

ANNUAL REPORT

2018/19



the dpsa

Department:
Public Services and Administration
REPUBLIC OF SOUTH AFRICA



We Belong



We Care



We Serve

**DEPARTMENT OF PUBLIC SERVICE
AND ADMINISTRATION**

VOTE 10

ANNUAL REPORT FOR THE 2018/19 FINANCIAL YEAR

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This report is also available on the DPSA's website: www.dpsa.gov.za



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General Information



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PART

1. DEPARTMENT'S GENERAL INFORMATION

Physical address:

Department of Public Service and Administration
Batho Pele House
546 Edmond Street
Arcadia

Postal address:

Private Bag X916
Pretoria
0001

Telephone number: +27 12 336 1148

Fax number: +27 12 336 1803

E-mail address: lindas@dpsa.gov.za

Website address: www.dpsa.gov.za

2. LIST OF ABBREVIATIONS /ACRONYMS

AGSA	:	Auditor-General of South Africa
AIDS	:	Acquired Immunodeficiency Syndrome
APRM	:	African Peer Review Mechanism
BBBEE	:	Broad-Based Black Economic Empowerment
CAPAM	:	Commonwealth Association for Public Administration and Management
COGTA	:	Department of Cooperative Governance and Traditional Affairs
CPSI	:	Centre for Public Service Innovation
CSAR	:	Country Self-Assessment Report
DPME	:	Department of Planning, Monitoring and Evaluation
DPSA	:	Department of Public Service and Administration
EHW	:	Employee Health and Wellness
GEHS	:	Government Employees Housing Scheme
GITOC	:	Government Information Technology Officers Council
HIV	:	Human Immunodeficiency Virus
HOD	:	Head of Department
HRM	:	Human Resource Management
ICT	:	Information and Communication Technology
IESBA	:	International Ethics Standards Board of Accountants
ISA	:	International Standards on Auditing
IT	:	Information Technology
MCS	:	Modified Cash Standards
MPAT	:	Management Performance and Assessment Tool
MPSA	:	Minister for the Public Service and Administration
MTSF	:	Medium Term Strategic Framework
NCOP	:	National Council of Provinces
NDP	:	National Development Plan
NSG	:	National School of Government
NYDA	:	National Youth Development Agency
OFA	:	Organisational Functionality Assessment
OGP	:	Open Government Partnership
OSD	:	Occupational Specific Dispensation
PAA	:	Public Audit Act
PAMA	:	Public Administration Management Act
PERSAL	:	Personnel and Salary Administration System
PILIR	:	Policy and Procedure on Incapacity Leave and I-II Health Retirement
PFMA	:	Public Finance Management Act
PMDS	:	Performance Management and Development System
PPP	:	Public Private Partnership
PRRC	:	Presidential Remuneration Review Commission
PSC	:	Public Service Commission
PSCBC	:	Public Service Co-ordinating Bargaining Council
QMS	:	Queue Management System
SCM	:	Supply Chain Management
SDIP	:	Service Delivery Improvement Plan
SITA	:	State Information Technology Agency
SMS	:	Senior Management Service

3. FOREWORD BY THE MINISTER

The submission of the Department of Public Service and Administration's (DPSA's) 2018/19 annual report comes at a time when the term of the 6th Administration has just begun following the national general elections held in May 2019.

The achievements reflected in this annual report demonstrate how the Department is continuously striving to meet its strategic objectives and related annual targets as guided by its legislative mandates.

And although notable progress has been made in the last 25 years with respect to the transformation and modernisation of the Public Service; a lot more still needs to be done in order to achieve an efficient, effective and development oriented Public Service as espoused in the National Development Plan (NDP) 2030.

ACHIEVEMENT OF OUTCOME 12's SUB-OUTCOMES AND INDICATORS

Achievement of the Sub-Outcomes

The Minister for the Public Service and Administration (MPSA) is responsible for coordinating the implementation of Outcome 12: *"An Efficient, Effective and Development-Oriented Public Service"* which emanates from Chapter 13 of the NDP which focuses on *"Building a Capable State"*. In this chapter, prioritised interventions have been identified in order to build a professional Public Service and a state capable of contributing towards a transformative state and development oriented role.

The NDP further highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the nation's developmental objectives.

Chapters 13 "Building a Capable State" and 14 "Promoting Accountability and Fighting Corruption" of the NDP, together with the commitments made in the election manifestos of the ruling party have prioritised the following Medium Term Strategic Framework (MTSF) targets which the Ministry for Public and Administration has been tasked to implement and achieve.

SUB-OUTCOME 1: A Stable Political-Administrative Interface

Creation of minimum levels of Public Service Act delegations from Executive Authorities to Accounting Officers and other senior officials

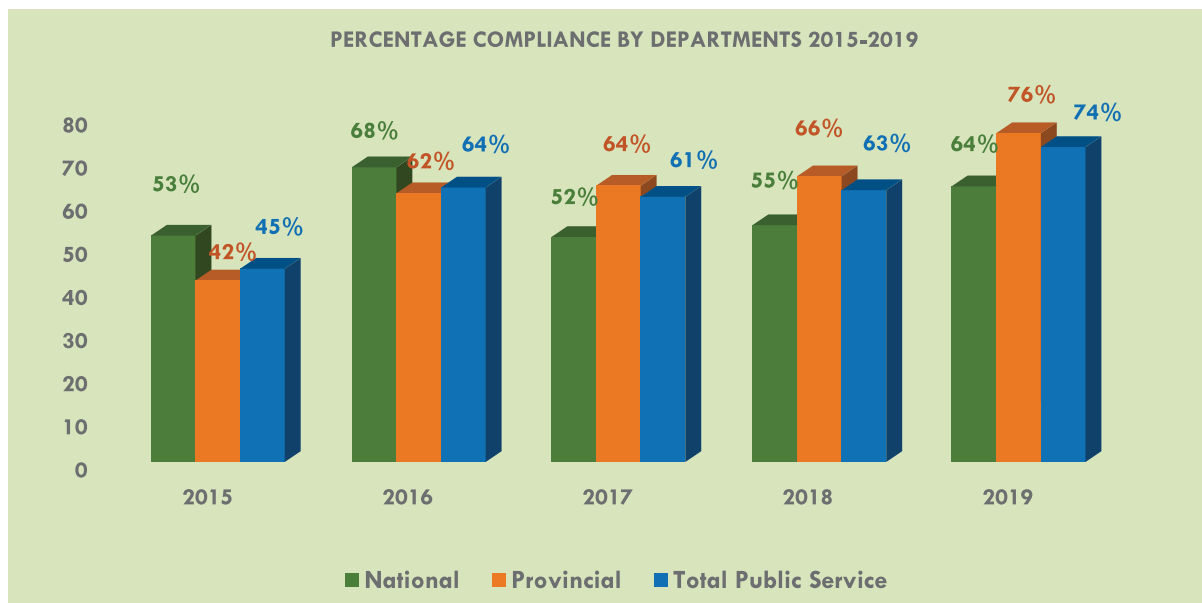
As part of ensuring a healthy political -administrative interface in the Public Service, the DPSA provided support, monitored and reported on the adherence by national and provincial departments to the Directive of Public Administration and Management Delegations.

In 2015, the Public Service compliance rate to the delegations was 45% and improved to 64% in 2016. However; in the 2017 and 2018 financial years, it regressed to 61% and 63% respectively.



Minister

Mr Senzo Mchunu, MP



As indicated in the graph above; the overall compliance rate has improved to 74% as at 31 March 2019, with 64% for national departments and 76% for provincial departments. The DPSA will continue to support and monitor departments to ensure that there is increased compliance by national and provincial departments.

Development of improved administrative-level processes run by the Director-General in the Presidency and the Directors-General in the Office of Premiers on the management of Heads of Department

In the year 2000, Cabinet approved a framework for the evaluation of Heads of Department (HODs). In February 2014, Cabinet further approved that the MPSA may approve a deviation from the HOD evaluation process to address backlogs and to ensure that all outstanding evaluations of HODs for all periods prior to and including 2012/2013 performance cycles are finalised by 1 April 2014.

This was followed by the inclusion of Supply Chain Management (SCM) criteria in the performance agreement of Accounting Officers from 1 April 2015. Furthermore, Cabinet approved the approved the Performance Management and Development System (PMDS) for HODs with effect from 1 April 2018.

The PMDS for HODs has four (4) overarching elements, namely (1) Employee Performance, (2) Key Government Focus Areas, (3) Auditor-General's Audit Opinion and Findings and (4) Organisational Performance based on the achievement of the Annual Performance Plan targets.

SUB-OUTCOME 2: A Public Service that is a Career of Choice

Piloting of a formal graduate recruitment scheme to support departments in attracting and developing young talent

As we strive to ensure that the Public Service is a career of choice, the Graduate Recruitment Scheme was developed and piloted. Since the beginning of the piloting period; 18 departments are already implementing the Framework for Graduate Recruitment Schemes in the Public Service. The combined total investment for the 2018/19 and 2019/20 financial years is in excess of R300 000 million, which has benefited 5 000 graduates.

Development of mentoring and peer support mechanisms for senior managers

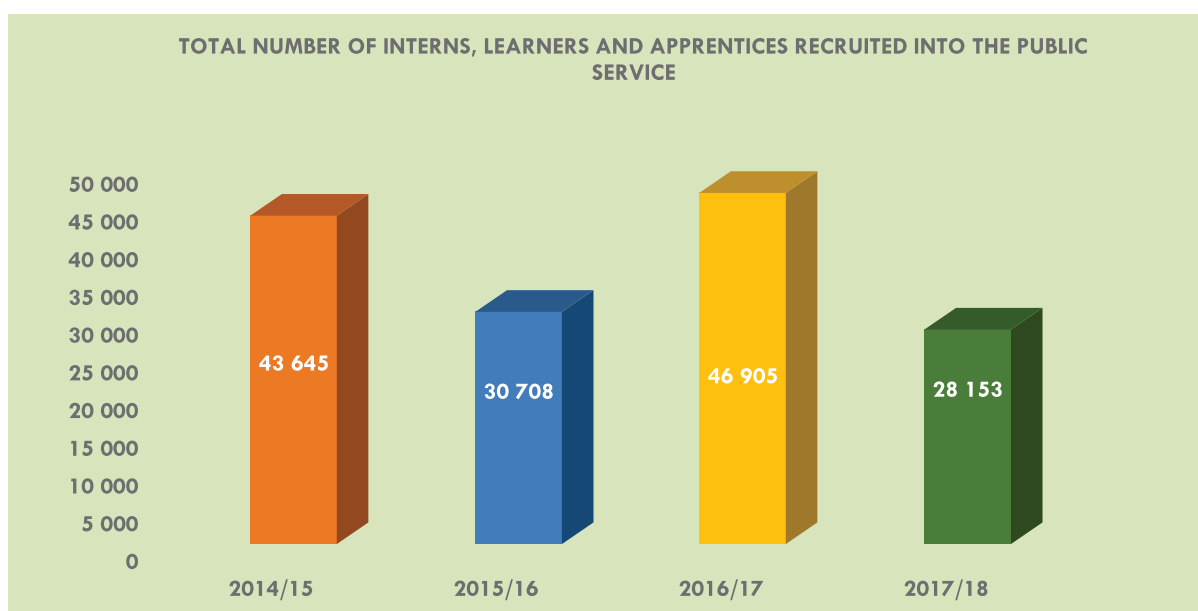
One of the challenges identified in the NDP is a skills deficit in the Public Service as well as a lack of skills transfer amongst employees which has resulted in uneven performance at local, provincial and national levels of government. In an attempt to address the identified challenge; the NDP recommended the development of mentoring and peer support mechanisms as one of the critical interventions that can be used to build a professional Public Service. The DPSA has developed the Guideline on Mentoring and Peer Support and to date 27 departments have been supported in the implementation of this Guideline.

Development of mechanisms to help departments strengthen their internal human resource capacity

Since the inception of the Department of Planning, Monitoring and Evaluation's (DPME's) Management Performance Assessment Tool (MPAT); a number of departments have scored less than satisfactory in the Human Resource Management-related performance standards, as a result the 2014 – 2019 MTSF has tasked the DPSA with the responsibility to develop mechanisms to assist departments to strengthen their human resource capacity. To date 23 departments, both national and provincial, have been supported, including the North West province, which was placed under administration in May 2018 in terms of Section 100 (1) of the Constitution.

Provision of support for the appointment of youth into learnership, internship and artisan programmes

Government has set a target of 20 000 youth to be appointed in developmental programmes by departments. The Directive on the appointment of persons into developmental programmes in the Public Service issued by the Minister for the Public Service and Administration regulates the implementation of developmental programmes in the Public Service which include graduate internships, student internships, learnership programmes, apprentices and structured youth development programmes. The total number of youth appointed in the development programmes from 2014 to 2018 is **149 411**. The breakdown per year is as indicated in the graph below.



Review and improvement of the Senior Management Service Performance Management and Development System

The DPSA has continued to provide policy implementation support to national and provincial administrations on the implementation of the revised Senior Management Service (SMS) Performance Management and Development System. The system has been revised to include elements of organisational performance.

For the 2018/19 performance cycle, 86% of members of the Senior Management Service complied with the signing of performance agreements.

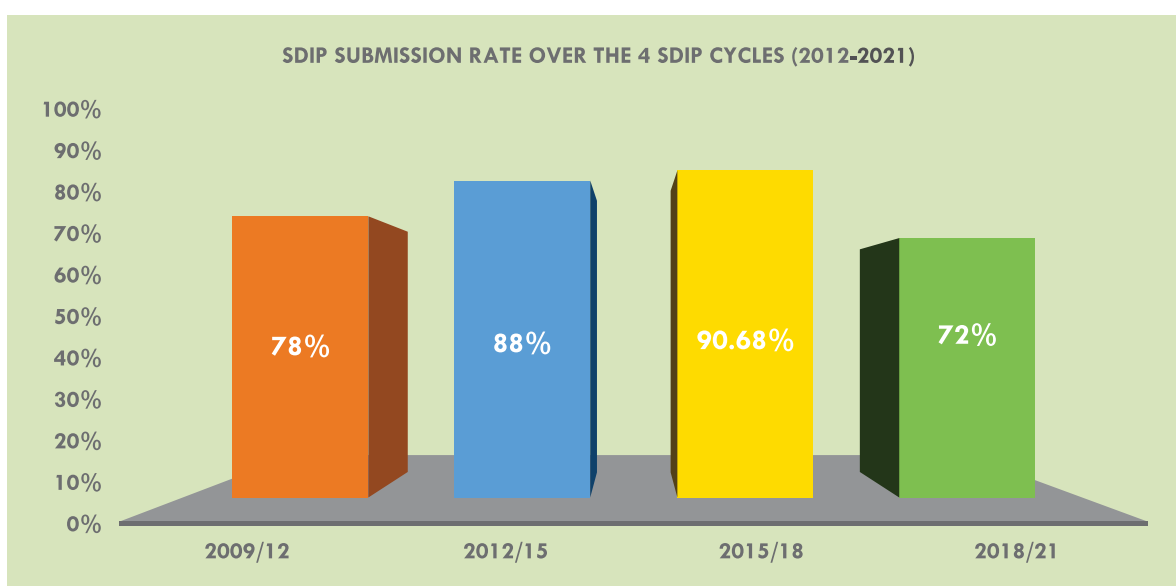
SUB-OUTCOME 3: Efficient and Effective Management and Operations Systems

Provision of measures for departments to ensure increased efficiency and effectiveness in functionality of operations and productivity

In support of efficient and effective management with respect to the delivery of services to citizens, the DPSA during the year under review supported the South African Police Service, Department of Small Business Development and the Department of Higher Education and Training with the mapping of their business processes, the development of their Standard Operating Procedures were developed for prioritised departments to ensure that they have improved turnaround times in their operations and in speeding up service delivery to citizens.

Review, improvement and supporting the implementation of the service delivery improvement planning system provided for in the Public Service regulations, directives and guidelines with support focused on prioritised service delivery departments

The Public Service Regulations, 2016 require departments to develop Service Delivery Improvement Plans (SDIPs), which should be submitted to the DPSA every three years aligned to the Medium Term Expenditure Framework. Departments are also required to report annually on progress made in the implementation of the SDIPs.



As at 31 March 2019, the SDIP submission rate for the current 2018/2021 cycle was 72% based on the 116 out of 161 departments that have submitted their plans to the DPSA. The rate of submission in the 1st year of the current SDIP cycle has improved by 21% as compared to the 1st year of the 2015/18 SDIP cycle, which was 51.5%.

SUB-OUTCOME 5: Increased Responsiveness of Public Servants and Accountability to Citizens

Revitalisation and monitoring of the adherence to the Batho Pele programme (improving attitudes, being courteous, responsiveness, wearing name tags, etc.)

During the period under review, the Ministry undertook 23 outreach activities. These included seven izimbizo, seven stakeholder engagement sessions and nine walkabouts and unannounced visits held in various parts of the country. Some of the interventions made, include amongst others, the admission of eight children to a school in Diepsloot, following the Ministerial intervention. These children were no longer schooling due to a lack of documentation. The cross border patrolling and customs processes were improved at the Lebombo border gate between South Africa and Mozambique as new systems were installed at this border gate to speed up processing of documentation for travellers, as well as beef up security to prevent illegal crosses.

FOREWORD BY THE MINISTER Continued

With regards to the implementation of the Batho Pele principles and standards, the pilot departments achieved the following:

- The Department of Health developed its own service standards called the 6 health priorities, which incorporate the Batho Pele principles. The Department has a quality assurance service, which collects data on a monthly basis. The data collected helps with pinpointing service areas that need attention. Such data is incorporated into their Service Delivery Improvement Plan.
- The Department of Transport launched a sectoral Batho Pele Forum through which implementation and monitoring of the Batho Pele standards are conducted on a quarterly basis. Regular and random visits are undertaken to the Driver and Learner Training Centres to monitor their implementation.
- The Department of Labour put in place improvement mechanisms to deal with challenges identified during the site visits. The Department's Batho Pele champions were capacitated through a workshop on the implementation of Batho Pele standards and related Batho Pele programmes. All officials are now encouraged to wear nametags, and have been re-oriented on how to receive and handle service recipients. Signage, reception of visitors and information sharing has improved, and this began at the head office.
- The Department of Social Development has improved the customer care area and consideration is being made to include their Registry Section. The draft service standards have been developed. Improvement to the physical structure of the customer care is receiving attention, as well as staffing and skilling of affected officials.
- The Department of Human Settlements has improved awareness of the Batho Pele standards among its officials, as well as raised the department's performance in general through the Batho Pele Change Management Engagement Programme. The implementation of the Batho Pele standards has expanded to other divisions of the Department.
- The Matriculation Centre in the Department of Basic Education is meeting the Batho Pele standards with respect to the look and feel of the government service delivery point. The pilot may need to be extended to the entire education sector (all provinces) in order to create more awareness about the Batho Pele standards.

Improving access to government services through the Thusong Service Centre Programme

Since the establishment of the Thusong Service Centres, over 5 million citizens have access to various services offered in the service centres. In the year under review, the DPSA conducted an assessment of the service centres. The aim of the assessment was to give a clearer picture in terms of the functionality, existence and efficiency of Thusong Service Centres. The assessment indicated that the Thusong Service Centres are functional although not optimally, as a majority of them are experiencing Information and Communication Technology (ICT) connectivity and governance challenges.

An improvement programme, which has been consulted with relevant government stakeholders, has been developed and will be implemented during the 2019/20 financial year.

SUB-OUTCOME 7: Improved Mechanisms to promote Ethical Behaviour in the Public Service

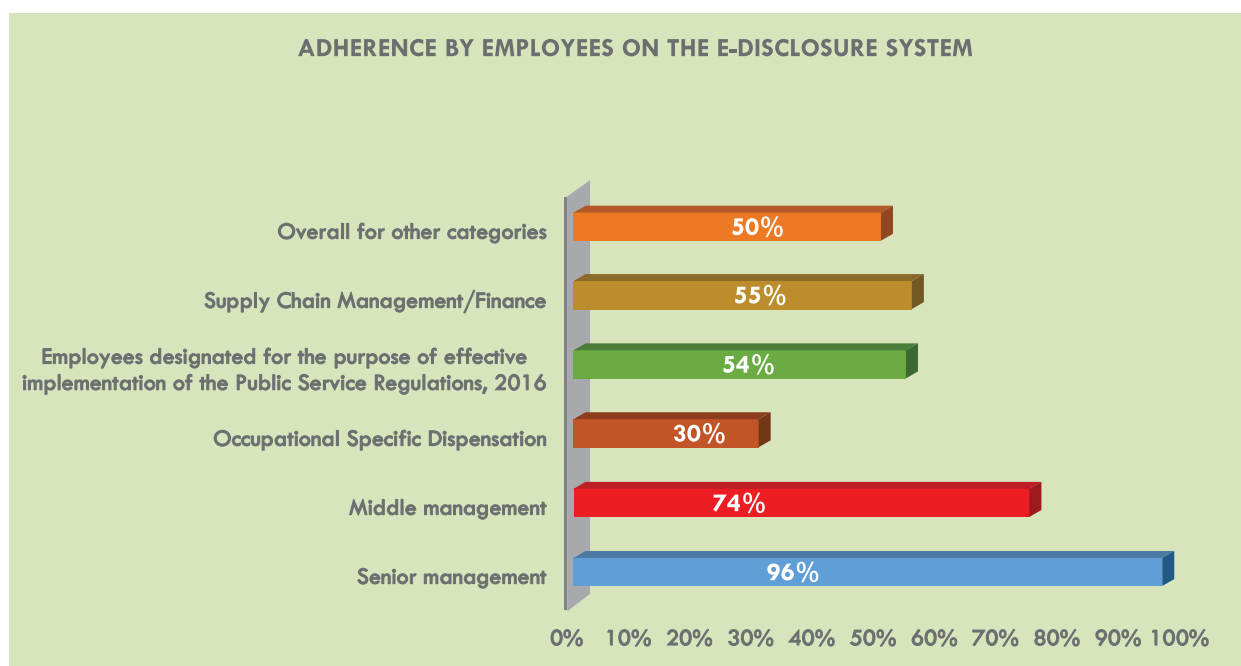
Strengthening the implementation of the Financial Disclosure Framework

One of the key interventions that has been introduced by the Minister for the Public Service and Administration for promoting good governance and ethical behaviour in the Public Service is the Financial Disclosure Framework. It is worth noting that there has been significant improvement in the rate of disclosure by senior managers which now stands at 96% compared to 95 % in the 2016/17 financial year and 92% in the 15/16 financial year.

FOREWORD BY THE MINISTER Continued

The Minister for the Public Service and Administration has further designated the following categories of employees who are also required to disclose their financial interests;

1. Members of the Middle Management Service (salary levels 11 and 12);
2. Occupational Specific Dispensation (OSD) employees on salary levels 11 and 12;
3. Employees in Finance and Supply Chain Management Units irrespective of their salary levels;
4. Ethics Officers, Department Administrators and officials of the Public Service Commission who deal with financial disclosures.



For the 2017/18 financial year; the adherence by SMS members and employees in the other designed categories is as indicated in the graph above.

Prohibition of public servants from doing business with the state

Directives on Other Remunerative Work and on Conducting Business with an Organ of State were issued to guide departments in implementing regulation 13 (c), which prohibits Public Service employees from conducting business with an organ of state.

From 2014 to 2019, there has been an increase in the number of Public Service employees registered on the National Treasury's Central Supplier Database and those that are conducting business with an organ of state. From 2017 to 2018, the number of employees conducting business with an organ of state has increased from 580 to 679.

On the 1st of March 2019, a Proclamation was signed and issued, which operationalised Section 8 of the Public Administration Management Act (PAMA), 2014 thereby prohibiting Public Service employees, public administration employees and special advisors from conducting business with the State.

Contravention of Section 8 of PAMA, 2014 is considered a criminal offence for all employees in the three spheres of government and any person found guilty will be liable to pay a fine or imprisonment of a period not exceeding 5 years. The offence, furthermore, constitutes a serious misconduct which may result in the termination of employment by the employer.

Strengthening the protection of whistle-blowers

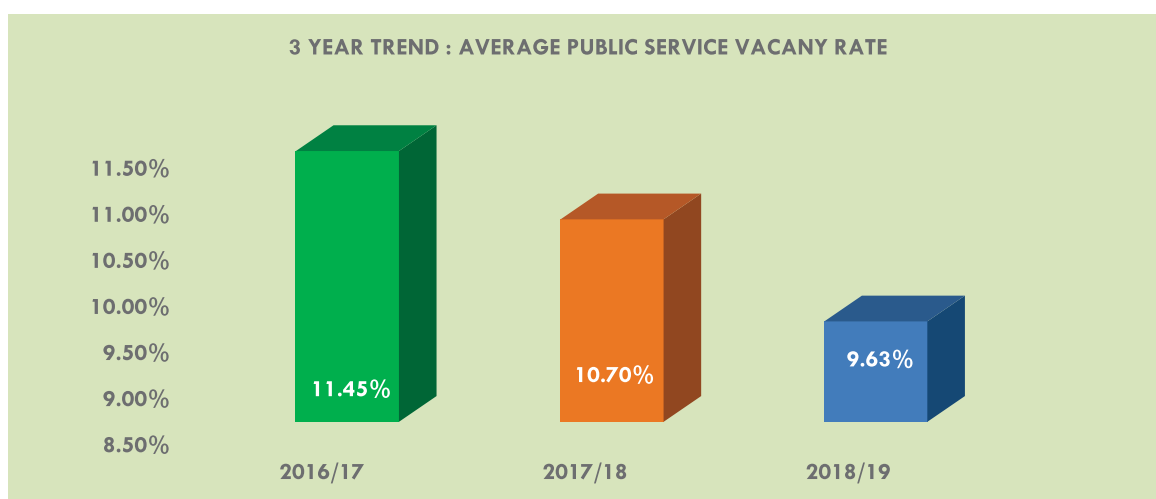
The 2016 Public Service Regulations requires all employees in the Public Service to report unethical conduct, corruption and non-compliance to the Public Service Act of 1994 and the Public Service Regulations. To ensure the implementation of these requirements, and to strengthen the protection of whistle-blowers, the DPSA has developed a Guide for the reporting of Unethical Conduct, Corruption and Non-Compliance in the Public Service as well as the approach for whistle-blowing for Public Service employees.

This Guide creates awareness on the reporting obligation imposed by the Protected Disclosures Act and the Public Service Regulations, 2016, encourages employees to report by explaining the protection afforded to them in terms of the law, requests departments to adopt a reporting policy and also outlines systems and procedures for reporting, as is required in terms of the Public Service Regulations and in terms of section 6 (2) (a) of the Protected Disclosure Act.

Achievement of the Impact Indicators

Monitoring of the funded vacancy rate (average % of posts on PERSAL which are vacant over a quarter, for all national and provincial departments)

The targeted average vacancy rate for the Public Service has been set as not exceeding 10%. As depicted in the graph below; there has been a steady improvement in the vacancy rate over the last 3 financial years.



Monitoring of the average number of days taken to resolve disciplinary cases (all national and provincial departments)

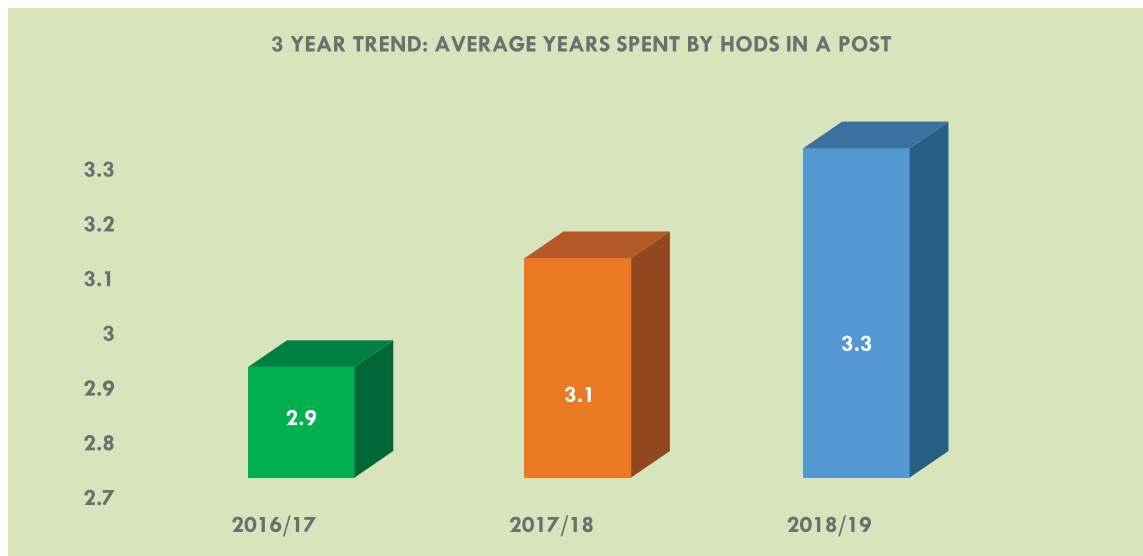
Section 3 of the Public Service Act empowers the Minister for the Public Service and Administration to issue norms and standards relating to labour relations and the DPSA is responsible for monitoring the progress made by departments with respect to compliance to the prescribed 90 days for the finalisation of disciplinary cases.

As at 31 December 2019, there were 1 448 cases of misconduct cases for **national departments**, of which 904 (62%) were finalised. Out of the 904 cases finalised, 888 (98%) cases were finalised within the 90 day period. The cost of precautionary suspensions was R27 166 079.

For **provincial departments**, there were 1 819 cases of misconduct cases, of which 656 (36%) were finalised. Of the 656 cases finalised; 501 (76%) were finalised within the 90 day period. The overall cost of precautionary suspensions was R19 044 545.

Monitoring of the Retention of Heads of Department measured by the average number of years spent in a post

Heads of Departments are appointed on a five (5) year contract. In an effort to improve on the stability with regards to the leadership of departments; the DPSA has been tasked with monitoring and reporting, to Cabinet, on the average number of years spent by HODs in a post. Although the number of HoDs who remain employed for the duration of their 5 year contract is limited; there has been an improvement year on year in the retention of HODs from 2.9 years in the 2016/17 financial year to 3.3 years in the 2018/19 financial year.



Acknowledgement and appreciation

I would like to thank my predecessor, Minister Ayanda Dlodlo, MP for her significant contribution during her leadership of the Ministry during this reporting period. As I take over the baton, I am committed to ensuring that the Ministry for the Public Service and Administration continues to deliver on its mandate and in making a positive contribution to the betterment of the lives of all South Africans.

I further extend my appreciation to the Director-General and all the staff members of the Department for their hard work and for ensuring that the DPSA continues to deliver on its mandate expeditiously and professionally.

Mr Senzo Mchunu
Minister for the Public Service and Administration
31 August 2019

4. DEPUTY MINISTER'S STATEMENT

It is an honour to be reflecting on the achievements made by the DPSA during the 2018/19 financial year. The submission of the Annual Report comes at a time when I have recently joined this Portfolio.

The work of this Portfolio is guided by the Constitutional mandate, the Public Service Act, the Public Administration Management Act as well as policies and regulations governing the Public Service and Administration of our country. The Department of Public and Administration carries out its mandate in line with the Principles of "Batho Pele – Putting People First."

Public engagements on service delivery

Government has consistently promoted programmes and platforms that create space for engagement and reflection aimed at finding collective solutions to the continued global challenges of poverty, unemployment and inequality. In an attempt to respond to this call, the DPSA participated in community outreach programmes in line with the Cabinet programme of "Public Participation". The Public Participation programme aims at responding to service delivery challenges experienced by the community.

Some of the outreach programmes conducted included visits to state facilities where observations were made to determine if government is achieving the required service standards intended to meet the needs of South Africans.

The Medium Term Strategic Framework 2014 – 2019 identified the development of Batho Pele standards as one of the key priorities. The aim of these standards is to guide public servants on what, how and when to deliver services through increasing government officials' responsiveness to citizens' needs.

The Batho Pele standards are being piloted in the national Department of Basic Education (Matric Certification Centre), the Department of Health (Ideal Clinic Project), the national Department of Human Settlements (Customer Care Centre), the Department of Labour (Unemployment Insurance), the Department of Social Development (Customer Care Centre), and the Department of Transport (Driver Learner Trainer Centres).

Open Government Partnership

The Open Government Partnership (OGP) is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. The OGP is a bold initiative between governments and civil society organizations that seeks to make governments more open, accountable and responsive to citizens.

Since its inception seven years ago, the OGP has been joined by 79 national governments, with South Africa being one of its eight founding members.

South Africa, through the DPSA, has played a multiplicity of roles and participated in a variety of structures within the OGP, the most critical was chairing the partnership in 2016. One of South Africa's priorities during its tenure as Chairperson was to bring together participating countries, strategic partners, civil society as well as non-participating countries with the purpose of providing a platform for engagement on the implementation of the OGP Declaration and contributing towards Agenda 2063 and the Sustainable Development Goals. As a result, South Africa hosted the Africa Regional Conference under the theme "Open Government for Sustainable Development in Africa".

As part of innovating the way government delivers services, the OGP, in partnership with government departments, civil society, and business initiated an on-going project of hackathons in the Public Service. The aim of hackathons was to engage communities, researchers, and entrepreneurs to solve challenges by analysing the existing data; raise awareness about specific issues; and potentially solve challenges by using the data. The strategic aim is to promote open government to improve service delivery.



DEPUTY MINISTER'S STATEMENT Continued

Since the first hackathon in 2015, the OGP collaborated with the Department of Water and Sanitation to host a hackathon to tackle issues around the conservation of water.

Currently, supported by the OGP, the DPSA hosted a National Public Service Hackathon in September 2018 which was the biggest hackathon hosted by Government aimed at developing solutions to improve health outcomes, safer homes and schools, as well as improve mathematics literacy especially at primary education level.

African Peer Review Mechanism

The Base Document from 2003 establishing the African Peer Review Mechanism (APRM) stipulates that the mandate of the APRM is “to ensure that the policies and practices of participating states conform to the agreed political, economic and corporate governance values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance.”

It is within the context of a moderated panel contribution that the Ministry shared its insight based on South Africa's experience under the subtheme “*How can partnerships help to strengthen resilience and sustainability across the goals*” during the Forum held in July 2018 in the United States of America.

The Ministry, as the representative of the South African Peer Review Mechanism Focal Point, delivered the keynote address during the launch of the African Governance Report in March 2019. The African Governance Report initiative mirrors the APRM core responsibility of monitoring, assessing and reporting on four key thematic areas of Democracy, Economic Management, Corporate Governance and Social Economic Development.

In assessing South Africa's performance in terms of Country Action Plan deliverables, the Independent Review Mechanism, appraised South Africa's commitment on fiscal transparency in the 3rd Country Action Plan led by National Treasury jointly with Imali Yethu - a civil society organisation, partnered to develop an open budgeting data with the intention of making the budget process more open, transparent, and accessible to citizens through civic participation.

The public participation element of the process aimed at sourcing new insights on making the portal more practical and open data more user-friendly for service delivery. The strategic intent of this commitment was to effectively manage public resources through access to information, public accountability, civic participation, and technology and innovation for openness and accountability.

International AIDS Conference

The DPSA formed part of South Africa's delegation to the 22nd International AIDS Conference that was held in July 2018 in Netherlands. This conference provided 18 000 delegates with the latest HIV research, as well as an opportunity to reflect progress made regarding HIV and TB management. Within the context of this high profile global conference which was attended by a delegation of about 500 people from South Africa, the Ministry made strategic inputs during the various commissions.

CAPAM Ministers' Forum

The Commonwealth Association for Public Administration and Management (CAPAM), an Associated Organisation of the Commonwealth, was established in 1994 by Commonwealth countries as an institution where cooperation and dialogue regarding public sector administration and management amongst participating countries would serve to strengthen all governments and the people they serve.

To continue working towards the objectives as set out by the association and associated organisation, the Commonwealth convened the 7th Commonwealth Ministers for Public Service Biennial Forum (hereafter the Ministers Forum) on 21 October 2018 in Guyana under the theme “*Goal to Action: Strengthening public service sector governance for efficient and effective implementation.*”

DEPUTY MINISTER'S STATEMENT Continued

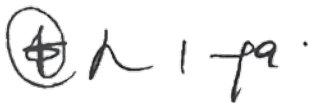
During the Ministers' Forum which preceded the conference, the Ministry shared that South Africa's development trajectory is informed by respective processes at different levels, for example, the Africa Agenda 2063 at the continental level, the South African Development Community at the regional level and the Medium Term Strategic Framework Sector Plans.

The Ministry also led the South African delegation to the CAPAM 2018 Biennial Conference that took place immediately after the Ministers' Forum.

Acknowledgements

As we continue to deliver on the mandate of the 6th Administration, the Ministry, led by Minister Senzo Mchunu, MP, will continue to serve the needs of the people of South Africa in line with the Batho Pele Value Statement – **We Belong, We Care, We Serve**.

This mandate will be delivered with support of the Director-General, Professor Richard Levin as well as the DPSA employees.



Ms Sindisiwe Chikunga, MP
Deputy Minister for the Public Service and Administration
31 August 2019

5. REPORT OF THE ACCOUNTING OFFICER

I am greatly honoured to submit the Annual Report of the Department of Public Service and Administration for the 2018/19 financial year. The Department achieved **33 out of its 40 (83%)** planned targets in the 2018/19 Annual Performance Plan.

The Department draws its mandate from Section 197 (1) and (2) of the Constitution, which provides that within public administration there is a Public Service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day. The terms and conditions of employment in the Public Service must be regulated by national legislation. Employees are entitled to a fair pension as regulated by national legislation.

Overview of the operations

Strategic Framework for Norms and Standards with the Centre of Government departments

The Public Administration Norms and Standards Framework was approved by the Minister for the Public Service and Administration in June 2018 for consultations, specifically on the minimum norms and standards for public administration. The Framework was consulted with various departments. One of the key outcomes from the consultations was the need to compile a list of public administration norms as a first step towards the development of a compendium of Public Administration Norms and Standards that are interrelated and mutually reinforcing to bring about an ethics-driven public administration system.

Once the final Framework is approved during the 2020/21 financial year, it will be implemented by the Office of Standards and Compliance.

Business case research report on the operationalisation of the Office of Standards

During the 2018/19 financial year, work on the operationalisation of Office of Standards was finalised and the Office of Standards came into effect on 1 April 2019. The establishment of the Office of Standards will promote greater compliance with public administration norms and standards and thus greater efficiency and effectiveness in the total public administration system.

Model for the configuration of the centre of national government

In 2017, Cabinet Lekgotla mandated the Ministry for the Public Service and Administration to lead a project that will investigate the proper configuration and functioning of the Centre of the national government to achieve the objective of the Public Administration Management Act, 2014.

The draft proposed model for the configuration of the Centre of Government to drive public administration functionality was developed. The proposed model will inform the recommendations on the Machinery of Government.

White Paper for the Transformation and Modernisation of the public administration

Consultations to inform the 2nd draft White Paper on the Transformation and Modernisation of Public Administration were held with various Government Technical Working Group as well as with National Treasury and the National School of Government.

The draft White Paper seeks to take forward the outcomes and recommendations of the Study on the Consolidation and Repositioning of the South African Public Service, 2013 in order to propose the policy interventions that will improve the capacity and capability of the state in line with the vision of the NDP and objectives of the PAMA.



Director-General
Professor Richard Levin

The implementation of the Government Employee Housing Scheme

In terms of the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 7 of 2015, the Employer (Government) is responsible to administer, operate and manage the Government Employee Housing Scheme (GEHS) with due consideration of labour as a key partner in the governance of the GEHS. The Scheme is aimed at improving the socio-economic conditions of Public Service employees by increasing home ownership, reduce asset poverty and increase employees' access to supply of affordable housing stock, and in turn contribute to the achievement of national human settlements policy objectives on affordable and gap housing.

As at March 2019, 600 645 employees were receiving the new GEHS housing allowance for home ownership. In addition, 303 245 employees who do not own houses were receiving the GEHS housing allowance for tenants. These employees had their housing allowance (or a portion of it) diverted and accumulated into a savings facility. An estimated R6.87 billion had been accumulated by employees in the Individual Linked Savings Facility.

Public Service Digitalization Strategic Framework

The Public Service Digitalization Strategic Framework was developed. The aim of the Framework is to assist the Public Service in planning how to improve service delivery to the citizens through leveraging data as well as Information and Communication Technology assets at its disposal. The Framework highlights the challenges facing the Public Service that impacts negatively on the delivery of services.

Public Service Cloud Policy

The Public Service Cloud Policy which was established to set a cloud mind-set for the consumption of infrastructure, software and platforms and encourage the widespread adoption of cloud services across the South African Government was developed. Furthermore, the Cloud Policy is meant to drive Digital Transformation of government during this 4th Industrial Revolution.

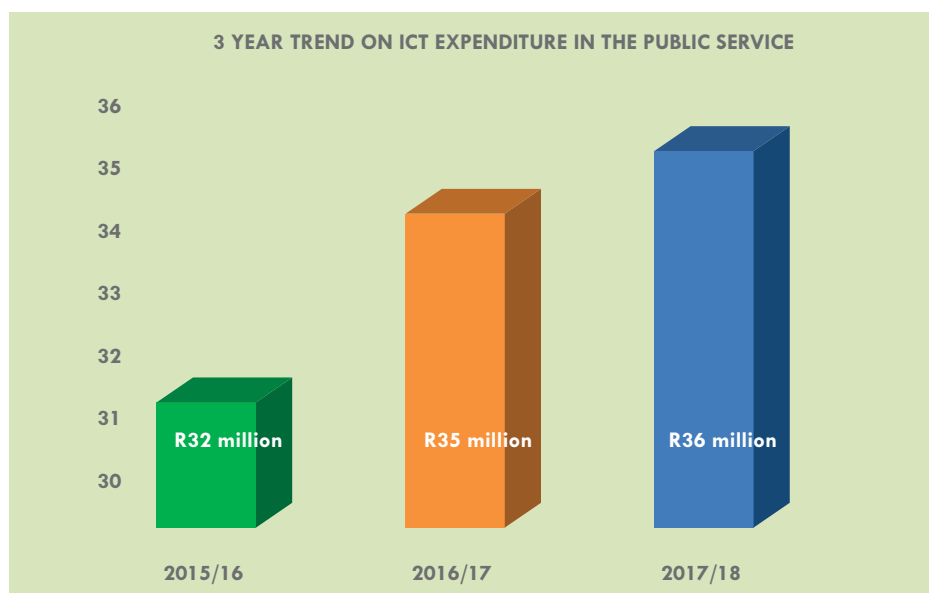
The State Information Technology Agency (SITA) will serve as the national Cloud service provider for the South African government.

Progress made by departments in managing the cost related to Information Technology procurement

A report on progress made by all national and provincial departments in managing the cost related to information technology procurement within the Public Service was produced. The items procured include amongst others, networks, hardware and systems software.

During the year under review, the DPSA continued to monitor ICT expenditure by national and provincial departments. The costs related to ICT expenditure has been increasing on an annual basis. The 3 year trend in the Public Service for ICT expenditure has been as follows:

- 2015/16 financial year: R32 billion
- 2016/17 financial year: R35 billion
- 2017/18 financial year: R36 billion.



To assist departments in reducing their ICT spend, there has been a number of initiatives implemented which include the ICT transversal contracts which are issued through SITA and National Treasury. These transversal contracts ensure that the prices are already negotiated whereby government leverages on economies of scale. In addition, through the Government Information Technology Officer Council, departments are encouraged to support the following ICT cost reduction initiatives; Electronic Document Distribution, E-Recruitment solution, Converged Communication solution and the Integrated Financial Management System.

ICT Value Management Framework

The Public Service ICT Value Management Framework which aims to introduce the Value Management practices in the Public Service and to guide departments on how to measure the value from the ICT investments was produced.

The ICT Value Management Framework will be incorporated into the Public Service Corporate Governance of ICT Policy Framework as a sub-domain that will address ICT performance. The implementation of the Framework will be supported by the ICT Assessment Standard.

ICT Security Assessment Standard and revised Corporate Governance of ICT Assessment Standard

The Public Service ICT Security Assessment Standard and revised Corporate Governance of ICT Assessment Standard were developed. The aim of these standards is to provide Heads of Department measurable criteria against which they can measure the information technology conformance and performance of their respective departments.

Report on the implementation of the Public Service Charter by departments

The Public Service Charter is a pledge of commitment (contract) between the employer (State) and labour representatives (Unions) to work together to improve service delivery. It aims to improve service delivery by ensuring adherence to the basic values and principles of service provision.

The report indicates that there is a challenge in strengthening the concept of working together for the benefit of the citizens by public institutions and public servants. This further compromises service delivery including the image of government.

Overall, the implementation of the Public Service Charter is poor due to a lack of understanding by most public servants, as well as the absence of leadership commitment to its implementation. The senior and executive leadership is not taking the matter seriously as in most instances the function is either assigned to a junior official or not assigned at all. There is also no accountability or reporting on this matter. There is also the misunderstanding with the service delivery charter (department or service site-specific).

Framework towards the improvement of the implementation of the Community Development Workers Programme

The Community Development Workers Programme seeks to improve the dissemination of information to the poor about benefits and services to which all citizens are entitled; assist the poor to access and benefit from the services that could materially improve their lives; and provide an interface or bridge between municipalities and communities to enhance the existing local government structures so as to improve the level of participation between communities. The Programme was motivated amongst others, by the Poverty Inequality Report (1997) and the Participatory Poverty Assessment (1998) into poverty levels in South Africa which showed that 70% of the poorest members of the population were unable to access programmes and other government services.

The Department developed the Community Development Workers Framework which aims to assist, support and guide departments in the effective and efficient implementation of the Community Development Workers Programme.

Overview of the financial results

Departmental receipts

Departmental Receipts	2018/2019			2017/2018		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	457	179	278	433	173	260
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land	4	3	4	4	8	(4)
Sale of capital assets	0	386	(386)	0	0	0
Financial transactions in assets and liabilities	260	248	12	250	294	(44)
TOTAL	721	816	(92)	687	475	212

Department receipts for the 2018/19 financial year were generated from commission on insurances, parking fees and the recovery of the previous year expenditure. Due to the nature of the activities undertaken by the Department, the core function of the Department is not to collect revenue. An amount of R386 000 was generated by disposal of a vehicle.

REPORT OF THE ACCOUNTING OFFICER Continued

Programme expenditure

Programme Name	2018/2019			2017/2018		
	Financial Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Financial Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	248 380	242 344	6 036	233 700	222 877	10 823
Policy Development, Research and Analysis	32 154	31 432	722	29 964	26 275	3 689
Public Service Employment and Conditions of Service	81 296	67 452	13 844	66 323	64 685	1 638
Government Chief Information Officer	21 201	20 548	653	17 145	16 495	650
Service Delivery Support	258 372	257 210	1 162	237 369	235 911	1 458
Governance of Public Administration	309 253	307 027	2 226	292 643	290 644	1 999
TOTAL	950 656	926 014	24 642	877 144	856 887	20 257

The Department spent 97.4% of the allocated budget. R9, 570 of the unspent funding was in relation to Compensation of Employees due to vacant post that was not filled. The majority of the unspent funding is however under Goods and Services at a total of R14, 4 million. Of this amount R12, 031 million is in relation to the GEHS which did not spend their allocated funding as the governance form of the GEHS had not yet been agreed on.

Underspending per programme is as follows:

- Programme 1: Administration**

The programme overall had spent 97.6% against its allocated budget of R248, 380 million leaving an amount of R6, 036 million unspent by 31 March 2019. Unspent operational funding was less than R500 000 in total while the majority of the funding not utilised was under the item Compensation of Employees due to vacant posts.

- Programme 2: Policy Development, Research and Analysis**

The programme overall had spent 97.7% against its allocated budget of R32, 154 million and had an unspent funding of R722 000 as at 31 March 2019. This amount consisted of R500 000 on Compensation of Employees and the remaining R170 000 was related to small underspending under Goods and Services.

- Programme 3: Public Service Employment and Conditions of Services**

This programme had spent 83.0% against its allocated budget of R81 296 and had an unspent funding of R13, 844 million as at 31 March 2019. The major underspending in this programme related to the GEHS. Spending was very low at 36% of the allocated budget leaving an amount of R12, 3 million unspent. The budget was based on the assumption that the Scheme would become a separate entity which until now has not materialised. The funding was ring-fenced by National Treasury and could therefore not be utilised for any other purpose. The rest of the under spending was mainly under Compensation of Employees due to the vacant funded posts in this programme.

REPORT OF THE ACCOUNTING OFFICER Continued

- *Programme 4: Government Chief Information Officer*

The programme overall had spent 96.9% against its allocated budget of R21, 201 million and had an unspent funding of R652 000 as at 31 March 2019. The majority of the remaining budget was related to Compensation of Employees due to vacant posts.

- *Programme 5: Service Delivery Support*

The programme overall had spent 99.6% against its allocated budget of R253, 372 million and had an unspent funding of R1, 162 million as at 31 March 2019. This underspending is seen in the Chief Directorate: Public Participation and Social Dialogue and relates to the postponement of the African Peer Review Mechanism (APRM) 2nd Generation Review Process.

- *Programme 6: Governance of Public Administration*

The programme overall had spent 99.3% against its allocated budget of R309, 253 million and had an unspent funding of R2, 226 million as at 31 March 2019. Only R500 000 underspending in this programme is related to Goods and Services and this is mainly due to payments to SITA that could not be made due to no invoices being received. The remainder of the underspending was in relation to Compensation of Employees due to vacant posts in the programme.

- *Departmental Agencies*

All departmental transfers to the Centre for Public Service Innovation (CPSI), the National School of Government (NSG) as well as the Public Service Commission (PSC) as at 31 March 2019 were processed and are in accordance with the drawings.

Virements

The following virements were approved after the Adjusted Estimate budget process for 2018/19:

Virement 1

- *Programme 1: Administration*

An amount of R1, 241 million was shifted in to this programme. The funding was provided for legal services to the value of R1 million and R241 000 for audit costs.

- *Programme 2: Policy Development, Research and Analysis*

A total allocation of R741 000 was shifted out of this programme to Programme 1: Administration to fund a shortfall in respect of legal fees in the sub-programme: Legal Services. The savings were identified in the budget of the Deputy Director-General: Policy Development, Research and Analysis (R135 000), the sub-programme for Public Administration Policy Analysis (R417 000) and an amount of R198 000 from Public Service Access Norms and Mechanisms.

- *Programme 5: Service Delivery Support*

A total amount of R1, 2 million was shifted into this programme. The amount of R1, 2 million was moved to Service Delivery Plan and Operations Management to fund the hosting of the Government Leadership Summit. Branch: Governance of Public Administration handed over the planning and management of the Government Leadership Summit to the Branch: Service Delivery Support following a decision taken by the Minister.

- *Programme 6: Governance of Public Administration*

A total allocation of R1, 7 million to be shifted out of this programme. This movement was done from the sub-programme: Public Service Leadership Management to firstly fund the hosting of the Government Leadership Summit (R1, 2 million), secondly to fund audit cost of R241 000 in the Directorate: Financial Accounting and thirdly to contribute an amount of R259 000 to the Chief Directorate: Legal Services for legal costs.

Virement 2

- *Programme 1: Administration*

An amount of R2, 636 million was shifted in to this programme. Under Goods and Services, a total allocation amounting to R1, 650 million was shifted in to this programme to fund the shortfalls in the Directorate: Supply Chain Management in respect of printing papers, cartridges, stationery and toiletries. Under machinery and equipment, an amount of R986 000 was shifted in to this programme to fund the shortfalls in respect of the departmental information technology server.

- *Programme 2: Policy Development, Research and Analysis*

A total allocation of R1, 021 million was shifted out of this programme. A total amounting of R811 000 was moved to Programme 3: Public Service Employment and Condition of Service to fund the Presidential Remuneration Review Commission (PRRC) office accommodation lease payment and an amount of R210 000 was moved to Programme 1: Administration, Directorate: Supply Chain Management to fund a shortfall in the budget for printing papers, cartridge, stationery and toiletries.

The movements were done from savings identified in the various sub-programmes in the Policy Development, Research and Analysis branch.

- *Programme 3: Public Service Employment and Condition of Service*

An amount of R811 000 was moved in to this programme. This amount was moved from Programme 2: Policy Development, Research and Analysis to fund the PRRC office accommodation lease payment.

- *Programme 5: Service Delivery Support*

An amount of R1 million was shifted out of this programme to fund a shortfall in the budget of Supply Chain Management in Programme 1: Administration. This funding is moved from the Service Delivery Planning and Operations Management. The budget was meant for the hosting of a Government Leadership Summit which was postponed to the next financial year.

- *Programme 6: Governance of Public Administration*

A total allocation of R1, 426 million was shifted out of this programme to Programme 1: Administration. R440 000 for the Directorate: Supply Chain Management to fund a shortfall in the budget for printing papers, cartridge, stationery and toiletries and R986 000 savings identified under machinery and equipment allocated to the sub-programme: Ethics and Integrity Management to the Directorate: Information and Communication Technology to fund a shortfall in the information technology server that was purchased during the 2018/19 financial year.

Final Virement

- *Programme 1: Administration*

A total amount of R3, 944 million was moved into this programme. In the economic classification: Goods and Services, an amount of R3, 749 million was shifted into this programme to fund over spending in the sub-programme: Office Accommodation in settlement of the outstanding building lease to the Department of Public Works. An amount of R369 000 was moved into this programme within the economic classification: Capital Assets to defray costs on the procurement of an information technology server for the Department.

An amount of R174 000 under the economic classification: Transfers to Households was moved out of this programme to Programme 3: Public Service Employment and Condition of Service to defray expenditure on leave gratuities paid to employees of the PRRC.

- *Programme 2: Policy Development, Research and Analysis*

A total amount of R192 000 was moved out of this programme. An amount of R31 000 under the economic classification: Transfers to Households and an amount of R132 000 from Goods and Services was moved to Programme 3: Public Service Employment and Condition of Service to defray expenditure on leave gratuities paid to employees of the PRRC. An amount of R29 000 was moved from Capital Assets to Programme 1: Administration towards the costs of the information technology server.

These savings were identified in the office of the Deputy Director-General: Policy Development, Research and Analysis R132 000 (mainly on the item Training and Development), Policy Oversight, Development and Knowledge Management: R31 000, Efficient and Productivity Measures: R11 000 and Public Service Access and Norms and Mechanisms: R18 000.

- *Programme 3: Public Service Employment and Condition of Service*

A total allocation of R2, 457 million was shifted into this programme. The funds were mainly to defray over expenditure incurred by the PRRC whose period was extended by the President and for which no additional funding could be obtained. Under Goods and Services a total amount of R2, 120 million and an amount of R337 000 under Transfers to Households was moved into this programme.

- *Programme 4: Government Chief Information Officer*

An amount of R1, 240 million was moved out of this programme to Programme 1: Administration to defray expenditure under Office Accommodation.

An amount of R374 000 was moved from the budget of the Deputy Director-General: Government Chief Information Officer mainly under the items for Travel and Subsistence due to the post of Deputy Director-General not being filled for the full year. In the sub-directorate: ICT E-enablement an amount of R377 000 mainly under the Travel and Subsistence items due to the Chief Director being seconded to work on the North West intervention and some savings under Capital Assets. An amount of R 78 000 from the sub-programme: ICT Stakeholder Management mainly under the item Venue and Facilities. From the sub-programme: ICT Risk Management savings to the value of R163 000 were realised under Travelling and Subsistence and Venue Hire. An amount of R248 000 in the budget of the sub-programme: ICT Service Management under the items Travel and Substance and other operational items.

- *Programme 5: Service Delivery Support*

A total allocation of R4, 209 million was shifted out of this programme. An amount of R1, 944 million will be moved to Office Accommodation in Programme 1: Administration and R2, 265 million will be moved to Programme 3: Public Service Employment and Condition of Service to defray over expenditure incurred by the PRRC.

From the budget of the Deputy Director-General: Service Delivery Support an amount of R 415 000 mainly from savings under the items Training and Development and Foreign Travelling was moved. An amount of R2, 609 million from the sub-directorate: Public Participation and Social Dialogue where savings were realised due to the postponement of the 2nd Country Review as part of the African Peer Review Mechanism and due to the postponement of the Batho Pele Awards, an amount of R1, 185 million was identified as a saving in the sub-directorate: Batho Pele Support Initiatives.

- *Programme 6: Governance of Public Administration*

A total allocation of R760 000 to be shifted out of this programme to Programme 1: Administration.

R147 000 unutilised funding will be moved from Capital Assets to Programme 1 to contribute towards the payment of the information technology server procured for the Department. From the sub-programme: Organisational Design and Marco Organisation an amount of R613 000 due to a delay in obtaining a proposal from SITA for the development of a database on members and chairpersons of commissions and committees. This amount will contribute to the payment for office accommodation.

Rollovers

No requests for rolling of funding were submitted to National Treasury.

Unauthorised, fruitless and wasteful expenditure

During the 2018/19 financial year, the Department did not incur any unauthorised expenditure. Irregular expenditure to the value of R310 000 was identified of which R113 644.02 were condoned by the Accounting Officer. A further 62 cases of irregular expenditure to the value of R4 679 000 related to previous years were also condoned. No new cases of fruitless and wasteful expenditure were identified during the year under reporting and the R1 800 related to the previous financial year were written off before 31 March 2019.

Future plans

Details of the DPSA's future plans can be found in its 2015/2020 Strategic Plan as well as its Annual Performance Plan for the 2019/20 financial year.

Public private partnerships

The DPSA did not enter into any Public Private Partnership (PPP) during the year under review.

Discontinued activities/activities to be discontinued

No activities were discontinued during the 2018/19 financial year.

New or proposed activities

The DPSA's Annual Performance Plan provides detail on the projects and activities that the Department will embark upon during the 2019/20 financial year. These projects are grouped according to each programme of the Department.

Supply chain management

The Supply Chain Management Policy that was revised during the 2017/18 financial year is used to guide all supply chain management processes.

Gifts and donations received in kind from non-related parties

The Department received sponsorships for the Government Information Officers Council and the National Public Service Hackathon events amounting to R 1 448 855.00 for amongst others, venues, refreshments and equipment. Other sponsorships received by Department were for flight, accommodation and per diem amounting to R 402 736.78.

Exemptions and deviations received from National Treasury

No exemptions or deviations were requested from National Treasury during the 2018/19 financial year.

Events after the reporting date

There were no significant events that occurred after the reporting date.

Other

There are no other material facts or circumstances, which may have an effect on the understanding of the financial state of affairs which are not addressed elsewhere in this report.

Acknowledgements and appreciation/Conclusion

The Department extends its appreciation for the guidance and stewardship provided by the former Minister for the Public Service and Administration, Ms Ayanda Dlodlo, MP and the former Deputy Minister, Dr Chana Pilane—Majake, MP. Further appreciation is extended to the oversight provided by the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evaluation; and for ensuring that the Department continues to vigilantly deliver on its mandate and accounts to the South African citizens.

The Audit and Risk Committee continues to ensure that the Department complies with the applicable laws and regulations and that good governance is practiced.

To all the national and provincial departments as well as the various stakeholders we have interacted with, thank you for your valuable contribution towards enriching the work of the Department.

To Team DPSA, thank you for being the backbone of the Public Service and ensuring that we contribute towards building a better Public Service that continuously improves on the delivery of its services to the people.

Approval and sign off

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



Professor Richard Levin
Accounting Officer
Department of Public Service and Administration
31 August 2019

6. 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 2019.

Yours faithfully



Professor Richard Levin
Accounting Officer
Department of Public Service and Administration
31 August 2019

7. STRATEGIC OVERVIEW

7.1 Vision

A professional, productive and responsive Public Service and administration.

7.2 Mission

1. Establish norms and standards to ensure that the Public Service functions optimally and that such norms and standards are adhered to;
2. Implement interventions to maintain a compliant and functioning Public Service;
3. Promote an ethical Public Service through programmes, systems, frameworks and structures that detect, prevent and combat corruption; and
4. Contribute towards improved public administration in Africa and internationally through dialogue and sharing of best practices.

7.3 Values



We Belong



We Care



We Serve

8. CONSTITUTIONAL AND LEGISLATIVE MANDATES

8.1 Constitutional Mandate

According to Chapter 10 (Section 195 [1]) of the Constitution of the Republic of South Africa, public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following 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.

8.2 Legislative Mandates

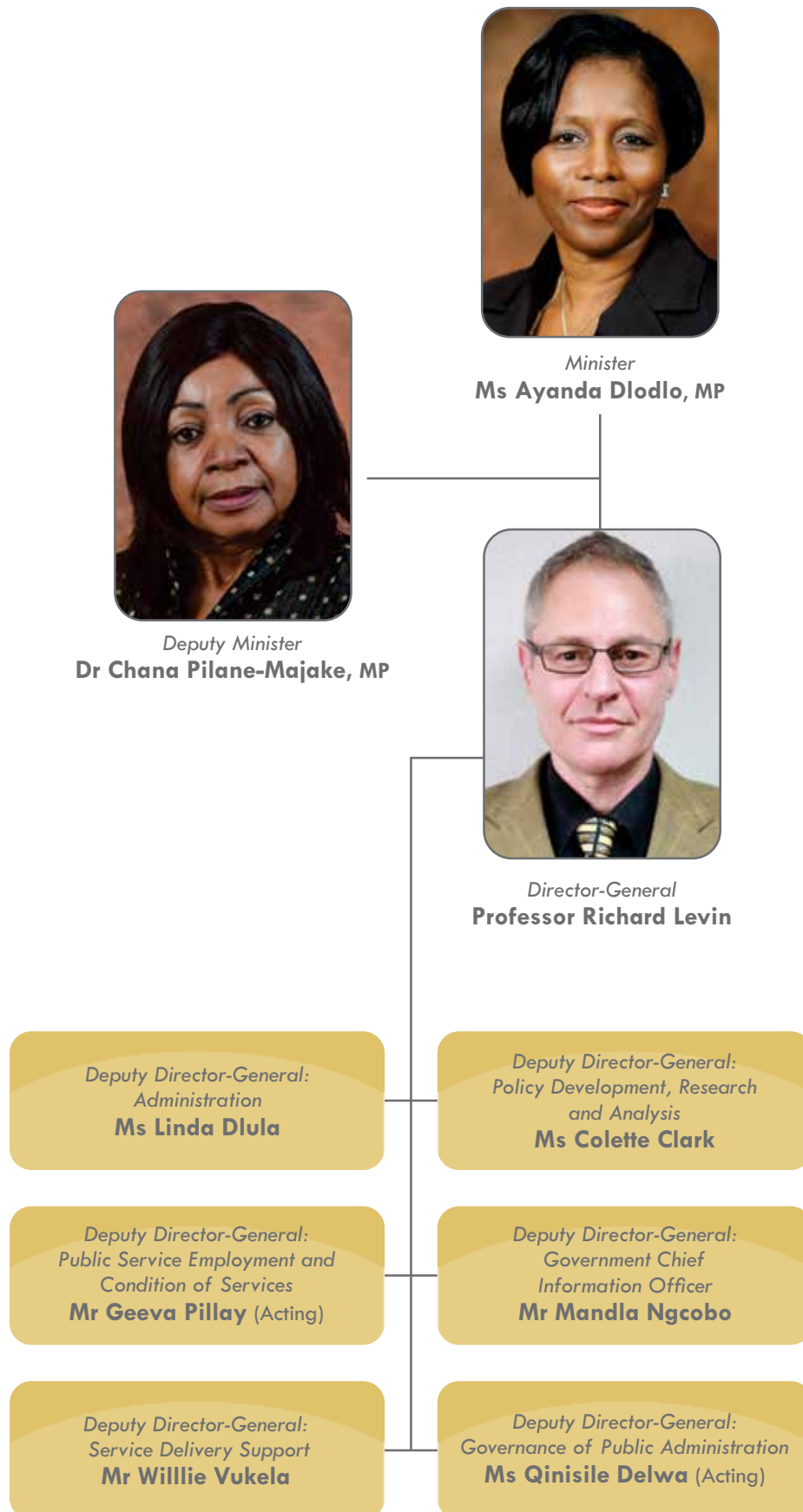
The Department of Public Service and Administration draws its mandate from Section 197 (1) and (2) of the Constitution, which provides that within public administration there is a Public Service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day. The terms and conditions of employment in the Public Service must be regulated by national legislation. Employees are entitled to a fair pension as regulated by national legislation.

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.

According to Section 3 (5) of the Public Service Act, the Minister may, subject to the Labour Relations Act and any collective agreement, make determinations regarding the conditions of service of employees generally or categories of employees, including determinations regarding salary scales and allowances for particular categories of employees. In terms of Section 5 (6), all collective agreements concluded at the Public Service Coordinating Bargaining Council (PSCBC) are deemed to be determinations made by the Minister in terms of Section 3 (5) of the Public Service Act and the Minister is empowered further to issue directives to elucidate or supplement such determination.

9. ORGANISATIONAL STRUCTURE (As at 31 March 2019)



10. ENTITIES REPORTING TO THE MINISTER

The Department does not oversee any public entities envisaged under the Public Finance Management Act. However, the following entities report to the MPSA:

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 10	The CPSI aims to entrench the culture and practice of innovation in the Public Service through: <ul style="list-style-type: none">• unearthing existing innovations for learning and replication;• researching, leading and promoting the development and testing of new innovations;• investigating and facilitating the replication and mainstreaming of innovations; and• providing content driven platforms and products for public officials to adopt innovative approaches
National School of Government	Public Administration Management Act, 2014	The DPSA transfers payment to the NSG as they are part of Budget Vote 10	The NSG's mission is to be responsible for learning and development programmes in a uniform public sector with the objective of developing a professional, responsive and capable public sector, driven by the imperative of a developmental state

The Department only transfers payment to the Public Service Commission as they are part of Budget Vote 10. The PSC reports to Parliament.

10.1 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.

10.2 National School of Government

The NSG is mandated to provide or facilitate the provision of training to public servants. The NSG is still classified as a department in terms of the Public Service Act.

Performance Information



B

PART

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the report on other legal and regulatory requirements section of the Auditor's report. Refer to page 113 of the Report of the Auditor-General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The National Development Plan has been translated into the Medium Term Strategic Framework and articulates the priorities which the Department is expected to deliver on during the medium to long term period. One of the main responsibilities of the Department is to develop policies that will support the building of an efficient, effective and development oriented Public Service.

There is an increasing request for the Department to provide implementation support to both the national and provincial departments. However, due to capacity constraints, the Department in most instances gathers all national departments into one workshop. With regards to the provinces, the Department would coordinate with the Office of the Premier to gather all provincial departments into one provincial workshop.

The Department has been refining the Organisational Functionality Assessment (OFA) Tool and in order to ensure that this Tool is implemented throughout the Public Service, it will require high level analytical capabilities and an E-enabled OFA System to support national and provincial departments. There is still a need to further capacitate departments in successfully applying this Tool.

The Office of Standards was recently established. Following this, the next step will be to capacitate the Office with capable staff that have extensive knowledge and experience of the Public Service policies and operations.

The Department acknowledges that the following initiatives need to be undertaken in order to ensure the successful implementation of the GEHS:

- the finalisation of the institutional form of the GEHS;
- the establishment of the housing finance solution for the Scheme;
- capacity building of the human resource units in departments to enable them to implement the Scheme; and
- the marketing of the Scheme's services to government employees.

The Office of the Government Chief Information Officer leverages on its working relationship with SITA and the Government Information Technology Officers Council (GITOC) to deliver on its mandate around ICTs. During the financial year under review, the Department worked together with the GITOC and other various stakeholders (academia) in the development of the Digital Transformation Strategy for the Public Service. The strategy must be understood as the Public Service outlook or/and plan on how to take advantage of opportunities and mitigate against challenges presented by the 4th Industrial Revolution era. Consequently, the use of cloud based services, big data, identity management security as well as business process re-engineering are at the core of the strategy. The strategy was presented to Cabinet in November 2018 and owing to alignment between key departments with the mandate on ICT, its approval was put on hold.

With regards to service delivery, the Department has over the years noticed the unevenness in the institutionalisation of service delivery improvement initiatives and the lack of integrated service delivery improvement initiatives and interventions. In order to ensure service delivery improvement, public participation is key as it is important for stakeholders to be given an opportunity to voice their needs and how these should be met. Partnerships with stakeholders is also a key factor.

There is a challenge with regards to compliance to the prohibition of Public Service employees conducting business with an organ of state. Although numerous letters were issued to departments to identify employees who are possibly conducting business with an organ of state and a request to take action against them, only 20 departments (10 provincial and 10 national) have responded. In general, those departments who did respond failed to request employees who were registered on the Central Supplier Database to deactivate their registration.

2.2 Service Delivery Improvement Plan

The DPSA developed the draft SDIP for the 2018/19 – 2021 cycle, but it was not approved as at 31 March 2019.

Main services and standards

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Not applicable, as the SDIP was not approved				

Batho Pele arrangements with beneficiaries

Current/Actual Arrangements	Desired Arrangements	Actual Achievements
Not applicable, as the SDIP was not approved		

Service delivery information tool

Current/Actual Information Tools	Desired Information Tools	Actual Achievements
Not applicable, as the SDIP was not approved		

Complaints mechanism

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievement
Not applicable, as the SDIP was not approved		

2.3 Organisational Environment

The Department's strategic objectives are implemented by the following programmes/branches:

1. Programme 1: Administration
2. Programme 2: Policy Development, Research and Analysis
3. Programme 3: Public Service Employment and Conditions of Services
4. Programme 4: Government Chief Information Officer
5. Programme 5: Service Delivery Support
6. Programme 6: Governance of Public Administration.

During the financial year, capacity constraints within the Department had an impact on the successful implementation of certain deliverables. Some of the capacity constraints can be attributed to the reduction of the Department's compensation budget for the Medium Term Expenditure Framework period. As a result, the Department abolished some unfunded posts and focused on filling the priority vacant posts. In addition, the Department seconded certain employees to the North West in order to provide support to the North West provincial administration that was placed under administration in terms of Section 100 (1) of the Constitution.

The Department is in the process of reviewing its current organisational structure. It is anticipated that this process will be concluded during the 2019/20 financial year. Furthermore, the Department has sought to improve its internal efficiencies. As a result, a few initiatives have been identified for implementation in the future.

2.4 Key Policy Developments and Legislative Changes

The Public Administration Management Act was signed into law by the President of the Republic of South Africa in December 2014. To ensure the proper implementation of the Act; Regulations are being developed in a phased manner over the Medium Term Strategic Framework period.

The Public Service Regulations, 2016 necessitates change in the approach and implementation of the amended Regulations for human resource management and development.

With effect from 1 April 2019, through a Proclamation issued by the President, 13 sections (sections 1 - 4, 8, 10, 13 - 18 and 20), of the Public Administration Management Act, 2014 will be brought into operation.

When sections 15 and 17 of the Public Administration Management Act became operational, the Public Administration, Ethics, Integrity and Disciplinary Technical Assistance Unit and the Office of Standards and Compliance were established.

3. STRATEGIC OUTCOME ORIENTED GOALS

The achievements with regards to the strategic outcome oriented goals are reported under the Foreword by the Minister.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 Programme 1: Administration

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

Sub-programmes:

1. Financial Administration
2. Internal Audit
3. Departmental Management
4. Corporate Services
5. International Relations
6. Corporate Communication
7. Legal Service.

4.1.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 1: ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: EFFECTIVE FINANCIAL MANAGEMENT						
Proper financial management in line with the Public Finance Management Act and Treasury Regulations	Achieved The quarterly Interim Financial Statements and the 2014/15 Annual Financial Statements were submitted to National Treasury and the Auditor-General by 31 May 2015	Achieved The 2015/16 Annual Financial Statements were submitted to the Auditor-General by 31 May 2016 and the 2016/17 Quarterly Interim Financial Statements to National Treasury by the end of July 2016, September 2016 and January 2017	Achieved The quarterly Interim Financial Statements were submitted by 31 July and 31 October 2017 and 31 January 2018 to National Treasury The Annual Financial Statements were submitted by May 2017 to National Treasury	The submission of the 1 st , 2 nd and 3 rd quarter Interim Financial Statements and the Annual Financial Statements to National Treasury complied with	Achieved The 1 st , 2 nd and 3 rd quarter Interim Financial Statements were submitted to National Treasury in July and October 2018 as well as January 2019, respectively The Annual Financial Statements were submitted to National Treasury in May 2018	No deviation
	-	-	-	Two (2) bi-annual reports on the compliance with the Broad-Based Black Economic Empowerment (BBBEE) status level of contributor as prescribed in the preferential procurement regulations 2017 submitted to the Chief Financial Officer	Achieved The 1 st and 2 nd quarter (2) bi-annual reports on the compliance with the BBBEE status level of contributor as prescribed in the preferential procurement regulations 2017 were submitted to the Chief Financial Officer in April and October 2018, respectively	No deviation
						Not applicable

PROGRAMME 1: ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: EFFECTIVE PLANNING AND REPORTING ON PERFORMANCE INFORMATION						
Number of quarterly performance information reports submitted by due dates to all internal and external control points	Achieved The 1 st , 2 nd and 3 rd quarterly reports on the 2015/16 Annual Operational Plan have been submitted to the Executive Authority, Parliament, National Treasury and the Department of Planning, Monitoring and Evaluation (DPME) by the required deadlines	Achieved The 4 th quarter report on the implementation of the 2015/16 APP and the 1 st , 2 nd and 3 rd quarter reports on the implementation of the 2016/17 APP were submitted to the Executive Authority, National Treasury and DPME by the required deadlines	Achieved The 4 th quarter report on the implementation of the 2016/17 APP was submitted in April 2017 and the 1 st , 2 nd and 3 rd quarter reports on the implementation of the 2017/18 APP were submitted to the Executive Authority, National Treasury and DPME in July and October 2017 as well as January 2018, respectively	Four (4) quarterly reports on the implementation of the APP submitted to the Executive Authority, National Treasury and DPME by the prescribed deadlines	Achieved The 4 th quarter report on the implementation of the 2017/18 APP and the 1 st , 2 nd and 3 rd quarter reports on the implementation of the 2018/19 APP were submitted to the Executive Authority, National Treasury and DPME in April, July and October 2017 as well as January 2018, respectively	No deviation
						Not applicable

PROGRAMME 1: ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
Number of Internal Audit and Risk Management progress reports submitted to the Audit and Risk Committee	Achieved The 1 st , 2 nd , 3 rd and 4 th quarterly Internal Audit reports were prepared and presented to the Audit Committee. 4 quarterly monitoring reports on the implementation of the Risk Management Plan were compiled and presented to the Audit Committee	Achieved Quarterly Internal Audit and Risk Management performance reports were submitted to the Audit and Risk Committees by March 2017	Achieved 4 quarterly progress reports on the implementation of the Internal Audit and Risk Management plans were reported to the Audit and Risk Committees	Four (4) quarterly progress reports on the implementation of the Internal Audit and Risk Management plans submitted to the Audit and Risk Committees	Achieved The 4 th quarter 2017/18 and 1 st , 2 nd and 3 rd quarterly 2018/19 Internal Audit and Risk Management plans were submitted to the Audit and Risk Management Committee in May, August and October 2018 as well as February 2019, respectively	No deviation
						Not applicable
STRATEGIC OBJECTIVE: COMPLIANCE TO FINANCIAL MANAGEMENT, HUMAN RESOURCES AND LABOUR RELATIONS PRESCRIPTS						
Number of quarterly reports on DPSA's compliance to Financial Management, Human Resources and Labour Relations Prescripts	Achieved The 1 st , 2 nd , 3 rd and 4 th quarterly reports on the implementation of Human Resources Policies were submitted to the Director-General	Achieved The DPSA's compliance to internal and external Human Resources and Labour Relations Policy Prescripts and Procedures were monitored and quarterly reports were submitted to the Executive Committee	Achieved 4 quarterly reports on the status of DPSA's compliance to the internal and external Human Resources, Labour Relations and Employee Health and Wellness and Policy Prescripts and Procedures were submitted to the Executive Committee	Four (4) quarterly reports on the DPSA's compliance to Financial Management, Human Resources and Labour Relations Prescripts submitted to the Director-General	Achieved The 4 th quarter 2017/18 and 1 st , 2 nd and 3 rd quarterly 2018/19 reports on the DPSA's compliance to Financial Management, Human Resources and Labour Relations Prescripts were submitted to the Director-General in April, July and October 2018 as well as March 2019, respectively	No deviation
						Not applicable

PROGRAMME 1: ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: EFFECTIVE IMPLEMENTATION OF DPSA'S BI-LATERAL AGREEMENTS AND MULTI-LATERAL AGREEMENTS						
Number of progress reports of the implementation of the DPSA's Bi-lateral and Multi-lateral agreements	Achieved 4 th quarterly reports on Best Practices and Experiences were submitted to the Minister and the Director-General	Achieved The quarterly progress reports on the implementation of the Department's Bi-lateral agreements and Multi-lateral arrangements were submitted to the Minister	Achieved 4 quarterly reports on the implementation of the Department's Bi-lateral and Multi-lateral agreements and programmes were submitted to the MPSA	Four (4) quarterly progress reports on the implementation of the Department's Bi-lateral and Multi-lateral agreements and programmes submitted to the Director-General	Not Achieved The 4 th quarter 2017/18 as well as the 1 st and 2 nd quarterly 2018/19 progress reports on the implementation of the Department's Bi-lateral and Multi-lateral agreements and programmes were submitted to the Director-General in May, September and November 2018	The 3 rd quarterly progress report was delayed due to the late submission of inputs, which affected the timeous compilation of the report The report will be submitted to the Director-General in April 2019

4.1.2 Strategy to overcome Areas of under Performance

The 3rd progress reports on the implementation of the Department's Bi-lateral and Multi-lateral agreements and programmes was submitted to the Director-General in April 2019.

4.1.3 Changes to Planned Targets

There were no changes to the planned targets.

4.1.4 Linking Performance with Budgets

Sub-Programme Name	2018/2019			2017/2018		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	43 229	40 303	2 926	46 159	44 429	1 730
Departmental Management	3 031	3 013	18	2 786	2 773	13
Corporate Services	84 122	82 677	1 445	83 685	83 079	606
Financial Management	27 313	26 761	552	26 733	26 696	37
Internal Audit	5 596	5 555	41	4 810	4 797	13
Legal Services	8 418	8 367	51	6 412	6 395	17
International Relations	9 813	8 812	1 001	11 243	10 951	292
Office Accommodation	66 858	66 856	2	46 150	46 147	3
TOTAL	240 380	242 344	6 036	227 978	225 267	2 711

4.2 Programme 2: Policy Development, Research and Analysis

Purpose: Manage and oversee the formulation, design and review of policies and policy reform through revised norms and standards. Manage research and analysis of Public Service capacity, performance and reform by conducting productivity, accessibility and feasibility studies, tracking trends in best practice in public administration discourse.

Sub-programmes:

1. Management: Policy, Research and Analysis
2. Public Service Performance, Monitoring and Evaluation
3. Knowledge Management
4. Macro Policy Oversight
5. Integrated Public Sector Reform
6. Public Administration Research
7. Productivity and Efficiency Studies
8. Public Service Access Norms and Mechanisms
9. Transformation Policies and Programmes.

4.2.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: LEGISLATIVE AND POLICY FRAMEWORKS FOR A UNIFORM SYSTEM OF PUBLIC ADMINISTRATION						
Incremental processes for the establishment of the Office of Standards institutionalised through the Strategic Framework for Norms and Standards	Achieved The consolidated evaluation report on the assessment of the measurability of existing norms and standards in the six departments of the Eastern Cape Provincial Government has been compiled	Achieved Research to support and inform the design of a draft Strategic Framework to inform the regulatory instruments for the norms and standards setting processes which will inform the structure, governance and functionality of the Office of Standards was conducted	Achieved Consultations on the draft Strategic Framework for Norms and Standards which will inform the structure, governance and functioning of the Office of Standards in terms of the PAMA (2014) were held with national and provincial departments	Further consultations conducted on the draft Strategic Framework for Norms and Standards with the Centre of Government Departments	Achieved Further consultations on the draft Strategic Framework for Norms and Standards with the Centre of Government Departments were conducted in May 2018	No deviation
						Not applicable

PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
	-	-	-	Business case research report compiled on the legislative instruments, structure, functions, governance and envisaged operationalisation of the Office of Standards in terms of the Public Administration Management Act (2014)	Achieved The business case research report on the legislative instruments, structure, functions, governance and envisaged operationalisation of the Office of Standards in terms of the Public Administration Management Act (2014) was compiled in September 2018	No deviation
						Not applicable
Level of compliance to legislative and regulatory requirements in relation to Public Service Norms and Standards monitored	-	-	-	Compliance report on the monitoring of selected Public Service Norms and Standards by line departments submitted to the Director-General	Achieved The compliance report on the monitoring of selected Public Service Norms and Standards by line departments was submitted to the Director-General in March 2019	No deviation
						Not applicable

PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: CAPACITY AND CAPABILITY OF THE STATE IMPROVED THROUGH IMPLEMENTATION OF PUBLIC ADMINISTRATION REFORMS						
Macro-Configuration of government reviewed in support of the implementation of PAMA, 2014	-	Achieved Research of the concurrent functions, as well as, the strategic functions which support the Public Administration Reforms for the effective implementation of PAMA, 2014 within all 3 spheres of government was conducted	Achieved A working paper for consultation on the establishment of a strategic centre to drive public administration functionality that supports strategic state capability needed to implement PAMA, 2014 was designed in March 2018	Draft proposed model for the configuration of the centre of national government submitted to the Director-General	Achieved The draft proposed model for the configuration of the Centre of national government was submitted to the Director-General in March 2019	No deviation Not applicable
Draft White Paper on the Transformation and Modernisation of Public Administration to respond to state capacity and capability	Achieved A Public Service research strategy was approved, which would focus on Public Administration Reform identified within the NDP post the enactment of PAMA, 2014	Achieved Consultations were undertaken with relevant stakeholders to inform the translation of the NDP's social vision for public administration into a proposed White Paper on Public Administration Reforms which are aligned with the provisions of PAMA, 2014	Not Achieved A draft concept document informing the drafting of the White Paper for Public Administration Transformation and Modernisation which is linked to the social vision of the NDP and provisions of PAMA, 2014 was approved by the MPSA in December 2017	Consultations on the draft White Paper for the Transformation of public administration linked to the social vision of the NDP and provisions of PAMA, 2014 conducted with internal and external stakeholders	Achieved Consultations on the draft White Paper for the Transformation of public administration linked to the social vision of the NDP and provisions of PAMA, 2014 were conducted internally with the DPSA Technical Working Group and externally with the Government wide Technical Working Group in April, August and October 2018	No deviation Not applicable

PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: IMPROVED EFFICIENCY AND EFFECTIVENESS THROUGH PUBLIC SERVICE ORGANISATIONAL PRODUCTIVITY AND ORGANISATIONAL FUNCTIONALITY						
Productivity Measurement Framework applied in selected service departments	Achieved The Health and Basic Education sector reports to support the optimisation of organisational efficiency and effectiveness within those sectors have been produced	Achieved The Public Service Productivity Measurement Tool was applied in a further 2 selected service departments, namely the Department of Social Development (Limpopo province) and the Department of Rural Development and Land Reform. The Productivity Measurement Tool and Framework was approved by the Director-General in March 2017	Achieved The final Productivity Measurement Tool was submitted to the MPSA for approval in March 2018	Subject to approval of the final Productivity Measurement Tool; 10 workshops conducted to support departments on the application of the Tool	Achieved Eleven (11) workshops were conducted to support the following departments on the application of the Productivity Measurement Tool in July and September 2018, as well as February 2019: <ul style="list-style-type: none">• National Treasury• Basic Education• Correctional Services• Higher Education and Training• Public Enterprise• Energy• Home Affairs• Public Works• Public Service and Administration• North West• Department of Finance• North West• Department of Rural Development, Environment and Agriculture	An additional workshop was conducted due to the demand by departments
						Not applicable

PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
Refined Organisational Functionality Assessment (OFA) Tool institutionalised in departments in terms of the Public Service Regulations, 2016	-	Achieved The re-designed and refined Public Administration OFA Tool was submitted and approved by the Director-General in March 2017	Achieved Public Service workshops to provide support to departments on the implementation of the refined OFA Tool were conducted with national and provincial departments	Draft Organisational Functionality Assessment Tool submitted to the Director-General	Achieved The draft Organisational Functionality Assessment Tool was submitted to the Director-General in March 2019	No deviation
						Not applicable

4.2.2 Strategy to overcome Areas of under Performance

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

4.2.3 Changes to Planned Targets

There were no changes to the planned targets.

4.2.4 Linking Performance with Budgets

Sub-Programme Name	2018/2019			2017/2018		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management: Policy Development, Research and Analysis	3 823	3 754	69	3 144	2 288	856
Policy Oversight, Development and Knowledge Management	3 210	2 970	240	5 284	4 418	866
Public Administration Policy Analysis	1 838	1 634	204	2 151	599	1 552
Integrated Public Sector Reform	3 052	3 031	21	1 880	1 866	14
Public Service Performance, Monitoring and Evaluation	13 607	13 444	163	13 851	13 657	194
Research and Analysis	3 110	3 092	18	3 503	3 462	41
Public Service Access Norms and Mechanisms	3 514	3 507	7	3 385	3 281	104
TOTAL	32 154	31 432	722	33 198	29 571	3 627

4.3 Programme 3: Public Service Employment and Condition of Services

Purpose: Implement and monitor labour relations, human resource management and remuneration policies.

Sub-programmes:

1. Management: Labour Relations and Human Resource Management
2. Labour Relations, Negotiations and Discipline Management
3. Workplace Environment Management
4. Human Resource Development
5. Remuneration and Job Grading
6. Employee Benefits
7. Human Resource Planning, Employment Practices and Performance Management.

4.3.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITION OF SERVICES						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: REDUCED VACANCY RATE						
Reports on the average percentage of funded vacant posts on Personnel and Salary System (PERSAL)	Achieved Two bi-annual reports on the vacancy rate and time to fill posts in accordance with the Public Service Act appointments were completed and submitted to the Minister in September 2015 and March 2016	Achieved Two reports on the average percentage of funded vacant posts on PERSAL have been compiled and submitted to the MPA. As at December 2016, the vacancy rate for the Public Service was 11.31%	Achieved The report on the average % of funded vacant posts on PERSAL against the targeted 10% or less was submitted to the MPSA in March 2018	Report on the average percentage (%) of funded vacant posts on PERSAL, against the targeted 10% or less, submitted to the Director-General	Achieved The report on the average percentage of funded vacant posts on PERSAL against the targeted rate of 10% or less was submitted to the Director-General in September 2018 and February 2019	No deviation
						Not applicable
STRATEGIC OBJECTIVE: IMPROVED SENIOR MANAGEMENT SERVICE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM						
Policy support provided, through engagements, to national departments and provincial administrations on the implementation of the revised Performance Management and Development System (PMDS) for the Senior Management Service (SMS)	-	Not Achieved The draft revised PMDS for members of the SMS has been developed and consulted with relevant stakeholders. The draft revised PMDS was also submitted to the Governance and Administration Working Session for approval in March 2017	Achieved Policy support and guidance was provided to national and provincial departments on the implementation of the revised SMS PMDS	Policy support provided, through engagements, to national departments and provincial administrations on the implementation of the revised SMS PMDS	Achieved Policy support was provided, through engagements, to selected national departments and provincial administrations on the implementation of the revised SMS PMDS in March, April, and October 2018	No deviation
						Not applicable

PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITION OF SERVICES						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: PUBLIC SERVICE GRADUATE RECRUITMENT SCHEME						
Graduate recruitment scheme framework issued and piloted in departments by 2019	Achieved The proposed Model for the Graduate Scheme has been consulted on with all national and provincial departments	Not Achieved A draft framework on the Graduate Recruitment Scheme was developed and submitted to the Governance and Administration Cluster for consultation in March 2017	Not Achieved Cabinet approved the Framework for a formal Graduate Recruitment Scheme in the Public Service in November 2017. A request for the MPSA to approve the issuing of the Framework for a formal Graduate Recruitment Scheme in the Public Service for implementation by departments was submitted to the previous MPSA in December 2017. Approval has not yet been received	Annual report on support provided to departments to implement the graduate recruitment scheme framework submitted to the Director-General	Not Achieved The drafting of the annual report on support provided to departments to implement the Graduate Recruitment Scheme Framework was in progress	The data validation process took longer than anticipated due to the need to verify the data provided
						The report will be submitted to the Director-General in April 2019
STRATEGIC OBJECTIVE: APPOINTMENT OF YOUTH WITHIN THE PUBLIC SERVICE						
Annual report on the number of youths appointed into developmental programmes within the Public Service	-	Achieved Bi-annual (2) reports were compiled on the number of youths appointed against the 20 000 annual target	Not Achieved A draft report on the number of youths appointed into learnership, internship and artisan programmes within the Public Service is still being compiled	Annual report on the appointment of persons into developmental programmes within the Public Service submitted to the Director-General	Achieved The annual report on the appointment of persons into developmental programmes within the Public Service was submitted to the Director-General in November 2018	No deviation
						Not applicable

PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITION OF SERVICES						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: IMPROVED DISCIPLINE MANAGEMENT WITHIN THE PUBLIC SERVICE						
Quarterly reports on the average number of days taken to resolve disciplinary cases by all national and provincial departments	Achieved Four (4) quarterly reports on the average number of days taken to resolve disciplinary cases by national and provincial departments were submitted to the Minister	Not Achieved The 4 th quarter report for 2015/16, 1 st and 2 nd quarterly reports for 2016/17 on the average number of days taken to resolve disciplinary cases by national and provincial departments were submitted to the MPSA	Not Achieved The 4 th quarter report for 2016/17, 1 st and 2 nd quarter reports for 2017/18 on the average number of days taken to resolve disciplinary cases by national and provincial departments were submitted to the MPSA in June and October 2017 as well as January 2018, respectively	Four (4) quarterly reports on the average number of days taken to resolve disciplinary cases by national and provincial departments submitted to the Director-General	Not Achieved The 1 st and 2 nd quarterly reports on the average number of days taken to resolve disciplinary cases by national and provincial departments were submitted to the Director-General in September and December 2018	The 4 th quarterly 2017/18 and 3 rd quarterly 2018/19 reports will be submitted to the Director-General in May and April 2019, respectively
		The 3 rd quarter report for 2016/17 was submitted to the Director-General in March 2017 en route to the Minister	The 3 rd quarter report for 2017/18 on the average number of days taken to resolve disciplinary cases by national and provincial departments is being compiled			departments as well as the late submission of information by departments

PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITION OF SERVICES						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: GOVERNMENT'S EMPLOYEES HOUSING SCHEME IMPLEMENTED						
Reports on the implementation of the Government Employee Housing Scheme (GEHS)	Achieved A report on the development and implementation of the GEHS has been submitted to the Minister	Achieved Four (4) quarterly reports on the development and implementation of the GEHS were submitted to the Minister	Achieved 4 quarterly reports on the implementation of the GEHS were submitted to the MPSA in July, October and December 2017 as well as March 2018, respectively	Four (4) quarterly reports on the implementation of the GEHS submitted to the Director-General	Achieved The 1 st , 2 nd , 3 rd and 4 th quarterly reports on the implementation of the GEHS were submitted to the Director-General in June, September and December 2018 as well as March 2019, respectively	No deviation
						Not applicable

4.3.2 Strategy to overcome Areas of under Performance

- The 4th quarterly 2017/18 and 3rd quarterly reports on the average number of days taken to resolve disciplinary cases by national and provincial departments will be submitted to the Director-General in May and April 2019, respectively.
- The annual report on support provided to departments to implement the Graduate Recruitment Scheme Framework will be submitted to the Director-General in April 2019.

4.3.3 Changes to Planned Targets

There were no changes to the planned targets.

4.3.4 Linking Performance with Budgets

Sub-Programme Name	2018/2019			2017/2018		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management: Public Service Employee Conditions of Services	1 469	774	695	1 231	1 221	10
Labour Relations, Negotiations and Discipline Management	8 129	7 675	454	6 185	6 121	64
Workplace Environment Management	4 811	4 790	21	5 116	4 984	132
Human Resource Development	5 381	5 371	10	4 521	4 430	91
Remuneration and Job Grading	22 005	21 869	136	23 317	22 798	519
Employee Benefits	27 989	15 680	12 309	14 063	13 392	671
Human Resource Planning, Performance and Practice	11 512	11 293	219	11 890	11 739	151
TOTAL	81 296	67 452	13 844	66 323	64 685	1 638

4.4 Programme 4: Government Chief Information Officer

Purpose: Create an environment for the deployment of information technology as a strategic tool of public administration. Minimise, control and maintain information technology related risks and costs in the Public Service.

Sub-programmes:

1. Management: Government Chief Information Officer
2. Public Service ICT E-enablement
3. Public Service ICT Stakeholder Management
4. Public Service ICT Risk Management
5. Public Service ICT Service Management.

4.4.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: DIGITISE GOVERNMENT SERVICES						
Public Service Digitalization Strategic Framework	-	-	-	Public Service Digitalization Strategic Framework submitted to the Director-General	Achieved The Public Service Digitalization Strategic Framework was submitted to the Director-General in February 2019	No deviation
Public Service Cloud Policy	-	-	-	Public Service Cloud Policy submitted to the Director-General	Achieved The Public Service Cloud Policy was submitted to the Director-General in March 2019	No deviation
						Not applicable
						Not applicable

PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: MANAGING ICT COSTS IN THE PUBLIC SERVICE						
Report on improvements made by all national and provincial departments in managing the cost related to Information Technology procurement within the Public Service	Achieved The following policy guidelines were developed and consulted on for inputs: IT sourcing strategy policy, IT hardware standardisation guideline, Chief Information Officer job redefinition guideline and draft transversal mobile policy	Achieved The ICT Cost Management Guidelines were issued for transversal contracts for personal computers and IT peripherals to national and provincial departments Consultative workshops to support departments with the implementation of the Guidelines was conducted for all national and provincial departments	Achieved The report on improvements made by departments in reducing the cost related to IT procurement within the Public Service was submitted to the MPSA in March 2018	Report on progress made by all national and provincial departments in managing the cost related to IT procurement within the Public Service submitted to the Director-General	Achieved The report on progress made by all national and provincial departments in managing the cost related to IT procurement within the Public Service was submitted to the Director-General in January 2019	No deviation
Public Service ICT Value Management Framework	-	-	-	Public Service ICT Value Management Framework submitted to the Director-General	Achieved The Public Service ICT Value Management Framework was submitted to the Director-General in January 2019	No deviation
						Not applicable

PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: IMPROVED SECURITY OF GOVERNMENT INFORMATION AND COMMUNICATION TECHNOLOGY SYSTEMS						
Public Service ICT Security Assessment Standard	Achieved Two e-Enablement Security Guidelines have been developed	Not Achieved The ICT Security Guidelines were not issued 3 quarterly workshops were conducted to support all national and provincial departments on the Guidelines	Achieved The report on the implementation of the ICT security policies by national and provincial departments was produced in March 2018	Public Service ICT Security Assessment Standard submitted to the Director-General	Achieved The Public Service ICT Security Assessment Standard was submitted to the Director-General in January 2019	No deviation
						Not applicable
STRATEGIC OBJECTIVE: IMPROVED ICT GOVERNANCE PRACTICES IN THE PUBLIC SERVICE						
Revised Corporate Governance of ICT Assessment Standard	-	-	-	Revised Corporate Governance of ICT Assessment Standard submitted to the Director-General	Achieved The revised Corporate Governance of ICT Assessment Standard was submitted to the Director-General in March 2019	No deviation
						Not applicable

4.4.2 Strategy to overcome Areas of under Performance

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

4.4.3 Changes to Planned Targets

There were no changes to the planned targets.

4.4.4 Linking Performance with Budgets

Sub-Programme Name	2018/2019			2017/2018		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management: Government Chief Information Officer	2 967	2 887	80	2 079	1 620	459
ICT E-Enablement	6 295	6 244	51	5 126	5 099	27
ICT Stakeholder Management	7 271	7 249	22	5 912	5 821	91
ICT Risk Management	3 494	3 011	483	2 849	2 818	31
ICT Service Management	1 174	1 158	16	1 179	1 137	42
TOTAL	21 201	20 549	652	17 145	16 495	650

4.5 Programme 5: Service Delivery Support

Purpose: Manage and facilitate the improvement of service delivery in government.

Sub-programmes:

1. Management: Service Delivery Support
2. Service Delivery Planning and Operations Management
3. Service Delivery Improvement Initiatives
4. Community Development and Citizen Relations
5. Public Participation and Social Dialogue
6. Batho Pele Support Initiatives
7. Centre for Public Service Innovation
8. National School of Government.

4.5.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 5: SERVICE DELIVERY SUPPORT						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: IMPROVED EFFICIENCY AND EFFECTIVENESS IN THE OPERATIONS OF THE PUBLIC SERVICE						
Report on the implementation of the Operations Management Framework by the prioritised departments	Workshops were held with the departments of Labour, Transport and Social Development to provide technical support on the mapping of business processes and development of Standard Operating Procedures	Consultations were held with the 3 priority departments of Mineral Resources, Trade and Industry and Health in all 3 priority departments, the as-is business processes of selected core services were mapped with an indication of baseline turnaround times and improved turnaround times	Achieved Current business processes were assessed and improved processes were developed for the following prioritised departments: <ul style="list-style-type: none"> Department of International Relations and Cooperation Department of Environmental Affairs National School of Government Support was provided to the following prioritised departments to develop Standard Operating procedures: <ul style="list-style-type: none"> Department of International Relations and Cooperation 	Report on the implementation of the Operations Management Framework by 3 prioritised departments submitted to the Director-General	Achieved The report on the implementation of the Operations Management Framework by 3 prioritised departments was submitted to the Director-General in March 2019	No deviation
	A report on the status of implementation of business processes and standard operating procedures by the departments of Transport, Social Development and Labour has been compiled	The departments of Mineral Resources, Trade and Industry and Health were supported in developing their Standard Operating Procedures				Not applicable

PROGRAMME 5: SERVICE DELIVERY SUPPORT						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
		In all 3 priority departments (Mineral Resources, Trade and Industry and Health), the as-is business processes of selected core services were mapped with an indication of baseline turnaround times. A report on the improvements has been developed	<ul style="list-style-type: none"> Department of Environmental Affairs National School of Government <p>The report on improvements in the turnaround times of departments with mapped business processes was submitted to the MPSA in March 2018</p>			
Framework for the establishment, promotion and maintenance of service centres developed	-	-	-	Framework for the establishment, promotion and maintenance of service centres submitted to the Director-General	Not Achieved The framework for the establishment, promotion and maintenance of service centres was developed	<p>The framework could not be submitted to the Director-General timeously due to administrative challenges</p> <p>The framework will be submitted to the Director-General in April 2019</p>

PROGRAMME 5: SERVICE DELIVERY SUPPORT						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: IMPROVED QUALITY AND IMPLEMENTATION OF SERVICE DELIVERY IMPROVEMENT PLANS						
Report on the quality and progress with the implementation of the Service Delivery Improvement Plans (SDIPs)	Achieved Support was provided to departments and a report was compiled on the submission, compliance rate, quality and progress with the implementation of SDIPs in service delivery departments	Achieved Support was provided to 8 national and 25 provincial departments to improve the quality and implementation of the SDIPs	Achieved Support was provided to approximately 70 national and provincial departments (which include the 6 prioritised departments) to improve the quality and implementation of their SDIPs	Report on the implementation of the SDIPs by all national and provincial departments submitted to the Director-General	Not Achieved The report on the implementation of the SDIPs by all national and provincial departments was developed	The report could not be submitted to the Director-General timely due to administrative challenges
						The report will be submitted to the Director-General in April 2019
STRATEGIC OBJECTIVE: IMPROVED IMPLEMENTATION OF THE BATHO PELE PROGRAMME						
Report on the number of national and provincial departments implementing the Batho Pele principles and standards	Achieved Generic Batho Pele Standards have been developed with the departments of Basic Education, Health, Human Settlements, Labour, Social Development and Transport	Achieved Six (6) departments were supported to develop standards for Batho Pele Principles, namely the departments of Basic Education, Health, Human Settlements, Labour, Social Development and Transport	Achieved Support was provided to the following prioritised departments to develop standards for Batho Pele Principles: <ul style="list-style-type: none"> Department of Basic Education Department of Human Settlements Department of Military Veterans Office of the Premier: Free State 	2017/18 and 2018/19 assessment reports on the implementation of the Batho Pele standards by national and provincial departments submitted to the Director-General	Achieved The 2017/18 and 2018/19 assessment reports on the implementation of the Batho Pele standards by national and provincial departments was submitted to the Director-General in March 2019	No deviation
						Not applicable

PROGRAMME 5: SERVICE DELIVERY SUPPORT						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
Progress report on the implementation of the Public Service Charter by departments	-	-	Achieved The implementation of the Public Service Charter was coordinated and monitored through capacity building workshops held with various national and provincial departments	Report on the implementation of the Public Service Charter by departments submitted to the Director-General	Achieved The report on the implementation of the Public Service Charter by departments was submitted to the Director-General in March 2019	No deviation
						Not applicable
Establishment of the African Peer Review Mechanism (APRM) structures facilitated	-	-	-	Cabinet Memorandum for the establishment of the APRM National Secretariat submitted to the Director-General	Not Achieved A meeting was held with the Co-Chairperson of the civil society representative in March 2019. The purpose of the meeting was to discuss the re-establishment of the National General Council	The Cabinet Memorandum could not be prepared as it can only be prepared following the establishment of the National General Council
						The re-establishment of the National General Council will be pursued during the 2019/20 financial year
Framework for the Community Development Workers Programme developed	-	-	-	A framework towards the improvement of the implementation of the Community Development Workers Programme developed	Achieved The framework towards the improvement of the implementation of the Community Development Workers Programme was developed in March 2019	No deviation
						Not applicable

4.5.2 Strategy to overcome Areas of under Performance

- The framework for the establishment, promotion and maintenance of service centres was submitted to the Director-General in April 2019.
- The report on the implementation of the SDIPs by all national and provincial departments was submitted to the Director-General in April 2019.
- Work on the African Peer Review Mechanism will continue during the 2019/20 financial year.

4.5.3 Changes to Planned Targets

The Minister approved that the target on the "Report on the implementation of the APRM 2nd Generation Review process submitted to the Director-General" be changed to "Cabinet Memorandum for the establishment of the APRM National Secretariat submitted to the Director-General". The reason for the change was that the Minister recommended that the implementation of the APRM 2nd Generation Review Process be postponed until after the 2019 national elections. Furthermore, the term of office of the current National General Council, which is the only legitimate structure responsible for carrying out the country review process had expired.

4.5.4 Linking Performance with Budgets

Sub-Programme Name	2018/2019			2017/2018		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management: Service Delivery Support	3 425	3 393	32	3 871	3 848	23
Service Delivery Planning and Operations Management	10 828	10 798	30	3 532	3 505	27
Service Delivery Improvement Initiatives	15 279	15 157	122	12 457	12 280	177
Community Development and Citizen Relations	5 762	5 737	25	7 090	6 984	106
Public Participation and Social Dialogue	7 846	6 921	925	12 818	11 783	1 035
Batho Pele Support Initiatives	10 243	10 215	28	9 640	9 550	90
Centre for Public Service Innovation	36 030	36 030	-	34 055	34 055	-
National School of Government	168 959	168 959	-	153 906	153 906	-
TOTAL	258 372	257 210	1 162	237 369	235 911	1 458

4.6 Programme 6: Governance of Public Administration

Purpose: Manage and oversee the implementation of policies, strategies and programmes on Public Service integrity, intergovernmental relations, and the macro organisation of the state, organisational design, senior leadership management and strategic planning. Monitor compliance, and evaluate and manage government intervention programmes.

Sub-programmes:

1. Management: Governance of Public Administration
2. Ethics and Integrity Management
3. Organisational Design and Macro Organisation of the Public Service
4. Intergovernmental Relations and Government Interventions
5. Leadership Management
6. Human Resource Management Information Systems
7. Public Service Commission.

4.6.1 Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: PUBLIC ADMINISTRATION DELEGATIONS CONSISTENTLY IMPLEMENTED						
Adherence by national and provincial departments to the Directive on Public Administration and Management Delegations	Achieved The Guideline for Operational Delegations was developed and has been approved	Achieved Report on improved adherence by national and provincial departments to the Directive on Public Administration and Management Delegations as measured by the Management Performance and Assessment Tool (MPAT) was submitted to the Director-General in March 2017	Achieved The report on the improved adherence by national and provincial departments to the Directive on Public Administration and Management Delegations as measured by MPAT was submitted to the MPSA in April 2017	Report on the adherence by national and provincial departments to the Directive on Public Administration and Management Delegations submitted to the Director-General	Not Achieved The report on the adherence by national and provincial departments to the Directive on Public Administration and Management Delegations was developed	The report had to be re-submitted to the Director-General due to administrative challenges
						The report will be submitted to the Director-General in April 2019

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: A PUBLIC SERVICE THAT IS A CAREER OF CHOICE						
Number of departments supported to implement the Guideline on mentoring and peer support mechanisms for senior managers	Achieved The mentoring and peer support framework for senior managers was consulted, finalised and has been approved by the MPSA	Achieved The Guideline on mentoring and peer support mechanisms for senior managers was piloted in were the following 4 sites: (1) KwaZulu-Natal Office of the Premier, (2) KwaZulu-Natal Arts and Culture. (3) the DPSA and (4) the Department of Basic Education A report on the lessons learnt from the pilots was submitted to the Minister in January 2017	Achieved The report on the implementation of the guideline on mentoring and peer support mechanisms by departments that were supported was submitted to the Director-General in March 2018	Report on the progress and lessons learnt from the implementation of the Guideline on mentoring and peer support by 4 departments submitted to the Director-General	Achieved The report on the progress and lessons learnt from the implementation of the Guideline on mentoring and peer support by 4 departments was submitted to the Director-General in January 2019	No deviation
						Not applicable
STRATEGIC OBJECTIVE: RETENTION OF HEADS OF DEPARTMENTS WITHIN THE PUBLIC SERVICE						
Retention of Heads of Departments (HODs) in a post analysed	Achieved The retention of HODs within the Public Service has been monitored and a report has been produced and approved by the MPSA	Achieved The fact sheet on the average time spent by HODs in a post was approved by the MPSA in January 2017	Achieved A statistical fact sheet on the average number of years spent by HODs in a post was submitted to the MPSA in November 2017	Report on the retention of Heads of Department in the Public Service (the average number of years spent by HODs in a post) submitted to the Director-General	Achieved The report on the retention of Heads of Department in the Public Service (the average number of years spent by HODs in a post) was submitted to the Director-General in December 2018	No deviation
						Not applicable

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
STRATEGIC OBJECTIVE: STRENGTHENED PUBLIC SERVICE'S HUMAN RESOURCES CAPACITY						
Number of departments supported to strengthen their internal Human Resources Capacity	Achieved An intervention strategy with targeted support mechanisms for Human Resources, Organisational Development and Information Technology was developed and has been approved by the Director-General	Achieved A strategy to support 5 departments to strengthen their internal Human Resources Capacity was implemented in the Limpopo Department of Public Works, Roads and Infrastructure; Limpopo Wildlife Resorts with Limpopo Department of Tourism and Economic Development; Office of the Premier; KwaZulu-Natal; Military Ombudsman; Department of Public Works; Department of Planning, Monitoring and Evaluation; Financial and Fiscal Commission; Department of Home Affairs; and the Office of the Premier: North West Province	Achieved Support was provided to 14 national departments and 4 provinces to strengthen their internal Human Resources Capacity	Annual report on support provided to departments to strengthen their internal Human Resources Capacity submitted to the Director-General	Achieved The annual report on support provided to departments to strengthen their internal Human Resources Capacity was submitted to the Director-General in March 2019	No deviation
						Not applicable

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION

Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
STRATEGIC OBJECTIVE: AN ETHICAL PUBLIC SERVICE PROMOTED AND SUPPORTED							
Improved adherence by designated employees from national and provincial departments to the legislative framework regarding the electronic disclosure of financial interests (e-Disclosure system)	-	<p>Achieved</p> <p>A report on the compliance with the Financial Disclosure Framework was approved by the MPSA in July 2016</p> <p>A compliance report with Section 30 of the Public Service Act, based on the Financial Disclosure Framework was also approved by the MPSA in January 2017</p>	<p>Achieved</p> <p>The report on the implementation of electronic disclosures of financial interests (e-Disclosure system), by designated employees was submitted to the MPSA in March 2018</p>	<p>Report on the adherence by designated employees from national and provincial departments to the legislative framework regarding the electronic disclosure of financial interests (e-Disclosure system) submitted to the Director-General</p>	<p>Achieved</p> <p>The report on the adherence by designated employees from national and provincial departments to the legislative framework regarding the electronic disclosure of financial interests (e-Disclosure system) was submitted to the Director-General in March 2019</p>	No deviation	Not applicable
Improved adherence by Public Service employees in national and provincial departments to the Directive on the performance of other remunerative work	<p>Achieved</p> <p>Numerous consultative workshops were conducted to support the development of a Directive on Other Remunerative Work by departments to prohibit public servants from doing business with the state</p>	<p>Achieved</p> <p>A monitoring report on the implementation of the revised Directive on Other Remunerative Work to prohibit public servants from doing business with the state was approved by the Minister in January 2017</p>	<p>Achieved</p> <p>The report on the implementation of the Directive on other Remunerative Work was submitted to the Director-General in March 2018</p>	<p>Report on the adherence by Public Service employees in national and provincial departments to the Directive on the performance of other remunerative work submitted to the Director-General</p>	<p>Achieved</p> <p>The report on the adherence by Public Service employees in national and provincial departments to the Directive on the performance of other remunerative work was submitted to the Director-General in March 2019</p>	No deviation	Not applicable

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION						
Performance Indicator	Actual Achievement 2015/2016	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019
Improved adherence by Public Service employees in national and provincial departments to the legislative framework prohibiting them from conducting business with an organ of state	-	-	-	Report on the adherence by Public Service employees in national and provincial departments to the legislative framework prohibiting them from conducting business with an organ of state submitted to the Director-General	Achieved The report on the adherence by Public Service employees in national and provincial departments to the legislative framework prohibiting them from conducting business with an organ of state was submitted to the Director-General in May 2018	No deviation Not applicable
Framework for the management of Protected Disclosures (whistle blowing) by Public Service employees	-	Achieved An analysis report on whistle blowing for Public Service employees was approved by the Director-General in December 2018	Achieved A Policy Framework for the management of Protected Disclosures (whistle blowing) by Public Service employees was developed in February 2018	Five (5) consultative workshops conducted to support national and provincial departments with the implementation of the Framework for the management of Protected Disclosures (whistle blowing) by Public Service employees	Achieved Five (5) consultative workshops to support national and provincial departments with the implementation of the Framework for the management of Protected Disclosures were conducted in October 2018	No deviation Not applicable

4.6.2 Strategy to overcome Areas of under Performance

The report on the adherence by national and provincial departments to the Directive on Public Administration and Management Delegations was submitted to the Director-General in April 2019.

4.6.3 Changes to Planned Targets

There were no changes to the planned targets.

4.6.4 Linking Performance with Budgets

2018/2019				2017/2018		
Sub-Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management: Governance of Public Service	3 505	3 446	59	3 581	3 550	31
Ethics and Integrity Management	13 420	12 371	1 049	12 706	12 589	117
Organisational Design and Macro Organisation of the Public Service	7 757	7 600	157	7 655	6 254	1 401
Intergovernmental Relations and Government Interventions	4 619	4 589	30	3 921	3 836	85
Leadership Management	4 980	4 936	44	4 059	3 902	157
Human Resource Management Information Systems	6 310	6 256	54	5 902	5 726	176
Transformation Policies and Programmes	4 263	3 430	833	3 526	3 432	94
Public Service Commission	264 399	264 399	-	248 059	248 059	-
TOTAL	309 253	307 027	2 226	289 409	287 348	2 061

5. TRANSFER PAYMENTS

5.1 Transfer Payments to Public Entities

The Department is not responsible for any public entities.

5.2 Transfer Payments to all Organisations other than Public Entities

Transfer payments made for the period 1 April 2018 to March 2019

Name of Transferee	Type of Organisation	Purpose for which the Funds were used	Did the Department comply with Section 38 (1)(j) of the PFMA	Amount Transferred (R'000)	Amount Spent by the Entity (R'000)	Reasons for the Funds Unspent by the Entity
Centre for Public Service Innovation	Government Component	To facilitate the unearthing, development and practical implementation of innovative solutions within the Public Service	Yes	36 030	33 722	<p>The total amount unspent was R2.308 million. An amount of R633 000.00 under Compensation of Employees was not spent due to 4 posts that become vacant during the year</p> <p>Under Goods and Services, an amount of R1 472 000.00 remained unspent mainly as the Microsoft Licence payment could not be processed before 31 March 2019 and savings that were generated by having vacant posts, reduced venue hire, reduced travelling and building lease expenditure which reduced due to the moving of CPSI into the DPSA building by the end of February 2019</p>
National School of Government	National department	Mandated to provide or facilitate the provision of training to public servants	Yes	168 959	166 802	Underspending was due to vacant posts, planned consultancy work that could not materialise and office furniture that could not be procured
Public Service Commission	National department	Funds were spent to promote the constitutional values and principles of public administration in the Public Service	Yes	264 399	263 895	<p>The Office of the PSC underspent its availed total budget of R264.399 million for the 2018/19 financial year by R504 000 or 0.19% of the budget. The reported underspending of R504 000 is attributed to:</p> <ul style="list-style-type: none"> • Compensation of Employees due to employees' vacant posts • Delayed spending on procured goods and services due to failure by suppliers to deliver

6. CONDITIONAL GRANTS

The Department does not issue or receive any conditional grants.

7. DONOR FUNDS

7.1 Donor Funds Received

Name of donor	The Government of the Kingdom of Belgium
Full amount of the funding	€ 11,000,000 (Approximately R154 248 836 at a rate of 14.0226)
Period of the commitment	28 June 2013 – 28 June 2019
Purpose of the funding	To improve front-line Public Service delivery
Expected outputs	Result Area 1: A grant facility to support initiatives to improve Public Service delivery is established and implemented Result Area 2: New and innovative ways of Public Service delivery are piloted and implemented Result Area 3: Sound practices and lessons learned from improved Public Service delivery pilots are enhanced and sustained
Actual outputs achieved	<ul style="list-style-type: none">• Since the beginning of the programme, 67 grant agreements were approved for funding totalling R148 501 507. The total grants disbursed to 31 March 2019 is R120 634 072• The Knowledge Management Toolkit was finalised• Four sectoral Knowledge Management awareness workshops were convened
Amount received R'000	R167 421 (Total Programme) includes interest on capital amount
Amount spent by the Department R'000	R 130 355 (Total Programme Expenditure)
Reasons for the funds unspent	The remaining funds will be requested during the 2019/20 financial year to finalise the last deliverables in terms of the workplans
Monitoring mechanism by the donor	Steering committee meetings are held between the donor and the DPSA to monitor the progress of the project

8. CAPITAL INVESTMENT

This is not applicable as the Department does not have capital investment.

Governance



PART

1. INTRODUCTION

The DPSA is committed and consistently maintains good governance practices, which are fundamental in the management of public finances and resources, and to ensure this, the Department has a functional Audit and Risk Committee appointed. The committee ensures that governance principles are adhered to at all times, and oversee the work and functioning of other governance structures. The structures include among others, the Executive Committee, the Budget Committee, the ICT Steering Committee, and the Audit Steering Committee. The Internal Audit Function provides the Department with independent assurance on the effectiveness of the governance processes and functioning of the governance structures within the Department.

2. RISK MANAGEMENT

The DPSA has throughout the year implemented and maintained an effective, efficient and transparent system of risk management as required in terms of the Public Finance Management Act (PFMA) Section 38 (a) (i). The Department monitors the implementation of the approved Risk Management Policy and Strategy. An annual implementation plan has been developed to that effect. During the financial year ended, the Department has conducted and reviewed its strategic, operational and fraud and corruption risks, a process which assist in identifying new emerging risks. The DPSA Executive Committee members participate in the overall management of the risk management activities, while all other employees participate in the identification of risks in the Department. The Audit and Risk Committee reviews and monitors risk management progress reports on a quarterly basis, while the Internal Audit Function provides assurance on the effectiveness of the risk management processes.

3. FRAUD AND CORRUPTION

The DPSA has developed and approved a Fraud Prevention Policy, a Fraud Prevention Plan, and a Whistle Blowing Policy. A review of the fraud risk assessment was conducted and new emerging fraud and corruption risks were identified. A fraud and corruption risk mitigation plan was developed and the risks were continually monitored by the established governance structures.

The DPSA supports the National Anti-Corruption Hotline by encouraging all its employees to report any suspected activities of fraud and corruption.

The Department's Whistle Blowing Policy outlines all internal and external fraud and corruption reporting mechanisms, and assures employees protection regarding confidential disclosures, in terms of the Protected Disclosure Act 26 of 2000.

The DPSA is committed to investigating and reporting on all reported cases of fraud and corruption to the relevant institutions and authorities, depending on the outcome of the preliminary investigations.

4. MINIMISING CONFLICT OF INTEREST

The DPSA subscribes to the Public Finance Management Act 1999 Treasury Regulations for Departments, paragraph 16A8.3. The Regulations stipulates that a Supply Chain Management (SCM) official or role player in the SCM environment must recognise and disclose any conflict of interest which may arise when participating or performing functions in the SCM processes.

The DPSA has implemented a Declaration of Interest form in the procurement processes for officials and members of the Bid Committees to declare any conflict of interest and to recuse themselves from the processes when they have declared an interest.

5. CODE OF CONDUCT

If there is an alleged breach of the Code of Conduct for Public Servants, it is handled in terms of Public Service Coordinating Bargaining Council Resolution 1 of 2003, Disciplinary Code and Procedure. The Department adheres to this Code of Conduct.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Both risk assessments undertaken (Air Quality and Integrated Risk assessments) provided an insight in terms of where the department is falling short; i.e. the Department requires a consistent functioning of the Building Management System in order to allow proper operation of the air-conditioners to supply air quality consistent with the prescribed standards in the Regulation for Workplaces of 1987.

The water testing is an area that required attention, more so the narrative of water being re-circled provides misleading information to the detriment of the staff morale. Two separate tests were conducted (one by the Department of Public Works) in the reporting period. Although the Directorate: Security and Facilities Management was on site when the tests were conducted, organized labour voiced their concern that they were not invited to be present at the testing of water.

Occupational Health and Safety inspections undertaken on regular basis has proven to be a success, as structural components such as fire extinguishers have been checked, should the need arise to utilise them.

7. PORTFOLIO COMMITTEES

Date	Issues Raised	Action taken to Address Issue	Progress
PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION, PERFORMANCE MONITORING AND EVALUATION			
06 March 2019	Local government monitoring, jobs/investment summits, Presidential Stimulus Package: DPME update, Minister present	The Department noted the inputs made by the Committee	The Department responded to all the questions raised during the meeting
27 February 2019	Public Service Commission Amendment Bill [B21D-2015]: consideration and adoption		
13 February 2019	Public Service Graduate Scheme, with DPSA Deputy Minister; 30 day payment of invoices, with Department of Public Works Minister and Deputy Minister		
21 November 2018	Prohibition on Public Servants doing business with the state & Anti-Corruption Hotline with Minister and Deputy Minister		
07 November 2018	DPSA, PSC, CPSI, NSG 2 nd Quarter Performance Report with Deputy Minister		
17 October 2018	Budgetary Review and Recommendations Reports for the DPSA and its entities, namely PSC, NSG, CPSI, DPME, National Youth Development Agency (NYDA) and Statistics South Africa		
10 October 2018	DPSA, NSG, CPSI & PSC briefed the Committee on their 2016/2017 Annual Report, AGSA input, reported on the audit outcomes and performance of the entities		
12 September 2018	DPSA, NSG, CPSI & PSC briefed the Committee on their 4 th Quarter Performance Report on 2017/18 Annual Performance Plan		
22 August 2018	National Development Plan; National Planning Commission, DPME; PSC Update of Disability and Gender targets on 2% people with disabilities and 50% Woman in SMS levels with Deputy Minister	The Department noted the recommendations made and concerns raised by the Committee	

Date	Issues Raised	Action taken to Address Issue	Progress
PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION, PERFORMANCE MONITORING AND EVALUATION			
15 August 2018	Pension Pay-out delays Government Employees Pension Fund; Steinhoff pension challenges; FEDUSA, NEHAWU, PSA and SAFTU input		
06 June 2018	The DPSA, DPME and NYDA briefed the Portfolio Committee on the PAMA, progress on the payment to suppliers and progress on the amendment of the NYDA Act	The Department noted the recommendations made and concerns raised by the Committee	
30 May 2018	DPSA briefed the Committee on Government mandates and budget allocations; PSC promotion of constitutional values in Public Service	The Department noted the inputs made by the Committee	
23 May 2017	Integrated Financial Management System DPSA, Deputy Minister, Treasury, SITA updates on replacement of PERSAL		
18 April 2018	DPSA 2018/19 Annual Performance Plan		The Department noted the matters raised by the committee and responded to all questions at the meeting
14 March 2018	3 rd Quarter Performance of 2017/18 financial year of the PSC; DPSA as well as its entities NSG and CPSI Briefing by the PSC		The Department responded to all questions raised by the committee and provided additional information after the meeting as requested
NATIONAL COUNCIL OF PROVINCES (NCOP) SELECT COMMITTEE ON CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS			
04 December 2018	NCOP Cooperative Governance and Traditional Affairs: DPSA briefed the Committee on the proposed amendments to the Public Service Commission Bill	The Department noted the inputs made by the Committee	The Department responded to all questions raised by the Committee
14 August 2018	NCOP Cooperative Governance and Traditional Affairs: DPSA briefed the Committee on the proposed amendments to the Public Service Commission Bill and Framework		
19 June 2018	Negotiating mandates on two Bills: PSC Amendment Bill and Traditional Leadership and Governance Framework Bill	The Department responded to all the negotiating mandates raised and noted the inputs made by the Committee	

Date	Issues Raised	Action taken to Address Issue	Progress
NATIONAL COUNCIL OF PROVINCES (NCOP) SELECT COMMITTEE ON CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS			
12 June 2018	Traditional Leadership and Governance Framework Amendment Bill and PSC Amendment Bill: DPSA and Department of Co-operative Governance and Traditional Affairs (COGTA) response to negotiating mandates	The meeting was postponed due to the lack of a quorum	The meeting was postponed due to the lack of a quorum
05 June 2018	The Select Committee on Cooperative Governance and Traditional Affairs met to receive the negotiating mandates for two Bills: the Traditional Leadership and Governance Framework Amendment Bill and the PSC Amendment Bill	The Department responded to all the negotiating mandates raised and noted the inputs made by the Committee	The Department responded to all questions raised by the Committee
17 April 2018	The DPSA briefed the Committee on the proposed amendments to the PSC Act		
30 May 2017	NCOP Cooperative Governance and Traditional Affairs: DPSA briefed the committee on their Annual Performance Plan and budget allocation for 2017/18 to 2019/20	The Department noted the inputs made by the Committee	

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the Department	Resolved (Yes/No)
Not applicable				

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

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
Not applicable		

10. INTERNAL CONTROL UNIT

The DPSA has established a system of internal control through policies and procedures in the areas of financial, supply chain, and human resource management, while acknowledging that there is room for improvement. The Internal Audit Function provides assurance on the adequacy and effectiveness of the system of internal control. Management has implemented the recommendations of the Internal Audit Function because of various audit reports issued during the year. The Executive Committee and the Audit and the Risk Committee monitors the control improvement plan on a quarterly basis. Based on the overall assessment, management is confident that the DPSA's internal control environment is satisfactory.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit

The DPSA Internal Audit Function provides management with independent assurance and insight on the effectiveness of, among others; governance, the internal controls, risk management and financial management systems in order to assist the Department in achieving its objectives. The Audit and Risk Committee oversee the work of the Internal Audit Function and has approved a risk-based internal audit plan that was fully executed during the year. Audit reports were presented to both management and the Audit and Risk Committee.

The Internal Audit Function has audited the following areas during the year under review:

- Procurement with emphasis on ordering and tendering processes, supplier payments, contracts management, deviations management, and conflict of interest.
- Human Resource Management with emphasis on:
 - Labour relations,
 - Discipline management, grievance procedures and dispute resolutions,
 - Leave administration,
 - Performance management, training and skills development,
 - Occupational Health and Safety.
- Assets Management with emphasis on asset registers, acquisitions, maintenance and disposals of assets, and loss management.
- Audit of Performance Information with emphasis on the annual performance plan, quarterly performance reports, and the annual performance report.
- Internal Financial Controls; including, expenditure management and authorisations, journals management and authorisations, and transfer payments.
- Audit of Financial Information with emphasis on quarterly interim financial and annual financial statements.
- Investigations of irregular expenditure.

Audit Committee

The Audit and Risk Committee oversees the DPSA's compliance with applicable laws and regulations, governance processes, the performance management system and continuously assess the performance of Internal Audit Function to determine the level of its effectiveness within the DPSA. The Committee operates within the approved Terms of Reference (referred to as, "Audit and Risk Committee Charter") and in accordance with the requirements of the Public Finance Management Act and Treasury Regulations.

Attendance of audit committee meetings by audit committee members

The Audit and Risk Committee held four (4) ordinary meetings and two (2) special meetings during the 2018/19 financial year, and the tables below discloses relevant information regarding attendance of meetings by the committee members:

Meeting Date	Adv. William Huma (Chairperson)	Mr Sethopo Michael Mamotheti	Ms Precious Mvulane	Ms Pumla Mzizi
11 May 2018	Present	Present	Present	Absent
28 May 2018 (special)	Present	Present	Present	Absent
30 July 2018 (special)	Present	Present	Present	Present
16 August 2018	Present	Present	Present	Present
29 October 2018	Present	Present	Present	Present
13 February 2019	Contract Ended	Contract Ended	Present	Present

The table below discloses relevant information on the audit committee members.

Name	Qualifications	Internal or External Member	If Internal, Position in the Department	Date of Appointment	Date Resigned	No. of Meetings Attended
Adv. William Huma	B Proc; LLB; LLM; Graduate Diploma in Corporate Governance	External	Not applicable	19 September 2012	30 October 2018	5
Mr Sethopo Michael Mamotheti	B.Com; Post graduate Diploma in Accounting (PDA); MBA; Certified Internal Auditor (CIA)	External	Not applicable	19 September 2012	30 October 2018	5
Ms Precious Mvulane	CA (SA), Specialist Diploma in Auditing, BCom Honours in Accounting	External	Not applicable	1 July 2015	-	6
Ms Pumla Mzizi	CA (SA), BCom Hons in Transport Economics UNISA, BCompt Hons CTA UNISA, BBusSc Hons in Finance UCT	External	Not applicable	1 July 2015	-	4

12. AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2019.

Audit and Risk Committee Responsibility

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, which is reviewed annually, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

The systems of internal control are designed to provide assurance in achieving the organisational objectives through ensuring that assets are safeguarded, operations are effective and efficient, financial performance information is reliable, and there is compliance with laws and regulations.

The Audit and Risk Committee has provided oversight over the operations and business activities within the Department of Public Service and Administration. This was achieved through a quarterly reporting process by management and reviews by Internal Audit as prioritised in the Risk-Based Annual Audit Operational Plan approved by the Audit and Risk Committee.

The Audit and Risk Committee is of the opinion that the systems of internal controls on high risk issues were mostly adequate and effective during the year under review and, where weaknesses have been identified this has been discussed with management, and corrective measures were implemented.

Internal Audit

The Audit and Risk Committee is satisfied with the effectiveness and efficiency of the Internal Audit Function. Below is some of the work performed by Internal Audit during the year under review, which has assisted the Committee to provide oversight on the systems of internal controls:

- Supply Chain Management with emphasis on ordering and tendering processes, supplier payments, contracts management, deviations management, and conflict of interest.
- Human Resource Management with emphasis on labour relations, discipline management, grievance procedures and dispute resolutions, leave administration, performance management, training and skills development,
- Assets Management with emphasis on asset registers, acquisitions, maintenance and disposals of assets, and loss management.
- Audit of Performance Information with emphasis on the annual performance plan, quarterly performance reports, and the annual performance report.
- Internal Financial Controls; including, expenditure management and authorisations, journals management and authorisations, and transfer payments, travel and subsistence and petty cash.
- Audit of financial information with emphasis on quarterly interim and annual financial statements.
- Investigations of irregular expenditure.

Risk management

The Department has a risk management function established in accordance with the requirements of both the PFMA and Treasury Regulations, and its function is the implementation of the risk management policy and strategy, as well as the fraud prevention policy and plans. The Audit and Risk Committee has played an oversight role on the Department's risk management processes.

During the year under review, the organisation has reviewed its strategic and operational risks. The Audit and Risk Committee continuously monitored the implementation of the risk mitigation strategies on a quarterly basis and is of the opinion that there is still room for improvement in the incorporation of risk management into the standard operating procedures.

In-Year Management and Monthly/Quarterly Report

The Department has reported quarterly to the National Treasury as required by the PFMA. The Audit and Risk Committee is satisfied with the content and quality of quarterly reports prepared and issued by the Accounting Officer of the Department during the year under review and is satisfied with the content thereof. The Committee has provided management with recommendations to improve the quality of the performance information and financial management reporting.

Evaluation of Financial Statements

The Audit and Risk Committee has:

- reviewed and discussed the interim financial statements to be included in the annual report, with management and the Accounting Officer;
- reviewed the Auditor-General's report and management's response in relation to the financial statements;
- reviewed the Department's compliance with legal and regulatory provisions;
- reviewed the audited information on predetermined objectives to be included in the annual report;
- reviewed the audited financial statements for any significant adjustments resulting from the audit report, and
- reviewed the quality and timeliness of the financial information availed to the Committee for oversight purposes during the year such as interim financial statements.

Auditor-General's Report

The Audit and Risk Committee has reviewed the Department's implementation plan for audit issues raised in the previous year and are satisfied that the matters are being adequately resolved.

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

Pumla Mzizi CA(SA)

Ms Pumla Mzizi CA(SA)
Acting Chairperson of the Audit and Risk Committee
Department of Public Service and Administration
31 August 2019

Human Resource Management



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PART

1. INTRODUCTION

The information contained in this part of the Annual Report has been prescribed by the Minister for the Public Service and Administration for all departments in the Public Service.

2. OVERVIEW OF HUMAN RESOURCES

The number of posts on the establishment of the DPSA decreased in the 2018/2019 reporting year from 498 (of which 54 were additional employments) in 2017/2018 to 482 (of which 59 were additional employments) in 2018/2019 (excluding the Minister, Deputy Minister and Special Advisers), 420 of these were filled posts. This decrease is attributed to the implementation of the cost containment measures in that the Department's compensation budget for the MTEF period has been cut, as announced by the National Treasury.

Table 3.1.1 shows that the Department spent 96.7% of the total voted expenditure for compensation. The largest percentage of personnel cost relates to the compensation of employees on salary levels 13 – 16 (Table 3.1.2).

As of 31 March 2019, the DPSA had a total of 59 posts additional to the establishment, included in the total of 420 employees. The vacancy rate decreased from 13.85% (2017/2018) to 12.90% in the reporting year. However, the vacancy rate on SMS level remained the highest on all levels with a 25% reported in the 2017/2018 reporting period, it is now reported to be 24,8% (Table 3.2.1).

There were 9 posts out of a total of 487 posts subjected to job evaluation during the period under review; the majority of these jobs (56%) were on salary levels 9 - 12. One (1) post was downgraded in the occupational class: Human Resource and related staff and there 1 post upgraded in the reporting period, both on salary levels 6 - 8. The DPSA's staff turnover rate decreased from 32.17% (2017/2018) to 12% in the reporting year (table 3.5.1).

Internal "promotions" increased from 4 in the previous reporting year (2017/2018), to 7 employees were appointed to higher posts, through the recruitment process in 2018/2019. Three (3) employees, being successful for posts on a higher salary level within the Department during the reporting period, was on salary levels 6 - 8 and the other 4 on salary levels 9 - 12 (Table 3.5.5). Mention should be made that most of the recruitment during the reporting period were in the salary levels 3 - 5 category (24 employees) 38%, followed by salary levels 9 - 12 (14 employees) 22% of the 63 employees entering the Department (Table 3.5.1).

Of the total of 50 terminations (Table 3.5.3), 54% of the terminations were due to contract expiries, 20% were as a result of resignations and 16% were due to employees being transferred to other departments within the Public Service.

Although the decrease in the vacancy rate can be contributed to the compensation budget cuts and the consequent abolishing of unfunded posts, the significant decrease in the turnover rate can be attributed to the stability of the Minister and Deputy Minister within the reporting period. A total of 4 employees retired in the reporting period, this included 1 early retirement, 2 ill health retirement and 1 normal retirement – refer to Table 3.5.3.

Table 3.6.1 reflects that the staff profile of the DPSA is as follows: 50.5% black female, 40.9% black male, 3.8% white female and 4.8% white male. The representativity of females at SMS level (Levels 13 - 16) remained at 41% compared to the previous reporting period, a deficit of 9% to reach the national target of 50% women on SMS level.

Awareness was raised internally of different disabilities and to encourage voluntary disclosure by staff members. Although the Department met the 2% national target in the previous reporting period, the percentage people with disabilities increased from 3% to 3.57% at the end of the current reporting period, exceeding the national target with 1.57%.

Eighty seven percent of SMS members in the Department signed their performance agreements by 31 May 2018, as reflected in Table 3.7.1, although 5.5% of these members were only required to sign their agreements by the end of June 2019 in view thereof that they assumed duty on 1 April 2019.

Seventy (70) employees in the DPSA received performance rewards for the performance cycle 2017/2018 compared to the 61 employees who received performance awards in the previous performance cycle (2016/2017).

The breakdown of the performance rewards were awarded as follows: 30% of staff members on salary level 2; 15.8% of staff members on salary levels 3 - 5, 23.3% of staff members on salary level 6 - 8, 19.9% of staff members on salary level 9 - 12, 4.4% of SMS members (Tables 3.8.2 and 3.8.4).

For the period January 2018 to December 2018, a total of 2 323 days were utilised for sick leave, compared to the 2 745 days utilised for sick leave in the 2017 calendar year. The number of staff members that used sick leave came to 332 (Table 3.10.1) and reflects an average of 7 days sick leave per employee who used sick leave - compared to the average of 8 days sick leave per employee who used sick leave in 2017.

It needs to be noted that 2018 is the third (last) year of the three year sick leave cycle (2016 - 2018) and Table 3.10.2 reflects the number of employees who used incapacity leave as 39, using an average of 29.5 working days each. Most of the employees using incapacity leave during the reporting period were in the salary levels 9 - 12 category (35.89%). During the 2017 leave cycle, a total of 9 917 working days annual leave were taken by 396 employees - with each employee averaging 25 days (Table 3.10.3), which is similar to the previous financial year (reporting 22 days on average per employee).

Capped leave refers to leave accrued prior to 1 July 2000, which employees can only utilise after exhausting their previous and current leave cycle's annual leave credits. Four (4) employees used a total of 36 days capped leave in the 2018 leave cycle and 2 employees' capped leave credits were paid out due to retirement. Ten (10) employees' annual leave credits of the 2017 leave cycle was paid out due to not being able to use these credits as a result of operational requirements.

Fifteen (15) of the 26 grievances lodged were dealt with in the reporting period and 11 were not finalised during the reporting year (Table 3.12.4). No employees in the Department participated in strike actions during the reporting period (Table 3.12.5).

In equipping our staff with skills, a total of 370 employees' training needs were identified (Table 3.13.1). The DPSA provided 111 training opportunities to employees throughout the year (Table 3.13.2). Sixty nine percent (69%) of this training was presented to females employed in the Department compared to 31% of male employees.

Table 3.15.1 reflects that 352 consultant's days were worked on 83 projects in the Department, with an increase in contract value from R5.6 million (2017/2018) to R6 million (2018/2019).

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel Related Expenditure

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, home owner's allowances and medical aid.

Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2018 to 31 March 2019

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)
Programme 1	242 344	114 269	824	465	47.15%	517
Programme 2	31 433	27 992	113	-	89.05%	903
Programme 3	67 453	50 189	122	1 044	74.41%	772
Programme 4	20 551	14 924	90	1 748	72.62%	829
Programme 5	257 206	32 533	79	236	12.65%	775
Programme 6	307 028	33 664	123	-	10.96%	863
TOTAL	926 015	273 571	1 351	3 493	29.54%	657

Table 3.1.2 - Personnel costs by salary band for the period 1 April 2018 to 31 March 2019

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	3 415	1.25%	19	180
Skilled (levels 3-5)	18 639	6.81%	81	230
Highly skilled production (Levels 6-8)	31 875	11.65%	85	375
Highly skilled supervision (Levels 9-12)	105 887	38.71%	140	756
Senior and top management (Levels 13-16)	113 755	41.58%	93	1 223
TOTAL	273 571	100.00%	418	654

Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2018 to 31 March 2019

Programme	Salaries		Overtime		Home Owners 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
Programme 1	77 374	28.28%	1 014	0.37%	2 622	0.96%	4 162	1.52%
Programme 2	19 288	7.05%	-	0.00%	451	0.16%	439	0.16%
Programme 3	35 345	12.92%	-	0.00%	808	0.30%	1 077	0.39%
Programme 4	10 075	3.68%	-	0.00%	435	0.16%	231	0.08%
Programme 5	22 049	8.06%	221	0.08%	281	0.10%	414	0.15%
Programme 6	22 835	8.35%	-	0.00%	358	0.13%	686	0.25%
TOTAL	186 966	68.34	1 235	0.45%	4 955	1.81%	7 009	2.56%

Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2018 to 31 March 2019

Salary band	Salaries		Overtime		Home Owners 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
Lower skilled (Levels 1-2)	2 334	0.85%	27	0.01%	62	0.02%	87	0.03%
Skilled (levels 3-5)	12 738	4.66%	144	0.05%	338	0.12%	478	0.17%
Highly skilled production (Levels 6-8)	21 785	7.96%	246	0.09%	577	0.21%	817	0.30%
Highly skilled supervision (Levels 9-12)	72 366	26.45%	818	0.30%	1 918	0.70%	2 713	0.99%
Senior and top management (Levels 13-16)	77 743	28.42%	-	-	2 060	0.75%	2 914	1.07%
TOTAL	186 966	68.34%	1 235	0.45%	4 955	1.81%	7 009	2.56%

3.2 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 3.2.1 - Employment and vacancies by programme as at 31 March 2019

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Programme 1	230	203	11.70%	15
Programme 2	32	28	12.50%	2
Programme 3	60	49	18.30%	18
Programme 4	20	16	20.00%	2
Programme 5	38	28	26.30%	16
Programme 6	43	37	14.00%	6
TOTAL	423	361	14.70%	59

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

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2019

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)	19	19	0%	0
Skilled (Levels 3-5)	69	63	8.70%	18
Highly skilled production (Levels 6-8)	82	78	4.90%	6
Highly skilled supervision (Levels 9-12)	139	117	15.80%	22
Senior management (Levels 13-16)	109	79	27.50%	12
Occupational Specific Dispensation	5	5	0%	0
Intern	0	0	0%	1
TOTAL	423	420	14.70%	59

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

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2019

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)	139	117	15.80%	22
Senior Management Service	109	79	27.50%	12
TOTAL	248	196	21.00%	34

3.3 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 3.3.1 – SMS posts information as at 31 March 2019

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 16	1	1	100%	0	0%
Salary Level 15	7	5	71.4%	2	28.6%
Salary Level 14	36	27	75%	9	25%
Salary Level 13	76	57	75%	19	25%
TOTAL	121	91	75.2%	30	24.8%

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

Table 3.3.2 – SMS posts information as at 30 September 2018

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 16	1	1	100%	0	0%
Salary Level 15	7	6	85.71%	1	14.28%
Salary Level 14	35	24	68.57%	11	31.42%
Salary Level 13	78	59	75.64%	19	24.35%
TOTAL	122	91	74.6%	31	25.4%

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2018 to 31 March 2019

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 filled in 6 months but filled in 12 months
Salary Level 16	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	0	0	0
TOTAL	0	0	0

Table 3.3.4 – 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 2018 to 31 March 2019

Reasons for vacancies not advertised within six months
Changes in top management/protracted review of job evaluation gradings/re-prioritisation of filling vacancies due to budgetary constraints
Reasons for vacancies not filled within twelve months
Protracted review of job evaluation gradings/Re-prioritisation of filling vacancies due to budgetary constraints

Table 3.3.5 – Disciplinary steps taken for not complying with the prescribed timeframes for filling of SMS posts within 12 months for the period 1 April 2018 to 31 March 2019

Disciplinary steps taken
Not applicable

3.4 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 3.4.1 - Job evaluation by salary band for the period 1 April 2018 to 31 March 2019

Salary band	Number of posts on approved establishment as at 1 April 2018	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)	20	0	0%	0	0%	0	0%
Skilled (Levels 3-5)	84	0	0%	0	0%	0	0%
Highly skilled production (Levels 6-8)	96	2	2.1%	1	11.1%	1	11.1%
Highly skilled supervision (Levels 9-12)	169	5	3%	0	0%	0	0%
Senior Management Services, Band A	74	2	2.7%	0	0%	0	0%
Senior Management Services, Band B	35	0	0%	0	0%	0	0%
Senior Management Services, Band C	8	0	0%	0	0%	0	0%
Senior Management Services, Band D	1	0	0%	0	0%	0	0%
TOTAL	487	9	1.8%	1	11.1%	1	11.1%

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 3.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period
1 April 2018 to 31 March 2019**

Gender	African	Asian	Coloured	White	Total
TOTAL	0	0	0	0	0
Employees with disabilities					0

Note that the upgraded and downgraded posts were vacant at the time of evaluation. There was no case where remuneration band exceeded the grade determined by job evaluation.

**Table 3.4.3 - Employees with salary levels higher than those determined by job evaluation by occupation for the period
1 April 2018 to 31 March 2019**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Not applicable				
Total number of employees whose salaries exceeded the level determined by job evaluation				Not applicable
Percentage of total employed				Not applicable

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

**Table 3.4.4 – Profile of employees who have salary levels higher than those determined by job evaluation for the period
1 April 2018 to 31 March 2019**

Gender	African	Asian	Coloured	White	Total
Not applicable					
Employees with disabilities					Not applicable
Total number of employees whose remuneration exceeded the grade determined by job evaluation					Not applicable

3.5 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 3.5.1 - Annual turnover rates by salary band for the period 1 April 2018 to 31 March 2019

Salary band	Number of employees at beginning of period - April 2018	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Lower skilled (Levels 1-2)	20	0	2	10%
Skilled (Levels 3-5)	76	24	19	25%
Highly skilled production (Levels 6-8)	86	4	6	7%
Highly skilled supervision (Levels 9-12)	141	14	13	9.2%
Senior Management Service, Band A	57	8	6	10.5%
Senior Management Service, Band B	26	7	3	11.5%
Senior Management Service, Band C	8	0	1	12.5%
Senior Management Service, Band D	0	2	0	0%
Occupational Specific Dispensation	2	3	0	0%
Interns	0	1	0	0%
TOTAL	416	63	50	12%

Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2018 to 31 March 2019

Critical occupation	Number of employees at beginning of period – April 2018	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate %
Highly skilled supervision (Levels 9-12)	141	14	13	9.20%
Senior Management Service	91	17	10	11%
TOTAL	232	31	23	9.9%

The table below identifies the major reasons why staff left the Department.

Table 3.5.3 - Reasons why staff left the Department for the period 1 April 2018 to 31 March 2019

Termination type	Number	% of total resignations
Death	0	0%
Resignation	10	20%
Expiry of contract	27	54%
Dismissal	1	2%
Discharge due to ill health	2	4%
Retirement	2	4%
Transfer to other Public Service Department	8	16%
TOTAL	50	100%
Total number of employees who left as a % of total employment		12%

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2018 to 31 March 2019

Occupation	Employees as at 1 April 2018	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)	141	4	2.8%	99	70.2%
Senior Management Service	91	0	0%	64	70.3%
TOTAL	232	4	1.7%	163	70.3%

Table 3.5.5 - Promotions by salary band for the period 1 April 2018 to 31 March 2019

Salary band	Employees as at 1 April 2018	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)	20	0	0%	1	5%
Skilled (Levels 3-5)	76	0	0%	46	60.5%
Highly skilled (Levels 6-8)	86	3	3.4%	60	69.8%
Highly skilled supervision (Levels 9-12)	141	4	2.8%	99	70.2%
Senior Management Service, Band A	57	0	0%	49	86%
Senior Management Service, Band B	26	0	0%	15	57.7%
Senior Management Service, Band C	8	0	0%	0	0%
Senior Management Service, Band D	0	0	0%	0	0%
Occupational Specific Dispensation	2	0	0%	2	100%
TOTAL	416	7	1.70%	272	65.4%

3.6 Employment Equity

Table 3.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2019

Occupational Category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13-16)	40	2	4	8	25	1	4	7	91
Professionals (Levels 9-12)	47	2	0	11	72	0	2	5	139
Technicians and associate professionals (Levels 6-8)	24	1	0	0	50	3	2	4	84
Clerks (Levels 3-5)	45	1	0	0	35	0	0	0	81
Elementary occupations (Level 2)	4	0	0	0	15	0	0	0	19
Occupational Specific Dispensation	1	0	0	1	3	0	0	0	5
Intern	1	0	0	0	0	0	0	0	1
TOTAL	162	6	4	20	200	4	8	16	420
Employees with disabilities	6	1	0	3	2	0	0	3	15

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

Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2019

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15-16)	4	0	0	1	1	1	0	0	7
Senior management (Levels 13-14)	36	2	4	7	24	0	4	7	84
Professionals (Levels 9-12)	47	2	0	11	72	0	2	5	139
Technicians and associate professionals (Levels 6-8)	24	1	0	0	50	3	2	4	84
Clerks (Levels 3-5)	45	1	0	0	35	0	0	0	81
Elementary occupations (Level 2)	4	0	0	0	15	0	0	0	19
Occupational Specific Dispensation	1	0	0	1	3	0	0	0	5
Intern	1	0	0	0	0	0	0	0	1
TOTAL	162	6	4	20	200	4	8	16	420
Employees with disabilities	6	1	0	3	2	0	0	3	15

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

Table 3.6.3 - Recruitment for the period 1 April 2018 to 31 March 2019

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15-16)	1	0	0	1	0	0	0	0	2
Senior management (Levels 13-14)	8	0	0	0	5	0	1	1	15
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	7	0	0	2	5	0	0	0	14
Skilled technical and academically qualified workers, junior management (Levels 6-8)	2	0	0	0	2	0	0	0	4
Semi-skilled and discretionary decision making (Levels 3-5)	9	0	0	0	15	0	0	0	24
Unskilled and defined decision making (Level 2)	0	0	0	0	0	0	0	0	0
Occupational Specific Dispensation	0	0	0	0	3	0	0	0	3
Intern	1	0	0	0	0	0	0	0	1
TOTAL	28	0	0	3	30	0	1	1	63
Employees with disabilities	1	0	0	0	0	0	0	0	1

Table 3.6.4 - Promotions for the period 1 April 2018 to 31 March 2019

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	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	3	0	0	0	1	0	0	0	4
Skilled technical and academically qualified workers, junior management (Levels 6-8)	0	0	0	0	3	0	0	0	3
Semi-skilled and discretionary decision making (Levels 3-5)	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (Level 2)	0	0	0	0	0	0	0	0	0
TOTAL	3	0	0	0	4	0	0	0	7
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 - Terminations for the period 1 April 2018 to 31 March 2019

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15-16)	0	0	1	0	0	0	0	0	1
Senior management (Levels 13-14)	4	0	0	0	4	0	1	0	9
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	3	0	0	1	7	1	0	1	13
Skilled technical and academically qualified workers, junior management (Levels 6-8)	2	0	0	0	4	0	0	0	6
Semi-skilled and discretionary decision making (Levels 3-5)	6	0	0	0	13	0	0	0	19
Unskilled and defined decision making (Level 2)	0	0	0	0	2	0	0	0	2
Occupational Specific Dispensation	0	0	0	0	0	0	0	0	0
TOTAL	15	0	1	1	30	1	1	1	50
Employees with disabilities	1	0	0	0	1	0	0	0	2

Table 3.6.6 - Disciplinary action for the period 1 April 2018 to 31 March 2019

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Written warning	3	0	0	0	0	0	0	0	3
Final written warning	0	0	0	0	2	0	0	0	2
Dismissal	1	0	0	0	0	0	0	0	1
TOTAL	4	0	0	0	2	0	0	0	6

Table 3.6.7 - Skills development for the period 1 April 2018 to 31 March 2019

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior management (Levels 13-16)	7	0	1	0	3	1	2	4	18
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	5	1	0	1	17	0	1	0	25
Skilled technical and academically qualified workers, junior management (Levels 6-8)	3	0	0	0	11	0	1	1	16
Semi-skilled and discretionary decision making (Levels 3-5)	11	0	0	0	12	0	0	0	23
Unskilled and defined decision making (Level 2)	5	0	0	0	21	0	0	0	26
Occupational Specific Dispensation	0	0	0	0	3	0	0	0	3
TOTAL	31	1	1	1	67	1	4	5	111

3.7 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 3.7.1 – Signing of performance agreements by SMS members as at 31 May 2018

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
Director-General / Head of Department	1	0	0	0%
Salary level 16	0	0	0	0%
Salary level 15	8	7	6	85.7%
Salary level 14	35	26	23	88.5%
Salary level 13	74	57	50	87.7%
TOTAL	118	90	79	87.8%

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2018

Reasons
Five (5) of the SMS members (two on Salary level 14 and three on Salary level 13) only joined the department on 1 April 2018 and was thus required to sign their Performance Agreements within three (3) months (which expired on 30 June 2018).

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2018

Reasons
Members were not granted pay progression, but disciplinary steps were not yet taken by the end of the reporting year

3.8 Performance Rewards

To encourage good performance, the Department has granted the following performance rewards during the year under review. The information is presented in terms of (race, gender and disability), salary band and critical occupation.

Table 3.8.1 - Performance rewards by race, gender and disability for the period 1 April 2018 to 31 March 2019

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees as at 1 April 2018	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African Female	38	200	19%	1 073	28
African Male	22	157	14%	546	25
Asian Female	3	7	42%	246	82
Asian Male	0	5	0%	0	0
Coloured Female	1	6	16.7%	17	17
Coloured Male	0	6	0%	0	0
White Female	3	16	18.8%	195	65
White Male	3	19	15.8%	264	88
Employees with a disability	0	12	0%	0	0
TOTAL	70	416	16.8%	2 341	33

Table 3.8.2 - Performance rewards by salary band for personnel below SMS for the period 1 April 2018 to 31 March 2019

Salary band	Beneficiary profile				Cost	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees as at 1 April 2018	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Levels 1-2)	6	20	30%	50	8	0.02%
Skilled (Levels 3-5)	12	76	15.8%	160	13	0.06%
Highly skilled production (Levels 6-8)	20	86	23.3%	434	21	0.17%
Highly skilled supervision (Levels 9-12)	28	143	19.6%	1 267	45	0.49%
TOTAL	66	325	20.3%	1 911	28	0.73%

Table 3.8.3 - Performance rewards by critical occupation for the period 1 April 2018 to 31 March 2019

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees as at 1 April 2018	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Highly skilled supervision (Levels 9-12)	28	143	19.6%	1 267	45
Senior Management Services (Levels 13-16)	4	91	4.4%	429	107
TOTAL OF ENTIRE POPULATION	32	234	13.7	1 696	53

Table 3.8.4 - Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2018 to 31 March 2019

Salary band	Beneficiary profile				Cost	
	Number of beneficiaries	Number of employees as at 1 April 2018	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	Total cost as a % of the total personnel expenditure
Band A, Level 13	2	57	3.5%	199	99	0.08%
Band B, Level 14	2	26	7.7%	230	115	0.09%
Band C, Level 15	0	8	0%	0	0	0%
Band D, Level 16	0	0	0%	0	0	0%
TOTAL	4	91	4.4%	429	107	0.16%

3.9 Foreign Workers

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

Table 3.9.1 - Foreign workers by salary band for the period 1 April 2018 to 31 March 2019

Senior management	1 April 2018		31 March 2019		Change	
	Number	% of total	Number	% of total	Number	% change
Senior management (Levels 13-16)	1	1.1%	1	1.1%	0	0%
TOTAL	1	1.1%	1	1.1%	0	0%

Table 3.9.2 - Foreign workers by major occupation for the period 1 April 2018 to 31 March 2019

Major occupation	1 April 2018		31 March 2019		Change	
	Number	% of total	Number	% of total	Number	% change
Senior management (Levels 13-16)	1	1.1%	1	1.1%	0	0%
TOTAL	1	1.1%	1	1.1%	0	0%

3.10 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 3.10.1 - Sick leave for the period 1 January 2018 to 31 December 2018

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)	120	79.16%	18	5.42%	6.66	67
Skilled (Levels 3-5)	489	56.85%	70	21.08%	6.90	432
Highly skilled production (Levels 6-8)	480	66.45%	72	21.68%	6.66	620
Highly skilled supervision (Levels 9-12)	844	76.65%	117	35.24%	7.21	2 224
Senior management (Levels 13-16)	390	82.30%	55	16.56%	7.09	1 781
TOTAL	2 323	71.45%	332	100%	6.99	5 124

Table 3.10.2 - Disability leave (temporary and permanent) for the period 1 January 2018 to 31 December 2018

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)	2	100	1	2.56%	2	1
Skilled (Levels 3-5)	309	100	6	15.38%	51.50	252
Highly skilled production (Levels 6-8)	161	100	8	20.51%	20.12	233
Highly skilled supervision (Levels 9-12)	398	100	14	35.89%	28.42	1 130
Senior management (Levels 13-16)	281	100	10	25.64%	28.10	1 381
TOTAL	1 151	100%	39	100%	29.51	2 997

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 3.10.3 - Annual leave for the period 1 January 2018 to 31 December 2018

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	449	19	23.63
Skilled (Levels 3-5)	1 575	68	23.16
Highly skilled production (Levels 6-8)	2 226	87	25.58
Highly skilled supervision (Levels 9-12)	3 554	138	25.75
Senior management (Levels 13-16)	2 113	84	25.15
TOTAL	9 917	396	25.04

Table 3.10.4 - Capped leave for the period 1 January 2018 to 31 December 2018

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at December 2018
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	28	2	14	54.89
Highly skilled production (Levels 6-8)	0	0	0	24.23
Highly skilled supervision (Levels 9-12)	8	2	4	24.46
Senior management (Levels 13-16)	0	0	0	47.42
TOTAL	36	4	9	33.38

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

Table 3.10.5 - Leave payouts for the period 1 April 2018 to 31 March 2019

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2018/2019 due to non-utilisation of leave	425	10	42
Capped leave payouts on termination of service for 2018/2019	440	2	220
Current leave payout on termination of service for 2018/2019	1 360	68	20
TOTAL	2 225	80	27

3.11 HIV/AIDS and Health Promotion Programmes

Table 3.11.1 - 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 are perceived to be at high risk of contracting HIV and related diseases	Voluntary HIV/AIDS and TB testing and screening. Creation of awareness on protection and prevention through distribution of information material

Table 3.11.2 - 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 Regulation of the Public Service Regulations, 2016. If so, provide her/his name and position	√		Ms Monica Phalane, Director: Transformation Programmes and Employee Health and Wellness
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	√		The EHW Unit has one EHW Officer, an Assistant Director and the Director. The total Budget allocated for promotion of employee health and wellbeing is R640 000
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 Employee Assistance Programme is outsourced to Careways. The key elements covered on this program are relationships, stress, family, finances, health, legal issues, substance abuse and trauma counselling. 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

Question	Yes	No	Details, if yes
4. Has the department established (a) committee(s) as contemplated in Regulation of the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent	√		There is a Wellness Committee in the Department and members are: Thembeke Mthembu (ASD: EHW), Kedibone Mokgabudi (EHW Line Function), Christa Brink, Branch Representatives, DPSA OHS Representative, Patrick Netshiluvhi, Lerato Galeemelwe, DPSA Disability Forum, Thabang Ntsiko and Eric Mphahlele, PSA Union Representative, NEHAWU Union Representative. The members forming part of the committee are designated groups in the Department and relevant stakeholders
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	√		Recruitment and Selection Policy, Resettlement Policy and Overtime Policies have been through some of the review processes in the Department
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 RSA 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
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 are held quarterly: <ul style="list-style-type: none"> • In Quarter 1 - 47 Employees were screened for TB and 44 (43 negative, 1 positive) tested for HIV; • In Quarter 2 – 41 Employees were screened for TB and 20 (all negative) tested for HIV; • In Quarter 3 – 50 Employees were screened for TB and 36 (35 negative and 1 with inconclusive results) tested for HIV; and • In Quarter 4 – 64 Employees were screened for TB and 51 (all negative) for HIV
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 evaluates the impact of its health promotion program through quarterly Wellness Day reports, the annual EHW report and the Standard Monitoring Tool annually, which are submitted to DPSA Line Function as part of compliance reporting

3.12 Labour Relations

Table 3.12.1 - Collective agreements for the period 1 April 2018 to 31 March 2019

Total number of collective agreements	Date
0	

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

Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2018 to 31 March 2019

Outcomes of disciplinary hearings	Number	% of total
Written warning	3	50%
Final written warning	2	33%
Dismissal	1	17%
TOTAL	6	100%

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2018 to 31 March 2019

Type of misconduct	Number	% of total
Unauthorised use of departmental letterhead	1	100%
TOTAL	1	100%

Table 3.12.4 - Grievances lodged for the period 1 April 2018 to 31 March 2019

Grievances	Number	% of total
Number of grievances resolved	14	56%
Number of grievances not resolved	11	44%
Total number of grievances lodged	19	100%

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2018 to 31 March 2019

Disputes	Number	% of total
Number of conciliation disputes finalised	1	50%
Number of conciliation disputes not finalised	1	50%
Number of arbitration disputes finalised	0	0%
Number of arbitration disputes not finalised	2	100%
Total number of disputes lodged	4	100%

Table 3.12.6 - Strike actions for the period 1 April 2018 to 31 March 2019

Total number of persons working days lost	0
Total costs (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 3.12.7 - Precautionary suspensions for the period 1 April 2018 to 31 March 2019

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	236
Cost (R'000) of suspensions	417

3.13 Skills Development

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

Table 3.13.1 - Training needs identified for the period 1 April 2018 to 31 March 2019

Occupational category	Gender	Number of employees as at 1 April 2018	Training needs identified at start of reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	37	0	37	0	37
	Male	54	0	39	0	39
Professionally qualified and experienced specialists (Levels 9-12)	Female	83	0	72	0	72
	Male	58	0	42	0	42
Skilled technical junior (Levels 6-8)	Female	60	0	55	0	55
	Male	26	0	25	0	25
Semi-skilled (Levels 3-5)	Female	33	0	51	0	51
	Male	43	0	26	0	26
Elementary occupations (Levels 1-2)	Female	16	0	17	0	17
	Male	4	0	4	0	4
Occupational Specific Dispensation	Female	0	0	0	0	0
	Male	2	0	2	0	2
Sub Total	Female	229	0	232	0	232
	Male	187	0	138	0	138
TOTAL		416	0	370	0	370

Table 3.13.2 - Training provided for the period 1 April 2018 to 31 March 2019

Occupational category	Gender	Number of employees as at 1 April 2018	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	37	0	10	0	10
	Male	54	0	8	0	8
Professionally qualified and experienced specialists (Levels 9-12)	Female	83	0	18	0	18
	Male	58	0	7	0	7
Skilled technical junior (Levels 6-8)	Female	60	0	13	0	13
	Male	26	0	3	0	3
Semi-skilled (Levels 3-5)	Female	33	0	12	0	12
	Male	43	0	11	0	11
Elementary occupations (Levels 1-2)	Female	16	0	21	0	21
	Male	4	0	5	0	5
Occupational Specific Dispensation	Female	0	0	3	0	3
	Male	2	0	0	0	0
Sub Total	Female	229	0	77	0	77
	Male	187	0	34	0	34
TOTAL		416	0	111	0	111

3.14 Injury on Duty

The following table provide basic information on injury on duty.

Table 3.14.1 - Injury on duty for the period 1 April 2018 to 31 March 2019

Nature of injury on duty	Number	% of total
Required basic medical attention	4	100%
Temporary total disablement	0	0%
Permanent disablement	0	0%
Fatal	0	0%
TOTAL	4	100%

3.15 Utilisation of Consultants

The following tables relates to information on the utilisation of consultants in the Department. In terms of the Public Service Regulations “consultant” means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an *ad hoc* basis any of the following professional services to a Department against remuneration received from any source:

- (a) The rendering of expert advice,
- (b) The drafting of proposals for the execution of specific tasks, and
- (c) The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

Table 3.15.1(a) - Report on consultant appointments using appropriated funds for the period 1 April 2018 to 31 March 2019

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Advisory Council Member of the GEHS	1	1	6 378.75
Advisory Council Member of the GEHS	1	1	5 152.50
Advisory Council Member of the GEHS	1	1	6 378.75
Advisory Council Member of the GEHS	1	1	1 226.25
Advisory Council Member of the GEHS	1	1	6 378.75
Advisory Council Member of the GEHS	1	1	6 378.75
Advisory Council Member of the GEHS	1	1	2 126.25
Advisory Council Member of the GEHS	1	1	2 126.25
Advisory Council Member of the GEHS	1	1	1 717.50
Advisory Council Member of the GEHS	1	1	2 126.25
Advisory Council Member of the GEHS	1	1	408.75
Advisory Council Member of the GEHS	1	1	2 126.25
Audit Committee member for DPSA	1	1	57 520.00
Audit Committee member for DPSA	1	1	57 520.00
Audit Committee member for DPSA	1	1	74 776.00
Audit Committee member for DPSA	1	1	40 264.00
Audit Committee member for DPSA	1	1	74 776.00
Audit Committee member for DPSA	1	1	40 264.00
Development of a Pricing Model to Remunerate Health risk managers for PILIR services	1	10	218 880.00

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
DPSA secondment of Dr J Josie	1	107	449 500.18
Executive programs-Gartner ICT Advisory Services (1 Sep 2018 - 31 Aug 2019)	1	90	1 726 000.50
Feasibility study on the extension of the housing allowing for retired employees	1	1	134 847.32
Independent Physician Evaluation, Occupational Therapy Functional Capacity Evolution, Health Assessment	1	1	13 294.00
Interpreting services during the APRM Network on National Development Planning as a best Practice hosted from 31 May - 1 June 2018	1	2	91 000.00
Interpreting services for the National Public Service Hackathon Conference Held at the University of Johannesburg	1	3	21 620.00
Legal costs	1	2	4 560.00
Legal costs	1	2	267 485.50
Legal costs	1	2	321 813.50
Legal costs	1	3	114 495.38
Legal costs	1	6	32 300.00
Legal costs	1	1	50 000.00
Legal costs	1	4	21 745.00
Legal costs	1	1	43 538.83
Legal costs	1	1	365 613.75
Legal costs	1	7	250 143.96
Legal costs	1	3	134 698.50
Legal costs	1	1	1 255.80
Legal costs	1	3	210 773.00
Legal costs	1	2	28 780.00
Legal costs	1	8	192 564.00
Legal costs	1	1	82 728.27
Legal Research and Report writing for the Presidential Remuneration Review Commission	1	1	198 000.00
Media Monitor Service	1	1	388 000.00
Policy on Procedure on Incapacity and Ill-Health Retirement (PILIR), monthly Human Resource Management (HRM) fees April 2018 based on 463 heads (head counting) at a unit price of R10,61 per head	1	1	4 912.43
PILIR, monthly HRM fees May 2018 based on 463 heads (head counting) at a unit price of R10,61 per head	1	1	4 912.43
PILIR, monthly HRM fees June 2018 based on 463 heads (head counting) at a unit price of R11,27 per head	1	1	5 218.01
PILIR, monthly HRM fees July 2018 based on 463 heads (head counting) at a unit price of R11,27 per head	1	1	5 218.01
PILIR, monthly HRM fees August 2018 based on 463 heads (head counting) at a unit price of R11,27 per head	1	1	5 218.01
PILIR, monthly HRM fees September 2018 based on 463 heads (head counting) at a unit price of R11,27 per head	1	1	5 218.01
PILIR, monthly HRM fees October 2018 based on 463 heads (head counting) at a unit price of R11,27 per head	1	1	5 218.01

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
PILIR, monthly HRM fees November 2018 based on 415 heads (head counting) at a unit price of R11,27 per head	1	1	4 677.05
PILIR, monthly HRM fees December 2018 based on 415 heads (head counting) at a unit price of R11,27 per head	1	1	4 677.05
PILIR, monthly HRM fees January 2019 based on 413 heads (head counting) at a unit price of R11,27 per head	1	1	4 654.51
PILIR, monthly HRM fees February 2019 based on 413 heads (head counting) at a unit price of R11,27 per head	1	1	4 654.51
PILIR, monthly HRM fees March 2019 based on 413 heads (head counting) at a unit price of R11,27 per head	1	1	4 654.51
PILIR fee increase reconciliation	1	1	601.90
Providing on-site support Queue Management System (QMS) - April 2018	1	1	13 800.00
Providing on-site support QMS - May 2018	1	31	13 800.00
Providing on-site support QMS - June 2018	1	1	13 800.00
Providing on-site support QMS - July 2018	1	1	13 800.00
Providing on-site support QMS - August 2018	1	1	13 800.00
Providing on-site support QMS - September 2018	1	1	13 800.00
Providing on-site support QMS - October 2018	1	1	13 800.00
Providing on-site support QMS - November 2018	1	1	13 800.00
Providing on-site support QMS - March 2018	1	1	13 680.00
Qualification verification services	1	1	1 150.00
Qualification verification services	1	1	385.00
Qualification verification services	1	1	70.00
Qualification verification services	1	1	250.00
Qualification verification services	1	1	470.00
Qualification verification services	1	1	70.00
Qualification verification services	1	1	210.00
Qualification verification services	1	1	1 118.00
Qualification verification services	1	1	125.00
Qualification verification services	1	1	805.00
Qualification verification services	1	1	195.00
Qualification verification services	1	1	695.00
Qualification verification services	1	1	1 450.00
Sign Language interpreting services for the Africa Public Service Day Celebration at the Department of International Relations and Cooperation Conference Centre on 22 June 2018	1	1	9 085.00
SMS Competency Assessment: Director: Organisation Design x2	1	2	16 234.00
SMS Competency Based Assessments: for x2 candidates	1	1	16 234.00
SMS Competency Based Assessments: Director: Information Communication Technology Management and Support	1	1	7 606.00
Speaker for Service Delivery Improvement Forum on 20 February 2019	1	1	11 500.00
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
	83	352	6 002 848.93

Table 3.15.1(b) - Report on contractors appointments using appropriated funds for the period 1 April 2018 to 31 March 2019

Project title	Total number of contractors that worked on the project	Duration (work days)	Contract value in Rand
Audio visual and conference equipment for Minister's Imbizo in Bitou Municipality, Nokuthula Hall Western on 27 August 2018	1	1	21 000.00
Audio visual equipment for Deputy Minister's Ministerial imbizo in Rolle Village, worshippers church in Bushbuckridge Local Municipality on 8 June 2018	1	1	38 000.00
Audio visual equipment tent and conference equipment for the Hackathon: University of Johannesburg on 28 September 2018	1	1	94 500.00
Audio visual equipment, stage and conference equipment for Bagaga Ba Tribal Authority, Polokwane Municipality on 27 September 2018	1	1	23 000.00
Careways workshop on workplace violence and bullying on 4 July 2018	1	1	10 780.00
Casual labourers assisting as Marshalls during a Ministerial Imbizo event in Gugulethu	1	1	2 000.00
Casual labourers assisting as Marshalls during a Ministerial Imbizo event in KamaQhekeza held on 3 December 2018	1	1	2 000.00
Casual labourers assisting as Marshalls during a Ministerial Imbizo feedback event KamaQhekeza held on 3 December 2018	1	1	2 000.00
Casual labourers assisting as Marshalls during a Ministerial Imbizo in Zandspruit held on 15 March 2019	1	1	1 900.00
Casual labourers assisting as Marshalls during the Deputy Minister's Ministerial imbizo in Rolle Village, worshippers church in Bushbuckridge Local Municipality on 8 June 2018	1	1	2 000.00
Casual labourers assisting as Marshalls during the Deputy Minister's Imbizo at Verulam held on 11 January 2019	1	1	1 500.00
Cervical Cancer Combo (Pap smear, clinical breast examination for females)	1	1	52 600.00
Cleaning services: Hackathon Event held from the 28-30 September 2018	1	3	25 350.60
Cultural group performance on Africa Day	1	1	19 800.00
Delivery of an Off side back up tape	1	1	294.81
Delivery of an Off side back up tape	1	1	294.81
Delivery of an Off side back up tape	1	1	294.81
Employee Wellness Programme (EWP) consultation services	1	1	9 455.03
EWP consultation services	1	1	9 455.03
EWP consultation services for April 2018	1	1	10 108.49
EWP consultation services for August 2018	1	1	10 108.49
EWP consultation services for December 2018	1	1	10 108.49
EWP consultation services for February 2019	1	1	10 108.49
EWP consultation services for January 2019	1	1	10 108.49
EWP consultation services for July 2018	1	1	10 108.49
EWP consultation services for June 2018	1	1	10 108.49
EWP consultation services for May 2018	1	1	10 108.49
EWP consultation services for November 2018	1	1	10 108.49
EWP consultation services for October 2018	1	1	10 108.49

Project title	Total number of contractors that worked on the project	Duration (work days)	Contract value in Rand
EWP consultation services for September 2018	1	1	10 108.49
EWP Relationship Workshop (4 December 2018)	1	1	10 780.10
Furniture removal from PRRC (Durban) to DPSA	1	1	12 650.00
Furniture removal from PRRC Pretoria Central Business District (ABSA Towers Building) to DPSA	1	1	36 675.00
Imbizo focus week video social media and recording	1	1	60 000.00
Imbizo focus week video social media and recording	1	1	13 500.00
Legal costs	1	3	9 000.00
Legal costs	1	1	9 000.00
Legal costs	1	4	12 000.00
Payment for loud hailer for taking government services to the people event in Zandspruit	1	1	800.00
Performance during the DPSA long Services Awards	1	1	7 500.00
Photography services during the African Association for Public Administration and Management seminar held on 17-19 September 2018 at Saint George Hotel and Convention Centre Pretoria South Africa	1	3	950.00
Production of Service Delivery Review magazine in an electronic format which includes pdf and flipping book	1	1	25 900.80
Relocating employees seventy employees within the Batho Pele building	1	1	69 125.81
Relocation of assets from Director-General's residence in Cape Town to Pretoria	1	1	4 025.00
Security Guard services during the National Hackathon Conference held at the University of Johannesburg	1	1	78 200.00
Shamen Performance during the 2017 African Union High-level on "Democracy , Human Right and Governance in Africa held on 4 - 8 December 2017	1	5	60 000.00
Sound system for the Men's Conference	1	1	2 000.00
Speaker for International Women's Day	1	1	5 000.00
Stage and sound for the Deputy Minister's Imbizo in Bushbuckridge Local Municipality	1	1	71 010.00
Transport Services Deputy Minister's Imbizo held on 11 January in Verulam	1	1	34 500.00
Transportation of Deputy Minister's vehicle from Cape Town to Johannesburg	1	1	3 531.00
Transportation of Minister's official vehicle from Johannesburg to Cape Town	1	1	4 923.00
Transportation of vehicle from Cape Town to Johannesburg	1	1	8 380.00
Transportation of vehicle from Cape Town to Pretoria offices	1	1	4 880.00
Transportation of vehicle from Johannesburg to Cape Town	1	1	3 500.00
Transportation vehicle from Johannesburg to Cape Town	1	1	3 531.00
Transporting Ministers vehicle from Cape Town to Pretoria	1	1	3 531.00
Video production during an outreach programme in Mpumalanga	1	1	59 790.00
Video production for the Hackathon event on 28-30 September 2018	1	3	280 000.00

Project title	Total number of contractors that worked on the project	Duration (work days)	Contract value in Rand
Video production of the Batho Pele Plaque unveiling by the Minister	1	1	35 800.00
Video recording and production (Komatipoort Outreach programme)	1	1	68 000.00
Video recording during the Minister's outreach programme in Tembisa (Kempton Park) on 23 November 2018	1	1	79 500.00
Video recording, live streaming, photography and multimedia Africa Public Service Day 2018	1	1	60 000.00
Videography services for the National Batho Pele Excellence Awards	1	1	227 750.00
Outsourced contractors	1	1	151 136.76
Total number of projects	Total individual contractors	Total duration (work days)	Total contract value in Rand
	65	80	1 944 287.95
Grand total consultants and contractors	Total individual consultants and contractors	Total duration (work days)	Total contract value in Rand
	148	432	7 947 136.88

Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2018 to 31 March 2019

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
The Department does not conduct an analysis of consultant appointments in terms of HDIs			

Table 3.15.3 (a) - Report on consultant appointments using donor funds for the period 1 April 2018 to 31 March 2019

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
"Not for Profit Organisation (NPO) Management System" Replication Project	1	60	1 655 000.00
A Community Based Model for Bylaw Enforcement	1	23	821 620.00
Alternative Building Material	1	50	1 350 000.00
Beyers Naude Municipality: Water Conservation/Demand Management Phase 2	1	31	2 621 792.72
Business Improvement to Lesed Local Municipality Customer Care	1	28	200 000.00
Catch Care Cure: Towards TB 90 90 90 (Catch & Match stage 2)	1	60	1 279 419.67
Catch Care Cure: Towards TB 90 90 90 (Catch & Match stage 2)	1	30	279 612.33
Emerging farmers portal and Mobile application	1	30	791 894.35
e-Participatory Governance and Land Use Management ICT system	1	30	631 538.60
e-Participatory Governance and Land Use Management ICT system	1	10	317 631.30
E-Waste Container-Based Community Enterprise Model	1	30	1 731 598.00

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
Holistic Service Delivery Older People in Local Government through ICTs	1	40	1 050 000.00
Holistic Service Delivery Older People in Local Government through ICTs	1	22	176 800.00
Improve electricity and water service delivery through strengthened citizen engagement using the community scorecard	1	60	443 902.86
Indegent Registers and Service Delivery Platform	1	60	822 063.16
Informal Settlement Socio-Economic and Global Positioning System Enhancement to the Western Cape Housing Demand Data Project	1	1	816 995.49
Integrated Water Pump and Water Treatment Plant Maintenance Management System Implementation	1	20	496 200.00
Lesedi Customer Relations Centre	1	50	550 000.00
Municipal Benchmarking Initiative for Water Services	1	60	700 060.00
Newcastle Municipality Reporting System	1	60	1 050 000.00
Offline Content to schools without Internet connectivity replication	1	30	1 716 538.25
Open Data SA-"Openness for Impact"	1	60	627 600. 00
Open Data SA-"Openness for Impact"	1	44	299 672.59
Planning, Designs and Procurement	1	1	5 436 342.00
Project Implementation Plan for Pro-activation of the south African Police Service, Community Policing Forum and communities through Crime Prevention ICT	1	60	324 400.00
Revitalisation of distressed mining towns (and labour sending areas) though capacity building of frontline municipal officials.	1	28	460 814.78
Sign Language Training for Frontline Health Workers in eThekweni District	1	30	72 000.00
Social Inclusion Programme (Anti-Gang)	1	30	174 058.08
Tele-radiology Network	1	60	291 000.00
To provide more premature babies in the central region of the Eastern Cape Province the opportunity to develop normally	1	23	116 482.51
Training of Municipal Officials on the Rental Housing Amendment Act (Act 35 of 2014)	1	15	344 892.35
Tshwane Safety Mobile App	1	30	334 811.25
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
	32	1 165	27 984 740.29

Table 3.15.3 (b) - Report on contractor appointments using donor funds for the period 1 April 2018 to 31 March 2019

Project title	Total number of contractors that worked on the project	Duration (work days)	Donor and contract value in Rand
Audio visual equipment for the handover of five Tirelo Boshu projects held on 8 March 2019 in Greater Tzaneen Municipality (Ka - Xihoko) by the Minister	1	1	168 500.00
Total number of projects	Total individual contractors	Total duration (work days)	Total contract value in Rand
	1	1	168 500.00
Grand total consultants and contractors	Total individual consultants and contractors	Total duration (work days)	Total contract value in Rand
	33	1 166	28 153 240.29

Table 3.15.4 - Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2018 to 31 March 2019

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
The Department does not conduct an analysis of consultant appointments in terms of HDIs			

3.16 Severance Packages

Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2018 to 31 March 2019

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
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
TOTAL	0	0	0	0

Financial Information



E

PART

1. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO. 10: DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of the DPSA set out on pages 119 to 256, which comprise the appropriation statement, the statement of financial position as at 31 March 2019, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the 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 as at 31 March 2019, and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standards (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) and Annual Appropriation Act.

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 Auditor-General's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the Department in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code), parts 1 and 3 of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* and the 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 codes.
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 matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

7. The supplementary information set out in pages 241 to 256 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.

Responsibilities of accounting officer for the financial statements

8. The Accounting Officer is responsible for the preparation and fair presentation of the financial statements in accordance with 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.
9. 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.

Auditor-General's responsibilities for the audit of the financial statements

10. 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.
11. 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

Introduction and scope

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
13. My procedures address the reported performance information, which must be based on the approved performance planning documents of the Department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the Department for the year ended 31 March 2019:

Programmes	Pages in the annual performance report
Programme 3 – Public Service Employment and Condition of Services	47 – 52
Programme 4 – Government Chief Information Officer	53 – 57
Programme 5 – Service Delivery Support	58 – 63
Programme 6 – Governance of Public Administration	64 – 70

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not raise any material findings on the usefulness and reliability of the reported performance information for these programmes:
 - Programme 3 – Public Service Employment and Condition of Services
 - Programme 4 – Government Chief Information Officer
 - Programme 5 – Service Delivery Support
 - Programme 6 – Governance of Public Administration.

Other matters

17. I draw attention to the matters below.

Achievement of planned targets

18. Refer to the annual performance report on pages 34 to 70 for information on the achievement of planned targets for the year and explanations provided for the under/ over achievement of a number of targets.

Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 3: Public Service Employment and Conditions of Services. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the Department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
21. The material findings on compliance with specific matters in key legislations are as follows:

Expenditure Management

22. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R310 000, as disclosed in note 24 to the annual financial statements, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1. The irregular expenditure was caused by goods and services with a transaction value below R500 000 which were procured without obtaining the required price quotations.

Other information

23. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information 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 in this auditor's report.
24. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
25. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information 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.
26. If, based on the work I have performed, I conclude that there is a material misstatement in this other information; I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

27. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
28. Adequate internal control processes were not implemented to prevent non-compliance with certain applicable laws and regulations pertaining to selected supply chain management practices.

Auditor-General

Pretoria

31 July 2019



AUDITOR-GENERAL
SOUTH AFRICA

ANNEXURE – AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. 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 respect to the selected subject matters.

Financial statements

2. 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 by the Accounting Officer
 - conclude on the appropriateness of the Accounting Officer's 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 related to events or conditions that may cast significant doubt on the DPSA's ability 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 the 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 continuing as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. 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.
4. I also confirm to the Accounting Officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

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NATIONAL DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
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APPROPRIATION STATEMENT

for the year ended 31 March 2019

Appropriation per programme										
Voted funds and direct charges	2018/19						2017/18			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. ADMINISTRATION	240 559	-	7 821	248 380	242 344	6 036	97.6%	233 700	222 877	
2. POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	34 108	-	(1 954)	32 154	31 432	722	97.8%	33 198	29 571	
3. PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICE	78 028	-	3 268	81 296	67 452	13 844	83.0%	66 323	64 685	
4. GOVERNMENT CHIEF INFORMATION OFFICER	22 441	-	(1 240)	21 201	20 549	652	96.9%	17 145	16 495	
5. SERVICE DELIVERY SUPPORT	262 381	-	(4 009)	258 372	257 210	1 162	99.6%	237 369	235 911	
6. GOVERNANCE OF PUBLIC ADMINISTRATION	313 139	-	(3 886)	309 253	307 027	2 226	99.3%	289 409	287 348	
TOTAL	950 656	-		950 656	926 014	24 642	97.4%	877 144	856 887	

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

Reconciliation with statement of financial performance	2018/19		2017/18	
	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
ADD:	950 656	926 014	877 144	856 887
Departmental receipts				
Aid assistance	816		475	
	40 008		70 100	
Actual amounts per statement of financial performance (total revenue)	991 480		947 719	
ADD:				
Aid assistance		32 160		58 848
Actual amounts per statement of financial performance (total expenditure)		958 174		915 735

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

APPROPRIATION PER ECONOMIC CLASSIFICATION	2018/19						2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000
Economic classification	470 150	(181)	(961)	469 008	445 022	23 986	94.9%	425 771
Current payments	283 140	-	-	283 140	273 569	9 571	96.6%	265 211
Compensation of employees	256 533	(4 036)	-	252 497	244 896	7 601	97.0%	237 392
Salaries and wages	26 607	4 036	-	30 643	28 673	1 970	93.6%	27 819
Social contributions	187 010	(181)	(961)	185 868	171 453	14 415	92.2%	160 560
Goods and services	2 009	715	(15)	2 709	2 513	196	92.8%	2 191
Administrative fees	2 808	(317)	(57)	2 434	949	1 485	39.0%	998
Advertising	1 929	(1 164)	(20)	745	229	516	30.7%	1 013
Minor assets	4 519	287	241	5 047	5 046	1	100.0%	4 110
Audit costs: External	500	(44)	-	456	455	1	99.8%	452
Bursaries: Employees	4 294	(377)	(173)	3 744	3 650	94	97.5%	2 947
Catering: Departmental activities	7 929	(1 025)	(172)	6 732	6 256	476	92.9%	7 059
Communication	26 339	(5 863)	(1 472)	19 004	18 417	587	96.9%	29 424
Computer services	3 629	1 030	(104)	4 555	3 911	644	85.9%	3 410
Consultants: Business and advisory services	175	(175)	-	-	-	-	-	-
Infrastructure and planning services	1 472	(227)	974	2 219	2 122	97	95.6%	3 673
Legal services								3 672

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

APPROPRIATION PER ECONOMIC CLASSIFICATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Contractors	4 756	(2 075)	(227)	2 454	2 271	183	92.5%	1 674	1 560
Entertainment	104	(93)	-	11	8	3	72.7%	31	29
Fleet services	1 596	815	-	2 411	2 317	94	96.1%	2 156	2 109
Consumable supplies	2 171	939	(19)	3 091	2 875	216	93.0%	2 334	2 038
Consumable: Stationery, printing and office supplies	6 883	(740)	995	7 138	3 326	3 812	46.6%	3 335	3 062
Operating leases	45 954	11 480	6 706	64 140	64 139	1	100.0%	42 414	40 873
Property payments	17 127	(6 715)	(387)	10 025	10 003	22	99.8%	10 236	10 119
Transport provided Department Activities	1 155	(742)	-	413	380	33	92.0%	721	721
Travel and subsistence	29 571	8 335	(3 337)	34 569	32 631	1 938	94.4%	29 594	28 079
Training and development	3 954	(1 207)	(77)	2 670	1 382	1 288	51.8%	1 626	1 462
Operating payments	8 784	(2 361)	(269)	6 154	3 473	2 681	56.4%	4 762	3 436
Venues and facilities	7 916	(566)	(3 548)	3 802	3 784	18	99.5%	4 508	4 311
Rental and hiring	1 436	(91)	-	1 345	1 316	29	97.8%	1 892	1 890
Transfers and subsidies	472 881	-	534	473 415	473 136	279	99.9%	441 385	441 089
Provinces and municipalities	10	3	-	13	8	5	61.5%	10	8
Municipalities	10	3	-	13	8	5	61.5%	10	8
Municipal bank accounts	4	3	-	7	5	2	71.4%	10	8
Municipal agencies and funds	6	-	-	6	3	3	50.0%	-	-

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APPROPRIATION STATEMENT
for the year ended 31 March 2019

APPROPRIATION PER ECONOMIC CLASSIFICATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Departmental agencies and accounts	469 525	(3)	-	469 522	469 388	134	100.0%	436 020	436 020
Foreign governments and international organisations	2 053	-	-	2 053	1 957	96	95.3%	2 142	1 848
Households	1 293	-	534	1 827	1 783	44	97.6%	3 213	3 213
Social benefits	1 293	-	528	1 821	1 777	44	97.6%	3 193	3 193
Other transfers to households	-	-	6	6	6	-	100.0%	20	20
Payments for capital assets	7 625	181	236	8 042	7 669	373	95.4%	9 928	5 710
Machinery and equipment	6 289	281	1 372	7 942	7 669	273	96.6%	9 916	5 702
Transport equipment	1 552	(258)	(104)	1 190	1 156	34	97.1%	2 409	1 838
Other machinery and equipment	4 737	539	1 476	6 752	6 513	239	96.5%	7 507	3 864
Intangible assets	1 336	(100)	(1 136)	100	-	100	-	12	8
Payments for financial assets	-	-	191	191	187	4	97.9%	60	60
Total	950 656	-	-	950 656	926 014	24 642	97.4%	877 144	856 887

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1: ADMINISTRATION	2018/19						2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000
Sub programme								
1. MINISTRY	41 450	1 682	97	43 229	40 303	2 926	93.2%	44 928
2. DEPARTMENTAL MANAGEMENT	2 891	140	-	3 031	3 013	18	99.4%	2 532
3. CORPORATE MANAGEMENT	89 261	(6 351)	1 212	84 122	82 677	1 445	98.3%	90 526
4. FINANCE ADMINISTRATION	26 889	(1 506)	1 930	27 313	26 761	552	98.0%	25 286
5. INTERNAL AUDIT	5 758	(162)	-	5 596	5 555	41	99.3%	5 447
6. LEGAL SERVICES	6 753	832	833	8 418	8 367	51	99.4%	6 913
7. INTERNATIONAL RELATIONS	9 489	324	-	9 813	8 812	1 001	89.8%	9 041
8. OFFICE ACCOMMODATION	58 068	5 041	3 749	66 858	66 856	2	100.0%	49 027
Total for sub programmes	240 559	-	7 821	248 380	242 344	6 036	97.6%	233 700
Economic classification								
Current payments	235 281	(150)	6 197	241 328	235 466	5 862	97.6%	224 515
Compensation of employees	119 666	-	-	119 666	114 269	5 397	95.5%	112 949
Salaries and wages	109 477	(4 084)	-	105 393	101 138	4 255	96.0%	99 958
Social contributions	10 189	4 084	-	14 273	13 131	1 142	92.0%	12 991
Goods and services	115 615	(150)	6 197	121 662	121 197	465	99.6%	111 566
								217 392
								112 820
								99 855
								12 965
								104 572

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1: ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Administrative fees	611	253	-	864	810	54	93,8%	523	479
Advertising	657	(86)	-	571	568	3	99,5%	823	822
Minor assets	1 245	(1 073)	-	172	156	16	90,7%	784	268
Audit costs: External	4 519	130	241	4 890	4 889	1	100,0%	4 110	4 109
Bursaries: Employees	500	(44)	-	456	455	1	99,8%	452	452
Catering: Departmental activities	763	(323)	-	440	438	2	99,5%	467	455
Communication	3 828	27	(10)	3 845	3 835	10	99,7%	4 495	4 096
Computer services	17 343	(5 652)	(50)	11 641	11 628	13	99,9%	22 238	19 769
Consultants: Business and advisory services	511	490	(102)	899	883	16	98,2%	869	858
Legal services	1 372	(223)	974	2 123	2 122	1	100,0%	2 686	2 686
Contractors	1 295	(132)	(63)	1 100	1 080	20	98,2%	621	588
Entertainment	97	(88)	-	9	8	1	88,9%	29	27
Fleet services	1 489	492	-	1 981	1 922	59	97,0%	2 020	2 012
Consumable supplies	1 360	1 267	(4)	2 623	2 557	66	97,5%	1 654	1 549
Consumable: Stationery, printing and office supplies	1 495	(1 058)	1 616	2 053	2 005	48	97,7%	1 692	1 587
Operating leases	45 808	10 274	3 749	59 831	59 830	1	100,0%	40 772	39 231
Property payments	14 489	(5 703)	-	8 786	8 784	2	100,0%	10 017	9 906

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1: ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transport provided: Departmental activity	-	77	-	77	76	1	98,7%	-	-
Travel and subsistence	12 192	3 165	(44)	15 313	15 213	100	99,3%	13 227	12 662
Training and development	1 604	(778)	-	826	824	2	99,8%	870	722
Operating payments	4 291	(1 579)	(110)	2 602	2 561	41	98,4%	2 938	2 030
Venues and facilities	140	420	-	560	553	7	98,8%	278	264
Rental and hiring	6	(6)	-	-	-	-	-	1	-
Transfers and subsidies	1 507	-	(174)	1 333	1 177	156	88,3%	1 978	1 921
Provinces and municipalities	10	3	-	13	8	5	61,5%	9	7
Municipalities	10	3	-	13	8	5	61,5%	9	7
Municipal bank accounts	4	3	-	7	5	2	71,4%	9	7
Municipal agencies and funds	6	-	-	6	3	3	50,0%	-	-
Departmental agencies and accounts	121	(3)	-	118	-	118	-	-	-
Departmental agencies	121	(3)	-	118	-	118	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	340	-	-	340	311	29	91.5%	362	307
Households	1 036	-	(174)	862	858	4	99,5%	1 607	1 607

NATIONAL DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
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APPROPRIATION STATEMENT
for the year ended 31 March 2019

PROGRAMME 1: ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Social benefits	1 036	-	(180)	856	852	4	99,5%	1 587	1 587
Other transfers to households	-	-	6	6	6	-	100,0%	20	20
Payments for capital assets	3 771	150	1 622	5 543	5 526	17	99,7%	7 160	3 517
Machinery and equipment	3 771	150	1 622	5 543	5 526	17	99,7%	7 160	3 517
Transport equipment	773	65	-	838	830	8	99,0%	1 805	1 579
Other machinery and equipment	2 998	85	1 622	4 705	4 696	9	99,8%	5 355	1 938
Payments for financial assets	-	-	176	176	175	1	99,4%	47	47
Total	240 559	-	7 821	248 380	242 344	6 036	97,6%	233 700	222 877

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1.1: MINISTRY	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	40 600	1 471	-	42 071	39 238	2 833	93,3%	43 094	43 009
Compensation of employees	24 909	(1 126)	-	23 783	21 060	2 723	88,6%	26 792	26 778
Goods and services	15 691	2 597	-	18 288	18 178	110	99,4%	16 302	16 231
Transfers and subsidies	275	-	95	370	281	89	75,9%	1 041	1 041
Provinces and municipalities	4	3	-	7	5	2	71,4%	4	4
Departmental agencies and accounts	89	(3)	-	86	-	86	-	-	-
Households	182	-	95	277	276	1	99,6%	1 037	1 037
Payments for capital assets	575	211	-	786	783	3	99,6%	750	739
Buildings and other fixed structures								-	-
Machinery and equipment	575	211	-	786	783	3	99,6%	750	739
Payments for financial assets	-	-	2	2	1	1	50,0%	43	43
Total	41 450	1 682	97	43 229	40 303	2 926	93,2%	44 928	44 832

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1.2: DEPARTMENTAL MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 886	136	-	3 022	3 006	16	99,5%	2 516	2 460
Compensation of employees	2 109	131	-	2 240	2 232	8	99,6%	1 783	1 779
Goods and services	777	5	-	782	774	8	99,0%	733	681
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	5	4	-	9	7	2	77,8%	16	7
Machinery and equipment	5	4	-	9	7	2	77,8%	16	7
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	2 891	140	-	3 031	3 013	18	99,4%	2 532	2 467

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for the year ended 31 March 2019

PROGRAMME 1.3: CORPORATE SERVICES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	86 282	(6 470)	(276)	79 536	78 131	1 405	98,2%	84 982	80 127
Compensation of employees	55 925	(22)	-	55 903	54 615	1 288	97,7%	50 148	50 059
Goods and services	30 357	(6 448)	(276)	23 633	23 516	117	99,5%	34 834	30 068
Transfers and subsidies	298	-	(134)	164	130	34	79,3%	419	419
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	32	-	-	32	-	32	-	-	-
Households	266	-	(134)	132	130	2	98,5%	419	419
Payments for capital assets	2 681	119	1 622	4 422	4 416	6	99,9%	5 125	1 590
Machinery and equipment	2 681	119	1 622	4 422	4 416	6	99,9%	5 125	1 590
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	89 261	(6 351)	1 212	84 122	82 677	1 445	98,3%	90 526	82 136

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1.4: FINANCE ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25 930	(1 330)	1 891	26 491	25 946	545	97,9%	24 038	23 912
Compensation of employees	19 109	-	-	19 109	18 640	469	97,5%	18 005	17 995
Goods and services	6 821	(1 330)	1 891	7 382	7 306	76	99,0%	6 033	5 917
Transfers and subsidies	592	-	(135)	457	453	4	99,1%	146	144
Provinces and municipalities	6	-	-	6	3	3	50,0%	5	3
Households	586	-	(135)	451	450	1	99,8%	141	141
Payments for capital assets	367	(176)	-	191	188	3	98,4%	1 098	1 074
Machinery and equipment	367	(176)	-	191	188	3	98,4%	1 098	1 074
Payments for financial assets	-	-	174	174	174	-	100,0%	4	4
Total	26 889	(1 506)	1 930	27 313	26 761	552	98,0%	25 286	25 134

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APPROPRIATION STATEMENT
for the year ended 31 March 2019

PROGRAMME 1.5: INTERNAL AUDIT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5 712	(150)	-	5 562	5 522	40	99,3%	5 398	5 261
Compensation of employees	4 986	-	-	4 986	4 971	15	99,7%	4 750	4 746
Goods and services	726	(150)	-	576	551	25	95,7%	648	515
Transfers and subsidies	-	-	-	-	-	-	-	1	1
Households	-	-	-	-	-	-	-	1	1
Payments for capital assets	46	(12)	-	34	33	1	97,1%	48	32
Machinery and equipment	46	(12)	-	34	33	1	97,1%	48	32
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	5 758	(162)	-	5 596	5 555	41	99,3%	5 447	5 294

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 1.6: LEGAL SERVICES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 710	824	833	8 367	8 318	49	99,4%	6 856	6 840
Compensation of employees	4 390	1 017	-	5 407	5 403	4	99,9%	3 935	3 931
Goods and services	2 320	(193)	833	2 960	2 915	45	98,5%	2 921	2 909
Transfers and subsidies	2	-	-	2	2	-	100,0%	9	9
Households	2	-	-	2	2	-	100,0%	9	9
Payments for capital assets	41	8	-	49	47	2	95,9%	48	25
Buildings and other fixed structures									
Machinery and equipment	41	8	-	49	47	2	95,9%	48	25
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 753	832	833	8 418	8 367	51	99,4%	6 913	6 874

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for the year ended 31 March 2019

PROGRAMME 1.7: INTERNATIONAL RELATIONS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9 093	328	-	9 421	8 449	972	89,7%	8 604	8 405
Compensation of employees	8 238	-	-	8 238	7 348	890	89,2%	7 536	7 532
Goods and services	855	328	-	1 183	1 101	82	93,1%	1 068	873
Transfers and subsidies	340	-	-	340	311	29	91,5%	362	307
Foreign governments and international organisations	340	-	-	340	311	29	91,5%	362	307
Payments for capital assets	56	(4)	-	52	52	-	100,0%	75	50
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	56	(4)	-	52	52	-	100,0%	75	50
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	9 489	324	-	9 813	8 812	1 001	89,8%	9 041	8 762

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for the year ended 31 March 2019

	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
PROGRAMME 1.8: OFFICE ACCOMMODATION									
Economic classification									
Current payments	58 068	5 041	3 749	66 858	66 856	2	100,0%	49 027	47 378
Goods and services	58 068	5 041	3 749	66 858	66 856	2	100,0%	49 027	47 378
Total	58 068	5 041	3 749	66 858	66 856	2	100,0%	49 027	47 378

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PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. MANAGEMENT:POLICY DEVELOPMENT, RESAERCH AND ANALYSIS	3 600	380	(157)	3 823	3 754	69	98,2%	3 144	2 288
2. POLICY OVERSIGHT, DEVELOPMENT AND KNOWLEDGE MANAGEMENT	4 728	(1 055)	(463)	3 210	2 970	240	92,5%	5 284	4 418
3. PUBLIC ADMINISTRATION POLICY ANALYSIS	2 348	(34)	(476)	1 838	1 634	204	88,9%	2 151	599
4. INTEGRATED PUBLIC SECTOR REFORM	2 701	351	-	3 052	3 031	21	99,3%	1 880	1 866
5. PUBLIC SERVICE PERFORMANCE, MONITORING AND EVALUATION	13 188	770	(351)	13 607	13 444	163	98,8%	13 851	13 657
6. RESEARCH AND ANALYSIS	3 856	(487)	(259)	3 110	3 092	18	99,4%	3 503	3 462
7. PUBLIC SERVICE ACCESS NORMS AND MACHANISMS	3 687	75	(248)	3 514	3 507	7	99,8%	3 385	3 281

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PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
8. MACRO POLICY MODELLING AND COSTING	-	-	-	-	-	-	-	-	-
9. TRANSFORMATION POLICIES AND PROGRAMMES	-	-	-	-	-	-	-	-	-
10. PRODUCTIVITY EFFICIENCY STUDIES	-	-	-	-	-	-	-	-	-
Total for sub programmes	34 108	-	(1 954)	32 154	31 432	722	97,8%	33 198	29 571
Economic classification									
Current payments	33 837	-	(1 894)	31 943	31 239	704	97,8%	32 926	29 409
Compensation of employees	28 544	-	-	28 544	27 992	552	98,1%	29 400	26 275
Salaries and wages	25 589	(315)	-	25 274	25 081	193	99,2%	26 538	23 567
Social contributions	2 955	315	-	3 270	2 911	359	89,0%	2 862	2 708
Goods and services	5 293	-	(1 894)	3 399	3 247	152	95,5%	3 526	3 134
Administrative fees	192	(97)	-	95	89	6	93,7%	95	83
Advertising	25	(25)	-	-	-	-	-	-	-
Minor assets	19	18	(18)	19	8	11	42,1%	5	5
Catering: Departmental activities	183	25	(114)	94	89	5	94,7%	62	58

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PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Communication	550	(192)	(11)	347	340	7	98,0%	358	315
Computer services	260	63	(219)	104	99	5	95,2%	43	35
Consultants: Business and advisory services	45	(45)	-	-	-	-	-	-	-
Contractors	-	27	-	27	27	-	100,0%	79	1
Entertainment	2	(2)	-	-	-	-	-	-	-
Fleet services	15	33	-	48	42	6	87,5%	-	-
Consumable supplies	61	(1)	(2)	58	43	15	74,1%	59	45
Consumable: Stationery, printing and office supplies	292	(3)	(84)	205	188	17	91,7%	329	310
Travel and subsistence	2 750	639	(1 405)	1 984	1 948	36	98,2%	2 112	1 939
Training and development	180	-	(37)	143	112	31	78,3%	152	145
Operating payments	343	(151)	(4)	188	176	12	93,6%	143	111
Venues and facilities	376	(289)	-	87	86	1	98,9%	89	87
Transfers and subsidies	60	-	(31)	29	19	10	65,5%	18	18
Departmental agencies and accounts	8	-	-	8	-	8	-	-	-
Departmental agencies	8	-	-	8	-	8	-	-	-
Households	52	-	(31)	21	19	2	90,5%	18	18

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PROGRAMME 2: POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Social benefits	52	-	(31)	21	19	2	90,5%	18	18
Payments for capital assets	211	-	(29)	182	174	8	95,6%	254	144
Machinery and equipment	211	-	(29)	182	174	8	95,6%	254	144
Transport equipment	97	(48)	(11)	38	36	2	94,7%	86	21
Other machinery and equipment	114	48	(18)	144	138	6	95,8%	168	123
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	34 108	-	(1 954)	32 154	31 432	722	97,8%	33 198	29 571

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PROGRAMME 2.1: MANAGEMENT POLICY DEVELOPMENT, RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 566	383	(157)	3 792	3 732	60	98,4%	3 129	2 277
Compensation of employees	2 661	466	-	3 127	3 119	8	99,7%	2 614	1 790
Goods and services	905	(83)	(157)	665	613	52	92,2%	515	487
Transfers and subsidies	8	-	-	8	-	8	-	-	-
Departmental agencies and accounts	8	-	-	8	-	8	-	-	-
Payments for capital assets	26	(3)	-	23	22	1	95,7%	15	11
Buildings and other fixed structures									
Machinery and equipment	26	(3)	-	23	22	1	95,7%	15	11
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 600	380	(157)	3 823	3 754	69	98,2%	3 144	2 288

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PROGRAMME 2.2: POLICY OVERSIGHT, DEVELOPMENT, AND KNOWLEDGE MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 671	(1 057)	(431)	3 183	2 945	238	92,5%	5 237	4 376
Compensation of employees	3 981	(1 122)	-	2 859	2 630	229	92,0%	4 883	4 198
Goods and services	690	65	(431)	324	315	9	97,2%	354	178
Transfers and subsidies	32	-	(32)	-	-	-	-	9	9
Households	32	-	(32)	-	-	-	-	9	9
Payments for capital assets	25	2	-	27	25	2	92,6%	38	33
Machinery and equipment	25	2	-	27	25	2	92,6%	38	33
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	4 728	(1 055)	(463)	3 210	2 970	240	92,5%	5 284	4 418

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PROGRAMME 2.3: PUBLIC ADMINISTRATION POLICY ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 327	(42)	(476)	1 809	1 606	203	88,8%	2 124	592
Compensation of employees	1 540	-	-	1 540	1 370	170	89,0%	2 004	509
Goods and services	787	(42)	(476)	269	236	33	87,7%	120	83-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	21	8	-	29	28	1	96,6%	27	7
Machinery and equipment	21	8	-	29	28	1	96,6%	27	7
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	2 348	(34)	(476)	1 838	1 634	204	88,9%	2 151	599

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PROGRAMME 2.4: INTERGRATED PUBLIC SECTOR REFORM	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	2 686	354	-	3 040	3 020	20	99,3%	1 857	1 848
Compensation of employees	2 451	354	-	2 805	2 798	7	99,8%	1 645	1 637
Goods and services	235	-	-	235	222	13	94,5%	212	211
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	15	(3)	-	12	11	1	91,7%	23	18
Machinery and equipment	15	(3)	-	12	11	1	91,7%	23	18
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	2 701	351	-	3 052	3 031	21	99,3%	1 880	1 866

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PROGRAMME 2.5: PUBLIC SERVICE PERFORMANCE, MONITORING AND EVALUATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	13 098	772	(340)	13 530	13 370	160	98,8%	13 755	13 602
Compensation of employees	11 202	781	-	11 983	11 854	129	98,9%	11 755	11 735-
Goods and services	1 896	(9)	(340)	1 547	1 516	31	98,0%	2 000	1 867
Transfers and subsidies	17	-	-	17	16	1	94,1%	9	9
Households	17	-	-	17	16	1	94,1%	9	9
Payments for capital assets	73	(2)	(11)	60	58	2	96,7%	87	46
Machinery and equipment	73	(2)	(11)	60	58	2	96,7%	87	46
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	13 188	770	(351)	13 607	13 444	163	98,8%	13 851	13 657

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PROGRAMME 2.6: RESEARCH AND ANALYSIS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 832	(485)	(260)	3 087	3 070	17	99,4%	3 476	3 444
Compensation of employees	3 409	(529)	-	2 880	2 874	6	99,8%	3 297	3 273
Goods and services	423	44	(260)	207	196	11	94,7%	179	171
Transfers and subsidies	3	-	1	4	3	1	75,0%	-	-
Households	3	-	1	4	3	1	75,0%	-	-
Payments for capital assets	21	(2)	-	19	19	-	100,0%	27	18
Machinery and equipment	21	(2)	-	19	19	-	100,0%	27	18
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 856	(487)	(259)	3 110	3 092	18	99,4%	3 503	3 462

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PROGRAMME 2.7: PUBLIC SERVICE ACCESS NORMS AND MECHANISMS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 657	75	(230)	3 502	3 496	6	99,8%	3 348	3 270
Compensation of employees	3 300	50	-	3 350	3 347	3	99,9%	3 202	3 133
Goods and services	357	25	(230)	152	149	3	98,0%	146	137
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	30	-	(18)	12	11	1	91,7%	37	11
Machinery and equipment	30	-	(18)	12	11	1	91,7%	37	11
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 687	75	(248)	3 514	3 507	7	99,8%	3 385	3 281

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PROGRAMME 2.8: MACRO POLICY MODELLING AND COSTING	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R '000	R '000	R '000	R '000	R '000	R '000	%	R '000	R '000
Economic classification									
Current payments	-	-	-	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-

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PROGRAMME 2.8: MACRO POLICY MODELLING AND COSTING	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-

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PROGRAMME 2.9: TRANSFORMATION POLICIES AND PROGRAMMES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	-	-	-	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-

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PROGRAMME 2.9: TRANSFORMATION POLICIES AND PROGRAMMES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-

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PROGRAMME 2.10: PRODUCT EFFICIENCY STUDIES	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	-	-	-	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-

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PROGRAMME 2.10: PRODUCT EFFICIENCY STUDIES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R '000	R '000	R '000	R '000	R '000	R '000	%	R '000	R '000
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-

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PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICES	2018/19						2017/18			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	R'000	
Sub programme										
1. MANAGEMENT: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICES	3 133	(1 680)	16	1 469	774	695	52,7%	1 231	1 221	
2. LABOUR RELATIONS, NEGOTIATIONS AND DISCIPLINE MANAGEMENT	8 072	57	-	8 129	7 675	454	94,4%	6 185	6 121	
3. WORKPLACE ENVIRONMENT MANAGEMENT	4 417	384	10	4 811	4 790	21	99,6%	5 116	4 984	
4. HUMAN RESOURCE DEVELOPMENTSUB PROGRAMME	4 428	979	(26)	5 381	5 371	10	99,8%	4 521	4 430	
5. REMUNERATION AND JOB GRADING	18 587	169	3 249	22 005	21 869	136	99,4%	23 317	22 798	
6. EMPLOYEE BENEFITS	26 957	1032	-	27 989	15 680	12 309	56,0%	14 063	13 392	
7. HUMAN RESOURCE PLANNING, EMPLOYMENT PRACTICES AND PERFORMANCE MANAGEMENT	12 434	(941)	19	11 512	11 293	219	98,1%	11 890	11 739	

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for the year ended 31 March 2019

PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Total for sub programmes	78 028	-	3 268	81 296	67 452	13 844	83,0%	66 323	64 685
Economic classification									
Current payments	77 134	-	2 955	80 089	66 504	13 585	83,0%	63 860	62 373
Compensation of employees	51 666	-	-	51 666	50 187	1 479	97,1%	49 761	49 562
Salaries and wages	46 913	(422)	-	46 491	45 208	1 283	97,2%	44 994	44 809
Social contributions	4 753	422	-	5 175	4 979	196	96,2%	4 767	4 753
Goods and services	25 468	-	2 955	28 423	16 317	12 106	57,4%	14 099	12 811
Administrative fees	380	133	-	513	401	112	78,2%	266	255
Advertising	1 626	(174)	-	1 452	1	1 451	0,1%	-	-
Minor assets	492	23	-	515	43	472	8,3%	126	97
Audit costs: External	-	157	-	157	157	-	100,0%	-	-
Catering: Departmental activities	298	(126)	-	172	150	22	87,2%	231	225
Communication	1 274	(98)	-	1 176	837	339	71,2%	846	831
Computer services	2 028	(21)	-	2 007	1 778	229	88,6%	1 689	1 681
Consultants Business and Advisory Services	1 320	344	-	1 664	1 044	620	62,7%	1 447	1 039
Legal services	100	(4)	-	96	-	96	-	987	986
Contractors	432	(377)	-	55	54	1	98,2%	39	38

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PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Fleet services	89	148	-	237	230	7	97,0%	136	97
Consumable supplies	205	(90)	-	115	64	51	55,7%	307	175
Consumable: Stationery, printing and office supplies	4 085	54	-	4 139	518	3 621	12,5%	523	471
Operating leases	5	1 066	2 957	4 028	4 028	-	100,0%	1 642	1 642
Property payments	2 182	(1 140)	-	1 042	1 041	1	99,9%	5	1
Travel and subsistence	6 272	446	-	6 718	5 390	1 328	80,2%	4 908	4 676
Training and development	1 534	(193)	-	1 341	121	1 220	9,0%	68	68
Operating payments	3 132	(284)	(2)	2 846	310	2 536	10,9%	686	434
Venues and facilities	14	136	-	150	150	-	100,0%	193	95
Transfers and subsidies	182	-	337	519	486	33	93,6%	1 208	1 208
Provinces and Municipalities	-	-	-	-	-	-	-	1	1
Municipalities	-	-	-	-	-	-	-	1	1
Municipal Bank Accounts	-	-	-	-	-	-	-	1	1
Households	182	-	337	519	486	33	93,6%	1 207	1 207
Social benefits	182	-	337	519	486	33	93,6%	1 207	1 207
Payments for capital assets	712	-	(26)	686	461	225	67,2%	1 255	1 104
Machinery and equipment	712	-	(26)	686	461	225	67,2%	1 255	1 104
Transport equipment	349	(143)	(18)	188	172	16	91,5%	231	141

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PROGRAMME 3: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Other machinery and equipment	363	143	(8)	498	289	209	58,0%	1 024	963
Payments for financial assets	-	-	2	2	1	1	50,0%	-	-
Total	78 028	-	3 268	81 296	67 452	13 844	83,0%	66 323	64 685

PROGRAMME 3.1: MANAGEMENT: PUBLIC SERVICE EMPLOYMENT AND CONDITIONS OF SERVICE	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 118	(1 678)	-	1 440	749	691	52,0%	1 216	1 206
Compensation of employees	2 476	(1 308)	-	1 168	492	676	42,1%	675	670
Goods and services	642	(370)	-	272	257	15	94,5%	541	536
Transfers and subsidies	-	-	16	16	15	1	93,8%	-	-
Households	-	-	16	16	15	1	93,8%	-	-
Payments for capital assets	15	(2)	-	13	10	3	76,9%	15	15
Machinery and equipment	15	(2)	-	13	10	3	76,9%	15	15
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 133	(1 680)	16	1 469	774	695	52.7%	1 231	1 221

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PROGRAMME 3.2: LABOUR RELATIONS, NEGOTIATIONS AND DISCIPLINE MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	8 026	64	-	8 090	7 637	453	94,4%	6 127	6 085
Compensation of employees	7 372	-	-	7 372	6 929	443	94,0%	5 622	5 617
Goods and services	654	64	-	718	708	10	98,6%	505	468
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	46	(7)	-	39	38	1	97,4%	58	36
Machinery and equipment	46	(7)	-	39	38	1	97,4%	58	36
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	8 072	57	-	8 129	7 675	454	94,4%	6 185	6 121

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PROGRAMME 3.3: WORKPLACE ENVIRONMENT MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 383	386	-	4 769	4 750	19	99,6%	5 063	4 953
Compensation of employees	3 908	108	-	4 016	4 012	4	99,9%	4 403	4 390
Goods and services	475	278	-	753	738	15	98,0%	660	563
Transfers and subsidies	9	-	10	19	18	1	94,7%	10	10
Households	9	-	10	19	18	1	94,7%	10	10
Payments for capital assets	25	(2)	-	23	22	1	95,7%	43	21
Machinery and equipment	25	(2)	-	23	22	1	95,7%	43	21
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	4 417	384	10	4 811	4 790	21	99,6%	5 116	4 984

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PROGRAMME 3.4: HUMAN RESOURCE DEVELOPMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 376	985	-	5 361	5 353	8	99,9%	4 475	4 393
Compensation of employees	3 712	895	-	4 607	4 603	4	99,9%	3 614	3 590
Goods and services	664	90	-	754	750	4	99,5%	861	803
Transfers and subsidies	-	-	-	-	-	-	-	19	19
Payments for capital assets	52	(6)	(26)	20	18	2	90,0%	27	18
Machinery and equipment	52	(6)	(26)	20	18	2	90,0%	27	18
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	4 428	979	(26)	5 381	5 371	10	99,8%	4 521	4 430

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PROGRAMME 3.5: REMUNERATION AND JOB GRADING	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	18 294	114	2 957	21 365	21 230	135	99,4%	21 571	21 104
Compensation of employees	10 847	18	-	10 865	10 743	122	98,9%	12 565	12 558
Goods and services	7 447	96	2 957	10 500	10 487	13	99,9%	9 006	8 546
Transfers and subsidies	89	-	292	381	381	-	100,0%	791	791
Households	89	-	292	381	381	-	100,0%	790	790
Payments for capital assets	204	55	-	259	258	1	99,6%	955	903
Machinery and equipment	204	55	-	259	258	1	99,6%	955	903
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	18 587	169	3 249	22 005	21 869	136	99,4%	23 317	22 798

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PROGRAMME 3.6: EMPLOYEE BENEFITS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	26 580	1 049	-	27 629	15 568	12 061	56,3%	13 966	13 314
Compensation of employees	11 873	1 135	-	13 008	12 988	20	99,8%	12 054	12 022
Goods and services	14 707	(86)	-	14 621	2 580	12 041	17,6%	1 912	1 292
Transfers and subsidies	84	-	-	84	53	31	63,1%	21	21
Households	84	-	-	84	53	31	63,1%	21	21
Payments for capital assets	293	(17)	-	276	59	217	21,4%	76	57
Machinery and equipment	293	(17)	-	276	59	217	21,4%	76	57
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	26 957	1 032	-	27 989	15 680	12 309	56.0%	14 063	13 392

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PROGRAMME 3.7: HUMAN RESOURCE PLANNING, EMPLOYMENT PRACTICES AND PERFORMANCE MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12 357	(920)	(2)	11 435	11 217	218	98,1%	11 442	11 318
Compensation of employees	11 478	(848)	-	10 630	10 420	210	98,0%	10 828	10 715
Goods and services	879	(72)	(2)	805	797	8	99,0%	614	603
Transfers and subsidies	-	-	19	19	19	-	100,0%	367	367
Households	-	-	19	19	19	-	100,0%	367	367
Payments for capital assets	77	(21)	-	56	56	-	100,0%	81	54
Machinery and equipment	77	(21)	-	56	56	-	100,0%	81	54
Payments for financial assets	-	-	2	2	1	1	50,0%	-	-
Total	12 434	(941)	19	11 512	11 293	219	98,1%	11 890	11 739

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PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. MANAGEMENT: GOVERNMENT CHIEF INFORMATION OFFICER	3 313	16	(362)	2 967	2 887	80	97,3%	2 079	1 620
2. PUBLIC SERVICE ICT E-ENABLEMENT	6 546	127	(378)	6 295	6244	51	99,2%	5 126	5 099
3. PUBLIC SERVICE ICT STEKEHOLDER MANAGEMENT	6 983	366	(78)	7271	7249	22	99,7%	5912	5821
4. PUBLIC SERVICE ICT RISK MANAGEMENT	4 201	(534)	(173)	3494	3011	483	86,2%	2849	2818
5. PUBLIC SERVICE ICT SERVICE MANAGEMENT	1398	25	(249)	1174	1158	16	98,6%	1179	1137
Total for sub programmes	22441	-	(1240)	21201	20549	652	96,9%	17145	16495
Economic classification									
Current payments	22 067	(31)	(979)	21 057	20 414	643	96,9%	16 679	16 111
Compensation of employees	15 403	-	-	15 403	14 924	479	96,9%	14 025	13 531
Salaries and wages	13 991	(212)	-	13 779	13 397	382	97,2%	12 658	12 173
Social contributions	1 412	212	-	1 624	1 527	97	94,0%	1 367	1 358
Goods and services	6 664	(31)	(979)	5 654	5 490	164	97,1%	2 654	2 580

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	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER									
Administrative fees	90	(20)	-	70	67	3	95,7%	42	40
Advertising	-	379	-	379	379	-	100,0%	-	-
Minor assets	66	(52)	(2)	12	3	9	25,0%	44	42
Catering: Departmental activities	942	(315)	-	627	624	3	99,5%	42	41
Communication	348	(90)	(31)	227	221	6	97,4%	209	205
Computer services	397	(176)	(19)	202	195	7	96,5%	226	221
Consultants: Business and advisory services	1 459	290	-	1 749	1 748	1	99,9%	930	930
Contractors	200	280	(1)	479	478	1	99,8%	-	-
Entertainment	2	-	-	2	-	2	-	-	-
Fleet services	-	32	-	32	27	5	84,4%	-	-
Consumable supplies	44	17	(2)	59	35	24	59,3%	43	32
Consumable: Stationery, printing and office supplies	147	18	(50)	115	110	5	95,7%	125	116
Travel and subsistence	1 701	(155)	(655)	891	821	70	92,1%	639	613
Training and development	138	-	(40)	98	90	8	91,8%	106	106
Operating payments	377	(139)	(71)	167	149	18	89,2%	79	65
Venues and facilities	253	26	(108)	171	169	2	98,8%	169	169

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PROGRAMME 4: GOVERNMENT CHIEF INFORMATION OFFICER	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Rental and hiring	500	(126)	-	374	374	-	100,0%	-	-
Transfers and subsidies	19	-	9	28	26	2	92,9%	50	50
Households	19	-	9	28	26	2	92,9%	50	50
Social benefits	19	-	9	28	26	2	92,9%	50	50
Payments for capital assets	355	31	(274)	112	106	6	94,6%	412	330
Machinery and equipment	205	31	(124)	112	106	6	94,6%	400	322
Transport equipment	64	(8)	(34)	22	20	2	90,9%	60	12
Other machinery and equipment	141	39	(90)	90	86	4	95,6%	340	310
Intangible assets	150	-	(150)	-	-	-	-	12	8
Payments for financial assets	-	-	4	4	3	1	75,0%	4	4
Total	22 441	-	(1 240)	21 201	20 549	652	96,9%	17 145	16 495

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PROGRAMME 4.1: MANAGEMENT: GOVERNMENT CHIEF INFORMATION OFFICER	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 281	16	(348)	2 949	2 871	78	97,4%	2 030	1 579
Compensation of employees	2 497	28	-	2 525	2 524	1	100,0%	1 706	1 282
Goods and services	784	(12)	(348)	424	347	77	81,8%	324	297
Transfers and subsidies	17	-	(12)	5	4	1	80,0%	-	-
Households	17	-	(12)	5	4	1	80,0%	-	-
Payments for capital assets	15	-	(2)	13	12	1	92,3%	49	41
Machinery and equipment	15	-	(2)	13	12	1	92,3%	49	41
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 313	16	(362)	2 967	2 887	80	97,3%	2 079	1 620

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PROGRAMME 4.2: PUBLIC SERVICE ICT E-ENABLEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 371	96	(188)	6 279	6 230	49	99,2%	5 097	5 083
Compensation of employees	3 758	126	-	3 884	3 881	3	99,9%	3 663	3 657
Goods and services	2 613	(30)	(188)	2 395	2 349	46	98,1%	1 434	1 426
Transfers and subsidies	-	-	1	1	1	-	100,0%	2	2
Households	-	-	1	1	1	-	100,0%	2	2
Payments for capital assets	175	31	(191)	15	13	2	86,7%	27	14
Machinery and equipment	25	31	(41)	15	13	2	86,7%	27	14
Software and other intangible assets	150	-	(150)	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 546	127	(378)	6 295	6 244	51	99,2%	5 126	5 099

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PROGRAMME 4.3: PUBLIC SERVICE ICT/STAKEHOLDER MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 942	366	(72)	7 236	7 217	19	99,7%	5 587	5 527
Compensation of employees	4 556	366	-	4 922	4 919	3	99,9%	5 170	5 115
Goods and services	2 386	-	(72)	2 314	2 298	16	99,3%	417	412
Transfers and subsidies	-	-	-	-	-	-	-	48	48
Payments for capital assets	41	-	(10)	31	29	2	93,5%	273	242
Machinery and equipment	41	-	(10)	31	29	2	93,5%	273	242
Payments for financial assets	-	-	4	4	3	1	75,0%	4	4
Total	6 983	366	(78)	7 271	7 249	22	99,75	5 912	5 821

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PROGRAMME 4.4: PUBLIC SERVICE ICT RISK MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 098	(534)	(134)	3 430	2 948	482	85,9%	2 816	2 800
Compensation of employees	3 545	(544)	-	3 001	2 533	468	84,4%	2 491	2 485
Goods and services	553	10	(134)	429	415	14	96,7%	325	315
Transfers and subsidies	-	-	19	19	19	-	100,0%	-	-
Households	-	-	19	19	19	-	100,0%	-	-
Payments for capital assets	103	-	(58)	45	44	1	97,8%	33	18
Machinery and equipment	103	-	(58)	45	44	1	97,8%	33	18
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	4 201	(534)	(173)	3 494	3 011	483	86,2%	2 849	2 818

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PROGRAMME 4.5: PUBLIC SERVICE ICT SERVICE MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	1 375	25	(237)	1 163	1 148	15	98,7%	1 149	1 122
Compensation of employees	1 047	24	-	1 071	1 067	4	99,6%	995	992
Goods and services	328	1	(237)	92	81	11	88,0%	154	130
Transfers and subsidies	2	-	1	3	2	1	66,7%	-	-
Households	2	-	1	3	2	1	66,7%	-	-
Payments for capital assets	21	-	(13)	8	8	-	100,0%	30	15
Machinery and equipment	21	-	(13)	8	8	-	100,0%	18	7
Intangible assets	-	-	-	-	-	-	-	12	8
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	1 398	25	(249)	1 174	1 158	16	98,6%	1 179	1 137

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PROGRAMME 5: SERVICE DELIVERY SUPPORT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. MANAGEMENT: SERVICE DELIVERY SUPPORT	4 198	(773)	-	3 425	3 393	32	99,1%	3 871	3 848
2. SERVICE DELIVERY PLANNING AND OPERATIONS MANAGEMENT	6 417	4 211	200	10 828	10 798	30	99,7%	3 532	3 505
3. SERVICE DELIVERY IMPROVEMENT INITIATIVES	13 730	2 273	(724)	15 279	15 157	122	99,2%	12 457	12 280
4. COMMUNITY DEVELOPMENT AND CITIZEN RELATIONS	7 277	(1 515)	-	5 762	5 737	25	99,6%	7 090	6 984
5. PUBLIC PARTICIPATION AND SOCIAL DIALOGUE	16 470	(6 309)	(2 315)	7 846	6 921	925	88,2%	12 818	11 783
6. BATHO PELE SUPPORT INITIATIVES 1 2 280	9 300	2 113	(1 170)	10 243	10 215	28	99,7%	9 640	9 550
7. CENTRE FOR PUBLIC SERVICE INNOVATION	36 030	-	-	36 030	36 030	-	100,0%	34 055	34 055
8. NATIONAL SCHOOL OF GOVERNMENT	168 959	-	-	168 959	168 959	-	100,0%	153 906	153 906
Total for sub programmes	262 381	-	(4 009)	258 372	257 210	1 162	99,6%	237 369	235 911

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PROGRAMME 5: SERVICE DELIVERY SUPPORT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	54 808	-	(4 094)	50 714	49 627	1 087	97,9%	47 202	46 088
Compensation of employees	32 639	-	-	32 639	32 534	105	99,7%	28 589	28 054
Salaries and wages	29 371	678	-	30 049	29 962	87	99,7%	26 062	25 536
Social contributions	3 268	(678)	-	2 590	2 572	18	99,3%	2 527	2 518
Goods and services	22 169	-	(4 094)	18 075	17 093	982	94,6%	18 613	18 034
Administrative fees	187	475	(15)	647	640	7	98,9%	488	476
Advertising	494	(405)	(57)	32	1	31	3,1%	172	139
Minor assets	106	(88)	-	18	14	4	77,8%	54	52
Catering: Departmental activities	1 775	606	(59)	2 322	2 268	54	97,7%	2 095	2 051
Communication	1 354	(601)	(120)	633	531	102	83,9%	613	582
Computer services	727	(154)	(178)	395	362	33	91,6%	176	174
Consultants: Business and advisory services	294	(49)	(2)	243	236	7	97,1%	164	162
Infrastructure and planning services	175	(175)	-	-	-	-	-	-	-
Contractors	2 829	(1 873)	(163)	793	632	161	79,7%	935	933
Entertainment	3	(3)	-	-	-	-	-	2	2

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PROGRAMME 5: SERVICE DELIVERY SUPPORT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Fleet services	-	56 (245)	- (11)	56 176	50 144	6 32	89,3% 81,8%	- 219	- 201
Consumable supplies									
Consumable: Stationery, printing and office supplies	687	(247)	(47)	393	296	97	75,3%	366	353
Operating leases	141	140	-	281	281	-	100,0%	-	-
Property payments	456	128	(387)	197	178	19	90,4%	214	212
Transport provided: Departmental activity	1 155	(819)	-	336	304	32	90,5%	721	721
Travel and subsistence	4 168	4 573	(733)	8 008	7 686	322	96,0%	6 500	6 211
Training and development	259	(146)	-	113	112	1	99,1%	-	-
Operating payments	405	(157)	(82)	166	126	40	75,9%	698	641
Venues and facilities	5 592	(1 057)	(2 240)	2 295	2 290	5	99,8%	3 316	3 245
Rental and hiring	930	41	-	971	942	29	97,0%	1 880	1 879
Transfers and subsidies	206 442	-	-	206 442	206 378	64	100,0%	189 596	189 385
Departmental agencies and accounts	204 997	-	-	204 997	204 989	8	100,0%	187 961	187 961
Foreign governments and international organisations	1 441	-	-	1 441	1 386	55	96,2%	1 504	1 293
Households	4	-	-	4	3	1	75,0%	131	131
Social benefits	4	-	-	4	3	1	75,0%	131	131

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PROGRAMME 5: SERVICE DELIVERY SUPPORT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	1 131	-	76	1 207	1 197	10	99,2%	569	436
Machinery and equipment	1 131	-	76	1 207	1 197	10	99,2%	569	436
Transport equipment	140	(99)	-	41	37	4	90,2%	115	56
Other machinery and equipment	991	99	76	1 166	1 160	6	99,5%	454	380
Payments for financial assets	-	-	9	9	8	1	88,9%	2	2
Total	262 381	-	(4 009)	258 372	257 210	1 162	99,6%	237 369	235 911

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PROGRAMME 5.1: MANAGEMENT: SERVICE DELIVERY SUPPORT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 169	(768)	-	3 401	3 378	23	99,3%	3 846	3 824
Compensation of employees	3 147	(358)	-	2 789	2 781	8	99,7%	2 939	2 933
Goods and services	1 022	(410)	-	612	597	15	97,5%	907	891
Transfers and subsidies	8	-	-	8	-	8	-	-	-
Provinces and municipalities Departmental agencies and accounts	8	-	-	8	-	8	-	-	-
Payments for capital assets	21	(5)	-	16	15	1	93,8%	23	22
Machinery and equipment	21	(5)	-	16	15	1	93,8%	23	22
Payments for financial assets	-	-	-	-	-	-	-	2	2
Total	4 198	(773)	-	3 425	3 393	32	99,1%	3 871	3 848

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PROGRAMME 5.2: SERVICE DELIVERY PLANNING AND OPERATIONS MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 327	4 284	200	10 811	10 782	29	99,7%	3 490	3 477
Compensation of employees	3 201	3 020	-	6 221	6 212	9	99,9%	3 156	3 151
Goods and services	3 126	1 264	200	4 590	4 570	20	99,6%	334	326
Transfers and subsidies	-	-	-	-	-	-	-	1	1
Payments for capital assets	90	(73)	-	17	16	1	94,1%	41	27
Machinery and equipment	90	(73)	-	17	16	1	94,1%	41	27
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 417	4 211	200	10 828	10 798	30	99,7%	3 532	3 505

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PROGRAMME 5.3: SERVICE DELIVERY IMPROVEMENT INITIATIVES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12 859	2 150	(800)	14 209	14 089	120	99,2%	12 090	11 979
Compensation of employees	8 995	2 150	-	11 145	11 137	8	99,9%	8 730	8 711
Goods and services	3 864	-	(800)	3 064	2 952	112	96,3%	3 360	3 268
Transfers and subsidies	-	-	-	-	-	-	-	11	11
Households	-	-	-	-	-	-	-	11	11
Payments for capital assets	871	123	76	1 070	1 068	2	99,8%	356	290
Machinery and equipment	871	123	76	1 070	1 068	2	99,8%	356	290
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	13 730	2 273	(724)	15 279	15 157	122	99,2%	12 457	12 280

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PROGRAMME 5.4: COMMUNITY DEVELOPMENT AND CITIZEN RELATIONS	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	7 225	(1 505)	-	5 720	5 697	23	99,6%	6 958	6 876
Compensation of employees	5 948	(2 085)	-	3 863	3 856	7	99,8%	4 198	4 125
Goods and services	1 277	580	-	1 857	1 841	16	99,1%	2 760	2 751
Transfers and subsidies	-	-	-	-	-	-	-	69	69
Payments for capital assets	52	(10)	-	42	40	2	95,2%	63	39
Machinery and equipment	52	(10)	-	42	40	2	95,2%	63	39
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	7 277	(1 515)	-	5 762	5 737	25	99,6%	7 090	6 984

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PROGRAMME 5.5: PUBLIC PARTICIPATION AND SOCIAL DIALOGUE	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 978	(6 289)	(2 320)	6 369	5 501	868	86,4%	11 230	10 415
Compensation of employees	4 347	(2 855)	-	1 492	1 427	65	95,6%	2 921	2 496
Goods and services	10 631	(3 434)	(2 320)	4 877	4 074	803	83,5%	8 309	7 919
Transfers and subsidies	1 441	-	-	1 441	1 386	55	96,2%	1 550	1 339
Foreign governments and international organisations	1 441	-	-	1 441	1 386	55	96,2%	1 504	1 293
Payments for capital assets	51	(20)	-	31	29	2	93,5%	38	29
Machinery and equipment	51	(20)	-	31	29	2	93,5%	38	29
Payments for financial assets	-	-	5	5	5	-	100,0%	-	-
Total	16 470	(6 309)	(2 315)	7 846	6 921	925	88,2%	12 818	11 783

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PROGRAMME 5.6: BATHO PELE SUPPORT INITIATIVES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9 250	2 128	(1 174)	10 204	10 180	24	99,8%	9 588	9 517
Compensation of employees	7 001	128	-	7 129	7 121	8	99,9%	6 645	6 638
Goods and services	2 249	2 000	(1 174)	3 075	3 059	16	99,5%	2 943	2 879
Transfers and subsidies	4	-	-	4	3	1	75,0%	4	4
Households	4	-	-	4	3	1	75,0%	4	4
Payments for capital assets	46	(15)	-	31	29	2	93,5%	48	29
Machinery and equipment	46	(15)	-	31	29	2	93,5%	48	29
Payments for financial assets	-	-	4	4	3	1	75,0%	-	-
Total	9 300	2 113	(1 170)	10 243	10 215	28	99,7%	9 640	9 550

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PROGRAMME 5.7: CENTRE FOR PUBLIC SERVICE INNOVATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	-	-	-	-	-	-	-	-	-
Transfers and subsidies	36 030	-	-	36 030	36 030	-	100,0%	34 055	34 055
Departmental agencies and accounts	36 030	-	-	36 030	36 030	-	100,0%	34 055	34 055
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	36 030	-	-	36 030	36 030	-	100,0%	34 055	34 055

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PROGRAMME 5.8: NATIONAL SCHOOL OF GOVERNMENT	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	-	-	-	-	-	-	-	-	-
Transfers and subsidies	168 959	-	-	168 959	168 959	-	100,0%	153 906	153 906
Departmental agencies and accounts	168 959	-	-	168 959	168 959	-	100,0%	153 906	153 906
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	168 959	-	-	168 959	168 959	-	100,0%	153 906	153 906

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PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Sub programme									
1. MANAGEMENT: GOVERNANCE OF PUBLIC ADMINISTRATION	3 707	(99)	(103)	3 505	3 446	59	98,3%	3 581	3 550
2. ETHICS AND INTEGRITY MANAGEMENT	15 577	(877)	(1 280)	13 420	12 371	1 049	92,2%	12 706	12 589
3. ORGANISATIONAL DESIGN AND MACRO ORGANISATION OF THE PUBLIC SERVICE	8 730	(203)	(770)	7 757	7 600	157	98,0%	7 655	6 254
4. TRANSFORMATION POLICIES AND PROGRAMMES	4 167	96	-	4 263	3 430	833	80,5%	3 526	3 432
5. INTERGOVERNMENTAL RELATIONS AND GOVERNMENT INTERVENTIONS	3 975	662	(18)	4 619	4 589	30	99,4%	3 921	3 836
6. LEADERSHIP MANAGEMENT	6 398	289	(1 707)	4 980	4 936	44	99,1%	4 059	3 902
7. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS	6 186	132	(8)	6 310	6 256	54	99,1%	5 902	5 726

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PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
8. PUBLIC SERVICE COMMISSION	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059
Total for sub programmes	313 139	-	(3 886)	309 253	307 027	2 226	99,3%	289 409	287 348
Economic classification									
Current payments	47 023	-	(3 146)	43 887	41 772	2 105	95,2%	40 589	38 655
Compensation of employees	35 222	-	-	35 222	33 663	1 559	95,6%	30 487	30 181
Salaries and wages	31 192	319	-	31 511	30 110	1 401	95,6%	27 182	26 887
Social contributions	4 030	(319)	-	3 711	3 553	158	95,7%	3 305	3 294
Goods and services	11 801	-	(3 146)	8 655	8 109	546	93,7%	10 102	8 474
Administrative fees	549	(29)	-	520	506	14	97,3%	777	736
Advertising	6	(6)	-	-	-	-	-	3	-
Minor assets	1	8	-	9	5	4	55,6%	-	-
Catering: Departmental activities	333	(244)	-	89	81	8	91,0%	50	41
Communication	575	(71)	-	504	492	12	97,6%	538	474
Computer services	5 584	77	(1 006)	4 655	4 355	300	93,6%	5 052	3 946
Fleet services	3	54	-	57	46	11	80,7%	-	-
Consumable supplies	69	(9)	-	60	32	28	53,3%	52	36

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PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable: Stationery, printing and office supplies	177	496	(440)	233	209	24	89,7%	300	225
Travel and subsistence	2 488	(333)	(500)	1 655	1 573	82	95,0%	2 208	1 978
Training and development	239	(90)	-	149	123	26	82,6%	430	421
Operating payments	236	(51)	-	185	151	34	81,6%	218	155
Venues and facilities	1 541	198	(1 200)	539	536	3	99,4%	463	451
Rental and hiring	-	-	-	-	-	-	-	11	11
Transfers and subsidies	264 671	-	393	265 064	265 050	14	100,0%	248 535	248 507
Departmental agencies and accounts	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059
Departmental agencies	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059
Foreign governments and international organisations	272	-	-	272	260	12	95,6%	276	248
Households	-	-	393	393	391	2	99,5%	200	200
Social benefits	-	-	393	393	391	2	99,5%	200	200
Payments for capital assets	1 445	-	(1 133)	312	205	107	65,7%	278	179
Machinery and equipment	259	100	(147)	212	205	7	96,7%	278	179
Transport equipment	129	(25)	(41)	63	61	2	96,8%	112	29
Other machinery and equipment	130	125	(106)	149	144	5	96,6%	166	150

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 6: GOVERNANCE OF PUBLIC ADMINISTRATION	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Intangible assets	1 186	(100)	(986)	100	-	100	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	7	7
Total	313 139	-	(3 886)	309 253	307 027	2 226	99,3%	289 409	287 348

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for the year ended 31 March 2019

PROGRAMME 6.1: MANAGEMENT: GOVERNANCE OF PUBLIC ADMINISTRATION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 692	(97)	(440)	3 155	3 098	57	98,2%	3 566	3 539
Compensation of employees	2 757	42	-	2 799	2 796	3	99,9%	2 775	2 770
Goods and services	935	(139)	(440)	356	302	54	84,8%	791	769
Transfers and subsidies	-	-	337	337	336	1	99,7%	-	-
Households	-	-	337	337	336	1	99,7%	-	-
Payments for capital assets	15	(2)	-	13	12	1	92,3%	15	11
Machinery and equipment	15	(2)	-	13	12	1	92,3%	15	11
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	3 707	(99)	(103)	3 505	3 446	59	98,3%	3 581	3 550

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for the year ended 31 March 2019

PROGRAMME 6.2: ETHICS AND INTEGRITY MANAGEMENT	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	14 057	(877)	(180)	13 000	12 064	936	92,8%	12 314	12 237
Compensation of employees	8 175	(945)	-	7 230	6 599	631	91,3%	6 671	6 601
Goods and services	5 882	68	(180)	5 770	5 465	305	94,7%	5 643	5 636
Transfers and subsidies	272	-	-	272	260	12	95,6%	344	316
Foreign governments and international organisations	272	-	-	272	260	12	95,6%	276	248
Households	-	-	-	-	-	-	-	68	68
Payments for capital assets	1 248	-	(1 100)	148	47	101	31,8%	48	36
Machinery and equipment	62	100	(114)	48	47	1	97,9%	48	36
Software and other intangible assets	1 186	(100)	(986)	100	-	100	100%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	15 577	(877)	(1 280)	13 420	12 371	1 049	92,2%	12 706	12 589

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for the year ended 31 March 2019

PROGRAMME 6.3: ORGANISATIONAL DESIGN AND MACRO ORGANISATION OF THE PUBLIC SERVICE	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	8 694	(204)	(826)	7 664	7 509	155	98,0%	7 513	6 138
Compensation of employees	7 068	-	-	7 068	6 991	77	98,9%	5 746	5 706
Goods and services	1 626	(204)	(826)	596	518	78	86,9%	1 767	432
Transfers and subsidies	-	-	56	56	55	1	98,2%	84	84
Households	-	-	56	56	55	1	98,2%	84	84
Payments for capital assets	36	1	-	37	36	1	97,3%	58	32
Machinery and equipment	36	1	-	37	36	1	97,3%	58	32
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	8 730	(203)	(770)	7 757	7 600	157	98,0%	7 655	6 254

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 6.4: TRANSFORMATION POLICIES AND PROGRAMMES	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 136	100	-	4 236	3 404	832	80,4%	3 452	3 376
Compensation of employees	3 842	-	-	3 842	3 021	821	78,6%	3 209	3 157
Goods and services	294	100	-	394	383	11	97,2%	243	219
Transfers and subsidies	-	-	-	-	-	-	-	31	31
Households	-	-	-	-	-	-	-	31	31
Payments for capital assets	31	(4)	-	27	26	1	96,3%	43	25
Machinery and equipment	31	(4)	-	27	26	1	96,3%	43	25
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	4 167	96	-	4 263	3 430	833	80.5%	3 526	3 432

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 6.5: INTERGOVERNMENTAL RELATIONS AND GOVERNMENTAL INTERVENTIONS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 934	656	-	4 590	4 561	29	99,4%	3 864	3 787
Compensation of employees	3 322	352	-	3 674	3 661	13	99,6%	3 195	3 172
Goods and services	612	304	-	916	900	16	98,3%	669	615
Transfers and subsidies	-	-	-	-	-	-	-	17	17
Households	-	-	-	-	-	-	-	17	17
Payments for capital assets	41	6	(18)	29	28	1	96,6%	33	25
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	41	6	(18)	29	28	1	96,6%	33	25
Payments for financial assets	-	-	-	-	-	-	-	7	7
Total	3 975	662	(18)	4 619	4 589	30	99,4%	3 921	3 836

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for the year ended 31 March 2019

PROGRAMME 6.6: LEADERSHIP MANAGEMENT	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 362	289	(1 700)	4 951	4 908	43	99,1%	4 021	3 877
Compensation of employees	4 453	289	-	4 742	4 734	8	99,8%	3 543	3 430
Goods and services	1 909	-	(1 700)	209	174	35	83,3%	478	447
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	36	-	(7)	29	28	1	96,6%	38	25
Machinery and equipment	36	-	(7)	29	28	1	96,6%	38	25
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 398	289	(1 707)	4 980	4 936	44	99,1%	4 059	3 902

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for the year ended 31 March 2019

PROGRAMME 6.7: HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	6 148	133	-	6 281	6 228	53	99,2%	5 859	5 701
Compensation of employees	5 605	262	-	5 867	5 861	6	99,9%	5 348	5 345
Goods and services	543	(129)	-	414	367	47	88,6%	511	356
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	38	(1)	(8)	29	28	1	96,6%	43	25
Machinery and equipment	38	(1)	(8)	29	28	1	96,6%	43	25
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 186	132	(8)	6 310	6 256	54	99,1%	5 902	5 726

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APPROPRIATION STATEMENT

for the year ended 31 March 2019

PROGRAMME 6.8: PUBLIC SERVICE COMMISSION	2018/19						2017/18		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	-	-	-	-	-	-	-	-	-
Transfers and subsidies	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059
Departmental agencies and accounts	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	264 399	-	-	264 399	264 399	-	100,0%	248 059	248 059

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NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2019

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, disclosure notes and Annexure 1 (A-H) to the Annual Financial Statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions per programme 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

Administration	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	248 380	242 344	6 036	97,6%
The programme overall has spent 97.6% against its allocated budget of R248, 380 million leaving an amount of R6, 036 million unspent by the 31st of March 2019. The majority of the funding not utilised is under the item Compensation of Employees due to vacant posts.				

Policy Development, Research and Analysis	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	32 154	31 432	722	97,8%
The programme overall has spent 97.8% against its allocated budget of R32, 154 million and has an unspent funding of R722 000 as at 31 March 2019. This amount mainly consists of underspending on Compensation of Employees due to vacant posts.				

Public Service Employment and Conditions of Services	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	81 296	67 452	13 844	83,0%
This programme has spent 83.0% against its allocated budget of R81 296 and has an unspent funding of R13, 844 million as at 31 March 2019. The major underspending in this programme relates to the Government Employees Housing Scheme. Spending was very low at 36% of the allocated budget leaving an amount of R12.3 million unspent. The funding was ring-fenced by the National Treasury and could therefore not be utilised for any other purpose. The rest of the under spending is mainly under compensation of employees due to the vacant funded posts in this programme.				

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NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2019

Government Chief Information Officer	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	21 201	20 549	652	96,9%

The programme overall has spent 96.9% against its allocated budget of R21, 201 million and has an unspent funding of R652 000 as at 31 March 2019. The majority of the remaining budget is related to compensation of employees due to vacant posts.

Service Delivery Support	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	258 372	257 210	1 162	99,6%

The programme overall has spent 99.6% against its allocated budget of R253 372 million and has an unspent funding of R1,162 million as at 31 March 2019. This underspending is seen in the Chief Directorate: Public Participation and Social Dialogue due to the postponement of the African Peer Review Mechanism (APRM) Second Generation Review Process.

Governance of Public Administration	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
	309 253	307 027	2 226	99,3%

The programme overall has spent 99.3% against its allocated budget of R309,253 million and has an unspent funding of R2, 226 million as at 31 March 2019. The majority of the underspending is in relation to Compensation of Employees due to vacant posts in the programme.

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NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2019

4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
Current payments	469 008	445 022	23 986	94,9%
Compensation of employees	283 140	273 569	9 571	96,6%
Goods and services	185 868	171 453	14 415	92,2%
Interest and rent on land	-	-	-	-
Transfers and subsidies	473 415	473 136	279	99,9%
Provinces and municipalities	13	8	5	61,5%
Departmental agencies and accounts	469 522	469 388	134	100,0%
Higher education institutions	-	-	-	-
Public corporations and private enterprises	-	-	-	-
Foreign governments and international organisations	2 053	1 957	96	95,3%
Non-profit institutions	-	-	-	-
Households	1 827	1 783	44	97,6%
Payments for capital assets	8 042	7 669	373	95,4%
Buildings and other fixed structures	-	-	-	-
Machinery and equipment	7 942	7 669	273	96,6%
Heritage assets	-	-	-	-
Specialised military assets	-	-	-	-
Biological assets	-	-	-	-
Land and subsoil assets	-	-	-	-
Intangible assets	100	-	100	-
Payments for financial assets	191	187	4	97,9%

The variance under compensation of employees are due to posts that became vacant due to staff turnover and other vacant posts that were not filled during the 2018/19 financial year. The underspending under goods and services are mainly due to underspending in the Government Employee Housing Scheme (GEHS) project. This funding was ring-fenced and could not be utilised for any other purpose. The budget for the GEHS was based on an assumption that the Scheme would become a separate entity which up to now has not materialised, this resulted in the underspending. The postponement of the APRM Second Country Review also contributes to the underspending.

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STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2019

	Note	2018/19 R'000	2017/18 R'000
REVENUE			
Annual appropriation	1	950 656	877 144
Departmental revenue	2	816	475
Aid assistance	3	40 008	70 100
TOTAL REVENUE		991 480	947 719
Current expenditure			
Compensation of employees	4	273 571	260 423
Goods and services	5	171 449	149 605
Aid assistance	3	32 160	58 798
Total current expenditure		477 180	468 826
Transfers and subsidies			
Transfers and subsidies	7	473 137	441 089
Aid assistance	3	-	50
Total transfers and subsidies		473 137	441 139
Expenditure for capital assets			
Tangible assets	8	7 669	5 702
Intangible assets	8	-	8
Total expenditure for capital assets		7 669	5 710
Payments for financial assets	6	188	60
TOTAL EXPENDITURE		958 174	915 735
SURPLUS FOR THE YEAR		33 306	31 984
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		24 642	20 257
Annual appropriation		24 642	20 257
Departmental revenue and NRF Receipts	14	816	475
Aid assistance	3	7 848	11 252
SURPLUS FOR THE YEAR		33 306	31 984

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STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2019

	Note	2018/19 R'000	2017/18 R'000
ASSETS			
Current assets		32 561	31 741
Unauthorised expenditure	9	8 812	8 812
Cash and cash equivalents	10	12 822	15 327
Prepayments and advances	11	2 145	733
Receivables	12	8 782	6 869
Aid assistance prepayments	3	-	-
Non-current assets			
		1	10
Receivables	12	1	10
TOTAL ASSETS		32 562	31 751
LIABILITIES			
Current liabilities		32 550	31 593
Voted funds to be surrendered to the Revenue Fund	13	24 642	20 257
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	14	59	44
Payables	15	1	40
Aid assistance repayable	3	7 848	11 252
Non-current liabilities			
Payables	16	-	113
TOTAL LIABILITIES		32 550	31 706
NET ASSETS		12	45

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STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2019

	Note	2018/19 R'000	2017/18 R'000
Represented by:			
Recoverable revenue		12	45
TOTAL		12	45

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STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2019

	2018/19 R'000	2017/18 R'000
Recoverable revenue		
Opening balance	45	55
Transfers:	(33)	(10)
Debts recovered (included in departmental receipts)	(33)	(136)
Debts raised	-	126
Closing balance	12	45
TOTAL	12	45

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CASH FLOW STATEMENT

for the year ended 31 March 2019

		2018/19 R'000	2017/18 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		991 094	947 719
Annual appropriated funds received	1.1	950 656	877 144
Departmental revenue received	2	427	467
Interest received	2.2	3	8
Aid assistance received	Annexure 1F	40 008	70 100
Net (increase)/decrease in working capital		(3 355)	3 685
Surrendered to Revenue Fund		(21 058)	(17 122)
Surrendered to RDP Fund/Donor		(11 252)	(10 335)
Current payments		(477 180)	(468 826)
Payments for financial assets		(188)	(60)
Transfers and subsidies paid		(473 137)	(441 139)
Net cash flow available from operating activities	17	4 924	13 922
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(7 669)	(5 710)
Proceeds from sale of capital assets	2.3	386	-
Net cash flows from investing activities		(7 283)	(5 710)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(33)	(10)
Increase/(decrease) in non-current payables		(113)	113
Net cash flows from financing activities		(146)	103
Net increase/(decrease) in cash and cash equivalents		(2 505)	8 315
Cash and cash equivalents at beginning of period		15 327	7 012
Cash and cash equivalents at end of period	18	12 822	15 327

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

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 prepared 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

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.

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.

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.

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

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.

8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost 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.

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

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.

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

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.

Prepayments are expensed in the year in which funding has been budgeted and allocated. Prepayments are done when so required by the contractual agreement.

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. Financial assets

13.1 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.

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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.

13.2 *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.

14. Payables

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

15. Capital Assets

15.1 *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.

Biological assets are subsequently carried at fair value.

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

15.2 *Intangible 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.

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15.3 Project Costs: Work-in-progress

Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.

Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.

Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.

16. Provisions and Contingents

16.1 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.

16.2 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.

16.3 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.

16.4 Commitments

Commitments (other than for transfers and subsidies) are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

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17. Unauthorised expenditure

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

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

18. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

19. Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

20. Changes in accounting policies, accounting estimates and errors

Changes in accounting policies that are effected by management have been applied retrospectively 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 change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

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.

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21. 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.

22. 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.

23. Related party transactions

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.

24. Public Private Partnerships

Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.

A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.

25. Employee benefits

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

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1. 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:

Programmes	2018/19		2017/18		
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	248 380	248 380	-	236 688	236 688
Policy development, Research and Analysis	32 154	32 154	-	32 396	32 396
Public Service Employment and Conditions of Service	81 296	81 296	-	66 973	66 973
Government Chief Information Officer	21 201	21 201	-	17 145	17 145
Service Delivery Support	258 372	258 372	-	235 747	235 747
Governance of Public Administration	309 253	309 253	-	288 195	288 195
Total	950 656	950 656	-	877 144	877 144

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	Note	2018/19 R'000	2017/18 R'000
2. Departmental revenue			
Sales of goods and services other than capital assets	2.1	179	173
Interest, dividends and rent on land	2.2	3	8
Sales of capital assets	2.3	386	-
Transactions in financial assets and liabilities	2.4	248	294
Departmental revenue collected		816	475
	Note	2018/19 R'000	2017/18 R'000
	2		
2.1 Sales of goods and services other than capital assets			
Sales of goods and services produced by the department		179	173
Sales by market establishment		97	95
Other sales		82	78
Total		179	173
	Note	2018/19 R'000	2017/18 R'000
	2		
2.2 Interest, dividends and rent on land			
Interest		3	8
Total		3	8
	Note	2018/19 R'000	2017/18 R'000
	2		
2.3 Sale of capital assets			
Tangible assets		386	-
Machinery and equipment	30	386	-
Total		386	-
	Note	2018/19 R'000	2017/18 R'000
	2		
2.4 Transactions in financial assets and liabilities			
Receivables		-	136
Other Receipts including Recoverable Revenue		248	158
Total		248	294

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	Note	2018/19 R'000	2017/18 R'000
3. Aid assistance			
Opening Balance		11 252	10 335
As restated		11 252	10 335
Transferred from statement of financial performance		7 848	11 252
Paid during the year		(11 252)	(10 335)
Closing Balance	3.1&3.2	7 848	11 252
	Note	2018/19 R'000	2017/18 R'000
3.1 Analysis of balance by source			
Aid assistance from RDP	3	7 848	11 252
Closing balance		7 848	11 252
	Note	2018/19 R'000	2017/18 R'000
3.2 Analysis of balance			
Aid assistance prepayments (Not expensed)			
Aid assistance repayable	3	7 848	11 252
Closing balance		7 848	11 252

3.2.1 Aid assistance prepayments (expensed)

Note	Amount as at 1 April 2018	Less: Received in the current year	Add or Less: Other	Add: Current Year prepayments	Amount as at 31 March 2019
3	R'000	R'000	R'000	R'000	R'000
Goods and services	47 624	(40 031)	-	1 832	9 425
Total	47 624	(40 031)	-	1 832	9 425

Note	Amount as at 1 April 2017	Less: Received in the current year	Add or Less: Other	Add: Current Year prepayments	Amount as at 31 March 2018
3	R'000	R'000	R'000	R'000	R'000
Goods and services	-	-	-	47 624	47 624
Total	-	-	-	47 624	47 624

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	Note	2017/18 R'000
3.3 Prior period error	3.2	
Nature of prior period error		
Relating to 2017/18		45 117
Current year prepayment		
Current year expenditure		47 624
		(2 507)
Total prior period errors		45 117

An amount of R 47 624 was not disclosed as Prepayments expensed. CPSI Aid assistance amount of R 2 507 was incorrectly included in aid assistance revenue and expenditure for the year ended 2017/18

	Note	2018/19 R'000	2017/18 R'000
3.4 Aid assistance expenditure per economic classification			
Current	Annexure 1F	32 160	58 798
Transfers and subsidies	Annexure 1F	-	50
Total aid assistance expenditure		32 160	58 848

4. Compensation of employees

	2018/19 R'000	2017/18 R'000
4.1 Salaries and Wages		
Basic salary	186 966	177 786
Performance award	2 519	1 134
Service Based	666	473
Compensative/circumstantial	4 169	4 741
Periodic payments	389	632
Other non-pensionable allowances	50 186	48 061
Total	244 895	232 827

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	2018/19 R'000	2017/18 R'000
4.2 Social contributions		
Employer contributions		
Pension	21 630	20 973
Medical	7 009	6 588
Bargaining council	37	35
Total	28 676	27 596
 Total compensation of employees	 273 571	 260 423
 Average number of employees	 418	 429

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	Note	2018/19 R'000	2017/18 R'000
5. Goods and services			
Administrative fees		2 513	2 069
Advertising		948	961
Minor assets	5.1	230	464
Bursaries (employees)		455	452
Catering		3 647	2 871
Communication		6 258	6 502
Computer services	5.2	18 421	25 826
Consultants: Business and advisory services		3 911	2 989
Legal services		2 122	3 672
Contractors		2 269	1 560
Entertainment		8	29
Audit cost – external	5.3	5 046	4 109
Fleet services		2 314	2 109
Consumables	5.4	6 199	5 100
Operating leases		64 139	40 873
Property payments	5.5	10 003	10 119
Rental and hiring		1 316	1 891
Transport provided as part of the departmental activities		380	721
Travel and subsistence	5.6	32 631	28 079
Venues and facilities		3 786	4 311
Training and development		1 384	1 462
Other operating expenditure	5.7	3 469	3 436
Total		171 449	149 605

Expenditure on catering is slightly higher than the previous financial year due to price increases.

The steep decline in payments of SITA computer services is due to a payment of R3.5 mil in relation to the renewal of the Microsoft Office licences that were only paid in May 2019. Other SITA payments could not be processed before the end of March 2019 as invoices were received late.

Payments on legal costs declined by R1.5 million due to fewer reviews of court judgements and fewer consultation with council.

Expenditure on contractors increased slightly due to increased media productions.

Audit costs increased by just over R900 thousand due to higher audit fees being charged.

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Consumables increased with just under R1.5 million as a result of once off payments for replacement of uniforms and hard drives for CCV cameras.

The major discrepancy on operating leases is related to payments for office accommodation. An amount of R 4 mil was paid for the office accommodation for the Presidential Remuneration Review Commission for the full period they resided in the ABSA Towers. The department also settled outstanding payments to the Department of Public Works related to short payment during the 2016/17 and 2017/18 financial years with regards to the Batho Pele House building.

An increase in the expenditure on Travel and Subsistence is due to price increase and increased local travel as part of the Public Participation Programme.

	Note	2018/19	2017/18
	5	R'000	R'000
5.1 Minor assets			
Tangible assets		230	464
Machinery and equipment		230	464
Total		230	464
	Note	2018/19	2017/18
	5	R'000	R'000
5.2 Computer services			
SITA computer services		10 717	18 735
External computer service providers		7 704	7 091
Total		18 421	25 826
	Note	2018/19	2017/18
	5	R'000	R'000
5.3 Audit cost – External			
Regularity audits		5 046	4 109
Total		5 046	4 109

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	Note	2018/19	2017/18
	5	R'000	R'000
5.4 Consumables			
Consumable supplies		2 873	2 039
Uniform and clothing		235	41
Household supplies		1 656	1 657
Communication accessories		14	9
IT consumables		649	96
Other consumables		319	112
Stationery, printing and office supplies		3 326	3 061
Total		6 199	5 100

Other consumables includes Medical Kit, Laboratories consumables, Security access consumables, Consumables fuel supplies

	Note	2018/19	2017/18
	5	R'000	R'000
5.5 Property payments			
Municipal services		7 779	7 849
Property management fees		412	419
Property maintenance and repairs		66	240
Other		1 746	1 611
Total		10 003	10 119

Other property payments includes PP: Cleaning services and PP: Safeguard and security

	Note	2018/19	2017/18
	5	R'000	R'000
5.6 Travel and subsistence			
Local		26 253	21 944
Foreign		6 378	6 135
Total		32 631	28 079

	Note	2018/19	2017/18
	5	R'000	R'000
5.7 Other operating expenditure			
Professional bodies, membership and subscription fees		143	168
Resettlement costs		268	-
Other		3 058	3 268
Total		3 469	3 436

Other operating expenditure includes Courier and delivery, Laundry services , Non-life insurance, Printing and publications and Storage services

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	Note	2018/19 R'000	2017/18 R'000
6. Payments for financial assets			
Debts written off	6.1	188	60
Total		188	60
	Note	2018/19 R'000	2017/18 R'000
	6		
6.1 Debts written off			
Nature of debts written off			
VIP Traffic fines		174	
Irrecoverable debts of Employees		-	1
Unavoidable Loss in relation to "no shows"		-	22
Damaged hired vehicles		14	33
Bursary debt		-	4
Total		188	60
Total debt written off		188	60
	Note	2018/19 R'000	2017/18 R'000
7. Transfers and subsidies			
Provinces and municipalities	Annex 1A	8	8
Departmental agencies and accounts	Annex 1B	469 388	436 020
Foreign governments and international organisations	Annex 1C	1 957	1 848
Households	Annex 1D	1 784	3 213
Total		473 137	441 089
	Note	2018/19 R'000	2017/18 R'000
8. Expenditure for capital assets			
Tangible assets		7 669	5 702
Machinery and equipment	29	7 669	5 702
Specialised military assets	29	-	-
Intangible assets		-	8
Software	30	-	8
Total		7 669	5 710

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	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
8.1 Analysis of funds utilised to acquire capital assets – 2018/19			
Tangible assets	7 669	-	7 669
Machinery and equipment	7 669	-	7 669
Intangible assets	-	-	-
Total	7 669	-	7 669
	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
8.2 Analysis of funds utilised to acquire capital assets – 2017/18			
Tangible assets	5 702	-	5 702
Machinery and equipment	5 702	-	5 702
Intangible assets	8	-	8
Software	8	-	8
Total	5 710	-	5 710
	Note	2018/19	2017/18
	8	R'000	R'000
8.3 Finance lease expenditure included in Expenditure for capital assets			
Tangible assets			
Machinery and equipment		2 484	1 010
Total		2 484	1 010

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9. Unauthorised expenditure

Note	2018/19	2017/18
9	R'000	R'000

9.1 Reconciliation of unauthorised expenditure

Opening balance	8 812	8 812
As restated	8 812	8 812
Closing balance	8 812	8 812
Analysis of closing balance		
Unauthorised expenditure awaiting authorisation	8 812	8 812
Total	8 812	8 812

The department appeared before SCOPA on the 7th September 2016. Awaiting a decision from Parliament.

Note	2018/19	2017/18
9	R'000	R'000

9.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification

Current	8 812	8 812
Total	8 812	8 812

Note	2018/19	2017/18
9	R'000	R'000

9.3 Analysis of unauthorised expenditure awaiting authorisation per type

Unauthorised expenditure relating to overspending of the vote or a main division within a vote	8 812	8 812
Total	8 812	8 812

10. Cash and cash equivalents

2018/19	2017/18
R'000	R'000

Consolidated Paymaster General Account	12 771	15 288
Cash on hand	51	39
Total	12 822	15 327

Note	2018/19	2017/18
	R'000	R'000

11. Prepayments and advances

Travel and subsistence	98	20
Advances paid (Not expensed)	2 047	713
Total	2 145	733

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11.1 Advances paid (Not expensed)

	Note	Balance as at 1 April 2018	Less: Amount expensed in current year	Add: Current Year advances	Balance as at 31 March 2019
	Annexure 5A	R'000	R'000	R'000	R'000
National departments		713	(126)	1 460	2 047
Total		713	(126)	1 460	2 047

	Note	Balance as at 1 April 2017	Less: Amount expensed in current year	Balance as at 31 March 2018
	Annexure 5A	R'000	R'000	R'000
National departments		4 759	(4 046)	713
Total		4 759	(4 046)	713

11.2 Prepayments (Expensed)

Economic classification	Amount as at 1 April 2018	Less: Received in the current year	Add or Less: Other	Add: Current Year prepay- ments	Amount as at 31 March 2019
	R'000	R'000	R'000	R'000	R'000
Goods and services	1 580	(1 197)	-	2 194	2 577
Total	1 580	(1 197)	-	2 194	2 577

Economic classification	Amount as at 1 April 2017	Less: Received in the current year	Add or Less: Other	Add: Current Year prepay- ments	Amount as at 31 March 2018
	R'000	R'000	R'000	R'000	R'000
Goods and services	-	-	-	1 580	1 580
Total	-	-	-	1 580	1 580

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	Note	2018/19			2017/18		
		R'000	R'000	R'000	R'000	R'000	R'000
12. Receivables							
Claims recoverable	12.1	7 700	-	7 700	5 997	-	5 997
Recoverable expenditure	12.2	515	1	516	423	-	423
Staff debt	12.3	160	-	160	50	10	60
Other debtors	12.4	407	-	407	399	-	399
Total		8 782	1	8 783	6 869	10	6 879

	Note 12 and Annex 3	2018/19 R'000	2017/18 R'000
12.1 Claims recoverable			
National departments		3 653	2 289
Provincial departments		1 321	796
Public entities		2 726	2 912
Total		7 700	5 997

	Note 12	2018/19 R'000	2017/18 R'000
12.2 Recoverable expenditure (disallowance accounts)			
Disallowance Damage and Losses		331	317
Damaged vehicles		185	106
Total		516	423

	Note 12	2018/19 R'000	2017/18 R'000
12.3 Staff debt			
Debt account		140	51
Salary deduction disallowance		1	-
Tax debt		15	9
Salary reversal		4	-
Total		160	60

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	Note	2018/19 R'000	2017/18 R'000
12.4 Other debtors	12		
Salary Pension Fund		2	-
Salary income tax		6	-
Claims Recoverable: private enterprises		247	247
International Organisations		152	152
Total		407	399
		2018/19 R'000	2017/18 R'000
12.5 Impairment of receivables			
Estimate of impairment of receivables		1 406	1 161
Total		1 406	1 161
		2018/19 R'000	2017/18 R'000
13. Voted funds to be surrendered to the Revenue Fund			
Opening balance		20 257	16 575
As restated		20 257	16 575
Transfer from statement of financial performance (as restated)		24 642	20 257
Paid during the year		(20 257)	(16 575)
Closing balance		24 642	20 257
		2018/19 R'000	2017/18 R'000
14. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund			
Opening balance		44	116
As restated		44	116
Transfer from Statement of Financial Performance (as restated)		816	475
Paid during the year		(801)	(547)
Closing balance		59	44

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	Note	2018/19 R'000	2017/18 R'000
15. Payables – current			
Clearing accounts	15.1	-	40
Other payables	15.2	1	-
Total		1	40
	Note	2018/19 R'000	2017/18 R'000
15.1 Clearing accounts	15		
Salary Income Tax		-	40
Total		-	40
	Note	2018/19 R'000	2017/18 R'000
15.2 Other payables	15		
Salary Tax Debt		1	-
Total		1	-
	Note	2018/19 R'000	2017/18 R'000
16. Payables – non-current			
Advances received	16.1	-	113
Total		-	113
	Note	2018/19 R'000	2017/18 R'000
16.1 Advances received	Annex 5B		
National departments		-	113
Total		-	113

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	2018/19 R'000	2017/18 R'000
17. Net cash flow available from operating activities		
Net surplus/(deficit) as per Statement of Financial Performance	33 306	31 984
Add back non cash/cash movements not deemed operating activities	(28 382)	(18 062)
(Increase)/decrease in receivables	(1 904)	(218)
(Increase)/decrease in prepayments and advances	(1 412)	4 031
Increase/(decrease) in payables – current	(39)	(128)
Proceeds from sale of capital assets	(386)	-
Expenditure on capital assets	7 669	5 710
Surrenders to Revenue Fund	(21 058)	(17 122)
Surrenders to RDP Fund/Donor	(11 252)	(10 335)
Net cash flow generated by operating activities	4 924	13 922

	2018/19 R'000	2017/18 R'000
18. Reconciliation of cash and cash equivalents for cash flow purposes		
Consolidated Paymaster General account	12 771	15 288
Cash on hand	51	39
Total	12 822	15 327

19. Contingent liabilities and contingent assets

	Note	2018/19 R'000	2017/18 R'000
19.1 Contingent liabilities	19		
Nature			
Liable to			
Claims against the department	Annex 2	39 127	39 091
Intergovernmental payables (unconfirmed balances)	Annex 4	11 447	10 433
Total		50 574	49 524

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	Note	2018/19 R'000	2017/18 R'000
20. Commitments			
Current expenditure			
Approved and contracted		39 793	46 917
Approved but not yet contracted		8 705	1 817
		<u>48 498</u>	<u>48 734</u>
Capital expenditure			
Approved and contracted		61	3 476
Approved but not yet contracted		-	1 029
		<u>61</u>	<u>4 505</u>
Total Commitments		48 559	53 239

Commitments longer than one year: SITA PABX

21. Accruals and payables not recognised

		2018/19 R'000	2017/18 R'000
21.1 Accruals			
Listed by economic classification			
	30 Days	30+ Days	Total
Goods and services	7 118	-	7 118
Capital assets	190	-	190
Total	7 308	-	7 308
			Total
			8 244
			83
			8 327

	Note	2018/19 R'000	2017/18 R'000
	21		
Listed by programme level			
Administration		5 447	6 457
Policy Development, Research and Analysis		31	48
Labour Relations and Human resource development		929	1 219
Government chief information officer		21	11
Service Delivery Support		466	420
Governance of Public Administration		414	172
Total		7 308	8 327

R3.5 million accrual relates to the Microsoft license renewal that could only processed for payment in May 2019

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			2018/19 R'000	2017/18 R'000
21.2 Payables not recognised				
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	5 593	-	5 593	325
Capital assets	21	-	21	-
Other	80	-	80	-
Total	5 694	-	5 694	325
		Note	2018/19 R'000	2017/18 R'000
Listed by programme level				
Administration			1 089	89
Policy Development, Research and Analysis			3	4
Labour Relations and Human resource development			35	3
Government chief information officer			-	-
Service Delivery Support			799	228
Governance of Public Administration			3 769	1
Total			5 694	325
		Note	2018/19 R'000	2017/18 R'000
<i>Included in the above totals are the following:</i>				
Confirmed balances with other departments	Annex 4		242	957
Confirmed balances with other government entities	Annex 4		368	-
Total			610	957
			2018/19 R'000	2017/18 R'000
22. Employee benefits				
Leave entitlement			10 533	11 374
Service bonus			6 286	6 070
Performance awards			4 104	3 906
Capped leave commitments			7 024	6 867
Total			27 947	28 217

At this stage the department is not able to reliably measure the long term portion of the long service awards. Included 45 cases of negative credits for the period to the value of R347 thousand.

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23. Lease commitments

23.1 Operating leases

	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000
2018/19			
Not later than 1 year	6 293	2 402	8 695
Later than 1 year and not later than 5 years	27 681	-	27 681
Total lease commitments	33 974	2 402	36 376
2017/18			
Not later than 1 year	64 636	2 623	67 259
Later than 1 year and not later than 5 years	-	1 752	1 752
Total lease commitments	64 636	4 375	69 011

The department is currently occupying the office building Batho Pele House at 546 Edmund street Arcadia Pretoria. No lease agreement is in place and the department has been engaging with the Department of Public Works about various problems in the building and the fact that the lease charged is much higher than what the department can afford. The lease amount also includes costs of maintenance services that should be provided but is not being provided. For the 2018/19 financial year the department agreed to pay a total amount of R38 728 536 in relation to occupying the building for the period. Since the start of the 2019/20 financial year discussions on the lease agreement have not yet commenced and top management has indicated that if the maintenance problems in the building are not resolved they will consider to move out of the building. So far no decision has been taken whether to remain in this building or to move out therefore no lease commitments for Batho Pele building disclosed in the above amount in accordance with the AMD Chapter on Leases. The amount disclosed above under buildings relates to the Maponya building. The DPSSA currently participates in the transversal contract RTG 718 for the provision of Fleet vehicles to the state of which the Department of Transport is the custodian. The contract has been extended and is currently running on a month to month basis thus disclosed as Operating Lease commitment.

23.2 Finance leases

	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000
2018/19			
Not later than 1 year	-	1 662	1 662
Later than 1 year and not later than 5 years	-	160	160
Total lease commitments	-	1 822	1 822

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2017/18	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000
Not later than 1 year	-	2 190	2 190
Later than 1 year and not later than 5 years	-	1 417	1 417
Total lease commitments	-	3 607	3 607

24. Irregular expenditure

	Note 24	2018/19 R'000	2017/18 R'000
24.1 Reconciliation of irregular expenditure			
Opening balance		8 874	13 502
As restated		8 874	13 502
Add: Irregular expenditure – relating to prior year	24.2		643
Add: Irregular expenditure – relating to current year	24.2	310	3 992
Less: Prior year amounts condoned	24.3	(6 957)	(9 263)
Less: Current year amounts condoned		(114)	-
Closing balance		2 113	8 874
Analysis of awaiting condonation per age classification			
Current year		196	3 992
Prior years		1 917	4 882
Total		2 113	8 874

24.2 Details of irregular expenditure – added current year (relating to current and prior years)

Incident	Disciplinary steps taken/criminal proceedings	2018/19 R'000
2018/19 12 cases procurement processes not followed	Condoned, no further disciplinary action required	50
2018/19 1 case procurement processes not followed	No disciplinary action taken, still under investigation	196
2018/19 cases relating to shorter RFQ period	No disciplinary action taken, still under investigation	64
Total		310

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24.3 Details of irregular expenditure condoned

		2018/19 R'000
Incident	Condoned by (condoning authority)	
2018/19 12 cases procurement processes not followed	Accounting Officer	50
15 cases quotation processes not followed	Accounting Officer	1 835
29 cases quotation processes not followed	Accounting Officer	111
18 cases quotation processes not followed	Accounting Officer	2 733
2018/19 2 cases quotation process not followed	Accounting Officer	64
37 cases quotation process not followed	Accounting Officer	2 270
1 Procurement process not followed	Accounting Officer	8
Total		7 071

25. Fruitless and wasteful expenditure

	Note 25	2018/19 R'000	2017/18 R'000
25.1 Reconciliation of fruitless and wasteful expenditure			
Opening balance		2	-
As restated		2	-
Fruitless and wasteful expenditure – relating to current year		-	3
Less: Amounts resolved		(2)	(1)
Closing balance		-	2
		2018/19 R'000	2017/18 R'000
25.2 Analysis of awaiting resolution per economic classification			
Current		-	2
Capital		-	-
Transfers and Subsidies		-	-
Total		-	2

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26. Related party transactions

In kind goods and services provided

- DPSA advising the CPSI on technical and procedural issues related to personnel security checks, vetting and security awareness
- DPSA providing 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 the CPSI internal labour relations functions and services and employee wellness services
- 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
- As from 25 February 2019 the DPSA provided the CPSI with office accommodation and store rooms in the Batho Pele House building
- As from 25 February 2019 the DPSA provided the CPSI frontline receptions services, access security and after hours security services in the Batho Pele House building
- As from 25 February 2019 the CPSI utilises the DPSA's network infrastructure installed in the Batho Pele House building

The Department has a related party relationship with each of the public sector entities that falls 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 and the Government Employees Medical Scheme (GEMS). The DPSA and CPSI has a Memorandum of Understanding in relation to services that the DPSA will provide to the CPSI at no cost, these are set out above. During the period of review all transaction entered into these organisations were at arms' length.

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	No. of Individuals	2018/19 R'000	2017/18 R'000
27. Key management personnel			
Political office bearers (provide detail below)			
Officials:	2	4 373	4 400
Level 15 to 16	13	16 297	10 927
Level 14(incl. CFO if at a lower Level)	40	36 785	42 357
Level 13 (Head of Internal Audit)	1	1 045	-
Family members of key management personnel		-	-
Total		58 500	57 684

Included under level 14, is an amount of R1, 223,932 which was paid from Donor Fund Belgium. Also included is an amount of R929 217 for official seconded to the department during the period under review. They were seconded from the Department of Justice and Centre for Public Service Innovation.

The department considered employees who exercise a significant influence on the department's decision making and therefore also included the head of Internal Audit.

28. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance R'000	Value adjust- ments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	49 622	(5)	5 370	(2 916)	52 071
Transport assets	7 506	-	-	(1 942)	5 564
Computer equipment	26 002	-	4 033	(501)	29 534
Furniture and office equipment	9 243	(5)	139	(411)	8 966
Other machinery and equipment	6 871	-	1 198	(62)	8 007
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	49 622	(5)	5 370	(2 916)	52 071

Included in the above asset register is a vehicle amounting to R161,569.50 where the process to sell the vehicle was initiated on the 28 March 2019 but the proceeds were received after year end.

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Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	61	1 227

Included in the above total of movable tangible capital assets per the asset register are assets that are either lost or under investigation

28.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Cash*	Non-cash**	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
HERITAGE ASSETS	-	-	-	-	-
Heritage assets	-	-	-	-	-
MACHINERY AND EQUIPMENT	7 669	-	(2 484)	185	5 370
Transport assets	1 153	-	(1 153)	-	-
Computer equipment	3 869	-	-	164	4 033
Furniture and office equipment	1 470	-	(1 331)	-	139
Other machinery and equipment	1 177	-	-	21	1 198
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	7 669	-	(2 484)	185	5 370

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28.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	386	2 530	2 916	386
Transport assets	386	1 556	1 942	386
Computer equipment	-	501	501	-
Furniture and office equipment	-	411	411	-
Other machinery and equipment	-	62	62	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	386	2 530	2 916	386

A disposal process that was initiated in February 2019 has been approved by the Accounting Officer during May 2019. The value of the disposals have been included based on events after the reporting date.

28.3 Movement for 2017/18

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	54 832	9	5 272	(10 491)	49 622
Transport assets	5 700	-	2 755	(949)	7 506
Computer equipment	32 208	-	1 377	(7 583)	26 002
Furniture and office equipment	9 389	9	716	(871)	9 243
Other machinery and equipment	7 535	-	424	(1 088)	6 871
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	54 832	9	5 272	(10 491)	49 622

28.3.1 Prior period error

Nature of prior period error

Relating to 2016/17 [affecting the opening balance]

Asset included in the 2017/2018 closing balance

Total prior period errors

Note

2017/18

R'000

29.3

9

9

9

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28.4 Minor assets

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	27	9 665	9 692
Value adjustments	-	(3)	(3)
Additions	-	234	234
Disposals	-	(144)	(144)
TOTAL MINOR ASSETS	27	9 752	9 779

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Number of R1 minor assets			
Number of minor assets at cost	15	6 746	6 761
TOTAL NUMBER OF MINOR ASSETS	15	6 746	6 761

Minor Capital Assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	43	91

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2018

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equip- ment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	36	-	10 344	-	10 380
Prior period error	-	-	-	-	-	-
Additions	-	-	-	450	-	450
Disposals	-	(9)	-	(1 129)	-	(1 138)
TOTAL MINOR ASSETS	-	27	-	9 665	-	9 692

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	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Number of minor assets at cost	15	6 714	6 729
TOTAL NUMBER OF MINOR ASSETS	15	6 714	6 729

28.5 Movable assets written off

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off	-	408	408
TOTAL MOVABLE ASSETS WRITTEN OFF	-	408	408

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off	-	7 325	7 325
TOTAL MOVABLE ASSETS WRITTEN OFF	-	7 325	7 325

28.6 Movable capital assets

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
No. of Assets	-	4	4
Value of the assets (R'000)	-	1 034	1 034

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
No. of Assets	-	1	1
Value of the assets (R'000)	-	3	3

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for the year ended 31 March 2019

29. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Value ad- justments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	2 952	-	-	-	2 952
TOTAL INTANGIBLE CAPITAL ASSETS	2 952	-	-	-	2 952

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	2 954	-	8	(10)	2 952
TOTAL INTANGIBLE CAPITAL ASSETS	2 954	-	8	(10)	2 952

30. Prior period errors

30.1 Correction of prior period errors

	Note	Amount before error correction	Prior period error	Restated Amount
		2017/18	2017/18	2017/18
		R'000	R'000	R'000
Revenue:				
Aid Assistance: Prepayments expensed	3	-	47 624	47 624
Aid Assistance: Total Expenditure	3	61 355	(2 507)	58 848
Revenue: Aid Assistance	Per	(72 607)	2 507	(70 100)
Net effect		(11 252)	47 624	36 372

An amount of R 47 624 was not disclosed as Prepayments expensed. CPSI Aid assistance amount of R 2 507 was incorrectly included in aid assistance revenue and expenditure for the year ended 2017/18.

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	Note	Amount before error correction	Prior period error	Restated Amount
		2017/18	2017/18	2017/18
		R'000	R'000	R'000
Assets:				
Tangible assets: Buildings and other fixed structures	8	5 702	(5 702)	-
Tangible assets: Machinery and Equipment	8	-	5 702	5 702
Other Debtors: Disallowance damages and losses	12	317	(317)	-
Other Debtors: Damaged Vehicles	12	106	(106)	-
Recoverable expenditure: Disallowance damages and losses	12	-	317	317
Recoverable expenditure: Damaged vehicles	12	-	106	106
Prepayments expensed	11	-	1 580	1 580
Receivables: Claims Recoverable: non-current assets	12	2 867	(2 867)	-
Receivables: Staff Debts: non-current assets	12	13	(3)	10
Receivables: Other Receivables: non-current assets	12	723	(723)	-
Receivables: current assets(total)	12	3 276	3 593	6 869
Net effect		13 004	1 580	14 584

An amount of R5 702 was erroneously captured under buildings instead of machinery and equipment (sub note 10.1) during the 2017/2018 financial year.

R 317 Disallowance damages and losses and R106 damaged vehicles were erroneously classified as Other Receivables instead of Recoverable expenditure.

An amount of R1 580 was not disclosed under Prepayments expensed.

Claims Recoverable R2 867, Staff Debt R 3, and Other Receivables R723 were reflected as non-current assets instead of current assets.

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	Note	Amount before error correction	Prior period error	Restated Amount
		2017/18	2017/18	2017/18
		R'000	R'000	R'000
Other:				
Contingent Liabilities: Intergovernmental payables (unconfirmed balances)	19	-	10 433	10 433
Operating Leases: Machinery and Equipment	23	-	4 375	4 375
Public Private Partnership: Unitary fee paid: Indexed Component		8 232	(8 232)	-
Furniture and Office Equipment	28	9 389	9	9 398
Net effect		17 621	6 585	24 206

An amount of R10 433 was omitted as unconfirmed balance. The DPSA currently participates in the transversal contract RTG 718 for the provision of Fleet vehicles to the state of which the Department of Transport is the custodian the transaction was classified as PPP instead of Operating Leases. Asset was not included in the asset download via LBIS.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

ANNEXURE 1 A

STATEMENT OF TRANSFERS PAID TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER			2018/19	
	DoRA and other transfers	Roll Overs	Adjustments	Total Available	Actual Transfer	Funds Withheld	Re-alloca-tions by National Treasury or National De-part-ment	Division of Revenue Act	Actual transfer
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Tshwane Municipality	-	-	10	10	8	-	-	10	8
TOTAL	-	-	10	10	8	-	-	10	8

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ANNEXURE 1B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2018/19
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	R'000
Public Service Commission	264 399	-	-	264 399	264 399	100%	248 059
National School of Government	168 959	-	-	168 959	168 959	100%	153 906
Centre for Public Service Innovation	36 030	-	-	36 030	36 030	100%	34 055
TOTAL	469 388	-	-	469 388	469 388	-	436 020

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ANNEXURE 1C

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2018/19
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Commonwealth Association Public Administration and Management (CAPAM)	-	-	-	-	-	-	302
International Institute of Administrative Sciences (IIAS)	40	-	-	40	38	95%	60
Organisational Economic Cooperation and Development (OECD)	272	-	-	272	260	96%	276
New Partnership African Development	1 441	-	-	1 441	1 386	96%	1 504
African Ass-Pub Admin & Man	300	-	-	300	273	91%	-
TOTAL	2 053	-	-	2 053	1 957	-	2 142

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ANNEXURE 1D

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2017/18
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	
Transfers							
H/H Employee Social Benefits: Leave Gratuity	1817	-	-	1817	1773	98%	2608
Severance Package	-	-	-	-	-	-	585
H/H Refund & Remuneration: Act of Grace	-	-	-	-	-	-	20
H/H Empl S/BEN : Injury on Duty	5	-	-	5	5	100%	-
H/H Claims against State (cash)	6	-	-	6	6	100%	-
TOTAL	1 828	-	-	1 828	1 784	-	3 213

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for the year ended 31 March 2019

ANNEXURE 1E

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2018/19	2017/18
		R'000	R'000
Received in kind			
Capitec Bank	Sponsorship for the National Batho Pele Awards	-	270
Sizwe Ntsaluba Gobodo	Sponsorship for the National Batho Pele Awards	-	500
Government Employees Medical Fund	Sponsorship for the National Batho Pele Awards	-	200
Chinese Academy of Government (CAG)	Sponsored flight ticket and accommodation to the Republic of Congo	-	80
German Development Institute	Sponsored flight, accommodation and <i>par dien</i> for training course	-	222
African Union	Sponsored flight, accommodation <i>par dien</i>	-	21
People's Republic of China	Sponsored accommodation and ground transport	-	160
Khanty-maslyk, Russia	Sponsored flight	-	60
Kigali, Rwanda	Sponsored flight, accommodation <i>par dien</i>	-	44
Afrocentric IP PTY(LTD)	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	33
PCW	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	2
Dell EMC	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	7
State Information Technology Agency (SITA)	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	120
State Information Technology Agency (SITA)	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	660
Stortech	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	80
Setsibi IT Solutions	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	40
Dimension Data	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	49
Veritas	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	14

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for the year ended 31 March 2019

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2018/19	2017/18
		R'000	R'000
Law Trust	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	20
Afrocentric IP	Sponsorship for the Government Information Technology Officers Council (GITOC)	50	6
Microsoft SA	Sponsorship for the Government Information Technology Officers Council (GITOC)	100	6
Oracle	Sponsorship for the Government Information Technology Officers Council (GITOC)	70	6
Dimension Data	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	6
XON	Sponsorship for the Government Information Technology Officers Council (GITOC)	-	24
Global Micro	Sponsorship for the Government Information Technology Officers Council (GITOC)	34	37
State Information Technology Agency (SITA)	Sponsored registration fee	-	13
SANAC	Sponsorship Flight and Accommodation	34	-
Mustek	Sponsorship for the Government Information Technology Officers Council (GITOC)	32	-
Trans Union	Sponsorship for the Government Information Technology Officers Council (GITOC)	30	-
University of Johannesburg	Sponsorship for the National Public Service Hackaton	500	-
Govchat	Sponsorship for the National Public Service Hackaton	100	-
MTN	Sponsorship for the National Public Service Hackaton	50	-
SAS	Sponsorship for the National Public Service Hackaton	57	-
Huawei	Sponsorship for the National Public Service Hackaton	21	-
Squidnet	Sponsorship for the National Public Service Hackaton	6	-
Block Chain Africa	Sponsorship for the National Public Service Hackaton	18	-
Ikusasa Technology	Sponsorship for the National Public Service Hackaton	19	-
Red bull	Sponsorship for the National Public Service Hackaton	2	-
Microsoft SA	Sponsorship for the National Public Service Hackaton	10	-
Mlab	Sponsorship for the National Public Service Hackaton	10	-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2018/19	2017/18
		R'000	R'000
Software AG	Sponsorship for the Government Information Technology Officers Council (GITOC)	160	-
Mimecast	Sponsorship for the Government Information Technology Officers Council (GITOC)	50	-
Synaq	Sponsorship for the Government Information Technology Officers Council (GITOC)	50	-
Vodacom	Sponsorship for the Government Information Technology Officers Council (GITOC)	80	-
China	Sponsored Flight ,accommodation and transport	67	-
South Korea(Seoul)	Sponsored Flight and accommodation	45	-
India	Sponsored Flight ,accommodation and <i>par dien</i>	256	-
TOTAL		1 851	2 680

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for the year ended 31 March 2019

ANNEXURE 1F

STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE R'000	REVENUE R'000	EXPENDITURE R'000	PAID BACK ON/BY 31 MARCH R'000	CLOSING BALANCE R'000
Received in cash						
The Kingdom of the Belgium Government	Tirelo Bosha Service Improvement Programme	11 252	40 008	(32 160)	(11 252)	7 848
European Union	Unlocking Service Innovation	-	2 757	(2 757)	-	-
TOTAL		11 252	42 765	(34 917)	(11 252)	7 848

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for the year ended 31 March 2019

ANNEXURE 1G

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2018/19	2017/18
	R'000	R'000
Made in cash		
H/H Refund and Remuneration: Act of Grace	-	20
TOTAL	-	20

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for the year ended 31 March 2019

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2019

Nature of Liability	Opening Balance 1 April 2018	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance 31 March 2019
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Afroview Communications	149	-	-	-	149
ME Mtshana vs Minister for Public Service	90	-	(90)	-	-
Pro-Active Health Solutions vs Provincial Department of Health and 2 Others	6 310	-	-	-	6 310
Henry Hugo Smith vs Poole JL and 4 Others	5 102	-	-	-	5 102
BL Nxumalo and 64 others vs DPSA	27 373	-	-	-	27 373
LA Wiegang vs Minister for Public Service and MEC of Roads and Transport	67	-	(67)	-	-
PM Mthombeni vs DPSA	-	193	-	-	193
HM Chaane Attorneys Inc vs Minister for Public Service	-	216	(216)	-	-
TOTAL	39 091	409	(373)	-	39 127

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for the year ended 31 March 2019

ANNEXURE 3

CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2018/19 *	
	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	Receipt date up to six (6) working days after year end	Amount R'000
Department								
Corporate Governance and Traditional Affairs	-	-	17	17	17	17	-	-
Communication	-	-	8	1	8	1	-	-
Defence	-	-	127	127	127	127	-	-
Home Affairs	-	957	1855	1461	1855	2418	-	-
Human Settlement	-	-	84	84	84	84	-	-
Labour	-	-	659	484	484	484	-	-
Public Service Commission	-	-	4	4	4	4	-	-
Public Works	-	-	59	59	59	59	-	-
Water Affairs	-	-	52	52	52	52	-	-
Government Employee Medical Scheme	-	-	38	-	38	-	-	-
Health	-	-	19	-	19	-	-	-
Trade and Industry	54	-	-	-	54	-	-	-
Innovation	639	-	38	-	677	-	-	-
Subtotal	693	957	2 960	2 289	3 653	3 246	-	-

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for the year ended 31 March 2019

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2018/19 *	
	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	Receipt date up to six (6) working days after year end	Amount R'000
Other Government Entities								
Gauteng Department of Finance	-	-	108	104	108	104	-	-
Gauteng Department of Roads And Transport	-	-	992	439	992	439	-	-
Gauteng Human Settlement	-	-	50	49	50	49	-	-
Gauteng Infrastructure Development	-	-	81	81	81	81	-	-
Mpumalanga Provincial Government								
Education	-	-	-	33	-	33	-	-
Health	-	-	12	12	12	12	-	-
Office of the Premier	-	-	42	42	42	42	-	-
Limpopo Provincial Government								
Health and Social Development	-	-	21	21	21	21	-	-
Local Government and Housing	-	-	10	10	10	10	-	-
North West Provincial Government								
Health	-	-	2	2	2	2	-	-
Transport Road Community Safety	-	-	2	2	2	2	-	-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2018/19 *	
	31/03/2019	31/03/2018	31/03/2019	31/03/2018	31/03/2019	31/03/2018	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
Western Cape Provincial Government								
Education	-	-	1	1	1	1	-	-
Subtotal	-	-	1 321	796	1 321	796	-	-
Public Entities								
Gauteng Enterprises	-	-	1780	1458	1780	1458	-	-
National Youth Development Agency	-	-	-	508	-	508	-	-
Public Sector Education and Training Authority	-	-	843	843	843	843	-	-
State Information Technology Agency	-	-	103	103	103	103	-	-
Subtotal	-	-	2 726	2 912	2 726	2 912	-	-
TOTAL	693	957	7 007	5 997	7 700	6 954	-	-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

ANNEXURE 4

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2018/19 *	
	31/03/2019	31/03/2018	31/03/2019	31/03/2018	31/03/2019	31/03/2018	Payment date up to six (6) working days before year end	Amount
DEPARTMENTS								
Current								
GCIS	-	-	404	-	404	-	-	-
Department of Public Works	-	20 885	9871	10 433	9 871	31 318	-	-
Dirco	-	-	609	-	609	-	-	-
SAPS	93	-	261	-	354	-	-	-
Department of Justice	149	-	302	-	451	-	-	-
TOTAL	242	20 885	11 447	10 433	11 689	31 318	-	-
Other Government Entities								
Sita	368	-	-	-	-	-	-	-
TOTAL	368	-	-	-	368	-	-	-
TOTAL	610	20 885	11 447	10 433	12 057	31 318	-	-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

ANNEXURE 5A

INTER-ENTITY ADVANCES PAID (note 11)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000
NATIONAL DEPARTMENTS						
International Relations and Cooperation	2 047	713	-	-	2 047	713
TOTAL	2 047	713	-	-	2 047	713

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2019

ANNEXURE 5B

INTER-ENTITY ADVANCES RECEIVED (Note 16)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000	31/03/2019 R'000	31/03/2018 R'000
NATIONAL DEPARTMENTS						
Non-Current						
International relations and Cooperation	-	113	-	-	-	113
TOTAL	-	113	-	-	-	113
Non-current	-	113	-	-	-	113



Department of Public Service and Administration

Batho Pele House, 546 Edmond Street, Arcadia
Private Bag X916, Pretoria, 0001, South Africa
Enquiries: Email: lindas@dpsa.gov.za

This report is also available on the DPSA's website:
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