicator which relates to approval of collective bargaining policy and the planned target which relates to developing the collective bargaining policy and reviewing of the related procedures.

#### **Approved reviewed generic functional structure for Programme 1: Administration Functions**

There was no link between the indicator which relates to approved generic functional structure for Programme 1: administration functions and the planned target which relates to reviewed generic functional structure functions submitted for approval.

#### **Other matters**

19. I draw attention to the matters below.

#### **Achievement of planned targets**

20. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under-achievements. This information should be considered in the context of the material findings on the reported performance information.

#### **Material misstatements**

21. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Programme 2: Human Resource Management and Development, Programme 3: Negotiations, Labour Relations Remuneration Management and Programme 5: Government Services Access and Improvement. Management subsequently corrected some of the material misstatements identified in the selected programmes however management did not correct all of the other material misstatements and I reported material findings in this regard.

## Report on compliance with legislation

22. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
23. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
24. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
25. I did not identify material non-compliance with the selected legislative requirements.

## Other information in the annual report

26. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
27. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation, do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

28. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
29. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

## Internal control deficiencies

30. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
31. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the opinion and the material findings on the annual performance report included in this report.
32. Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.

*Auditor-General*

Pretoria

31 July 2023



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

# Annexure to the auditor's report

The annexure includes the following:

- the auditor-general's responsibility for the audit
- the selected legislative requirements for compliance testing.

## Auditor-general's responsibility for the audit

### Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with selected requirements in key legislation.

### Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

## Compliance with legislation – selected legislative requirements

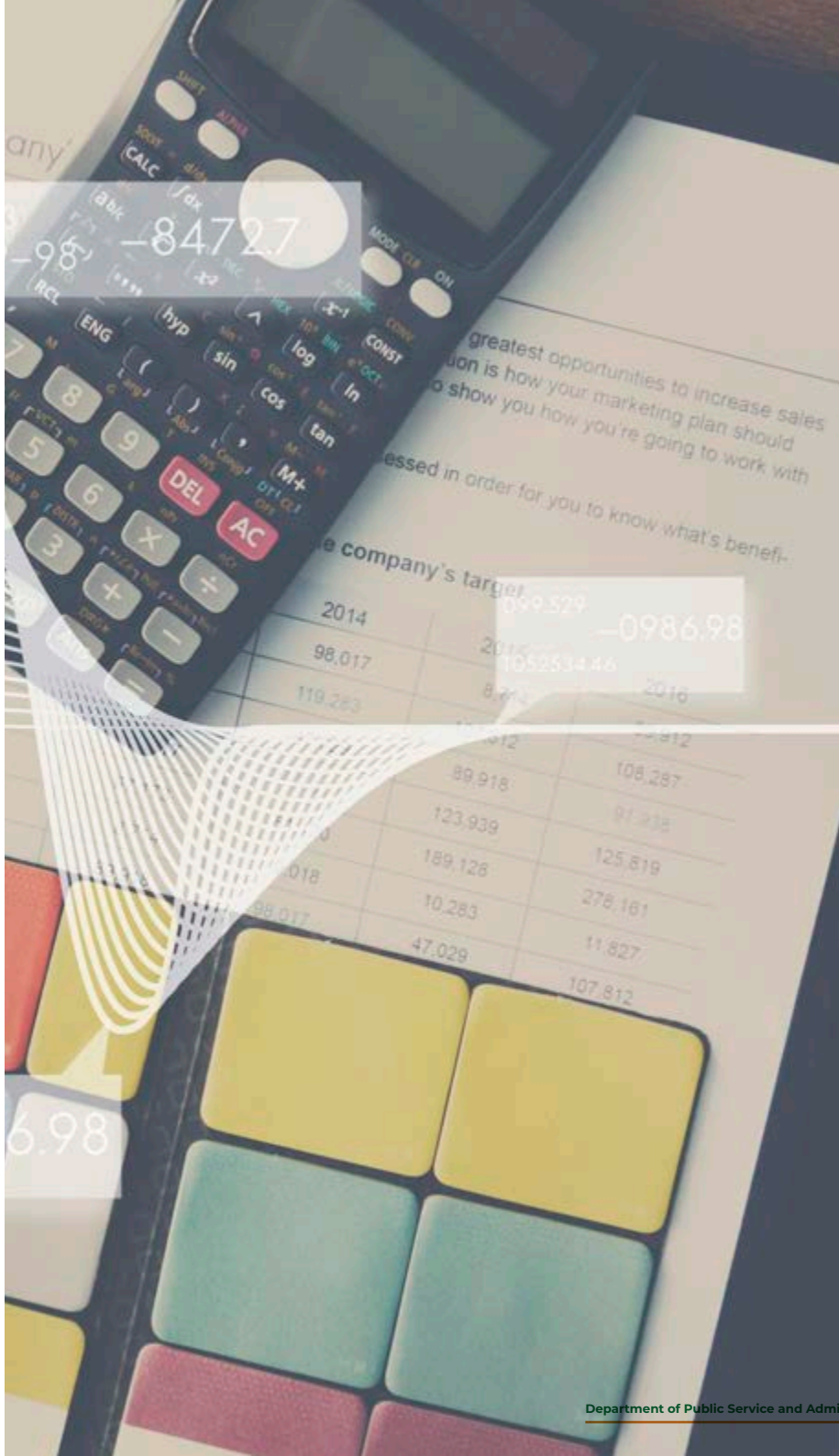
The selected legislative requirements are as follows:

| Legislation   | Sections or regulations  |
|---|--|
| Public Finance Management Act 1 of 1999 (PFMA)                  | Section 1 (Definition of irregular expenditure);<br>Sections 38(1)(a)(iv); 38(1)(b); 38(1)(c)(i)-(ii); Sections 38(1)(d); 38(1)(h)(iii); 39(1)(a); 39(2)(a);<br>Sections 40(1)(a) and (b); 40(1)(c)(i);<br>Sections 43(4); 44; 45(b); 51(1)(a)(iv); 57(b)  |
| Treasury regulations  | TR 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); TR 5.3.1; 6.3.1(a) - (d); 6.4.1(b); 7.2.1;<br>TR 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; 9.1.4;<br>TR 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; 11.5.1.<br><br>TR 12.5.1; TR 15.10.1.2(c);<br><br>TR 16A3.2 (fairness); 16A3.2(a); 16A6.1;<br><br>TR 16A6.2(a) and (b); 16A6.3(a) - (c); 16A6.3(e);<br><br>TR 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A.7.3;<br><br>TR 16A7.6; 16A.7.7; 16A8.3; 16A8.4;<br>TR 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2(a)(ii);<br>TR 17.1.1; 18.2; 19.8.4 |
| Construction Industry Development Board Act 38 of 2000 (CIDB)   | Section 18(1)  |
| CIDB regulations  | Regulations 17; 25(7A)   |
| Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA) | Sections 1(i); 2.1(a),(b) and (f)  |
| Preferential Procurement regulations (PPR), 2011                | Regulations 4.1; 4.3; 5.5; 6.1; 6.5; 7.1;<br>Regulations 9.1; 9.5; 11.2; 11.5  |
| Preferential Procurement regulations (PPR), 2017                | Regulations 4.1; 4.2; 5.1; 5.3; 5.6; 5.7;<br>Regulations 6.1; 6.2; 6.3; 6.5; 6.6; 6.8;<br>Regulations 7.1; 7.2; 7.3; 7.5; 7.6; 7.8;<br>Regulations 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2   |

| <b>Legislation</b>   | <b>Sections or regulations</b>                  |
|--|---|
| Prevention and Combating of Corrupt Activities Act 12 of 2004 (PRECCA) | Section 34(1)                                   |
| Public Service regulations (PSR), 2016                                 | Regulations 18(1); 18(2); 25(1)(e)(i) and (iii) |
| State Information Technology Agency Act 88 of 1998 (SITA)              | Section 7(3)                                    |
| NT SCM Instruction Note 05 of 2009/10                                  | Par 3.3   |
| NT SCM Instruction Note 04 of 2015/16                                  | Par 3.4   |
| NT SCM Instruction Note 03 of 2016/17                                  | Par 8.1; 8.2; 8.3; 8.5                          |
| NT SCM Instruction Note 4A of 2016/17                                  | Par 6   |
| NT SCM Instruction Note 07 of 2017/18                                  | Par 4.3   |
| NT SCM Instruction note 03 of 2019/20 [Annexure A - FIPDM]             | Par 5.5.1(vi); 5.5.1(x)                         |
| NT SCM Instruction Note 08 of 2019/20                                  | Par 3.1.1; 3.6; 3.7.2; 3.7.6(i) - (iii)         |
| NT SCM Instruction Note 03 of 2020/21                                  | Par 3.6; 3.7; 5.1(i); 6.1; 6.3                  |
| NT SCM Instruction Note 05 of 2020/21                                  | Par 3.2; 3.7; 4.3; 4.6; 4.8; 4.9; 5.3           |
| Erratum NT SCM Instruction Note 05 of 2020/21                          | Par 1; 2  |
| Second Amendment to NT SCM Instruction Note 05 of 2020/21              | Par 1   |
| NT Instruction Note 11 of 2020/21                                      | Par 3.1; 3.4(b); 3.9                            |
| NT SCM Instruction Note 02 of 2021/22                                  | Par 3.2.1; 3.2.4(a); 3.3.1; 4.1                 |
| SCM Practice Note 8 of 2007/08   | Par 3.3.1; 3.3.3; 3.4.1; 3.5                    |
| SCM Practice Note 7 of 2009/10   | Par 4.1.2                                       |



# Annual Financial Statements



## Table of Contents

|  |     |
|--|-----|
| Appropriation Statement  | 116 |
| Notes to the Appropriation Statement                                     | 124 |
| Statement of Financial Performance                                       | 127 |
| Statement of Financial Position  | 127 |
| Statement of Changes in Net Assets                                       | 128 |
| Cash Flow Statement  | 128 |
| Notes to the Annual Financial Statements (including Accounting Policies) | 129 |
| Annexures  | 154 |



# APPROPRIATION STATEMENT

for the year ended 31 March 2023

| Programme   | 2022/23         |                   |          |                |                    |               |                                  | 2021/22        |                    |
|---|-----------------|-------------------|----------|----------------|--------------------|---------------|----------------------------------|----------------|--------------------|
|   | Approved Budget | Shifting of Funds | Virement | Final Budget   | Actual Expenditure | Variance      | Expenditure as % of final budget | Final Budget   | Actual Expenditure |
|   | R'000           | R'000             | R'000    | R'000          | R'000              | R'000         | %                                | R'000          | R'000              |
| 1. ADMINISTRATION   | 251 982         | -                 | 1 445    | 253 427        | 238 173            | 15 254        | 94,0%                            | 242 330        | 220 468            |
| 2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT                  | 53 322          | -                 | (2 870)  | 50 452         | 45 385             | 5 067         | 90,0%                            | 47 187         | 43 611             |
| 3. NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT | 105 795         | -                 | (1 445)  | 104 350        | 97 713             | 6 637         | 93,6%                            | 99 874         | 68 129             |
| 4. E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT           | 30 607          | -                 | -        | 30 607         | 25 060             | 5 547         | 81,9%                            | 34 292         | 21 233             |
| 5. GOVERNMENT SERVICE ACCESS AND IMPROVEMENT                  | 108 417         | -                 | 2 870    | 111 287        | 109 391            | 1 896         | 98,3%                            | 108 001        | 104 164            |
| <b>TOTAL</b>  | <b>550 123</b>  | <b>-</b>          | <b>-</b> | <b>550 123</b> | <b>515 722</b>     | <b>34 401</b> | <b>93,7%</b>                     | <b>531 684</b> | <b>457 605</b>     |

|  | 2022/23        |                    | 2021/22        |                    |
|--|----------------|--------------------|----------------|--------------------|
|  | Final Budget   | Actual Expenditure | Final Budget   | Actual Expenditure |
|  | R'000          | R'000              | R'000          | R'000              |
| <b>TOTAL (brought forward)</b>   |                |                    |                |                    |
| <b>Reconciliation with statement of financial performance</b>                    |                |                    |                |                    |
| <b>ADD</b>   |                |                    |                |                    |
| Departmental receipts  | 295            |                    | 713            |                    |
| Aid assistance   | -              |                    | 239            |                    |
| <b>Actual amounts per statement of financial performance (total revenue)</b>     | <b>550 418</b> |                    | <b>532 636</b> |                    |
| <b>ADD</b>   |                |                    |                |                    |
| Aid assistance   |                | -                  |                | -                  |
| <b>Actual amounts per statement of financial performance (total expenditure)</b> |                | <b>515 722</b>     |                | <b>457 605</b>     |

**APPROPRIATION STATEMENT**

for the year ended 31 March 2023

| Appropriation per economic classification           |                 |                   |          |                |                    |               |                                  |                |                    |
|---|-----------------|-------------------|----------|----------------|--------------------|---------------|----------------------------------|----------------|--------------------|
|   | 2022/23         |                   |          |                |                    |               |                                  | 2021/22        |                    |
|   | Approved Budget | Shifting of Funds | Virement | Final Budget   | Actual Expenditure | Variance      | Expenditure as % of final budget | Final Budget   | Actual expenditure |
|   | R'000           | R'000             | R'000    | R'000          | R'000              | R'000         | %                                | R'000          | R'000              |
| <b>Economic classification</b>                      |                 |                   |          |                |                    |               |                                  |                |                    |
| <b>Current payments</b>                             | <b>490 879</b>  | <b>(9 259)</b>    | -        | <b>481 620</b> | <b>450 667</b>     | <b>30 953</b> | <b>93,6%</b>                     | <b>475 315</b> | <b>405 694</b>     |
| Compensation of employees                           | 299 744         | -                 | -        | 299 744        | 277 244            | 22 500        | 92,5%                            | 289 439        | 268 177            |
| Goods and services                                  | 191 135         | (9 259)           | -        | 181 876        | 173 423            | 8 453         | 95,4%                            | 185 876        | 137 517            |
| <b>Transfers and subsidies</b>                      | <b>51 289</b>   | <b>2 269</b>      | -        | <b>53 558</b>  | <b>52 798</b>      | <b>760</b>    | <b>98,6%</b>                     | <b>48 468</b>  | <b>46 760</b>      |
| Provinces and municipalities                        | 11              | -                 | -        | 11             | 1                  | 10            | 9,1%                             | 10             | 5                  |
| Departmental agencies and accounts                  | 45 145          | -                 | -        | 45 145         | 45 045             | 100           | 99,8%                            | 42 990         | 41 453             |
| Foreign governments and international organisations | 2 530           | -                 | -        | 2 530          | 2 429              | 101           | 96,0%                            | 2 240          | 2 087              |
| Households  | 3 603           | 2 269             | -        | 5 872          | 5 323              | 549           | 90,7%                            | 3 228          | 3 215              |
| <b>Payments for capital assets</b>                  | <b>7 955</b>    | <b>6 589</b>      | -        | <b>14 544</b>  | <b>11 869</b>      | <b>2 675</b>  | <b>81,6%</b>                     | <b>7 449</b>   | <b>4 712</b>       |
| Machinery and equipment                             | 7 208           | 2 757             | -        | 9 965          | 8 037              | 1 928         | 80,7%                            | 7 381          | 4 712              |
| Intangible assets                                   | 747             | 3 832             | -        | 4 579          | 3 832              | 747           | 83,7%                            | 68             | -                  |
| <b>Payments for financial assets</b>                | <b>-</b>        | <b>401</b>        | -        | <b>401</b>     | <b>388</b>         | <b>13</b>     | <b>96,8%</b>                     | <b>452</b>     | <b>439</b>         |
| <b>Total</b>  | <b>550 123</b>  | <b>-</b>          | <b>-</b> | <b>550 123</b> | <b>515 722</b>     | <b>34 401</b> | <b>93,7%</b>                     | <b>531 684</b> | <b>457 605</b>     |

# APPROPRIATION STATEMENT

for the year ended 31 March 2023

| Programme 1: ADMINISTRATION                  |                 |                   |              |                |                    |               |                                  |                |                    |
|--|-----------------|-------------------|--------------|----------------|--------------------|---------------|----------------------------------|----------------|--------------------|
|  | 2022/23         |                   |              |                |                    |               |                                  | 2021/22        |                    |
|  | Approved Budget | Shifting of Funds | Virement     | Final Budget   | Actual Expenditure | Variance      | Expenditure as % of final Budget | Final Budget   | Actual expenditure |
|  | R'000           | R'000             | R'000        | R'000          | R'000              | R'000         | %                                | R'000          | R'000              |
| <b>Sub programme</b>                         |                 |                   |              |                |                    |               |                                  |                |                    |
| 1. MINISTRY                                  | 28 715          | 1 111             | 1 000        | 30 826         | 23 838             | 6 988         | 77,3%                            | 30 003         | 24 797             |
| 2. DEPARTMENTAL MANAGEMENT                   | 10 686          | 709               | 445          | 11 840         | 11 399             | 441           | 96,3%                            | 10 298         | 9 376              |
| 3. CORPORATE SERVICES                        | 97 274          | 3 595             | -            | 100 869        | 95 695             | 5 174         | 94,9%                            | 95 501         | 83 500             |
| 4. FINANCE ADMINISTRATION                    | 28 673          | 1 276             | -            | 29 949         | 28 899             | 1 050         | 96,5%                            | 28 707         | 26 887             |
| 5. INTERNAL AUDIT                            | 7 714           | (1 480)           | -            | 6 234          | 5 543              | 691           | 88,9%                            | 5 766          | 5 752              |
| 6. LEGAL SERVICES                            | 10 850          | (255)             | -            | 10 595         | 9 990              | 605           | 94,3%                            | 12 365         | 11 596             |
| 7. INTERNATIONAL RELATIONS AND DONOR FUNDING | 1 833           | (1 824)           | -            | 9              | 7                  | 2             | 77,8%                            | 2 296          | 1 170              |
| 8. OFFICE ACCOMMODATION                      | 66 237          | (3 132)           | -            | 63 105         | 62 802             | 303           | 99,5%                            | 57 394         | 57 390             |
| <b>Total for sub programmes</b>              | <b>251 982</b>  | <b>-</b>          | <b>1 445</b> | <b>253 427</b> | <b>238 173</b>     | <b>15 254</b> | <b>94,0%</b>                     | <b>242 330</b> | <b>220 468</b>     |
| <b>Economic classification</b>               |                 |                   |              |                |                    |               |                                  |                |                    |
| <b>Current payments</b>                      | <b>243 738</b>  | <b>(2 145)</b>    | <b>1 445</b> | <b>243 038</b> | <b>229 074</b>     | <b>13 964</b> | <b>94,3%</b>                     | <b>232 377</b> | <b>213 195</b>     |
| Compensation of employees                    | 119 994         | -                 | -            | 119 994        | 111 697            | 8 297         | 93,1%                            | 115 123        | 107 156            |
| Goods and services                           | 123 744         | (2 145)           | 1 445        | 123 044        | 117 377            | 5 667         | 95,4%                            | 117 254        | 106 039            |
| <b>Transfers and subsidies</b>               | <b>1 475</b>    | <b>543</b>        | <b>-</b>     | <b>2 018</b>   | <b>1 567</b>       | <b>451</b>    | <b>77,7%</b>                     | <b>2 794</b>   | <b>2 743</b>       |
| Provinces and municipalities                 | 11              | -                 | -            | 11             | 1                  | 10            | 9,1%                             | 10             | 5                  |
| Departmental agencies and accounts           | 100             | -                 | -            | 100            | -                  | 100           | -                                | 37             | -                  |
| Households                                   | 1 364           | 543               | -            | 1 907          | 1 566              | 341           | 82,1%                            | 2 747          | 2 738              |
| <b>Payments for capital assets</b>           | <b>6 769</b>    | <b>1 300</b>      | <b>-</b>     | <b>8 069</b>   | <b>7 235</b>       | <b>834</b>    | <b>89,7%</b>                     | <b>6 821</b>   | <b>4 197</b>       |
| Machinery and equipment                      | 6 769           | 1 300             | -            | 8 069          | 7 235              | 834           | 89,7%                            | 6 821          | 4 197              |
| <b>Payments for financial assets</b>         | <b>-</b>        | <b>302</b>        | <b>-</b>     | <b>302</b>     | <b>297</b>         | <b>5</b>      | <b>98,3%</b>                     | <b>338</b>     | <b>333</b>         |
| <b>Total</b>                                 | <b>251 982</b>  | <b>-</b>          | <b>1 445</b> | <b>253 427</b> | <b>238 173</b>     | <b>15 254</b> | <b>94,0%</b>                     | <b>242 330</b> | <b>220 468</b>     |

**APPROPRIATION STATEMENT**

for the year ended 31 March 2023

| <b>Programme 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>     |                        |                          |                 |                     |                           |                 |   |                     |                           |
|---|------------------------|--------------------------|-----------------|---------------------|---------------------------|-----------------|---|---------------------|---------------------------|
|   | <b>2022/23</b>         |                          |                 |                     |                           |                 |   | <b>2021/22</b>      |                           |
|   | <b>Approved Budget</b> | <b>Shifting of Funds</b> | <b>Virement</b> | <b>Final Budget</b> | <b>Actual Expenditure</b> | <b>Variance</b> | <b>Expenditure as % of final budget</b> | <b>Final Budget</b> | <b>Actual expenditure</b> |
|   | <b>R'000</b>           | <b>R'000</b>             | <b>R'000</b>    | <b>R'000</b>        | <b>R'000</b>              | <b>R'000</b>    | <b>%</b>                                | <b>R'000</b>        | <b>R'000</b>              |
| <b>Sub programme</b>  |                        |                          |                 |                     |                           |                 |   |                     |                           |
| 1. MANAGEMENT: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT          | 3 514                  | 140                      | -               | 3 654               | 3 517                     | 137             | 96,3%                                   | 3 626               | 3 484                     |
| 2. OFFICE OF STANDARDS AND COMPLIANCE                             | 15 217                 | (1 571)                  | (2 870)         | 10 776              | 8 793                     | 1 983           | 81,6%                                   | 8 794               | 8 236                     |
| 3. HUMAN RESOURCE PLANNING, EMPLOYMENT AND PERFORMANCE MANAGEMENT | 15 315                 | 112                      | -               | 15 427              | 14 120                    | 1 307           | 91,5%                                   | 15 323              | 14 324                    |
| 4. HUMAN RESOURCE DEVELOPMENT                                     | 9 179                  | 1 124                    | -               | 10 303              | 9 939                     | 364             | 96,5%                                   | 9 004               | 8 476                     |
| 5. TRANSFORMATION AND WORKPLACE ENVIRONMENT MANAGEMENT            | 10 097                 | 195                      | -               | 10 292              | 9 016                     | 1 276           | 87,6%                                   | 10 440              | 9 091                     |
| <b>Total for sub programmes</b>                                   | <b>53 322</b>          | <b>-</b>                 | <b>(2 870)</b>  | <b>50 452</b>       | <b>45 385</b>             | <b>5 067</b>    | <b>90,0%</b>                            | <b>47 187</b>       | <b>43 611</b>             |
| <b>Economic classification</b>                                    |                        |                          |                 |                     |                           |                 |   |                     |                           |
| <b>Current payments</b>   | <b>52 119</b>          | <b>(37)</b>              | <b>(2 870)</b>  | <b>49 212</b>       | <b>44 281</b>             | <b>4 931</b>    | <b>90,0%</b>                            | <b>46 808</b>       | <b>43 237</b>             |
| Compensation of employees   | 45 324                 | -                        | -               | 45 324              | 40 748                    | 4 576           | 89,9%                                   | 44 601              | 41 453                    |
| Goods and services  | 6 795                  | (37)                     | (2 870)         | 3 888               | 3 533                     | 355             | 90,9%                                   | 2 207               | 1 784                     |
| <b>Transfers and subsidies</b>                                    | <b>1 105</b>           | <b>-</b>                 | <b>-</b>        | <b>1 105</b>        | <b>972</b>                | <b>133</b>      | <b>88,0%</b>                            | <b>192</b>          | <b>191</b>                |
| Households  | 1 105                  | -                        | -               | 1 105               | 972                       | 133             | 88,0%                                   | 192                 | 191                       |
| <b>Payments for capital assets</b>                                | <b>98</b>              | <b>31</b>                | <b>-</b>        | <b>129</b>          | <b>128</b>                | <b>1</b>        | <b>99,2%</b>                            | <b>158</b>          | <b>156</b>                |
| Machinery and equipment   | 98                     | 31                       | -               | 129                 | 128                       | 1               | 99,2%                                   | 158                 | 156                       |
| <b>Payments for financial assets</b>                              | <b>-</b>               | <b>6</b>                 | <b>-</b>        | <b>6</b>            | <b>4</b>                  | <b>2</b>        | <b>66,7%</b>                            | <b>29</b>           | <b>27</b>                 |
| <b>Total</b>  | <b>53 322</b>          | <b>-</b>                 | <b>(2 870)</b>  | <b>50 452</b>       | <b>45 385</b>             | <b>5 067</b>    | <b>90,0%</b>                            | <b>47 187</b>       | <b>43 611</b>             |

**APPROPRIATION STATEMENT**

for the year ended 31 March 2023

| <b>Programme 3: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT</b>        |                 |                   |                |                |                    |              |                                  |               |                    |
|---|-----------------|-------------------|----------------|----------------|--------------------|--------------|----------------------------------|---------------|--------------------|
|   | 2022/23         |                   |                |                |                    |              |                                  | 2021/22       |                    |
|   | Approved Budget | Shifting of Funds | Virement       | Final Budget   | Actual Expenditure | Variance     | Expenditure as % of final Budget | Final Budget  | Actual expenditure |
|   | R'000           | R'000             | R'000          | R'000          | R'000              | R'000        | %                                | R'000         | R'000              |
| <b>Sub programme</b>  |                 |                   |                |                |                    |              |                                  |               |                    |
| 1. MANAGEMENT: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT             | 3 552           | (246)             | -              | 3 306          | 3 087              | 219          | 93,4%                            | 2 649         | 817                |
| 2. NEGOTIATIONS, LABOUR RELATIONS AND DISPUTE MANAGEMENT                              | 7 394           | 157               | -              | 7 551          | 7 067              | 484          | 93,6%                            | 7 138         | 6 892              |
| 3. REMUNERATION, EMPLOYMENT CONDITIONS AND HUMAN RESOURCE SYSTEMS                     | 39 871          | 183               | (1 445)        | 38 609         | 35 665             | 2 944        | 92,4%                            | 38 708        | 20 147             |
| 4. GOVERNMENT EMPLOYEES HOUSING SCHEME, PROJECT MANAGEMENT OFFICE                     | 15 942          | (1 469)           | -              | 14 473         | 12 745             | 1 728        | 88,1%                            | 14 149        | 10 062             |
| 5. ORGANISATIONAL DEVELOPMENT, JOB GRADING AND MACRO ORGANISATION OF THE STATE        | 14 014          | 239               | -              | 14 253         | 13 277             | 976          | 93,2%                            | 19 064        | 13 163             |
| 6. PUBLIC ADMINISTRATION ETHICS, INTEGRITY AND DISCIPLINARY TECHNICAL ASSISTANCE UNIT | 25 022          | 1 136             | -              | 26 158         | 25 872             | 286          | 98,9%                            | 18 166        | 17 048             |
| <b>Total for sub programmes</b>   | <b>105 795</b>  | <b>-</b>          | <b>(1 445)</b> | <b>104 350</b> | <b>97 713</b>      | <b>6 637</b> | <b>93,6%</b>                     | <b>99 874</b> | <b>68 129</b>      |
| <b>Economic classification</b>  |                 |                   |                |                |                    |              |                                  |               |                    |
| <b>Current payments</b>   | <b>104 480</b>  | <b>(6 311)</b>    | <b>(1 445)</b> | <b>96 724</b>  | <b>91 196</b>      | <b>5 528</b> | <b>94,3%</b>                     | <b>99 351</b> | <b>67 646</b>      |
| Compensation of employees   | 61 370          | -                 | -              | 61 370         | 57 494             | 3 876        | 93,7%                            | 57 670        | 55 774             |
| Goods and services  | 43 110          | (6 311)           | (1 445)        | 35 354         | 33 702             | 1 652        | 95,3%                            | 41 681        | 11 872             |
| <b>Transfers and subsidies</b>  | <b>1 177</b>    | <b>1 342</b>      | <b>-</b>       | <b>2 519</b>   | <b>2 471</b>       | <b>48</b>    | <b>98,1%</b>                     | <b>343</b>    | <b>311</b>         |
| Foreign governments and international organisations                                   | 350             | -                 | -              | 350            | 319                | 31           | 91,1%                            | 320           | 290                |

**APPROPRIATION STATEMENT**

for the year ended 31 March 2023

|                                      | Approved Budget | Shifting of Funds | Virement       | Final Budget   | Actual Expenditure | Variance     | Expenditure as % of final Budget | Final Budget  | Actual expenditure |
|--------------------------------------|-----------------|-------------------|----------------|----------------|--------------------|--------------|----------------------------------|---------------|--------------------|
|                                      | R'000           | R'000             | R'000          | R'000          | R'000              | R'000        | %                                | R'000         | R'000              |
| Households                           | 827             | 1 342             | -              | 2 169          | 2 152              | 17           | 99,2%                            | 23            | 21                 |
| <b>Payments for capital assets</b>   | <b>138</b>      | <b>4 955</b>      | <b>-</b>       | <b>5 093</b>   | <b>4 034</b>       | <b>1 059</b> | <b>79,2%</b>                     | <b>154</b>    | <b>150</b>         |
| Machinery and equipment              | 138             | 1 123             | -              | 1 261          | 202                | 1 059        | 16,0%                            | 154           | 150                |
| Intangible assets                    | -               | 3 832             | -              | 3 832          | 3 832              | -            | 100,0%                           | -             | -                  |
| <b>Payments for financial assets</b> | <b>-</b>        | <b>14</b>         | <b>-</b>       | <b>14</b>      | <b>12</b>          | <b>2</b>     | <b>85,7%</b>                     | <b>26</b>     | <b>22</b>          |
| <b>Total</b>                         | <b>105 795</b>  | <b>-</b>          | <b>(1 445)</b> | <b>104 350</b> | <b>97 713</b>      | <b>6 637</b> | <b>93,6%</b>                     | <b>99 874</b> | <b>68 129</b>      |

## APPROPRIATION STATEMENT

for the year ended 31 March 2023

| Programme 4: E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT   |                 |                   |          |               |                    |              |                                  |               |                    |
|---|-----------------|-------------------|----------|---------------|--------------------|--------------|----------------------------------|---------------|--------------------|
|   | 2022/23         |                   |          |               |                    |              |                                  | 2021/22       |                    |
|   | Approved Budget | Shifting of Funds | Virement | Final Budget  | Actual Expenditure | Variance     | Expenditure as % of final Budget | Final Budget  | Actual expenditure |
|   | R'000           | R'000             | R'000    | R'000         | R'000              | R'000        | %                                | R'000         | R'000              |
| <b>Sub programme</b>  |                 |                   |          |               |                    |              |                                  |               |                    |
| 1. MANAGEMENT: E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT | 3 453           | 595               | -        | 4 048         | 3 933              | 115          | 97,2%                            | 3 645         | 3 142              |
| 2. E-ENABLEMENT AND ICT SERVICE INFRASTRUCTURE MANAGEMENT       | 8 596           | (51)              | -        | 8 545         | 7 107              | 1 438        | 83,2%                            | 7 329         | 6 742              |
| 3. INFORMATION AND STAKEHOLDER MANAGEMENT                       | 6 365           | (1 127)           | -        | 5 238         | 2 596              | 2 642        | 49,6%                            | 6 553         | 2 751              |
| 4. ICT GOVERNANCE AND MANAGEMENT                                | 7 604           | 583               | -        | 8 187         | 7 609              | 578          | 92,9%                            | 12 069        | 5 602              |
| 5. KNOWLEDGE MANAGEMENT AND INNOVATION                          | 4 589           | -                 | -        | 4 589         | 3 815              | 774          | 83,1%                            | 4 696         | 2 996              |
| <b>Total for sub programmes</b>                                 | <b>30 607</b>   | <b>-</b>          | <b>-</b> | <b>30 607</b> | <b>25 060</b>      | <b>5 547</b> | <b>81,9%</b>                     | <b>34 292</b> | <b>21 233</b>      |
| <b>Economic classification</b>                                  |                 |                   |          |               |                    |              |                                  |               |                    |
| <b>Current payments</b>   | <b>29 589</b>   | <b>(14)</b>       | <b>-</b> | <b>29 575</b> | <b>24 859</b>      | <b>4 716</b> | <b>84,1%</b>                     | <b>34 033</b> | <b>21 077</b>      |
| Compensation of employees                                       | 23 577          | -                 | -        | 23 577        | 19 501             | 4 076        | 82,7%                            | 23 792        | 17 111             |
| Goods and services  | 6 012           | (14)              | -        | 5 998         | 5 358              | 640          | 89,3%                            | 10 241        | 3 966              |
| <b>Transfers and subsidies</b>                                  | <b>204</b>      | <b>-</b>          | <b>-</b> | <b>204</b>    | <b>149</b>         | <b>55</b>    | <b>73,0%</b>                     | <b>90</b>     | <b>90</b>          |
| Households  | 204             | -                 | -        | 204           | 149                | 55           | 73,0%                            | 90            | 90                 |
| <b>Payments for capital assets</b>                              | <b>814</b>      | <b>-</b>          | <b>-</b> | <b>814</b>    | <b>40</b>          | <b>774</b>   | <b>4,9%</b>                      | <b>147</b>    | <b>45</b>          |
| Machinery and equipment   | 67              | -                 | -        | 67            | 40                 | 27           | 59,7%                            | 79            | 45                 |
| Intangible assets   | 747             | -                 | -        | 747           | -                  | 747          | -                                | 68            | -                  |
| <b>Payments for financial assets</b>                            | <b>-</b>        | <b>14</b>         | <b>-</b> | <b>14</b>     | <b>12</b>          | <b>2</b>     | <b>85,7%</b>                     | <b>22</b>     | <b>21</b>          |
| <b>Total</b>  | <b>30 607</b>   | <b>-</b>          | <b>-</b> | <b>30 607</b> | <b>25 060</b>      | <b>5 547</b> | <b>81,9%</b>                     | <b>34 292</b> | <b>21 233</b>      |

**APPROPRIATION STATEMENT**

for the year ended 31 March 2023

| <b>Programme 5: GOVERNMENT SERVICE ACCESS AND IMPROVEMENT</b>               |                 |                   |              |                |                    |              |                                  |                |                    |
|---|-----------------|-------------------|--------------|----------------|--------------------|--------------|----------------------------------|----------------|--------------------|
|   | 2022/23         |                   |              |                |                    |              |                                  | 2021/22        |                    |
|   | Approved Budget | Shifting of Funds | Virement     | Final Budget   | Actual Expenditure | Variance     | Expenditure as % of final budget | Final Budget   | Actual expenditure |
|   | R'000           | R'000             | R'000        | R'000          | R'000              | R'000        | %                                | R'000          | R'000              |
| <b>Sub programme</b>  |                 |                   |              |                |                    |              |                                  |                |                    |
| 1. MANAGEMENT: GOVERNMENT SERVICE ACCESS AND IMPROVEMENT                    | 3 348           | 97                | -            | 3 445          | 3 418              | 27           | 99,2%                            | 3 025          | 2 621              |
| 2. OPERATIONS MANAGEMENT  | 13 686          | (382)             | 178          | 13 482         | 13 453             | 29           | 99,8%                            | 13 137         | 12 189             |
| 3. SERVICE DELIVERY IMPROVEMENT, CITIZEN RELATIONS AND PUBLIC PARTICIPATION | 14 672          | (1 106)           | -            | 13 566         | 13 469             | 97           | 99,3%                            | 13 715         | 13 701             |
| 4. SERVICE ACCESS   | 19 886          | 1 155             | 490          | 21 531         | 21 429             | 102          | 99,5%                            | 21 174         | 21 051             |
| 5. INTERNATIONAL COOPERATION AND STAKEHOLDER RELATIONS                      | 11 780          | 236               | 2 202        | 14 218         | 12 577             | 1 641        | 88,5%                            | 13 997         | 13 149             |
| 6. CENTRE FOR PUBLIC SERVICE INNOVATION                                     | 45 045          | -                 | -            | 45 045         | 45 045             | -            | 100,0%                           | 42 953         | 41 453             |
| <b>Total for sub programmes</b>   | <b>108 417</b>  | <b>-</b>          | <b>2 870</b> | <b>111 287</b> | <b>109 391</b>     | <b>1 896</b> | <b>98,3%</b>                     | <b>108 001</b> | <b>104 164</b>     |
| <b>Economic classification</b>  |                 |                   |              |                |                    |              |                                  |                |                    |
| <b>Current payments</b>   | <b>60 953</b>   | <b>(752)</b>      | <b>2 870</b> | <b>63 071</b>  | <b>61 257</b>      | <b>1 814</b> | <b>97,1%</b>                     | <b>62 746</b>  | <b>60 539</b>      |
| Compensation of employees   | 49 479          | -                 | -            | 49 479         | 47 804             | 1 675        | 96,6%                            | 48 253         | 46 683             |
| Goods and services  | 11 474          | (752)             | 2 870        | 13 592         | 13 453             | 139          | 99,0%                            | 14 493         | 13 856             |
| <b>Transfers and subsidies</b>  | <b>47 328</b>   | <b>384</b>        | <b>-</b>     | <b>47 712</b>  | <b>47 639</b>      | <b>73</b>    | <b>99,8%</b>                     | <b>45 049</b>  | <b>43 425</b>      |
| Departmental agencies and accounts  | 45 045          | -                 | -            | 45 045         | 45 045             | -            | 100,0%                           | 42 953         | 41 453             |
| Foreign governments and international organisations                         | 2 180           | -                 | -            | 2 180          | 2 110              | 70           | 96,8%                            | 1 920          | 1 797              |
| Households  | 103             | 384               | -            | 487            | 484                | 3            | 99,4%                            | 176            | 175                |
| <b>Payments for capital assets</b>  | <b>136</b>      | <b>303</b>        | <b>-</b>     | <b>439</b>     | <b>432</b>         | <b>7</b>     | <b>98,4%</b>                     | <b>169</b>     | <b>164</b>         |
| Machinery and equipment   | 136             | 303               | -            | 439            | 432                | 7            | 98,4%                            | 169            | 164                |
| <b>Payments for financial assets</b>  | <b>-</b>        | <b>65</b>         | <b>-</b>     | <b>65</b>      | <b>63</b>          | <b>2</b>     | <b>96,9%</b>                     | <b>37</b>      | <b>36</b>          |
| <b>Total</b>  | <b>108 417</b>  | <b>-</b>          | <b>2 870</b> | <b>111 287</b> | <b>109 391</b>     | <b>1 896</b> | <b>98,3%</b>                     | <b>108 001</b> | <b>104 164</b>     |



## NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2023

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

Detail of these transactions can be viewed in the note on Transfers and Subsidies, and Annexure 1A-H of the Annual Financial Statements.

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

Detail of these transactions can be viewed in the note on Annual Appropriation to the Annual Financial Statements.

3. **Detail on payments for financial assets**

Detail of these transactions can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

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

4.1 **Per programme**

|                       | Final Budget | Actual Expenditure | Variance | Variance as a % of Final Budget |
|-----------------------|--------------|--------------------|----------|---------------------------------|
| Programme             | R'000        | R'000              | R'000    | %                               |
| <b>ADMINISTRATION</b> | 253 427      | (238 173)          | 15 254   | 6,0%                            |

There is underspending of R8, 297 million under compensation of employees that is due to 24 funded vacant posts of which 5 are SMS posts (5xD) and Minister and ministry staff. The underspending of R6, 957 million under operational expenditure is mainly due to R1, 096 million under D: Risk and Ethics Management, which relates to delays in concluding the appointment of a service provider to develop and implement a Business Continuity Management System (BCMS) for the department. Secondly, R988 thousand under D: Workplace Environment Management is due to a delay to kick start the project for refurbishment of a boardroom into a Media/Conference room. Furthermore, the R1, 184 million under D: Information Communication Technology is mainly due to the quotations received for SharePoint, Microsoft Power Apps, and Power Automate that were more than R1 million, which necessitated a tender process. Moreover, the R744 thousand underspending under D: Supply Chain Management is due to awaiting delivery of a Ministerial Vehicle. There is also R645 thousand under D: Internal Audit which is due to delays to appoint a service provider to conduct an external Quality Assurance Review. Lastly, the R677 thousand under D: Internal Transformation Programme is due to delays in the appointment of a service provider for employee wellness programme and primary health care services.

|  |        |          |       |       |
|--|--------|----------|-------|-------|
| <b>HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b> | 50 452 | (45 385) | 5 067 | 10,0% |
|--|--------|----------|-------|-------|

The underspending of R4, 576 million under compensation of employees is due to 10 funded vacant posts of which 5 are SMS posts (2xCD, 3xD). The underspending of R491 thousand under operational expenditure is mainly under Human Resource Development for the development of a job competency framework for salary levels 1-12.

|   |         |          |       |      |
|---|---------|----------|-------|------|
| <b>NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT</b> | 104 350 | (97 713) | 6 637 | 6,4% |
|---|---------|----------|-------|------|

The underspending of R3, 876 million under compensation of employees is due to 10 funded vacant posts of which 5 are SMS posts (1xDDG, 2xCD, 2xD). The underspending of R2, 761 million under operational expenditure is mainly due to R1, 114 million under Remuneration, Employment Conditions and HR Systems which relates to the delayed procurement of additional space for the server for the SAS system. Under the Project Management Office (PMO), the underspending of R973 thousand relates to delays in initiating the process for the appointment of a service provider to provide Research and Development Support Services for the department.

## NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2023

|  |                |                  |               |             |
|--|----------------|------------------|---------------|-------------|
| <b>E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT</b>  | 30 607         | (25 060)         | 5 547         | 18,1%       |
| <i>The underspending of R4, 076 million under compensation of employees is due to 8 funded vacant posts of which 3 are SMS posts (1xCD, 2xD). The underspending of R1, 471 million under operational expenditure is mainly due to R289 thousand under CD: E-Enablement and ICT Service Infrastructure that relates to SAS software that was not procured since the SAS usage was transferred to the IT unit. Furthermore, under CD: ICT Governance and Management the R573 thousand relates to software for the compliance monitoring project which was transferred to the Office of Standards and Compliance where the scope was amended not to include software in the first phase. The R346 thousand under Information and Stakeholder Management is due to cost containment measures applied on promotional items that relates to the GITOC (Government Information Technology Officers Council) AGM (Annual General Meeting).</i> |                |                  |               |             |
| <b>GOVERNMENT SERVICE ACCESS AND IMPROVEMENT</b>   | 111 287        | (109 391)        | 1 896         | 1,7%        |
| <i>The underspending of R1, 675 million under compensation of employees is due to 5 funded vacant posts of which 1 is SMS post (1xD).</i>  |                |                  |               |             |
| <b>Total</b>   | <b>550 123</b> | <b>(515 722)</b> | <b>34 401</b> | <b>6.3%</b> |

### 4.2 Per economic classification

|   | Final Budget   | Actual Expenditure | Variance      | Variance as a % of Final Budget |
|---|----------------|--------------------|---------------|---------------------------------|
| Economic classification                             | R'000          | R'000              | R'000         | %                               |
| <b>Current payments</b>                             | <b>481 620</b> | <b>(450 667)</b>   | <b>30 953</b> | <b>6,4%</b>                     |
| Compensation of employees                           | 299 744        | (277 244)          | 22 500        | 7,5%                            |
| Goods and services                                  | 181 876        | (173 423)          | 8 453         | 4,6%                            |
| <b>Transfers and subsidies</b>                      | <b>53 558</b>  | <b>(52 798)</b>    | <b>760</b>    | <b>1,4%</b>                     |
| Provinces and municipalities                        | 11             | (1)                | 10            | 90,9%                           |
| Departmental agencies and accounts                  | 45 145         | (45 045)           | 100           | 0,2%                            |
| Foreign governments and international organisations | 2 530          | (2 429)            | 101           | 4,0%                            |
| Households  | 5 872          | (5 323)            | 549           | 9,3%                            |
| <b>Payments for capital assets</b>                  | <b>14 544</b>  | <b>(11 869)</b>    | <b>2 675</b>  | <b>18,4%</b>                    |
| Machinery and equipment                             | 9 965          | (8 037)            | 1 928         | 19,3%                           |
| Intangible assets                                   | 4 579          | (3 832)            | 747           | 16,3%                           |
| <b>Payments for financial assets</b>                | <b>401</b>     | <b>(388)</b>       | <b>13</b>     | <b>3,2%</b>                     |
| <b>Total</b>  | <b>550 123</b> | <b>(515 722)</b>   | <b>34 401</b> | <b>6,3%</b>                     |

**Compensation of Employees:**

The total expenditure on compensation of employees amounted to R277,244 million or 92.5% of the final budget of R299,744 million. The underspending of R22, 500 million or 7.5% is mainly due to 57 unfilled vacant posts throughout the department, of which 19 are SMS posts and Minister and ministry staff.

**Goods and Services:**

Under the economic classification Goods and Services, the final expenditure was R173,423 million or 95.4% of R181,876 million final budget allocation. The reasons for underspending of R8, 453 million or 4.6% are mainly as follows:

The main underspending under D: Information Communication Technology of R1, 184 million is due to the quotations received for SharePoint, Microsoft Power Apps, and Power Automate that were more than R1 million, which necessitated a tender process.

The underspending under D: Risk and Ethics Management of R1, 096 million is due to delays in concluding the appointment of a service provider to develop and implement a Business Continuity Management System (BCMS) for the department.

The underspending amounting to R988 thousand under D: Workplace Environment Management is due to a delay to kick start the project for refurbishment of a boardroom into a Media/Conference room.

Under the Project Management Office (PMO), the underspending of R973 thousand relates to delays in initiating the process for the appointment of a service provider to provide Research and Development Support Services for the department.

The underspending under D: Internal Transformation Programme amounting to R677 thousand is due to delays in concluding the appointment of a service provider for the Employee wellness programme and primary health care services.

The underspending under D: Internal Audit amounting to R645 thousand relates to a Quality Assurance Review.

**Transfers and Subsidies:**

The expenditure for Transfers and Subsidies, is R52,798 million or 98.6% of the total final budget of R53,558 million. The underspending of R760 thousand or 1.4% is mainly on Households (R549 thousand) for Leave Gratuities (Leave days utilized/Delay in exit).

**Payments for Capital Assets:**

The payments for Capital Assets expenditure is R11,869 million or 81.6% of the final budget of R14,544 million. The underspending of R2, 675 million or 18.4% million is mainly due to R1, 114 million under Remuneration, Employment Conditions and HR Systems, which relates to procurement of additional space for the server for the SAS system. The R744 thousand is due to awaiting delivery of a Ministerial Vehicle.

**Payments for Financial Assets:**

The payments for Financial Assets expenditure is R388 thousand, which relates to the writing off, of impaired receivables.

## STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2023

|   |      | 2022/23        | 2021/22        |
|---|------|----------------|----------------|
|   | Note | R'000          | R'000          |
| <b>REVENUE</b>                                    |      |                |                |
| Annual appropriation                              | 1    | 550 123        | 531 684        |
| Departmental revenue                              | 2    | 295            | 713            |
| Aid assistance                                    |      | -              | 239            |
| <b>TOTAL REVENUE</b>                              |      | <b>550 418</b> | <b>532 636</b> |
| <b>EXPENDITURE</b>                                |      |                |                |
| <b>Current expenditure</b>                        |      |                |                |
| Compensation of employees                         | 4    | 277 244        | 268 177        |
| Goods and services                                | 5    | 173 423        | 137 517        |
| <b>Transfers and subsidies</b>                    |      |                |                |
| Transfers and subsidies                           | 7    | 52 798         | 46 760         |
| <b>Expenditure for capital assets</b>             |      |                |                |
| Tangible assets                                   | 8    | 8 037          | 4 712          |
| Intangible assets                                 | 8    | 3 832          | -              |
| <b>Payments for financial assets</b>              |      |                |                |
|   | 6    | 388            | 439            |
| <b>TOTAL EXPENDITURE</b>                          |      | <b>515 722</b> | <b>457 605</b> |
| <b>SURPLUS FOR THE YEAR</b>                       |      | <b>34 696</b>  | <b>75 031</b>  |
| <b>Reconciliation of Net Surplus for the year</b> |      |                |                |
| Voted funds                                       |      | 34 401         | 74 079         |
| Annual appropriation                              |      | 34 401         | 74 079         |
| Departmental revenue                              | 2    | 295            | 713            |
| Aid assistance                                    | 3    | -              | 239            |
| <b>SURPLUS FOR THE YEAR</b>                       |      | <b>34 696</b>  | <b>75 031</b>  |

## STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2023

|  |      | 2022/23        | 2021/22        |
|--|------|----------------|----------------|
|  | Note | R'000          | R'000          |
| <b>ASSETS</b>  |      |                |                |
| <b>Current assets</b>                                      |      |                |                |
| Cash and cash equivalents                                  | 9    | 18 649         | 55 987         |
| Prepayments and advances                                   | 10   | 767            | 2 620          |
| Receivables  | 11   | 6 115          | 6 222          |
| <b>Non-current assets</b>                                  |      |                |                |
| Receivables  | 11   | 189            | 42             |
| <b>TOTAL ASSETS</b>  |      | <b>25 720</b>  | <b>64 871</b>  |
| <b>LIABILITIES</b>   |      |                |                |
| <b>Current liabilities</b>                                 |      |                |                |
| Voted funds to be surrendered to the Revenue Fund          | 12   | 34 402         | 72 580         |
| Departmental revenue to be surrendered to the Revenue Fund | 13   | 15             | 7              |
| Payables   | 14   | 49             | 798            |
| Aid assistance repayable                                   | 3    | -              | 239            |
| <b>TOTAL LIABILITIES</b>                                   |      | <b>34 466</b>  | <b>73 624</b>  |
| <b>NET ASSETS</b>  |      | <b>(8 746)</b> | <b>(8 753)</b> |
|  |      | <b>2022/23</b> | <b>2021/22</b> |
|  |      | <b>R'000</b>   | <b>R'000</b>   |
| <b>Represented by:</b>                                     |      |                |                |
| Recoverable revenue  |      | 66             | 59             |
| Unauthorised expenditure                                   |      | (8 812)        | (8 812)        |
| <b>TOTAL</b>   |      | <b>(8 746)</b> | <b>(8 753)</b> |

**STATEMENT OF CHANGES IN NET ASSETS**

for the year ended 31 March 2023

|   | 2022/23        | 2021/22        |
|---|----------------|----------------|
|   | R'000          | R'000          |
| <b>Recoverable revenue</b>                            |                |                |
| Opening balance                                       | 59             | 61             |
| Transfers:  | 7              | (2)            |
| Debts recovered<br>(included in departmental revenue) | (8)            | (2)            |
| Debts raised  | 15             | -              |
| Closing balance                                       | 66             | 59             |
| <b>Unauthorised expenditure</b>                       |                |                |
| Opening balance                                       | (8 812)        | (8 812)        |
| Closing Balance                                       | (8 812)        | (8 812)        |
| <b>TOTAL</b>  | <b>(8 746)</b> | <b>(8 753)</b> |

**CASH FLOW STATEMENT**

for the year ended 31 March 2023

|  | Note | 2022/23           | 2021/22           |
|--|------|-------------------|-------------------|
|  |      | R'000             | R'000             |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                        |      |                   |                   |
| Receipts   |      | 550 418           | 530 818           |
| Annual appropriation funds received                                | 1    | 550 123           | 530 184           |
| Departmental revenue received                                      | 2    | 283               | 390               |
| Interest received  | 2.2  | 12                | 5                 |
| Aid assistance received  | 3    | -                 | 239               |
| Net decrease in net working capital<br>Surrendered to Revenue Fund |      | 1 211<br>(72 866) | 2 721<br>(39 384) |
| Surrendered to RDP Fund/Donor                                      |      | (239)             | -                 |
| Current payments   |      | (450 667)         | (405 694)         |
| Payments for financial assets                                      |      | (388)             | (439)             |
| Transfers and subsidies paid                                       |      | (52 798)          | (46 760)          |
| <b>Net cash flow available from operating activities</b>           | 15   | <b>(25 329)</b>   | <b>41 262</b>     |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                        |      |                   |                   |
| Payments for capital assets  | 8    | (11 869)          | (4 712)           |
| Proceeds from sale of capital assets                               | 2.3  | -                 | 318               |
| (Increase) in non-current receivables                              | 11   | (147)             | (42)              |
| <b>Net cash flow available from investing activities</b>           |      | <b>(12 016)</b>   | <b>(4 436)</b>    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                        |      |                   |                   |
| Increase/(decrease) in net assets                                  |      | 7                 | (2)               |
| <b>Net cash flows from financing activities</b>                    |      | <b>7</b>          | <b>(2)</b>        |
| Net increase/(decrease) in cash and cash equivalents               |      | (37 338)          | 36 824            |
| Cash and cash equivalents at beginning of period                   |      | 55 987            | 19 163            |
| <b>Cash and cash equivalents at end of period</b>                  | 16   | <b>18 649</b>     | <b>55 987</b>     |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### PART A: ACCOUNTING POLICIES

#### Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

#### 1. Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

#### 2. Going concern

The financial statements have been on a going concern basis.

#### 3. Presentation currency

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

#### 4. Rounding

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

#### 5. Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.

#### 6. Comparative information

##### 6.1 Prior period comparative information

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

##### 6.2 Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

#### 7. Revenue

##### 7.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

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

Appropriated funds are measured at the amounts receivable.

The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 7.2 Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Departmental revenue is measured at the cash amount received.

In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

### 7.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

Write-offs are made according to the department's debt write-off policy.

## 8. Expenditure

### 8.1 Compensation of employees

#### 8.1.1 Salaries and wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

### 8.1.2 Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

### 8.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.

### 8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.

### 8.4 Leases

#### 8.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue.

The operating lease commitments are recorded in the notes to the financial statements.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 8.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- cost, being the fair value of the asset; or
- the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

### 9. Aid assistance

#### 9.1 Aid assistance received

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

#### 9.2 Aid assistance paid

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

### 10. Cash and cash equivalents

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

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

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

### 11. Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.

Prepayments and advances are initially and subsequently measured at cost.

### 12. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

### 13. Investments

Investments are recognised in the statement of financial position at cost.

### 14. Financial assets

#### 14.1 Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 14.2 Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

### 15. Payables

Payables recognised in the statement of financial position are recognised at cost.

### 16. Capital assets

#### 16.1 Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

### 16.2 Intangible capital assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

### 17. Provisions and contingents

#### 17.1 Provisions

Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

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### 17.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

### 17.3 Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

### 17.4 Capital commitments

Capital commitments are recorded at cost in the notes to the financial statements.

### 18. Unauthorised expenditure

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

Unauthorised expenditure is recognised in the statement of changes in net assets until such time as the expenditure is either:

approved by Parliament with funding and the related funds are received;  
or

approved by Parliament without funding and is written off against the appropriation in the statement of financial performance; or

transferred to receivables for recovery.

Unauthorised expenditure recorded in the notes to the financial statements comprise of:

unauthorised expenditure relating to previous financial year and identified in the current year; and

Unauthorised incurred in the current year.

### 19. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of:

fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and

fruitless and wasteful expenditure incurred in the current year.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 20. Irregular expenditure

Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.

Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:

- irregular expenditure relating to previous financial year and identified in the current year; and
- irregular expenditure incurred in the current year.

### 21. Changes in accounting estimates and errors

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

### 22. Events after the reporting date

Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.

### 23. Principal-Agent arrangements

The department is not part to a principal-agent arrangement.

### 24. Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/ Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

### 25. Related party transactions

Related party transactions within the Minister's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.

### 26. Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note.

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2023

**PART B: EXPLANATORY NOTES****1. Annual Appropriation****Annual Appropriation**

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds) and Provincial Departments:

|  | 2022/23        |                       |                                    | 2021/22        |                        |                                    |
|--|----------------|-----------------------|------------------------------------|----------------|------------------------|------------------------------------|
|  | Final Budget   | Actual Funds Received | Funds not requested / not received | Final Budget   | Appropriation Received | Funds not requested / not received |
| Programmes   | R'000          | R'000                 | R'000                              | R'000          | R'000                  | R'000                              |
| ADMINISTRATION   | 253 427        | 253 427               | -                                  | 242 330        | 242 330                | -                                  |
| HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT                  | 50 452         | 50 452                | -                                  | 47 187         | 47 187                 | -                                  |
| NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT | 104 350        | 104 350               | -                                  | 99 874         | 99 874                 | -                                  |
| E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT           | 30 607         | 30 607                | -                                  | 34 292         | 34 292                 | -                                  |
| GOVERNMENT SERVICE ACCESS AND IMPROVEMENT                  | 111 287        | 111 287               | -                                  | 108 001        | 106 501                | 1 500                              |
| <b>Total</b>   | <b>550 123</b> | <b>550 123</b>        | <b>-</b>                           | <b>531 684</b> | <b>530 184</b>         | <b>1 500</b>                       |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 2. Departmental revenue

|   |      | 2022/23    | 2021/22    |
|---|------|------------|------------|
|   | Note | R'000      | R'000      |
| Sales of goods and services other than capital assets | 2.1  | 179        | 178        |
| Interest, dividends and rent on land                  | 2.2  | 12         | 5          |
| Sales of capital assets                               | 2.3  | -          | 318        |
| Transactions in financial assets and liabilities      | 2.4  | 104        | 212        |
| <b>Total</b>  |      | <b>295</b> | <b>713</b> |

The department is not mandated to charge fees or generate operating funds.

#### 2.1. Sales of goods and services other than capital assets

|  |      | 2022/23    | 2021/22    |
|--|------|------------|------------|
|  | Note | R'000      | R'000      |
| Sales of goods and services produced by the department |      | 179        | 178        |
| Sales by market establishment                          |      | 89         | 87         |
| Other sales  |      | 90         | 91         |
| <b>Total</b>   | 2    | <b>179</b> | <b>178</b> |

Revenue received is mainly commission on insurance deductions and parking fees paid by employees.

#### 2.2. Interest, dividends and rent on land

|              |      | 2022/23   | 2021/22  |
|--------------|------|-----------|----------|
|              | Note | R'000     | R'000    |
| Interest     |      | 12        | 5        |
| <b>Total</b> | 2    | <b>12</b> | <b>5</b> |

Interest generated relates to interest raised on bursary debts of employees or former employees and interest earned on the ABSA depositor account.

### 2.3. Sales of capital assets

|                                |      | 2022/23  | 2021/22    |
|--------------------------------|------|----------|------------|
|                                | Note | R'000    | R'000      |
| <b>Tangible capital assets</b> |      | -        | 318        |
| Machinery and equipment        |      | -        | 318        |
| <b>Total</b>                   | 2    | <b>-</b> | <b>318</b> |

The amount of R318 000 in the 2021/22 financial year relates to disposal of a departmental vehicle.

### 2.4. Transactions in financial assets and liabilities

|  |      | 2022/23    | 2021/22    |
|--|------|------------|------------|
|  | Note | R'000      | R'000      |
| Receivables                                  |      | 8          | 61         |
| Other receipts including Recoverable Revenue |      | 96         | 151        |
| <b>Total</b>                                 | 2    | <b>104</b> | <b>212</b> |

Included in Other receipts including recoverable revenue for 2021/22 is a recovery of a claim from CPSI in respect of Microsoft licenses expensed in the previous year.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 2.4.1. Donations received in-kind (not included in the main note or sub note)

|                             |   | <i>Annex 1E</i> | 2022/23    | 2021/22      |
|-----------------------------|---|-----------------|------------|--------------|
|                             |   |                 | R'000      | R'000        |
| Lenovo                      | GITOC Survey  |                 | -          | 2            |
| Sanlam                      | Ministerial Outreach Programme                                    |                 | -          | 120          |
| Capitec                     | Ministerial Outreach Programme                                    |                 | -          | 90           |
| Metropolitan Health         | Ministerial Outreach Programme                                    |                 | -          | 600          |
| Metropolitan Health         | Batho Pele Excellence Awards                                      |                 | -          | 600          |
| GEMS                        | Batho Pele Excellence Awards                                      |                 | -          | 220          |
| Sizwe IT Group              | Ministerial Outreach Programme                                    |                 | -          | 98           |
| Huawei South Africa         | Ministerial Outreach Programme                                    |                 | -          | 400          |
| SA-EU Strategic Partnership | DPSA-WITS Strengthening Digital Government in South Africa        |                 | 127        | -            |
| Mr Bongani Luvalo           | DPSA Youth Event  |                 | 20         | -            |
| GEMS                        | The 2022 BHF Conference   |                 | 20         | -            |
| The Dialogue Facility       | SA-EU Digital Transformation Dialogue                             |                 | 15         | -            |
| Alexander Forbes            | School shoes received on behalf of Abel Motsoane Secondary School |                 | 24         | -            |
| IIAS and SEAPP              | Registration fees   |                 | 9          | -            |
| The Innovation Hub          | Future of Work Ambassadors Programme (Venue)                      |                 | 12         | -            |
| <b>Total</b>                |   |                 | <b>227</b> | <b>2 130</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 3. Aid assistance

|   | 2022/23  | 2021/22    |
|---|----------|------------|
| Note  | R'000    | R'000      |
| Opening balance                                     | 239      | -          |
| As restated   | 239      | -          |
| Transferred from statement of financial performance | -        | 239        |
| Paid during the year                                | (239)    | -          |
| <b>Closing balance</b>                              | <b>-</b> | <b>239</b> |

The department did not receive any donor funding during the 2022/23 financial year. The amount of R239 thousand was received during 2021/22 from a beneficiary of the Tirelo Bosha Service Improvement project to be refunded back to the National Treasury (RDP Fund). The amount was subsequently paid back to the National Treasury (RDP Fund).

#### 3.1. Analysis of balance by source

|                                   | 2022/23  | 2021/22    |
|-----------------------------------|----------|------------|
| Note                              | R'000    | R'000      |
| Aid assistance from other sources | -        | 239        |
| <b>Closing balance</b>            | <b>-</b> | <b>239</b> |

#### 3.2. Analysis of balance

|                          | 2022/23  | 2021/22    |
|--------------------------|----------|------------|
| Note                     | R'000    | R'000      |
| Aid assistance repayable | -        | 239        |
| <b>Closing balance</b>   | <b>-</b> | <b>239</b> |

### 4. Compensation of employees

#### 4.1. Analysis of balance

|                                  | 2022/23        | 2021/22        |
|----------------------------------|----------------|----------------|
|                                  | R'000          | R'000          |
| Basic salary                     | 185 587        | 178 093        |
| Performance award                | 33             | 1 111          |
| Service based                    | 558            | 633            |
| Compensative/circumstantial      | 3 737          | 4 670          |
| Periodic payments                | 427            | -              |
| Other non-pensionable allowances | 55 203         | 53 098         |
| <b>Total</b>                     | <b>245 545</b> | <b>237 605</b> |

Expenditure on performance awards is lower than the previous year as they were stopped at the end of 2021/22. The small amount reflected relates to payment of performance awards which were not finalised by 31 March 2022. Expenditure under periodic payments is for remuneration paid to a part-time Special Adviser to the Acting Minister for Public Service & Administration.

#### 4.2. Social contributions

|  | 2022/23        | 2021/22        |
|--|----------------|----------------|
| Employer contributions                 | R'000          | R'000          |
| Pension                                | 22 713         | 22 088         |
| Medical                                | 8 943          | 8 443          |
| Bargaining council                     | 43             | 41             |
| <b>Total</b>                           | <b>31 699</b>  | <b>30 572</b>  |
| <b>Total compensation of employees</b> | <b>277 244</b> | <b>268 177</b> |
| Average number of employees            | <b>363</b>     | <b>349</b>     |

The Minister, Deputy Minister, Interns and contract employees additional to the establishment are not included in the average number of employees.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 5. Goods and services

|   |      | 2022/23        | 2021/22        |
|---|------|----------------|----------------|
|   | Note | R'000          | R'000          |
| Administrative fees                         |      | 1 867          | 2 831          |
| Advertising                                 |      | 3 295          | 4 176          |
| Minor assets                                | 5.1  | 558            | 340            |
| Bursaries (employees)                       |      | 1 208          | 993            |
| Catering                                    |      | 4 670          | 1 846          |
| Communication                               |      | 4 899          | 3 892          |
| Computer services                           | 5.2  | 29 238         | 20 443         |
| Consultants: Business and advisory services | 5.8  | 20 364         | 5 688          |
| Infrastructure and planning services        |      | 325            | -              |
| Legal services                              |      | 2 196          | 5 431          |
| Contractors                                 |      | 656            | 1 634          |
| Audit cost - external                       | 5.3  | 5 124          | 5 522          |
| Fleet services                              |      | 335            | 348            |
| Consumables                                 | 5.4  | 3 382          | 2 662          |
| Operating leases                            |      | 48 887         | 46 313         |
| Property payments                           | 5.5  | 16 792         | 13 822         |
| Rental and hiring                           |      | 316            | -              |
| Travel and subsistence                      | 5.6  | 20 741         | 14 700         |
| Venues and facilities                       |      | 2 948          | 3 271          |
| Training and development                    |      | 2 534          | 1 507          |
| Other operating expenditure                 | 5.7  | 3 088          | 2 098          |
| <b>Total</b>                                |      | <b>173 423</b> | <b>137 517</b> |

### 5.1. Minor assets

|                                |      | 2022/23    | 2021/22    |
|--------------------------------|------|------------|------------|
|                                | Note | R'000      | R'000      |
| <b>Tangible capital assets</b> |      | 558        | 340        |
| Machinery and equipment        |      | 558        | 340        |
| <b>Total</b>                   | 5    | <b>558</b> | <b>340</b> |

The expenditure in 2022/23 is higher due to procurement of computer peripherals such as keyboard, mouse, docking station, and cables as more Laptops were procured.

### 5.2. Computer services

|                                     |      | 2022/23       | 2021/22       |
|-------------------------------------|------|---------------|---------------|
|                                     | Note | R'000         | R'000         |
| SITA computer services              |      | 13 004        | 10 775        |
| External computer service providers |      | 16 234        | 9 668         |
| <b>Total</b>                        | 5    | <b>29 238</b> | <b>20 443</b> |

The higher expenditure in 2022/23 is due to the procurement of Disaster Recovery Software Solution, Mimecast Security Software, Microsoft Unified Support, Privileged Access Management (PAM) Software and the Migration of exchange to exchange online.

### 5.3. Audit cost - external

|                   |      | 2022/23      | 2021/22      |
|-------------------|------|--------------|--------------|
|                   | Note | R'000        | R'000        |
| Regularity audits |      | 5 124        | 5 522        |
| <b>Total</b>      | 5    | <b>5 124</b> | <b>5 522</b> |

The 2022/23 expenditure is slightly lower than the previous year. This is considered as a saving for the department.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 5.4. Consumables

|  |      | 2022/23      | 2021/22      |
|--|------|--------------|--------------|
|  | Note | R'000        | R'000        |
| Consumable supplies                      |      | 1 695        | 1 267        |
| Uniform and clothing                     |      | 7            | 51           |
| Household supplies                       |      | 1 215        | 858          |
| Communication accessories                |      | 5            | 8            |
| IT consumables                           |      | 312          | 182          |
| Other consumables                        |      | 156          | 168          |
| Stationery, printing and office supplies |      | 1 687        | 1 395        |
| <b>Total</b>                             | 5    | <b>3 382</b> | <b>2 662</b> |

*Expenditure has increased after the COVID-19 pandemic as officials returned to work on a fulltime basis compared to 2021/22 rotational arrangements.*

### 5.5. Property payments

|                                  |      | 2022/23       | 2021/22       |
|----------------------------------|------|---------------|---------------|
|                                  | Note | R'000         | R'000         |
| Municipal services               |      | 14 558        | 11 431        |
| Property management fees         |      | 197           | 686           |
| Property maintenance and repairs |      | 118           | 52            |
| Other                            |      | 1 919         | 1 653         |
| <b>Total</b>                     | 5    | <b>16 792</b> | <b>13 822</b> |

*The higher expenditure in 2022/23 relates to electricity costs that were higher than 2021/22. The reduction in Property management fees is due to saving in the management fees that were stopped as the department is managing the electricity account compared to DPWI managing the account on behalf of DPISA.*

### 5.6. Travel and subsistence

|              |      | 2022/23       | 2021/22       |
|--------------|------|---------------|---------------|
|              | Note | R'000         | R'000         |
| Local        |      | 19 537        | 13 896        |
| Foreign      |      | 1 204         | 804           |
| <b>Total</b> | 5    | <b>20 741</b> | <b>14 700</b> |

*Travel expenditure has increased after the COVID-19 pandemic due to physical meetings taking place as compared to virtual meetings during the Pandemic.*

### 5.7. Other operating expenditure

|   |      | 2022/23      | 2021/22      |
|---|------|--------------|--------------|
|   | Note | R'000        | R'000        |
| Professional bodies, membership and subscription fees |      | 43           | 433          |
| Resettlement costs                                    |      | 138          | 71           |
| Other   |      | 2 907        | 1 594        |
| <b>Total</b>  | 5    | <b>3 088</b> | <b>2 098</b> |

*The higher expenditure in 2022/23 relates mainly to printing and publication of Housing Allowance Educational and Information materials and the State Capacity Conference.*

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 5.8. Remuneration of members of a commission or committee of inquiry (Included in Consultants: Business and advisory services)

|   | Note | 2022/23      | 2021/22      |
|---|------|--------------|--------------|
| Name of Commission / Committee of Inquiry | 5    | R'000        | R'000        |
| Audit committee                           |      | 532          | 362          |
| APRM National governing Council (NGC)     |      | 938          | 1 729        |
| <b>Total</b>                              |      | <b>1 470</b> | <b>2 091</b> |

*This sub-note does not cover the total amount disclosed under Consultants: Business and advisory services of R 20 364.*

### 6. Payments for financial assets

|                                 | Note | 2022/23    | 2021/22    |
|---------------------------------|------|------------|------------|
|                                 |      | R'000      | R'000      |
| Losses through criminal conduct |      | 1          | -          |
| Theft                           | 6.2  | 1          | -          |
| Debts written off               | 6.1  | 387        | 439        |
| <b>Total</b>                    |      | <b>388</b> | <b>439</b> |

### 6.1. Debts written off

|                               | Note | 2022/23    | 2021/22    |
|-------------------------------|------|------------|------------|
| Nature of debts written off   |      | R'000      | R'000      |
| Other debt written off        |      |            |            |
| Private Entity                |      | -          | 111        |
| Sal: Pension fund             |      | 27         | -          |
| Sal: Income Tax               |      | 29         | -          |
| Damaged hired vehicles        |      | 189        | 135        |
| Damages and Losses            |      | 131        | 193        |
| Bad Debts                     |      | 11         | -          |
| <b>Total</b>                  |      | <b>387</b> | <b>439</b> |
| <b>Total debt written off</b> | 6    | <b>387</b> | <b>439</b> |

### 6.2. Details of theft

|                       | Note | 2022/23  | 2021/22  |
|-----------------------|------|----------|----------|
| Nature of theft       |      | R'000    | R'000    |
| Damaged hired vehicle |      | 1        | -        |
| <b>Total</b>          | 6    | <b>1</b> | <b>-</b> |

*The front badge of the hired vehicle was stolen, the matter was reported to the SAPS.*

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 7. Transfers and subsidies

|   |          | 2022/23       | 2021/22       |
|---|----------|---------------|---------------|
|   | Note     | R'000         | R'000         |
| Provinces and municipalities                        | Annex 1A | 1             | 5             |
| Departmental agencies and accounts                  | Annex 1B | 45 045        | 41 453        |
| Foreign governments and international organisations | Annex 1C | 2 429         | 2 087         |
| Households  | Annex 1D | 5 323         | 3 215         |
| <b>Total</b>  |          | <b>52 798</b> | <b>46 760</b> |

### 8. Expenditure for capital assets

|                                  |      | 2022/23       | 2021/22      |
|----------------------------------|------|---------------|--------------|
|                                  | Note | R'000         | R'000        |
| <b>Tangible capital assets</b>   |      | 8 037         | 4 712        |
| Machinery and equipment          | 26   | 8 037         | 4 712        |
| <b>Intangible capital assets</b> |      | 3 832         | -            |
| Software                         | 27   | 3 832         | -            |
| <b>Total</b>                     |      | <b>11 869</b> | <b>4 712</b> |

#### 8.1. Analysis of funds utilised to acquire capital assets - Current year

|                                  | Voted funds   | Total         |
|----------------------------------|---------------|---------------|
| Name of entity                   | R'000         | R'000         |
| <b>Tangible capital assets</b>   | 8 037         | 8 037         |
| Machinery and equipment          | 8 037         | 8 037         |
| <b>Intangible capital assets</b> | 3 832         | 3 832         |
| Software                         | 3 832         | 3 832         |
| <b>Total</b>                     | <b>11 869</b> | <b>11 869</b> |

#### 8.2. Analysis of funds utilised to acquire capital assets - Prior year

|                                | 2021/22      |              |
|--------------------------------|--------------|--------------|
|                                | Voted funds  | Total        |
| Name of entity                 | R'000        | R'000        |
| <b>Tangible capital assets</b> | 4 712        | 4 712        |
| Machinery and equipment        | 4 712        | 4 712        |
| <b>Total</b>                   | <b>4 712</b> | <b>4 712</b> |

#### 8.3. Finance lease expenditure included in Expenditure for capital assets

|                                | 2022/23      | 2021/22      |
|--------------------------------|--------------|--------------|
|                                | R'000        | R'000        |
| <b>Tangible capital assets</b> |              |              |
| Machinery and equipment        | 2 556        | 2 564        |
| <b>Total</b>                   | <b>2 556</b> | <b>2 564</b> |

### 9. Cash and cash equivalents

|  | 2022/23       | 2021/22       |
|--|---------------|---------------|
|  | R'000         | R'000         |
| Consolidated Paymaster General Account | 18 414        | 54 460        |
| Cash on hand                           | 49            | 49            |
| Investments (Domestic)                 | 186           | 1 478         |
| <b>Total</b>                           | <b>18 649</b> | <b>55 987</b> |

The amount of Investment domestic (R186 thousand) relates to cash that is held in the department's commercial bank that has not interfaced with the Paymaster General (PMG) account.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 10. Prepayments and advances

|   |      | 2022/23    | 2021/22      |
|---|------|------------|--------------|
|   | Note | R'000      | R'000        |
| Travel and subsistence                            |      | 35         | -            |
| Advances paid (Not expensed)                      | 10.1 | 732        | 2 620        |
| <b>Total</b>                                      |      | <b>767</b> | <b>2 620</b> |
| <b>Analysis of Total Prepayments and advances</b> |      |            |              |
| Current Prepayments and advances                  |      | 767        | 2 620        |
| <b>Total</b>                                      |      | <b>767</b> | <b>2 620</b> |

### 10.1. Advances paid (Not expensed)

|                      |      | Amount as at 1 April 2022 | Less: Amounts expensed in current year | Add Current year advances | Amount as at 31 March 2023 |
|----------------------|------|---------------------------|--|---------------------------|----------------------------|
|                      | Note | R'000                     | R'000                                  | R'000                     | R'000                      |
| National departments |      | 2 620                     | (2 618)                                | 730                       | 732                        |
| <b>Total</b>         | 10   | <b>2 620</b>              | <b>(2 618)</b>                         | <b>730</b>                | <b>732</b>                 |

|                      |      | Amount as at 1 April 2021 | Less: Amounts expensed in current year | Add Current year advances | Amount as at 31 March 2022 |
|----------------------|------|---------------------------|--|---------------------------|----------------------------|
|                      | Note | R'000                     | R'000                                  | R'000                     | R'000                      |
| National departments |      | 1 839                     | (1 841)                                | 2 622                     | 2 620                      |
| <b>Total</b>         | 10   | <b>1 839</b>              | <b>(1 841)</b>                         | <b>2 622</b>              | <b>2 620</b>               |

### 10.2. Prepayments (Expensed)

|                    | 2022/23                   |                                    |                   |                              |                            |
|--------------------|---------------------------|------------------------------------|-------------------|------------------------------|----------------------------|
|                    | Amount as at 1 April 2022 | Less: Received in the current year | Add / Less: Other | Add Current year prepayments | Amount as at 31 March 2023 |
|                    | R'000                     | R'000                              | R'000             | R'000                        | R'000                      |
| Goods and services | 5 839                     | (5 757)                            | -                 | 10 641                       | 10 723                     |
| <b>Total</b>       | <b>5 839</b>              | <b>(5 757)</b>                     | <b>-</b>          | <b>10 641</b>                | <b>10 723</b>              |

|                    | 2021/22                   |                                    |                   |                              |                            |
|--------------------|---------------------------|------------------------------------|-------------------|------------------------------|----------------------------|
|                    | Amount as at 1 April 2021 | Less: Received in the current year | Add / Less: Other | Add Current year prepayments | Amount as at 31 March 2022 |
|                    | R'000                     | R'000                              | R'000             | R'000                        | R'000                      |
| Goods and services | 3 640                     | (3 582)                            | -                 | 5 781                        | 5 839                      |
| <b>Total</b>       | <b>3 640</b>              | <b>(3 582)</b>                     | <b>-</b>          | <b>5 781</b>                 | <b>5 839</b>               |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 11. Receivables

|                         | Note | 2022/23      |             |              | 2021/22      |             |              |
|-------------------------|------|--------------|-------------|--------------|--------------|-------------|--------------|
|                         |      | Current      | Non-current | Total        | Current      | Non-current | Total        |
|                         |      | R'000        | R'000       | R'000        | R'000        | R'000       | R'000        |
| Claims recoverable      | 11.1 | 5 762        | -           | 5 762        | 5 562        | -           | 5 562        |
| Recoverable expenditure | 11.2 | 66           | 137         | 203          | 326          | -           | 326          |
| Staff debt              | 11.3 | 261          | 30          | 291          | 258          | 18          | 276          |
| Other receivables       | 11.4 | 26           | 22          | 48           | 76           | 24          | 100          |
| <b>Total</b>            |      | <b>6 115</b> | <b>189</b>  | <b>6 304</b> | <b>6 222</b> | <b>42</b>   | <b>6 264</b> |

#### 11.1. Claims recoverable

|                        | Note | 2022/23      | 2021/22      |
|------------------------|------|--------------|--------------|
|                        |      | R'000        | R'000        |
| National departments   |      | 3 521        | 2 164        |
| Provincial departments |      | 620          | 2 107        |
| Public entities        |      | 1 621        | 1 291        |
| <b>Total</b>           | 11   | <b>5 762</b> | <b>5 562</b> |

The decrease in claims recoverable from Provincial Departments is due to payments received from Gauteng Department of Roads and Transport in respect of space rented and services provided for their participation in the Urban Thusong Service Centre and the Eastern Cape Provincial Government Health for a salary claim.

### 11.2. Recoverable expenditure

|                                | Note | 2022/23    | 2021/22    |
|--------------------------------|------|------------|------------|
|                                |      | R'000      | R'000      |
| Disallowance Damage and losses |      | 6          | 116        |
| Damage Vehicles                |      | 42         | 210        |
| Debt Account                   |      | 155        | -          |
| <b>Total</b>                   | 11   | <b>203</b> | <b>326</b> |

Included in Debt Account is R155 thousand in respect of damages on a vehicle that was hired for a VIP protector.

#### 11.3. Staff debt

|                  | Note | 2022/23    | 2021/22    |
|------------------|------|------------|------------|
|                  |      | R'000      | R'000      |
| Debt Account:CA  |      | 264        | 266        |
| Sal: Tax debt:CA |      | 27         | 10         |
| <b>Total</b>     | 11   | <b>291</b> | <b>276</b> |

#### 11.4. Other receivables

|                                    | Note | 2022/23   | 2021/22    |
|------------------------------------|------|-----------|------------|
|                                    |      | R'000     | R'000      |
| Fruitless and wasteful expenditure |      | 26        | 45         |
| Sal: Pension Fund: CL              |      | 22        | 27         |
| Sal: Income tax: CL                |      | -         | 28         |
| <b>Total</b>                       | 11   | <b>48</b> | <b>100</b> |

Included in fruitless and wasteful expenditure is a Salary overpayment of R26 thousand recoverable from an ex-employee as a debt.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 11.5. Impairment of receivables

|                                       |      | 2022/23      | 2021/22      |
|---------------------------------------|------|--------------|--------------|
|                                       | Note | R'000        | R'000        |
| Estimate of impairment of receivables |      | 1 823        | 3 818        |
| <b>Total</b>                          |      | <b>1 823</b> | <b>3 818</b> |

The department impairs all recorded receivable balances that are older than three years. It further test balances that are less than three years for objective impairment indicators in order to further impair those affected balances.

### 12. Voted funds to be surrendered to the Revenue Fund

|   |      | 2022/23       | 2021/22       |
|---|------|---------------|---------------|
|   | Note | R'000         | R'000         |
| Opening balance   |      | 72 580        | 38 310        |
| As restated   |      | 72 580        | 38 310        |
| Transferred from statement of financial performance (as restated) |      | 34 401        | 74 079        |
| Voted funds not requested/not received                            | 1    | -             | (1 500)       |
| Paid during the year  |      | (72 579)      | (38 309)      |
| <b>Closing balance</b>  |      | <b>34 402</b> | <b>72 580</b> |

### 13. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

|   |  | 2022/23   | 2021/22  |
|---|--|-----------|----------|
|   |  | R'000     | R'000    |
| Opening balance   |  | 7         | 369      |
| As restated   |  | 7         | 369      |
| Transferred from statement of financial performance (as restated) |  | 295       | 713      |
| Paid during the year  |  | (287)     | (1 075)  |
| <b>Closing balance</b>  |  | <b>15</b> | <b>7</b> |

### 14. Payables - current

|                                 |      | 2022/23   | 2021/22    |
|---------------------------------|------|-----------|------------|
|                                 | Note | R'000     | R'000      |
| Amounts owing to other entities |      |           |            |
| Advances received               | 14.1 | -         | 644        |
| Clearing accounts               | 14.2 | 49        | 127        |
| Other payables                  | 14.3 | -         | 27         |
| <b>Total</b>                    |      | <b>49</b> | <b>798</b> |

#### 14.1. Advances received

|                 |      | 2022/23  | 2021/22    |
|-----------------|------|----------|------------|
|                 | Note | R'000    | R'000      |
| Public entities |      | -        | 644        |
| <b>Total</b>    | 14   | <b>-</b> | <b>644</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 14.2. Clearing accounts

| Description         | Note | 2022/23   | 2021/22    |
|---------------------|------|-----------|------------|
|                     |      | R'000     | R'000      |
| SAL:INCOME TAX      |      | 49        | 119        |
| SAL:ACB RECALL:CA   |      | -         | 2          |
| SAL:PENSION FUND:CL |      | -         | 6          |
| <b>Total</b>        | 14   | <b>49</b> | <b>127</b> |

### 14.3. Other payables

| Description    | Note | 2022/23  | 2021/22   |
|----------------|------|----------|-----------|
|                |      | R'000    | R'000     |
| SAL:REVERSAL   |      | -        | 11        |
| DAMAGE VEHICLE |      | -        | 16        |
| <b>Total</b>   | 14   | <b>-</b> | <b>27</b> |

### 15. Net cash flow available from operating activities

|  | 2022/23         | 2021/22       |
|--|-----------------|---------------|
|  | R'000           | R'000         |
| Net surplus as per Statement of Financial Performance            | 34 696          | 75 031        |
| Add back non-cash/cash movements not deemed operating activities | (60 025)        | (33 769)      |
| Decrease in receivables  | 107             | 4 667         |
| (Increase)/decrease in prepayments and advances                  | 1 853           | (774)         |
| (Decrease) in payables - current                                 | (749)           | (1 172)       |
| Proceeds from sale of capital assets                             | -               | (318)         |
| Expenditure on capital assets                                    | 11 869          | 4 712         |
| Surrenders to Revenue Fund                                       | (72 866)        | (39 384)      |
| Surrenders to RDP Fund/Donor                                     | (239)           | -             |
| Voted funds not requested/not received                           | -               | (1 500)       |
| <b>Net cash flow generating</b>                                  | <b>(25 329)</b> | <b>41 262</b> |

### 16. Reconciliation of cash and cash equivalents for cash flow purposes

|  | 2022/23       | 2021/22       |
|--|---------------|---------------|
|  | R'000         | R'000         |
| Consolidated Paymaster General account | 18 414        | 54 460        |
| Cash on hand                           | 49            | 49            |
| Cash with commercial banks (Local)     | 186           | 1 478         |
| <b>Total</b>                           | <b>18 649</b> | <b>55 987</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 17. Contingent liabilities and contingent assets

#### 17.1. Contingent liabilities

| Liable to                     | Nature | Note     | 2022/23      | 2021/22       |
|-------------------------------|--------|----------|--------------|---------------|
|                               |        |          | R'000        | R'000         |
| Claims against the department |        | Annex 2A | 283          | 32 907        |
| Intergovernmental payables    |        | Annex 4  | 7 356        | 14 224        |
| <b>Total</b>                  |        |          | <b>7 639</b> | <b>47 131</b> |

A high-level breakdown of the claims against the state is provided in Annexure 2A. Due to the sensitivity of these cases and the fact that the department apply the principle of sub judice to court matters the nature of the cases are not publicised. In relation to Uncertainties relating to the amount and timing of the outflow of funding the parties are subject to the decision of the court. The department is the Respondent/Defendant in these matters and it is beyond the control of the department. Amounts are therefore recorded as per the claim against the state. The claims recorded as contingent liabilities are claims against the department with no possibility of being reimbursed by a third party.

The department has assessed all the cases to check the possibility of any outflow in settlement (MCS chapter 14 para .52) and three (3) cases had a remote possibility of any outflow against the department in settlement therefore R32, 624 million was excluded and reduced the balance to R 283 thousand.

### 18. Capital commitments

|                         | 2022/23    | 2021/22      |
|-------------------------|------------|--------------|
|                         | R'000      | R'000        |
| Machinery and equipment | 869        | 1 519        |
| <b>Total</b>            | <b>869</b> | <b>1 519</b> |

Ministerial Vehicle as ordered amounting to R744 thousand recorded under Machinery and Equipment as there is no category for Transport Assets and R125 thousand for Audio Visual Equipment, Office Equipment and Sports and Recreational Equipment.

### 19. Accruals and payables not recognised

#### 19.1. Accruals

| Listed by economic classification | 2022/23      |          | 2021/22      |              |
|-----------------------------------|--------------|----------|--------------|--------------|
|                                   | 30 Days      | 30+ Days | Total        | Total        |
|                                   | R'000        | R'000    | R'000        | R'000        |
| Goods and services                | 3 351        | -        | 3 351        | 5 851        |
| Transfers and subsidies           | -            | -        | -            | 311          |
| Capital assets                    | 8            | -        | 8            | -            |
| Other                             | 861          | -        | 861          | 291          |
| <b>Total</b>                      | <b>4 220</b> | <b>-</b> | <b>4 220</b> | <b>6 453</b> |

| Listed by programme level                                  | 2022/23      | 2021/22      |
|--|--------------|--------------|
|  | R'000        | R'000        |
| ADMINISTRATION   | 2 975        | 4 253        |
| HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT                  | 138          | 110          |
| NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT | 918          | 834          |
| E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT           | 68           | 75           |
| GOVERNMENT SERVICE ACCESS AND IMPROVEMENT                  | 120          | 1 181        |
| <b>Total</b>   | <b>4 220</b> | <b>6 453</b> |



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 19.2. Payables not recognised

|  | 2022/23      |              | 2021/22      |              |
|--|--------------|--------------|--------------|--------------|
|  | 30 Days      | 30+ Days     | Total        | Total        |
| <b>Listed by economic classification</b> | <b>R'000</b> | <b>R'000</b> | <b>R'000</b> | <b>R'000</b> |
| Goods and services                       | -            | -            | -            | 421          |
| <b>Total</b>                             | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     |

| <b>Listed by programme level</b>                           | 2022/23      | 2021/22      |
|--|--------------|--------------|
|  | <b>R'000</b> | <b>R'000</b> |
| ADMINISTRATION   | -            | 416          |
| HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT                  | -            | -            |
| NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT | -            | 5            |
| E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT           | -            | -            |
| GOVERNMENT SERVICE ACCESS AND IMPROVEMENT                  | -            | -            |
| <b>Total</b>   | <b>-</b>     | <b>421</b>   |

|  | Note    | 2022/23      | 2021/22      |
|--|---------|--------------|--------------|
|  |         | <b>R'000</b> | <b>R'000</b> |
| <b>Included in the above totals are the following:</b> |         |              |              |
| Confirmed balances with other departments              | Annex 4 | 1 334        | 569          |
| Confirmed balances with other government entities      | Annex 4 | 15           | 130          |
| <b>Total</b>   |         | <b>1 349</b> | <b>699</b>   |

### 20. Employee benefits

|                   | 2022/23       | 2021/22       |
|-------------------|---------------|---------------|
|                   | <b>R'000</b>  | <b>R'000</b>  |
| Leave entitlement | 10 915        | 13 145        |
| Service bonus     | 6 282         | 6 222         |
| Capped leave      | 4 122         | 5 628         |
| <b>Total</b>      | <b>21 319</b> | <b>24 995</b> |

At this stage the department is not able to reliably measure the long-term portion of the long service awards.

Included in the total are 35 cases of negative leave credits valued at R216 thousand. The identified negative leave credits do not constitute the use of leave in excess of the allowed leave days. The leave cycle runs from 01 January to 31 December for each year and the full leave entitlement is available for use at any time during the year. In terms of the financial liabilities, leave is broken down into quarters and accumulates at 2.50 days per month for people employed for 10 years or more and 1.83 days per month for other employees. The negative leave days identified, represent cases where leave was taken in excess of the quarterly accumulation of 7.50 days for people employed for 10 years (and more) and 5.49 days for other employees, during the months of January 2023 to March 2023.

### 21. Lease commitments

#### 21.1. Operating leases

| 2022/23                                      | Buildings and other fixed structures | Total          |
|--|--------------------------------------|----------------|
|  | <b>R'000</b>                         | <b>R'000</b>   |
| Not later than 1 year                        | 51 562                               | 51 562         |
| Later than 1 year and not later than 5 years | 53 588                               | 53 588         |
| <b>Total lease commitments</b>               | <b>105 150</b>                       | <b>105 150</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

| 2021/22                                      | Buildings and other fixed structures | Total          |
|--|--------------------------------------|----------------|
|  | R'000                                | R'000          |
| Not later than 1 year                        | 48 320                               | 48 320         |
| Later than 1 year and not later than 5 years | 104 383                              | 104 383        |
| <b>Total lease commitments</b>               | <b>152 703</b>                       | <b>152 703</b> |

### 21.2. Finance leases

| 2022/23                                      | Machinery and equipment | Total        |
|--|-------------------------|--------------|
|  | R'000                   | R'000        |
| Not later than 1 year                        | 1 219                   | 1 219        |
| Later than 1 year and not later than 5 years | 441                     | 441          |
| <b>Total lease commitments</b>               | <b>1 660</b>            | <b>1 660</b> |

| 2021/22                                      | Machinery and equipment | Total        |
|--|-------------------------|--------------|
|  | R'000                   | R'000        |
| Not later than 1 year                        | 1 900                   | 1 900        |
| Later than 1 year and not later than 5 years | 641                     | 641          |
| <b>Total lease commitments</b>               | <b>2 541</b>            | <b>2 541</b> |

*The finance lease commitment relates to the official cellular telephone and data contracts.*

### 22. Accrued departmental revenue

|                         | 2022/23    | 2021/22  |
|-------------------------|------------|----------|
|                         | R'000      | R'000    |
| Sales of capital assets | 135        | -        |
| <b>Total</b>            | <b>135</b> | <b>-</b> |

*A departmental vehicle was handed over to the auctioneers and sold on the 23 March 2023, amount was not received as at 31 March 2023.*

### 22.1. Analysis of accrued departmental revenue

|                        | 2022/23    | 2021/22  |
|------------------------|------------|----------|
|                        | R'000      | R'000    |
| Opening balance        | -          | -        |
| Add: amounts recorded  | 135        | -        |
| <b>Closing balance</b> | <b>135</b> | <b>-</b> |

*A departmental vehicle was handed over to the auctioneers and sold on the 23 March 2023, the amount disclosed above was not received as at 31 March 2023.*

### 23. Unauthorised, Irregular and Fruitless and wasteful expenditure

|   | 2022/23  | 2021/22   |
|---|----------|-----------|
|   | R'000    | R'000     |
| Unauthorised expenditure - current year           | -        | -         |
| Irregular expenditure - current year              | -        | 23        |
| Fruitless and wasteful expenditure - current year | -        | -         |
| <b>Total</b>                                      | <b>-</b> | <b>23</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

Information on any criminal or disciplinary steps taken as a result of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure is included in the annual report under the PFMA Compliance Report.

Included in the above comparative amount of R23 thousand is R11 thousand for irregular expenditure incurred and confirmed in the previous year (2021/22) and R12 thousand added in respect of irregular expenditure incurred during the previous financial year, which was identified and confirmed in the current financial year.

### 24. Related party transactions

#### ***In kind goods and services provided/received***

DPSA advises the CPSI on technical and procedural issues related to personnel security checks, vetting and security awareness.

DPSA provides to the CPSI messenger services twice a week.

DPSA provides to the CPSI technical and procedural advice in relation to information communication technology management.

CPSI makes use of the virtual private network of the DPSA.

DPSA provides to CPSI employee wellness services and assist the CPSI's labour relation practitioner with technical and procedural advice on matters relating to labour relations, if and when requested.

DPSA assist the CPSI with technical and procedural advice in relation to human resource management and development, financial management and administration and supply chain management.

DPSA provides to the CPSI internal audit and risk management services and legal services.

The DPSA provides CPSI with office accommodation and storerooms in the Batho Pele House building. The DPSA recovers a pro-rata amount for building lease from CPSI as indicated in the building lease with the Department of Public Works and Infrastructure.

The DPSA provides the CPSI with frontline receptions services, access security and after-hours security services in the Batho Pele House building.

CPSI utilises the DPSA's networks infrastructure installed in the Agrivaal/Batho Pele Building and server room on 5th Floor.

The Department has a related party relationship with each of the public sector entities that fall within the portfolio of the Minister for Public Service and Administration. This includes the National School of Government (NSG), the Public Service Commission (PSC), the Centre for Public Service Innovation (CPSI). The DPSA also has a seat on the Board of the Government Employees Medical Scheme (GEMS). The DPSA and CPSI have a Memorandum of Understanding in relation to services that the DPSA will provide to the CPSI at no cost, these are set out above. The DPSA recovers a pro-rata amount for building lease from the CPSI as indicated in the building lease signed with the Department of Public Works and Infrastructure.

### 25. Key management personnel

|  | 2022/23<br>R'000 | 2021/22<br>R'000 |
|--|------------------|------------------|
| Political office bearers<br>(provide detail below) |                  |                  |
| Officials:   | 3 424            | 4 718            |
| Level 15-16  | 11 386           | 15 131           |
| Level 14   | 29 161           | 29 430           |
| Level 13   | 4 329            | -                |
| <b>Total</b>                                       | <b>48 300</b>    | <b>49 279</b>    |

The department classified all the officials who are members of the EXCO (excluding the Chief Audit Executive) and Chief Directors (including officials who are acting on position.), these are officials who exercise influence and control in policy making of the department, in terms of the Related Party definition they are classified as Key Management Personnel. It should be also noted that Advisors are also included in the above calculation.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 26. Movable Tangible Capital Assets

#### MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

|  | Opening balance | Additions    | Disposals      | Closing balance |
|--|-----------------|--------------|----------------|-----------------|
|  | R'000           | R'000        | R'000          | R'000           |
| <b>MACHINERY AND EQUIPMENT</b>               | 46 508          | 5 489        | (1 714)        | 50 283          |
| Transport assets                             | 3 028           | 749          | (715)          | 3 062           |
| Computer equipment                           | 28 176          | 3 757        | (945)          | 30 988          |
| Furniture and office equipment               | 8 438           | 336          | (32)           | 8 742           |
| Other machinery and equipment                | 6 866           | 647          | (22)           | 7 491           |
| <b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b> | <b>46 508</b>   | <b>5 489</b> | <b>(1 714)</b> | <b>50 283</b>   |

Included in the above total of Additions are Assets Received but not yet paid amounting to R8 thousand for Computer equipment.

#### Movable Tangible Capital Assets under investigation

|  | Number    | Value      |
|--|-----------|------------|
|  |           | R'000      |
| <b>Included in the above total of the movable tangible capital assets per the asset register that are under investigation:</b> |           |            |
| Machinery and equipment  | 18        | 321        |
| <b>Total</b>   | <b>18</b> | <b>321</b> |

Assets under investigation are due to theft and losses which are being investigated by the Department's Security Directorate. These are to be tabled at the Loss Control Committee for Finalisation.

### 26.1. MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

|  | 2021/22         |                    |              |                |                 |
|--|-----------------|--------------------|--------------|----------------|-----------------|
|  | Opening balance | Prior period error | Additions    | Disposals      | Closing balance |
|  | R'000           | R'000              | R'000        | R'000          | R'000           |
| <b>MACHINERY AND EQUIPMENT</b>               | 50 009          | -                  | 2 148        | (5 649)        | 46 508          |
| Transport assets                             | 3 890           | -                  | -            | (862)          | 3 028           |
| Computer equipment                           | 30 210          | -                  | 2 097        | (4 131)        | 28 176          |
| Furniture and office equipment               | 8 499           | -                  | 51           | (112)          | 8 438           |
| Other machinery and equipment                | 7 410           | -                  | -            | (544)          | 6 866           |
| <b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b> | <b>50 009</b>   | <b>-</b>           | <b>2 148</b> | <b>(5 649)</b> | <b>46 508</b>   |

### 26.2. Minor assets

#### MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

|                           | Intangible assets <sup>3</sup> | Machinery and equipment | Total        |
|---------------------------|--------------------------------|-------------------------|--------------|
|                           | R'000                          | R'000                   | R'000        |
| Opening balance           | 24                             | 9 505                   | 9 529        |
| Additions                 | 3                              | 497                     | 500          |
| Disposals                 | -                              | (52)                    | (52)         |
| <b>Total Minor assets</b> | <b>27</b>                      | <b>9 950</b>            | <b>9 977</b> |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

|                                     | Intangible assets | Machinery and equipment | Total        |
|-------------------------------------|-------------------|-------------------------|--------------|
| Number of minor assets at cost      | 15                | 6 687                   | 6 702        |
| <b>Total number of minor assets</b> | <b>15</b>         | <b>6 687</b>            | <b>6 702</b> |

| Minor capital assets under investigation   | Number | Value |
|--|--------|-------|
|  |        | R'000 |
| Included in the above total of the minor capital assets per the asset register that are under investigation: |        |       |
| Machinery and equipment  | 15     | 28    |

*Assets under investigation are due to theft and losses which are being investigated by the Department's Security Directorate. These are to be tabled at the Loss Control Committee for Finalisation.*

### MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

|                           | Intangible assets | Machinery and equipment | Total        |
|---------------------------|-------------------|-------------------------|--------------|
|                           | R'000             | R'000                   | R'000        |
| Opening balance           | 24                | 9 410                   | 9 434        |
| Additions                 | -                 | 362                     | 362          |
| Disposals                 | -                 | 267                     | 267          |
| <b>Total Minor assets</b> | <b>24</b>         | <b>9 505</b>            | <b>9 529</b> |

|                                     | Intangible assets | Machinery and equipment | Total        |
|-------------------------------------|-------------------|-------------------------|--------------|
| Number of minor assets at cost      | 14                | 6 559                   | 6 573        |
| <b>Total number of minor assets</b> | <b>14</b>         | <b>6 559</b>            | <b>6 573</b> |

### 26.3. Movable tangible capital assets written off

#### MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2023

|   | Machinery and equipment | Total      |
|---|-------------------------|------------|
|   | R'000                   | R'000      |
| Assets written off                      | 789                     | 789        |
| <b>Total movable assets written off</b> | <b>789</b>              | <b>789</b> |

#### MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2022

|   | Machinery and equipment | Total      |
|---|-------------------------|------------|
|   | R'000                   | R'000      |
| Assets written off                      | 151                     | 151        |
| <b>Total movable assets written off</b> | <b>151</b>              | <b>151</b> |

### 27. Intangible Capital Assets

#### MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

|  | Opening balance | Additions    | Closing balance |
|--|-----------------|--------------|-----------------|
|  | R'000           | R'000        | R'000           |
| <b>SOFTWARE</b>                        | 2 741           | 3 832        | 6 573           |
| <b>TOTAL INTANGIBLE CAPITAL ASSETS</b> | <b>2 741</b>    | <b>3 832</b> | <b>6 573</b>    |

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### 27.1. MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

|  | Opening balance | Disposals   | Closing balance |
|--|-----------------|-------------|-----------------|
|  | R'000           | R'000       | R'000           |
| SOFTWARE                               | 2 830           | (89)        | 2 741           |
| <b>TOTAL INTANGIBLE CAPITAL ASSETS</b> | <b>2 830</b>    | <b>(89)</b> | <b>2 741</b>    |

### 28. Prior period errors

#### 28.1. Correction of prior period errors

|   | Note | 2021/22                     |                    |              |
|---|------|-----------------------------|--------------------|--------------|
|   |      | Amount bef error correction | Prior period error | Restated     |
|   |      | R'000                       | R'000              | R'000        |
| <b>Expenditure:</b>                         |      |                             |                    |              |
| Consultants: Business and Advisory services | 5    | 5 633                       | 55                 | 5 688        |
| Agency & Support / Outsourced services      | 5    | 55                          | (55)               |              |
| <b>Net effect</b>                           |      | <b>5 688</b>                | <b>-</b>           | <b>5 688</b> |

Consultants amounting to R55 thousand were erroneously classified as Agency & support / outsourced service instead of CNS: Business and Advisory: Human Resources.

### 29. Broad Based Black Economic Empowerment performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

### 30. COVID 19 Response expenditure

|                    | Note           | 2022/23<br>R'000 | 2021/22<br>R'000 |
|--------------------|----------------|------------------|------------------|
| Goods and services |                | 169              | 723              |
| <b>Total</b>       | <i>Annex 6</i> | <b>169</b>       | <b>723</b>       |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### ANNEXURE 1A

#### STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES

| Name of Municipality | 2022/23                  |            |             |                 |                 |                |  |                               |                            |               |  | 2021/22                  |                  |
|----------------------|--------------------------|------------|-------------|-----------------|-----------------|----------------|--|-------------------------------|----------------------------|---------------|--|--------------------------|------------------|
|                      | GRANT ALLOCATION         |            |             |                 | TRANSFER        |                |  | SPENT                         |                            |               |  | DORA and other transfers | Actual transfers |
|                      | DoRA and Other transfers | Roll overs | Adjustments | Total Available | Actual transfer | Funds withheld | Re-allocations by National Treasury or National department | Amount received by department | Amount spent by department | Unspent funds | % of available funds spent by department |                          |                  |
| R'000                | R'000                    | R'000      | R'000       | R'000           | R'000           | %              | R'000  | R'000                         | R'000                      | %             | R'000                                    | R'000                    |                  |
| Tshwane Municipality | -                        | -          | 11          | 11              | 1               | -              | -  | -                             | -                          | -             | -  | -                        | 5                |
| <b>TOTAL</b>         | <b>-</b>                 | <b>-</b>   | <b>11</b>   | <b>11</b>       | <b>1</b>        | <b>-</b>       | <b>-</b>   | <b>-</b>                      | <b>-</b>                   | <b>-</b>      | <b>-</b>                                 | <b>-</b>                 | <b>5</b>         |

### ANNEXURE 1B

#### STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

| Departmental Agency or Account       | 2022/23             |            |             |                 |                 |                                  | 2021/22       |                 |
|--------------------------------------|---------------------|------------|-------------|-----------------|-----------------|----------------------------------|---------------|-----------------|
|                                      | TRANSFER ALLOCATION |            |             |                 | TRANSFER        |                                  | Final Budget  | Actual transfer |
|                                      | Adjusted Budget     | Roll overs | Adjustments | Total Available | Actual transfer | % of available funds transferred |               |                 |
| R'000                                | R'000               | R'000      | R'000       | R'000           | %               | R'000                            | R'000         |                 |
| Centre for Public Service Innovation | 45 045              | -          | -           | 45 045          | 45 045          | 100%                             | 42 953        | 41 453          |
| Com: Licences                        | 100                 | -          | -           | 100             | -               | 0%                               | 37            | -               |
| <b>TOTAL</b>                         | <b>45 145</b>       | <b>-</b>   | <b>-</b>    | <b>45 145</b>   | <b>45 045</b>   | <b>-</b>                         | <b>42 990</b> | <b>41 453</b>   |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### ANNEXURE 1C

#### STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

|  | 2022/23             |            |             |                 |                 | 2021/22      |                 |                                  |
|--|---------------------|------------|-------------|-----------------|-----------------|--------------|-----------------|----------------------------------|
|  | TRANSFER ALLOCATION |            |             | EXPENDITURE     |                 | Final Budget | Actual transfer |                                  |
|  | Adjusted Budget     | Roll overs | Adjustments | Total Available | Actual transfer |              |                 | % of available funds transferred |
| R'000  | R'000               | R'000      | R'000       | R'000           | %               | R'000        | R'000           |                                  |
| <b>Foreign government / International organisation</b>     |                     |            |             |                 |                 |              |                 |                                  |
| <b>Transfers</b>   |                     |            |             |                 |                 |              |                 |                                  |
| International Institute of Administrative Sciences (IIAS)  | 65                  | -          | -           | 65              | 43              | 66%          | 60              | 43                               |
| Organisational Economic Cooperation and Development (OECD) | 350                 | -          | -           | 350             | 319             | 91%          | 320             | 290                              |
| New Partnership African Development                        | 1 750               | -          | -           | 1 750           | 1 750           | 100%         | 1 500           | 1 461                            |
| African Ass-Pub Admin&Man                                  | 365                 | -          | -           | 365             | 317             | 87%          | 360             | 293                              |
| <b>TOTAL</b>   | <b>2 530</b>        | <b>-</b>   | <b>-</b>    | <b>2 530</b>    | <b>2 429</b>    | <b>-</b>     | <b>2 240</b>    | <b>2 087</b>                     |

### ANNEXURE 1D

#### STATEMENT OF TRANSFERS TO HOUSEHOLDS

|                                      | 2022/23             |            |             |                 |                 | 2021/22      |                 |                                  |
|--------------------------------------|---------------------|------------|-------------|-----------------|-----------------|--------------|-----------------|----------------------------------|
|                                      | TRANSFER ALLOCATION |            |             | EXPENDITURE     |                 | Final Budget | Actual transfer |                                  |
|                                      | Adjusted Budget     | Roll overs | Adjustments | Total Available | Actual transfer |              |                 | % of available funds transferred |
| R'000                                | R'000               | R'000      | R'000       | R'000           | %               | R'000        | R'000           |                                  |
| <b>Household</b>                     |                     |            |             |                 |                 |              |                 |                                  |
| <b>Transfers</b>                     |                     |            |             |                 |                 |              |                 |                                  |
| H/H Employee S/Ben:Leave Gratuity    | 4 723               | -          | -           | 4 723           | 4 174           | 88%          | 1 654           | 1 643                            |
| H/H Employee S/Ben:Severence Package | 1 149               | -          | -           | 1 149           | 1 149           | 100%         | 794             | 793                              |
| H/H:Claims Against State(cash)       | -                   | -          | -           | -               | -               | -            | 780             | 779                              |
| <b>TOTAL</b>                         | <b>5 872</b>        | <b>-</b>   | <b>-</b>    | <b>5 872</b>    | <b>5 323</b>    | <b>-</b>     | <b>3 228</b>    | <b>3 215</b>                     |



**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2023

**ANNEXURE 1E****STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED**

| Name of organisation        | Nature of gift, donation or sponsorship                           | 2022/23    | 2021/22      |
|-----------------------------|---|------------|--------------|
|                             |   | R'000      | R'000        |
| <b>Received in kind</b>     |   |            |              |
| Metropolitan Health         | Batho Pele Excellence Awards                                      | -          | 600          |
| GEMS                        | Batho Pele Excellence Awards                                      | -          | 220          |
| Lenovo                      | GITOC Survey  | -          | 2            |
| Sanlam                      | Ministerial Outreach Programme                                    | -          | 120          |
| Capitec                     | Ministerial Outreach Programme                                    | -          | 90           |
| Metropolitan Health         | Ministerial Outreach Programme                                    | -          | 600          |
| Sizwe IT Group              | Ministerial Outreach Programme                                    | -          | 30           |
| Sizwe IT Group              | Ministerial Outreach Programme                                    | -          | 68           |
| Huawei South Africa         | Ministerial Outreach Programme                                    | -          | 400          |
| SA-EU Strategic Partnership | DPSA-WITS Strengthening Digital Government in South Africa        | 127        | -            |
| Mr Bongani Luvalo           | DPSA Youth Event  | 20         | -            |
| GEMS                        | The 2022 BHF Conference   | 20         | -            |
| The Dialogue Facility       | SA-EU Digital Transformation Dialogue                             | 15         | -            |
| Alexander Forbes            | School shoes received on behalf of Abel Motsoane Secondary School | 24         | -            |
| IIAS and SEAPP              | Registration fees   | 9          | -            |
| The Innovation Hub          | Future of Work Ambassadors Programme (Venue)                      | 12         | -            |
| <b>TOTAL</b>                |   | <b>227</b> | <b>2 130</b> |

**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2023

**ANNEXURE 1F****STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE**

| Nature of gift, donation or sponsorship  | 2022/23      | 2021/22   |
|--|--------------|-----------|
|  | R'000        | R'000     |
| <b>Made in kind</b>  |              |           |
| Groceries & toiletries (Mandela Day)   | -            | 2         |
| Notebook , Camera, Cellphone   | -            | 54        |
| Certificates   | -            | 20        |
| Groceries (Mandela Day)  | 2            | -         |
| Gift to Dr Phumzile Mlambo-Ngcuka  | 2            | -         |
| Secondment of Mr VM Ngcobo to the South African Development Community (SADC) Secretariat | 1 831        | -         |
| <b>TOTAL</b>   | <b>1 835</b> | <b>76</b> |

**ANNEXURE 2A****STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2023**

| Nature of liability   | Opening balance<br>1 April 2022 | Liabilities incurred<br>during the year | Liabilities paid /<br>cancelled / reduced<br>during the year | Liabilities<br>recoverable (Provide<br>details hereunder) | Closing balance<br>31 March 2023 |
|---|---------------------------------|---|--|---|----------------------------------|
|   | R'000                           | R'000                                   | R'000  | R'000   | R'000                            |
| <b>Claims against the department</b>  |                                 |   |  |   |                                  |
| Afroview Communications   | 149                             | -                                       | (149)  | -   | -                                |
| Henry Hugo Smith vs Pooe JL & 4 Others  | 5 102                           | -                                       | (5 102)  | -   | -                                |
| BL Nxumalo and 64 others vs DPSA  | 27 373                          | -                                       | (27 373)   | -   | -                                |
| DPSA vs Magagula and two others   | 254                             | -                                       | -  | -   | 254                              |
| Tshwane Rapid Transit (Pty) Ltd // Ignatius Mbuti Katjedi<br>and Another Case No 20539/2020 | 29                              | -                                       | -  | -   | 29                               |
| <b>TOTAL</b>  | <b>32 907</b>                   | <b>-</b>                                | <b>(32 624)</b>  | <b>-</b>  | <b>283</b>                       |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### ANNEXURE 3

#### CLAIMS RECOVERABLE

| Government entity                              | Confirmed balance outstanding |            | Unconfirmed balance outstanding |              | Total        |              | Cash-in-transit at year end 2022/23 *                  |          |
|--|-------------------------------|------------|---------------------------------|--------------|--------------|--------------|--|----------|
|  | 31/03/2023                    | 31/03/2022 | 31/03/2023                      | 31/03/2022   | 31/03/2023   | 31/03/2022   | Receipt date up to six (6) working days after year end | Amount   |
|  | R'000                         | R'000      | R'000                           | R'000        | R'000        | R'000        |  | R'000    |
| <b>Department</b>                              |                               |            |                                 |              |              |              |  |          |
| Centre for Public Service Innovation           | 326                           | -          | -                               | -            | 326          | -            | -  | -        |
| Employment and Labour                          | -                             | -          | 6                               | -            | 6            | -            | -  | -        |
| Higher Education                               | -                             | -          | 45                              | -            | 45           | -            | -  | -        |
| Home Affairs                                   | -                             | -          | 2 444                           | 1 122        | 2 444        | 1 122        | -  | -        |
| Labour   | 557                           | -          | -                               | 911          | 557          | 911          | -  | -        |
| National Prosecuting Authority                 | 44                            | -          | -                               | -            | 44           | -            | -  | -        |
| Office of Public Service Commission            | 98                            | -          | -                               | -            | 98           | -            | -  | -        |
| Transport                                      | -                             | -          | 1                               | 1            | 1            | 1            | -  | -        |
| Water and Sanitation                           | -                             | 130        | -                               | -            | -            | 130          | -  | -        |
| Subtotal                                       | 1 025                         | 130        | 2 496                           | 2 034        | 3 521        | 2 164        | -  | -        |
| <b>Other Government Entities</b>               |                               |            |                                 |              |              |              |  |          |
| <b>Gauteng Provincial Government</b>           |                               |            |                                 |              |              |              |  |          |
| Gauteng Department of Finance                  | -                             | -          | 111                             | 255          | 111          | 255          | -  | -        |
| Gauteng Department of Roads and Transport      | -                             | -          | 500                             | 1 204        | 500          | 1 204        | -  | -        |
| <b>Eastern Cape Provincial Government</b>      |                               |            |                                 |              |              |              |  |          |
| Health   | -                             | -          | -                               | 648          | -            | 648          | -  | -        |
| <b>North West Provincial Government Health</b> |                               |            |                                 |              |              |              |  |          |
| Health   | -                             | -          | 9                               | -            | 9            | -            | -  | -        |
| <b>Public Entities</b>                         |                               |            |                                 |              |              |              |  |          |
| Gauteng Enterprises                            | -                             | -          | 1 621                           | 1 291        | 1 621        | 1 291        | -  | -        |
| Subtotal                                       | -                             | -          | 2 241                           | 3 398        | 2 241        | 3 398        | -  | -        |
| <b>TOTAL</b>                                   | <b>1 025</b>                  | <b>130</b> | <b>4 737</b>                    | <b>5 432</b> | <b>5 762</b> | <b>5 562</b> | <b>-</b>   | <b>-</b> |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

### ANNEXURE 4

#### INTERGOVERNMENT PAYABLES

| GOVERNMENT ENTITY   | Confirmed balance outstanding |            | Unconfirmed balance outstanding |               | Total        |               | Cash-in-transit at year end 2022/23                    |          |
|---|-------------------------------|------------|---------------------------------|---------------|--------------|---------------|--|----------|
|   | 31/03/2023                    | 31/03/2022 | 31/03/2023                      | 31/03/2022    | 31/03/2023   | 31/03/2022    | Payment date up to six (6) working days after year end | Amount   |
|   | R'000                         | R'000      | R'000                           | R'000         | R'000        | R'000         |  | R'000    |
| <b>DEPARTMENTS</b>  |                               |            |                                 |               |              |               |  |          |
| <b>Current</b>  |                               |            |                                 |               |              |               |  |          |
| Department of Public Works and Infrastructure               | 472                           | -          | 7 261                           | 12 176        | 7 733        | 12 176        | -  | -        |
| Department of Justice & Constitutional Development          | -                             | 249        | -                               | 1 641         | -            | 1 890         | -  | -        |
| GCIS  | -                             | -          | -                               | 403           | -            | 403           | -  | -        |
| CPSI  | -                             | 29         | -                               | -             | -            | 29            | -  | -        |
| Department of State Security South Africa                   | -                             | 284        | -                               | -             | -            | 284           | -  | -        |
| Department of Water and Sanitation                          | -                             | 7          | -                               | -             | -            | 7             | -  | -        |
| Western Cape Government Department of the Premier           | -                             | -          | 39                              | -             | 39           | -             | -  | -        |
| Department of International Relations and Cooperation       | 47                            | -          | -                               | -             | 47           | -             | -  | -        |
| Department of Basic Education                               | 693                           | -          | -                               | -             | 693          | -             | -  | -        |
| South African Police Services                               | 4                             | -          | 56                              | -             | 60           | -             | -  | -        |
| KZN Province Cooperative Governance and Traditional Affairs | 118                           | -          | -                               | -             | 118          | -             | -  | -        |
| <b>Total Departments</b>                                    | <b>1 334</b>                  | <b>569</b> | <b>7 356</b>                    | <b>14 220</b> | <b>8 690</b> | <b>14 789</b> | <b>-</b>   | <b>-</b> |
| <b>OTHER GOVERNMENT ENTITIES</b>                            |                               |            |                                 |               |              |               |  |          |
| <b>Current</b>  |                               |            |                                 |               |              |               |  |          |
| SITA  | -                             | 130        | -                               | 4             | -            | 134           | -  | -        |
| National Library of South Africa                            | 15                            | -          | -                               | -             | 15           | -             | -  | -        |
| <b>Total Other Government Entities</b>                      | <b>15</b>                     | <b>130</b> | <b>-</b>                        | <b>4</b>      | <b>15</b>    | <b>134</b>    | <b>-</b>   | <b>-</b> |
| <b>TOTAL INTERGOVERNMENT PAYABLES</b>                       | <b>1 349</b>                  | <b>699</b> | <b>7 356</b>                    | <b>14 224</b> | <b>8 705</b> | <b>14 923</b> | <b>-</b>   | <b>-</b> |

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2023

## ANNEXURE 5A

## INTERENTITY ADVANCES PAID (Note 10)

| ENTITY                                  | Confirmed balance outstanding |              | Unconfirmed balance outstanding |            | TOTAL      |              |
|---|-------------------------------|--------------|---------------------------------|------------|------------|--------------|
|   | 31/3/2023                     | 31/03/2022   | 31/3/2023                       | 31/03/2022 | 31/3/2023  | 31/03/2022   |
|   | R'000                         | R'000        | R'000                           | R'000      | R'000      | R'000        |
| <b>NATIONAL DEPARTMENTS</b>             |                               |              |                                 |            |            |              |
| International Relations and Cooperation | 732                           | 1 953        | -                               | -          | 732        | 1 953        |
| GCIS                                    | -                             | 667          | -                               | -          | -          | 667          |
| <b>TOTAL</b>                            | <b>732</b>                    | <b>2 620</b> | <b>-</b>                        | <b>-</b>   | <b>732</b> | <b>2 620</b> |

## ANNEXURE 5B

## INTERENTITY ADVANCES RECEIVED (Note 14)

| ENTITY                     | Confirmed balance outstanding |            | Unconfirmed balance outstanding |            | TOTAL     |            |
|----------------------------|-------------------------------|------------|---------------------------------|------------|-----------|------------|
|                            | 31/3/2023                     | 31/03/2022 | 31/3/2023                       | 31/03/2022 | 31/3/2023 | 31/03/2022 |
|                            | R'000                         | R'000      | R'000                           | R'000      | R'000     | R'000      |
| <b>PUBLIC ENTITIES</b>     |                               |            |                                 |            |           |            |
| <b>Current</b>             |                               |            |                                 |            |           |            |
| National Skills Fund (NSF) | -                             | 644        | -                               | -          | -         | 644        |
| <b>Current</b>             | <b>-</b>                      | <b>644</b> | <b>-</b>                        | <b>-</b>   | <b>-</b>  | <b>644</b> |

## ANNEXURE 6

## COVID 19 RESPONSE EXPENDITURE

Per quarter and in total

| Expenditure per economic classification    | 2022/23   |            |           |          |            | 2021/22    |
|--|-----------|------------|-----------|----------|------------|------------|
|  | Q1        | Q2         | Q3        | Q4       | Total      | Total      |
|  | R'000     | R'000      | R'000     | R'000    | R'000      | R'000      |
| <b>Goods and services</b>                  | <b>26</b> | <b>106</b> | <b>37</b> | <b>-</b> | <b>169</b> | <b>723</b> |
| Consumable supplies                        | 26        | 106        | 37        | -        | 169        | 723        |
| <b>TOTAL COVID 19 RESPONSE EXPENDITURE</b> | <b>26</b> | <b>106</b> | <b>37</b> | <b>-</b> | <b>169</b> | <b>723</b> |







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