



# ANNUAL REPORT

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# 2019/20



# 2019/20 ANNUAL REPORT

## Vision

A champion of Public Service excellence in democratic governance in South Africa.

## Mission

*To promote the constitutionally enshrined democratic values and principles throughout the Public Service by -*

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.





Custodian of Good Governance

# **PUBLIC SERVICE COMMISSION**

## **ANNUAL REPORT FOR THE 2019/20 FINANCIAL YEAR**

RP: 224/2020  
ISBN: 978-0-621-48494-6

Date of issue: November 2020





Adv RK Sizani  
Chairperson of the Public Service Commission  
Private Bag x121  
PRETORIA  
0001

Dear Advocate Sizani

It gives me great pleasure to submit to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2019 to 31 March 2020.

The Report highlights the overall performance of the PSC and the strides it made in fulfilling its Constitutional mandate. The Report also highlights the key achievements and challenges that the PSC experienced during the 2019/20 financial year.

Kind regards

**MS IRENE MATHENJWA**  
**ACTING DIRECTOR-GENERAL**  
**OFFICE OF THE PUBLIC SERVICE COMMISSION**



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# **PART A**

## **GENERAL INFORMATION**



## 1. DEPARTMENT GENERAL INFORMATION

Full name: Public Service Commission  
Physical address: Public Service Commission House  
Office Park Block B  
536 Francis Baard Street  
Arcadia, Pretoria, 0083  
Postal address: Private Bag X 121, Pretoria, 0001  
Telephone number: (012) 352 1000  
E-mail address: info@opsc.gov.za  
Website address: www.psc.gov.za

## 2. LIST OF ABBREVIATIONS/ACRONYMS

AAPSComs	Association of African Public Services Commissions
AGSA	Auditor-General of South Africa
CVPs	Constitutional Values and Principles
DG	Director-General
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
EA	Executive Authority
HDI	Historically Disadvantaged Individuals
HOA	Home Owners Allowance
HoD	Head of Department
IEC	Independent Electoral Commission
MEC	Member of the Executive Council
MoUs	Memoranda of Understanding
MPSA	Minister for Public Service and Administration
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
OPSC	Office of the Public Service Commission
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PSA	Public Service Act
PSC	Public Service Commission
PSR	Public Service Regulations
RWOPS	Remunerative Work Outside Public Service
SCM	Supply Chain Management
SMS	Senior Management Service
UNISA	University of South Africa

### 3. FOREWORD BY THE CHAIRPERSON



**Adv. RK Sizani**

The PSC is pleased to submit its Annual Report for the 2019/20 financial year.

During the reporting period, the terms of office of two Commissioners came to an end, namely Ms Sellinah Nkosi, based in the national office (23 April 2019) and Mr David Mkhwanazi, based in Mpumalanga Province (30 April 2019). Dr Mpilo Sithole also tendered her resignation as Commissioner of KwaZulu-Natal Province with effect from 31 August 2019. In order to ensure that service delivery was not affected in the Provinces, the Deputy Chairperson of the PSC, Mr Ben Mthembu was assigned to assist in the coordination of the PSC's activities in Mpumalanga Province, while Commissioner Phumelele Nzimande assisted in KwaZulu-Natal. The PSC also welcomed Ms Lulu Sizani, as Commissioner of the Eastern Cape Province, who joined the PSC on 1 July 2019 for a term of five years. I have no doubt that Commissioner Sizani will make a positive contribution to the implementation of the PSC's mandate in the Province.

The key achievements by the PSC in the year under review are highlighted in the following:

#### **PSC's support to the 6th Administration**

The 2019/20 financial year symbolised the beginning of the 6th Administration in the Presidency resulting in the reconfiguration of the state and the ability of the Public Service to deliver on its mandate becoming the top priority of government. The PSC was equally expected to deliver on its mandate in support of the efforts pronounced by the 6th Administration.

During the reporting period, South Africa witnessed the swearing-in of new Cabinet Ministers, Premiers, members of the Provincial Councils, members of Parliament and Provincial Legislatures. As part of the induction process, the PSC developed an evidence-based Guide on Governance Practice for Executive Authorities and Heads of Department, with the aim to strengthen and improve governance, accountability and the performance of the Public Service. PSC Commissioners, both at national and provincial level, led the induction process of the newly appointed Executive Authorities (EAs) and Heads of Department (HoDs). The Guide remains a critical source of reference for departments. In addition, one-on-one follow-up sessions were also conducted in order to empower the EAs and HoDs to lead effectively in their respective portfolios.

In responding to the President's call for the timely payment of service providers, the PSC continued to vigorously monitor departments' compliance with the 30-day payment period and publish information on invoices that were older than 30 days for national and provincial departments in its quarterly bulletin called the Pulse of the Public Service. The PSC will continue to engage with EAs from national and provincial departments to ensure compliance on the 30 days payment rule.

The National School of Government (NSG) in partnership with the European Union (EU) launched a Coaching Programme for the members of the Senior Management Service (SMS) of the PSC, with the objective to assist the Public Service in fulfilling its developmental and transformative role in order to improve service delivery.

## **International and Regional participation and collaborations**

The PSC continued to share best practices with likeminded institutions in the country and across the borders. During the reporting period, the Vietnamese Ministry of Home Affairs, led by the Ambassador of Vietnam in South Africa, His Excellency Mr Vu Van Dzung, held a bilateral meeting with the PSC. The purpose of the meeting was to strengthen relations and to share best practices in the area of leadership and governance matters. The PSC also hosted a delegation from the Ministry of State Administration and Public Service of Mozambique during the reporting period. The Mozambique delegation were on a study tour to South Africa to “gain experience and best practices on the decentralisation process, as well as the organisation and functions of decentralised institutions in order to elaborate regulations and policies for the decentralised governmental organs in Mozambique”.

The PSC, as outgoing Secretariat of the Association of African Public Service Commissions (AAPSComs) continued to support the Association’s activities by hosting a meeting of the Secretaries to the AAPSComs in April 2019. The aim of the meeting was to introduce the new members of AAPSComs to the various Secretaries of the Member Commissions, and to plan for the AAPSComs’ 6th General Assembly to be held in 2020.

## **Oversight at service-delivery points**

The mandate of the PSC is informed amongst others, by the Constitutional Values and Principles (CVPs) that govern public administration and serve as a framework that can be used by the public to assess the performance of the Public Service. The PSC is also responsible for promoting the CVPs throughout the Public Service as set out in Section 195 of the Constitution. To this end, the PSC embarked on unannounced inspections at the Cecilia Makiwane Hospital Mental Unit and Frere Hospital Nerina House Nurses’ Home in Mdantsane. The unannounced inspections were as a result of media reports relating to the dire state of the facilities. The PSC’s findings and recommendations were forwarded to the Department of Health for consideration and implementation. In response to the hospital visits conducted by the PSC, additional beds were provided to address overcrowding at Mamelodi Hospital, work in progress to address structural defects at Bheki Mlangeni and Tembisa Hospitals, eye treatment equipment procured at Charlotte Maxeke Hospital and surgical backlogs resolved by referring patients to neighboring hospitals including George Mukhari.

## **Promotion of Professional Ethics and Integrity in the Public Service**

In promoting good governance and integrity in the Public Service, during the reporting period, the PSC in partnership with the United Nations in South Africa, the Thembekile Mandela Foundation and the Moral Regeneration Movement, held a seminar on Ethical Leadership under the theme “Leading like Mandela, Dawn of the New Era of an Ethical, Values-Based and Conscious Leader”. Furthermore, the National Planning Commission in partnership with the PSC, University of Johannesburg and the Human Resource Development Commission held a two-day colloquium on the National Development Plan (NDP) from 26-27 July 2019 at the University of Johannesburg. The event was held under the theme “Reviewing the NDP to make South Africa a Developmental State”. Some of the pertinent topics that the colloquium discussed included the following:

- a) 25 Years of Democracy and the Implementation of the NDP
- b) Developmental Planning for South Africa
- c) Challenges of Social Transformation in the South African State.

The Minister in the Presidency: Planning, Monitoring and Evaluation, Mr Jackson Mthembu delivered a keynote address.

In addition, the PSC in partnership with the South Africa-European Union Strategic Partnership’s Dialogue Facility and University of South Africa (UNISA) hosted a Dialogue under the theme: Values-Driven Public Sector: Building State Capacity through Professional Ethics and Integrity. The main objective of the Dialogue was to create a platform for stakeholders to engage on the critical challenges and opportunities related to strengthening ethics and integrity in public administration. The Dialogue was part of the Public Service Month Programme and the Minister for the Public Service and Administration (MPSA), Mr Senzo Mchunu, delivered a keynote address.

Finally, the PSC in partnership with UNISA and the United Nations Office on Drugs and Crime jointly commemorated the International Anti-Corruption Day on Monday 9 December 2019 under the theme "United Against Corruption: Building a Culture of Accountability for Sustainable Development".

### **Engagement on PSC products**

In our continued efforts to engage stakeholders on the products of the PSC, the PSC hosted a Roundtable on the extent and nature of contract appointments in the Public Service. The Roundtable was arranged as a result of the PSC's observations regarding, amongst others, an increasing number of employees being appointed on contract by departments for extended periods of time, mostly additional to the establishment. Likewise, the PSC hosted another successful Roundtable on the Performance Management and Development System (PMDS) with a particular focus on the role of the Moderating Committees.

### **PSC's support in the fight against Gender-based Violence**

Our country continues to experience the scourge of gender based violence, and in 2019 we experienced devastating incidences of women and children being abused, raped and killed in the hands of men. This demanded that the entire nation take decisive steps and deliberate efforts in dealing with the scourge. To this end, the MPSA organised a march on 27 September 2019, to raise awareness regarding gender based violence and sexual harassment in the work place. The PSC also took part in the march as this scourge has become a societal concern, and cannot only be left to government to deal with it as evidence indicates that members of society, faith based organisations, organised labour, non-governmental organisations and academic institutions are all required to do their part in dealing with this scourge.

Internally, as part of our PSC's response and commitment to Promoting Women Empowerment and Gender Equality, the Director-General (DG) engaged with women who are members of the Middle Management Service (MMS) and SMS during a workshop on "8 Principle Action Plan". The Workshop noted progress that the PSC has made in advancing women empowerment and gender equality in the workplace. It is worth mentioning that some challenges still exist, meaningful solutions were identified, and the PSC remains committed to monitor the resolutions made.

### **Memoranda of Understanding**

In our continued efforts to strengthen strategic stakeholder relations, the PSC continued to enter into Memorandum of Understanding (MoUs) with likeminded institutions. During this reporting period, the PSC entered into MoUs with the following Institutions:

- a) University of Pretoria
- b) University of Free State
- c) Central University of Technology
- d) Public Service Sector Education and Training Authority
- e) Public Service Co-ordinating Bargaining Council
- f) Safety and Security Sectoral Bargaining Council

The MoUs provide a framework for collaboration in selected areas of research, development and administrative initiatives.

The PSC achieved its planned outputs in spite of the financial constraints that the organisation experienced. During the period under review, 96% of the planned targets (97 of 101), of which 21 were reflected in the Annual Performance Plan (APP) for 2019/20 and were all achieved. It is in this regard that I would like to take this opportunity to thank the OPSC under the leadership of the DG, Dr Dovahani Mamphiswana for this remarkable achievement.

Let me conclude by thanking my fellow Commissioners and Team PSC for the commitment and hard work that they demonstrated during the period under review.

It was through our collective efforts that the PSC achieved great success. I would like to thank the MPSA, Mr Senzo Mchunu, and the Chairperson of the Portfolio Committee on Public Service and Administration, Planning, Monitoring and Reporting, Mr Tyotyo James, for their ongoing support and valuable interaction during the reporting period. I would also like to thank the former MPSA, Ms Ayanda Dlodlo and the Chairperson of the Portfolio Committee on Public Service and Administration, Planning, Monitoring and Reporting, Mr Joseph Maswanganyi for the support they provided during the period under review.

A handwritten signature in black ink, appearing to read 'Rizani', with a large, sweeping flourish underneath.

**ADV RK SIZANI**  
**CHAIRPERSON: PUBLIC SERVICE COMMISSION**

## 4. REPORT OF THE ACCOUNTING OFFICER



**Ms Irene Mathenjwa**  
**Acting Director-General**

It is my pleasure to present the Annual Report on the operations and financial results of the PSC for the 2019/20 financial year. The results in this Annual Report reaffirm the commitment by the PSC, Senior Managers and employees in the execution of the PSC's constitutional mandate.

During the period under review, the PSC achieved 96% of the planned annual targets (97 of 101), of which 21 were reflected in the Annual Performance Plan for 2019/20 and were all achieved. This level of performance would not have been possible without the commitment and dedication demonstrated by the collective leadership of the PSC, including employees.

### **Overview of the Operations**

The reported achievements in this Annual Report reflect the extent to which the PSC implemented the impact-driven flagship projects that were identified at the beginning of the year under review so as to respond to the ideals of the NDP and government commitment expressed in the 2019 SONA.

In the PSC's efforts to intensify the promotion of CVPs, qualitative evaluations of departmental compliance with the CVPs were conducted at both provincial and national level (service delivery departments), thus resulting in 12 qualitative evaluation reports. These reports enabled the PSC to make a clear diagnosis on the performance of the Public Service and the proposed manner in which the form and character of the Public Service should change to reflect a responsive and values-driven Public Service. Furthermore, the PSC developed a CVP Booklet aimed at creating a shared understanding of the CVP's in the Public Service while at the same time providing norms of what can be expected from the public administration in the discharge of public services to the citizens.

The PSC is mandated in terms of Section 195 "to promote a high standard of professional ethics". The promotion of professional ethics also forms part in laying the foundation for the professionalization of the Public Service. The PSC conducted various briefings and workshops in fulfilling its mandate in this regard. As indicated in the Chairperson's Foreword, of key to note is the Ethical Leadership Seminar that was held during the Nelson Mandela Month, to engage with public servants on the ethical values that former President Nelson Mandela stood for under the theme "Leading like Mandela: Dawn of the new era of ethical, value based leadership". The intended outcome of the Seminar was to put emphasis on and enable government to reflect on the current state of leadership; desired state of ethical leadership; the context of ethical leadership as well as the programme of action for attaining ethical leadership in the public service.

In response to the NDP's vision of promoting the Small, Medium and Micro Enterprises (SMME) economy, the PSC continued to ensure that suppliers are paid within 30 days upon receipt of valid invoices and that suppliers who meet the Broad-Based Black Economic Empowerment (BBBEE) criteria are appointed in terms of the legislated framework. All 3 641 suppliers (100%) who rendered services to the PSC were paid within 30 days of submission of valid invoices for processing. In addition, 58% (45 out of 78) of suppliers who met the BBBEE criteria were appointed to render various services to the PSC.

The PSC continued to pursue the Institutional Practice Review (IPR) project for the reform of the PSC's legislation in the year under review. Progress on the IPR project has been brought to the attention of the 6th Parliament for consideration.

The PSC continued to implement its routine projects against the set targets. These projects include the investigation of grievances and complaints, management of the National Anti-Corruption Hotline (NACH) and monitoring of departmental compliance with the Financial Disclosure Framework (FDF). Of key to note in this regard is the increase in the number of alleged corruption cases to 1 591, up by 545 as compared to the 2018/2019 financial year with only 67% (1 067 of 1 591) of those cases closed by departments, while the PSC received feedback on 68% (1 085 of 1 591) of those cases. The PSC observed that departments are taking an extended period in providing feedback to the PSC, despite the fact that whistle-blowers are requesting feedback on progress made with investigations.

With regard to monitoring compliance with the FDF, the PSC observed that 10 053 SMS members disclosed their financial interests as required by Regulations 18 (1) and (2) of the Public Service Regulations 2016. In this regard, 98% (9 834 of 10 053) of SMS members submitted financial disclosure forms to the PSC by the due date of 31 May 2019. The scrutiny of the financial disclosure forms revealed that 1 669 SMS members in both the national and provincial departments have directorship in public and private companies, of which 38% (637 of 1669) of the SMS members did not disclose such information. The PSC advised the relevant EAs to consult with the SMS members to determine reasons for not disclosing their directorship, and where necessary disciplinary action should be instituted against these SMS members.

Nevertheless, the PSC continued implementing its commitment to a strengthened financial governance position as reflected in the financial results presented below.

### Overview of the financial results

Table 1: Departmental receipts

Departmental Receipts	2019/20			2018/19		
	Estimate R'000	Actual Amount Collected R'000	Over)/ Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000
Sale of goods and services other than capital assets	110	117	(7)	115	115	-
Interest, dividends and rent on land	25	92	(67)	9	9	-
Financial transactions in assets and liabilities	270	441	(171)	315	315	-
Transfer received	-	-	-	96	96	-
<b>Total</b>	<b>405</b>	<b>650</b>	<b>(245)</b>	<b>535</b>	<b>535</b>	<b>-</b>

The revenue received was from parking, commission insurance and garnishee interest on debts. The PSC does not charge tariffs to departments for services rendered in terms of its mandate and functions. It provides these services within its allocated budget.

Table 2: Programme expenditure

Programme Name	2019/20			2018/19		
	Financial Appropriation R'000	Actual Expenditure R'000	Over)/ Under Expenditure R'000	Financial Appropriation R'000	Actual Expenditure R'000	Over)/ Under Expenditure R'000
Administration	128,603	125,719	2,884	129,890	129,889	1
Leadership and Management Practices	49,693	48,991	702	42,536	42,208	328
Monitoring and Evaluation	42,363	42,313	50	39,563	39,509	54
Integrity and Anti-Corruption	57,570	57,506	64	52,410	52,361	49
<b>Total</b>	<b>278,229</b>	<b>274,529</b>	<b>3,700</b>	<b>264,399</b>	<b>263,967</b>	<b>432</b>

## **Unauthorised, fruitless and wasteful expenditure**

No unauthorised, fruitless and wasteful expenditure was incurred during the period under review ending 31 March 2020.

## **Future plans**

Details of the PSC's future plans can be found in its Strategic Plan for the periods 2020/21 - 2024/25 and Annual Performance Plan for 2020/21.

## **Public private partnerships**

The PSC did not enter into any Public Private Partnerships during the 2019/20 financial year.

## **Discontinued activities/activities to be discontinued**

Details of the activities that were discontinued can be found under the performance information section of each programme, where applicable.

## **New or proposed activities**

No adjustments were made to the Annual Performance Plan for 2019/20 financial year.

## **Supply Chain Management (SCM)**

The OPSC has adequate processes and systems in place to ensure an effective system of internal control which include the following:

- a) The Departmental SCM Policy was reviewed to ensure that it is strengthened and updated in line with National Treasury's SCM Circulars and Practice Notes;
- b) Delegations Framework is in place;
- c) Policy on Irregular Expenditure was reviewed in line with the latest Circular from the National Treasury;
- d) Compliance checklists have been revised and strengthened in accordance with all prescribed SCM requirements to assist in ensuring full compliance;
- e) Automation of commitments and accruals listing to ensure effective control thereof; and
- f) Financial Control Forum is in place to ensure monthly reporting, monitoring and peer review process by the Office of the Chief Financial Officer (CFO).

## **Gifts and donations received in kind from non-related parties**

No goods and services in kind were received or provided to no-related parties.

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

The Office of the Public Service Commission (OPSC) did not apply nor request for any deviations or exemptions from National Treasury, therefore there was no exemption from either the PFMA or Treasury Regulations or deviation from the financial reporting requirements received for the current and/or prior financial year.

## **Events after the reporting date**

The President, in collaboration with the National Command Council (NCC), declared a 21-day national lockdown commencing on 26 March 2020, which was subsequently extended, to help curb the spread of the Corona Virus (COVID-19) and minimize its impact on South African society. The national lockdown affected the processes for collation of performance information and verification thereof for reporting purposes as staff members were instructed to comply with the lockdown restrictions. As part of its COVID-19 Business Continuity Plan, the PSC identified minimum critical services that were maintained under Lockdown Levels 5 and 4 so as to ensure that the PSC remained functional. A Steering Committee, which included organised labour, was established ensure a safe and healthy working environment for employees. Employees were also provided with the necessary personal protection equipment to minimize the risk of infection.

Subsequent to the relaxation of the restrictions to different levels of lockdowns, staff members were expected to report for duty on rotational basis and work remotely. The PSC had to close abruptly from time to time due to reported cases of staff members who tested positive for COVID-19. The abrupt closure of the office affected the processes involved in management of performance information that lead to the submission of the annual performance information report to the Auditor-General and National Treasury. Nevertheless, management has put in place control measures that ensured that the annual performance information report and supporting evidence will be made available to the AG during the audit process.

## **Other**

No other material facts or circumstances, which may have an effect on the understanding of the financial state of affairs which is not addressed elsewhere in this report require reporting.

## **Acknowledgements and appreciation/Conclusion**

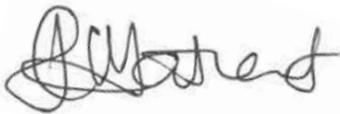
I would like to thank the PSC for the confidence it showed in the Accounting Officer of the OPSC during the period under review. Furthermore, I would like to thank the members of the PSC under the leadership of the Chairperson, Advocate RK Sizani, for availing their knowledge and wisdom.

I would also like to thank all the PSC's stakeholders for their continued cooperation. To the Audit Committee, under the leadership of Mr Sakhiseni Simelane, thank you for ensuring that the PSC remains the custodian of good governance in the Public Service and exemplary in the manner it conducts and manages its financial resources.

To Team PSC, thank you for your unwavering support and commitment in ensuring that the PSC delivers on its mandate.

## **Approval and sign off**

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



**MS IRENE MATHENJWA**  
**ACTING ACCOUNTING OFFICER**  
**OFFICE OF THE PUBLIC SERVICE COMMISSION**

**30 SEPTEMBER 2020**

## **5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT**

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

All information and amounts disclosed throughout 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 the National Treasury.

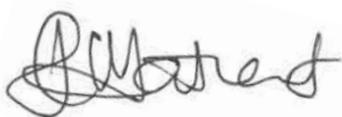
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information.

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 department for the financial year ended 31 March 2020.

Yours faithfully



**MS IRENE MATHENJWA**  
**ACTING ACCOUNTING OFFICER**

**30 SEPTEMBER 2020**

## 6. STRATEGIC OVERVIEW

### 6.1 Vision

A champion of Public Service excellence in democratic governance in South Africa.

### 6.2 Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by-

- a) investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- b) proposing measures to ensure the effective and efficient performance;
- c) issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- d) advising on personnel practices; and
- e) reporting on its activities.

### 6.3 Values

The PSC's values give direction to our actions and describe how we behave. We uphold the following values:



## 7. LEGISLATIVE AND OTHER MANDATES

### 7.1 Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Sections 195 and 196 of the Constitution, 1996<sup>1</sup>, which set out the values and principles governing public administration which should be promoted by the PSC, as well as the powers and functions of the PSC. The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice. The Constitution links the PSC's independence firmly with its impartiality and no organ of state may interfere with the functioning of the PSC.

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable to the National Assembly and must annually report to the National Assembly on its activities and performance, and to Provincial Legislatures on its activities in a province.

Given the broad mandate of the PSC, which covers all areas of public administration and the limited resources at its disposal, the PSC has elected to focus on six key performance areas:

- a) human resource management and leadership evaluation;
- b) handling labour relations and labour practices;
- c) service delivery evaluation and improvement;
- d) promotion of the democratic values and principles;
- e) conducting Public Service investigations; and
- f) promoting professional ethics.

The PSC has a responsibility to promote the values and principles governing public administration contained in Section 195 (1) of the Constitution. The values and principles are set out below:

Values and Principles	Section of the Constitution
A high standard of professional ethics must be promoted and maintained	195 (1) (a)
Efficient, economic and effective use of resources must be promoted	195 (1) (b)
Public administration must be development-oriented	195 (1) (c)
Services must be provided impartially, fairly, equitably and without bias	195 (1) (d)
People's needs must be responded to, and the public must be encouraged to participate in policymaking	195 (1) (e)
Public administration must be accountable	195 (1) (f)
Transparency must be fostered by providing the public with timely, accessible and accurate information	195 (1) (g)
Good human-resource management and career-development practices, to maximise human potential, must be cultivated	195 (1) (h)
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	195 (1) (i)

The PSC's powers and functions in terms of the Constitution are as follows:

Table 3: Powers and functions

Powers and Functions	Section of Constitution
The PSC must exercise its powers and perform its functions without fear, favour or prejudice.	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service.	196 (4) (a)

1. The Constitution of the Republic of South Africa, 1996 (promulgated by Proclamation No. 108 of 1996).

<b>Powers and Functions</b>	<b>Section of Constitution</b>
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service.	196 (4) (c)
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195.	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	196 (4) (e)
The PSC may either of its own accord or on receipt of any complaint, <ul style="list-style-type: none"> <li>o investigate and evaluate the application of personnel and public administration practices and to report to the relevant Executive Authority (EA) and legislature;</li> <li>o investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;</li> <li>o monitor and investigate adherence to applicable procedures in the Public Service; and;</li> <li>o advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public. Service</li> </ul>	196 (4) (f)
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament.	196 (4) (g)
The PSC is accountable to the National Assembly.	196 (5)
The PSC must report at least once a year to the National Assembly.	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province.	196 (6) (b)

In terms of the Constitution and other legislation relevant to the PSC, the key responsibilities are as follows:

*Table 4: Key responsibilities*

<b>Key Responsibilities</b>	<b>Powers And Functions</b>	<b>Section Of The Legislation</b>
Access documents and information	Official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act (PSA).	PSC Act: 9
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.	Constitution: 196 (4) (f)
Call upon and administer oath/ accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry.	PSC Act: 10 (2) (b)
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the PSA.	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances.	PSA 35
Evaluate	Evaluate the organisation, administration and the personnel practices of the Public Service	PSA 35
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature.	Constitution: 196 (4) (b)

Key Responsibilities	Powers And Functions	Section Of The Legislation
Examine or require a person to act	Any person to produce any book, document or object which may have a bearing on the subject of the inquiry	PSC Act: 10 (2) (c)
Exercise/perform functions	The additional powers or functions prescribed by an Act of Parliament.	Constitution: 196 (4) (g)
	The powers and the duties entrusted to it by the Constitution, the PSC Act and the PSA.	PSC Act: 8
	Its powers and perform its functions without fear, favour or prejudice.	Constitution: 196 (2)
Inspect	Departments and other organisational components in the Public Service.	PSC Act: 9
Investigate	The organisation, administration and the personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature.	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.	Constitution: 196 (4) (f)
	Compliance with the PSA.	PSA: 5 (8) (a)
	Grievances of employees and Heads of Department under certain circumstances.	PSA: 35
Issue directions	Aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195	Constitution: 196 (4) (d)
	Contemplated in Section 196 (4) (d) of the Constitution in order to ensure compliance with the PSA.	PSA: 5 (8) (a)
Keeps register	The DG: OPSC shall keep a register of designated employees' interests, who are members of the SMS.	PSR, 2016, Chapter 2
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relate.	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the PSA, the Constitution or the PSA to provincial commissioners.	PSA: 11 (b)
	On the manner in which meetings of the PSC shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in which minutes should be kept.	PSA: 11 (b)
Monitor	The organisation, administration and the personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service.	Constitution: 196 (4) (a)
Propose measures	Measures to ensure effective and efficient performance within the Public Service.	Constitution: 196 (4) (a)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service.	Constitution: 196 (4) (f)

Key Responsibilities	Powers And Functions	Section Of The Legislation
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service.	Constitution: 196 (4) (f)
	That executive authorities act in terms of a particular provision(s) of the PSA or any other law.	PSA: 35
Report	On its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	Constitution: 196 (4) (e)
	To the relevant EA and legislature on the application of personnel and public administration practices.	Constitution: 196 (4) (f)
	At least once a year to the National Assembly.	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province.	Constitution: 196 (6) (b)
	The PSC is responsible for reporting on the level of compliance as well as trends on financial misconduct in the Public Service As part of conducting its oversight work, the PSC also reports to Parliament.  The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the DPSA and the PSC on the outcome, including – (a) the name and rank of the official against whom the proceedings were instituted; (b) the charges, indicating the financial misconduct the official is alleged to have committed; (c) the findings; (d) any sanction imposed on the official; and (e) any further action to be taken against the official, including criminal charges or civil proceedings	Treasury Regulations: 4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry.	PSC Act: 10 (2)(a)
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF.	PSR, 2016, Chapter 2

## 7.2 Legislative Mandates

The PSC is a constitutional oversight body, established in 1996, primarily to promote “a high standard of professional ethics in the Public Service”<sup>2</sup>. The PSC operates in terms of the PSC Act, 1997<sup>3</sup>. The Act provides for the regulation of the PSC with regard to:

- a) the constitution of the PSC;
- b) appointment of Commissioners;
- c) designation of the Chairperson and Deputy Chairperson;
- d) conditions of appointment of Commissioners;
- e) removal from office of Commissioners;
- f) functions of the PSC (inspections, inquiries, etc.);
- g) rules according to which the PSC should operate;
- h) the OPSC; and
- i) transitional arrangements with regard to service commissions (created under the Interim Constitution).

The powers and functions of the PSC in terms of legislation is set out above.

2. Certification of the amended text of the Constitution of the Republic of South Africa, 1996 (Case CCT 37/96, para 142).

3. Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).4. <http://www.info.gov.za/issues/outcomes/index.html>

### **7.3 Policy Mandates**

The Outcomes Approach as developed by Government<sup>4</sup> provides a framework used by the PSC to assist in its strategic development and focus. In particular, the PSC contributed to Outcome 12: “An efficient, effective and development-oriented Public Service” of the Medium Term Strategic Framework (2014- 2019)

The following rules and protocols have been put in place by the PSC in terms of Section 11 of the PSC Act, in order to facilitate its operational functioning:

#### **7.3.1 Rules on Referral and Investigation of Grievances of Employees in the Public Service, which were promulgated in Government Gazette no 40359 of 21 October 2016**

The purpose of the Rules is to provide for the procedures and service standards in the investigation of grievances by the PSC, timeframes within which grievances may be referred to or lodged with the PSC and mechanisms of monitoring grievance management by departments.

#### **7.3.2 Rules for the summoning of witnesses in connection with inquiries and investigations of the PSC, published in Government Gazette No.23267 dated 28 March 2002**

The mandate of the PSC to issue summonses, is contained in Section 10 read with Section 11 of the PSC Act, 1997, as well as Section 196 (3) of the Constitution of the Republic of South Africa.

#### **7.3.3 Rules of the PSC: Managing conflicts of interest identified through the FDF for Senior Managers, published in Government Gazette No 32298 of 12 June 2009**

These Rules provide for a procedure to identify and manage potential conflicts of interest disclosed through the FDF for the SMS as prescribed in Chapter 3 of the PSR, 1999, as amended. This Chapter requires of the PSC to verify that Financial Disclosure Forms submitted are correctly completed and to scrutinise the contents of the Forms in order to establish whether potential conflicts of interest exist and to alert EAs accordingly.

#### **7.3.4 Governance Rules of the PSC, published in Government Gazette No 38620 of 30 March 2015**

The Governance Rules have been put in place to ensure the effective functioning of the PSC. These Rules, inter alia, define the powers and duties of commissioners; delegations and assignment of powers and duties; and the manner in which the meetings of the PSC must be convened. The Governance Rules are read in conjunction with the other Rules promulgated by the PSC.

#### **7.3.5 PSC Rules on Conducting Investigations, published in Government Gazette No 40552 dated 20 January 2017**

The purpose of these Rules is to provide for the investigation and evaluation of matters as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996. It describes the matters that may be investigated and evaluated by the PSC, those matters that will not be investigated, the procedure to be followed before lodging a complaint with the PSC and the information required when lodging a complaint with the PSC.

#### **7.3.6 Cooperative agreements**

In addition to the above-mentioned Rules, the PSC also performs the following functions, emanating from Cabinet decisions:

### **Management of the NACH**

In 2003, Cabinet decided to assign the PSC with the responsibility of establishing and managing the NACH. The PSC is responsible for the call center, housing a central case management system and for the referral system through the case management system which is governed by explicit protocols on referrals.

### **Resolution of Parliament**

The National Assembly adopted as its resolution the recommendation of the Portfolio Committee on Public Service and Administration with regards to the work of the PSC. The resolution requires the PSC to report on the implementation of Section 195 (1) by the administration of all spheres of government, organs of state and public enterprises in South Africa and to include its report in the annual report of the entity it is reporting on every year. In order for the PSC to fully implement the resolution, this will require legislative amendments.

4. <http://www.info.gov.za/issues/outcomes/index.html>

## Memoranda of Understanding

The PSC has entered into MoUs with various institutions. These MoU's are meant to assist organisations with similar mandates to the PSC to have an arrangement that complement's each other's legal mandates and share technical information and expertise.

The MoU's promote collaborative efforts in the promotion of democratic principles and values of the Public Service and public administration, promotes accountability and good governance and assist these organisations in cooperation with the PSC to achieve an improved and effective legislative oversight mechanism.

In promoting best practice and in pursuit of cooperation and collaboration with other institutions, the PSC, during the period under review, has entered into MoUs with the following institutions:

### *Tertiary Institutions:*

- University of Pretoria
- University of Free State
- Central University of Technology

### *Other Government Institutions*

- Public Service Sector Education and Training Authority
- Public Service Co-ordinating Bargaining Council
- Safety and Security Sectoral Bargaining Council

## 7.4 Relevant Court Rulings

The following judgments have helped to clarify the role and functions of the PSC:

Case	Brief Summary
Certification of the Constitution of the Republic of South Africa, 1996 (CCT 23/96) [1996] ZACC 26; 1996 (4) SA 744 (CC); 1996 (10) BCLR 1253 (CC) (6 September 1996).	With regard to the PSC, the Constitutional Court dealt with the certification of the formulation of the wording of the role and functions of the PSC. It ruled that the independence and impartiality of the PSC shall be provided for and safeguarded in the Constitution.
Ex Parte Chairperson of the Constitutional Assembly: In Re Certification of the Amended Text of the Constitution of the Republic Of South Africa, 1996 (1997 (2) SA 97 (CC)).	<p>The Court decided that Section 196 (1) <i>"provides that there shall be a single PSC for the Republic. As a commission it will have joint responsibility for the work that it does. This, and the fact that it consists of 14 members appointed by 10 different legislatures, enhances its independence and makes any individual commissioner less vulnerable to unfair dismissal than the Public Protector and the Auditor-General might be. The dismissal of one of 14 commissioners will not necessarily have a significant impact on the work of the PSC; the removal of the Public Protector or the Auditor-General could have a profound impact on the functioning of that office."</i></p> <p>During the proceedings, the Court also dealt with the argument that Section 196 (13) provides that a commissioner appointed by a province may perform the functions of the PSC in that province 'as prescribed by national legislation'. The Court found that <i>"that is so, but it will not relieve the PSC of joint responsibility for the work that it does, nor prevent the 13 remaining commissioners from coming to the support of an individual commissioner wrongly accused of misconduct, incompetence or incapacity."</i></p> <p>The Court also held that <i>"The functions of the PSC are materially different to those of the Public Protector and the Auditor-General..."</i> The PSC's primary function is to promote 'a high standard of professional ethics in the Public Service'. While it has important supervisory and watchdog functions, a good deal of its work will be of a routine or advisory nature. A similar distinction is to be found in the IC which affords a lesser protection to the PSC than it does to the Public Protector and the Auditor-General..."</p>
Independent Electoral Commission (IEC) v the Langeberg Municipality <sup>5</sup> .	The Court confirmed the independence of the IEC as articulated in Section 181 (2) of the Constitution. The Court held that <i>"the very reason the Constitution created the Commission was that it should be and manifestly be seen to be outside government"</i> and <i>"the Commission is accordingly not an organ of state in the national sphere of government"</i> .

5. Independent Electoral Commission v the Langeberg Municipality (as successor to the Stilbaai Municipality). Case CCT 49/00

Case	Brief Summary
	Given its standing as an Institution Supporting Democracy, as in the case of the IEC, the PSC would therefore also be regarded as an institution outside government.
Macssand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7.	<p>There will in most instances be no overlap in the functions of the PSC and Institutions Supporting Democracy, established in terms of Chapter 9 of the Constitution. Each of these institutions and the PSC operates independently of each other. There is also nothing preventing the PSC from entering into a MoJ with the Institutions Supporting Democracy to regulate how such overlaps will be managed and dealt with, or the broader relationship between such institutions.</p> <p>In a different but analogous context, the Constitutional Court<sup>6</sup> has ruled as follows in relation to the overlap of functions and role between spheres of government: “. . .these powers are not contained in hermetically sealed compartments, sometimes the exercise of powers by two spheres may result in an overlap. When this happens, neither sphere is intruding into the functional area of another. Each sphere would be exercising power within its own competence. It is in this context that the Constitution obliges these spheres of government to cooperate with one another in mutual trust and good faith, and to co-ordinate actions taken with one another.”</p>
Chirwa v Transnet Ltd and Others 2008 (4) SA 367 (CC) at paragraphs 74-76, (relying on the decision of Institute for Democracy in South Africa and Others v African National Congress and Others 2005 (5) SA 39 (C) (2005 (10) BCLR 995).	It was confirmed that the rights in Section 195 of the Constitution are not justiciable. In other words, while Section 195 of the Constitution provides important interpretative assistance, it does not found a right to bring an action for breach of any the principles. The court held that: <i>“The values enunciated in s 1 of the Constitution are of fundamental importance. They inform and give substance to all the provisions of the Constitution. They do not, however, give rise to discrete and enforceable rights in themselves. This is clear not only from the language of s 1 itself, but also from the way the Constitution is structured and in particular the provisions of Chapter 2, which contains the Bill of Rights ... the same considerations apply to the other sections of the Constitution . . . [including] Section 195(1). These sections all have reference to government and the duties of government, inter alia, to be accountable and transparent. . . . In any event, these sections do not confer upon the applicants any justiciable rights that they can exercise or protect ... The language and syntax of these provisions are not couched in the form of rights, especially when compared with the clear provisions of Chapter 2. Reliance upon the sections in question for purposes of demonstrating a right is therefore inapposite. . . .therefore although Section 195 of the Constitution provides valuable interpretive assistance it does not found a right to bring an action”.</i>
Khumalo and Another v Member of the Executive Council KwaZulu-Natal Education J-CCT10-13A.	The formulation and application of requirements for a particular post is a minimum pre-requisite for ensuring the objectivity of the appointment process. Persons who do not meet the requirements for a post in the public sector ought not to be appointed.
Minister of Defence and Military Veterans v Motau and Others [2014] ZACC 18	The Constitutional Court in this matter found that the implementation of legislation constitutes administrative action, except where there is a clear indication that it does not.
Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22	In considering what a proper investigation entails, the Supreme Court of Appeal in the above case held as follows: <i>“...the investigation must have been conducted with an open and enquiring mind. An investigation that is not conducted with an open and enquiring mind is no investigation at all. That is the benchmark against which I have assessed the investigation in this case. I think that it is necessary to say something about what I mean by an open and enquiring mind. That state of mind is one that is open to all possibilities and reflects upon whether the truth has been told. It is not one that is unduly suspicious but it is also not one that is unduly believing. It asks whether the pieces that have been presented fit into place.</i>

6. Macssand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7

Case	Brief Summary
	<p><i>If at first they do not then it asks questions and seeks out information until they do. It is also not a state of mind that remains static. If the pieces remain out of place after further enquiry then it might progress to being a suspicious mind. And if the pieces still do not fit then it might progress to conviction that there is deceit. How it progresses will vary with the exigencies of the particular case. One question might lead to another and that question to yet another, and so it might go on. But whatever the state of mind that is finally reached, it must always start out as one that is open and enquiring."</i></p> <p>While the above case was decided in relation to the Office of the Public Protector, the scope and meaning of "an investigation" as defined above applies equally, in our view to an investigation carried out by the PSC.</p> <p>In addition to the above, the court held that "His or her mandate is an investigatory one, requiring pro-action in appropriate circumstances. Although the Public Protector may act upon complaints that are made, he or she may also take the initiative to commence an enquiry, and on no more than "information that has come to his or her knowledge" of maladministration, malfeasance or impropriety in public life... But although the conduct that may be investigated is circumscribed I think it is important to bear in mind that there is no circumscription of the persons from whom and the bodies from which information may be sought in the course of an investigation. The Act confers upon the Public Protector sweeping powers to discover information from any person at all. He or she may call for explanations, on oath or otherwise, from any person, he or she may require any person to appear for examination, he or she may call for the production of documents by any person and premises may be searched and material seized upon a warrant issued by a judicial officer. Those powers emphasise once again that the Public Protector has a proactive function. He or she is expected not to sit back and wait for proof where there are allegations of malfeasance but is enjoined to actively discover the truth".(At paras 9-11)</p> <p>The PSC also has the power to perform functions of its own accord and in <i>this regard, some level of pro-activity is required of the PSC.</i></p> <p><i>In line with Section 197 (1) of the Constitution, Section 10 of the PSA Act provides the PSC with tools to be used during the course of an investigation, such as the power to summons a person to an inquiry for the person concerned to give information to the inquiry and/or to produce documents. The person so summoned can also be examined under oath.</i></p>
<p>SABC v DA (393/2015) [2015] ZASCA 156 (8 October 2015)</p>	<p>A person is not entitled to simply ignore the findings, decision or remedial action taken by the Public Protector. Moreover, an individual or body affected by any finding, decision or remedial action taken by the Public Protector is not entitled to embark on a parallel investigation process to that of the Public Protector and adopt the position that the outcome of that parallel process trumps the findings, decision or remedial action taken by the Public Protector.</p>
<p>Economic Freedom Fighters v The Speaker of the National Assembly and Others and Democratic Alliance v the Speaker of the National Assembly and Others (CCT 143/15 and CCT 171/15).</p>	<p>The court further highlighted the Constitutional obligation on the National Assembly in terms of sections 42(3) and 55(2) of the Constitution read with section 8(2) (b) (iii) of the Public Protector Act, 1994 (and section 181(3) of the Constitution) to provide for an oversight mechanism "to facilitate compliance with the remedial action" of the Public Protector.</p>
<p>Minister of Home Affairs and Another v Public Protector of the Republic of South Africa (308/2017) [2018] ZASCA 15; [2018] 2 All SA 311 (SCA); 2018 (3) SA 380 (SCA) (15 March 2018).</p>	<p>The constitutional and statutory powers and functions vested in the Public Protector to investigate, report on and remedy maladministration are not administrative in nature and so are not reviewable in terms of section 6 of the Promotion of Administrative Justice Act 3 of 2000. This being so, the Public Protector's exercise of her core powers and functions is reviewable on the basis of the principle of legality that stems from the founding constitutional value of the rule of law.</p>

Case	Brief Summary
Sun International Management (Pty) Ltd v Commission for Conciliation, Mediation and Arbitration and Others (LC) (unreported case no JR939/2014, 18-11-2016) (Lagrange J) delivered on 18 November 2016.	An employee claiming they ought to have been appointed to the position applied for, bears the onus to establish that 'but for' the employer's unfair conduct, they would have been appointed.

## 8. ORGANISATIONAL STRUCTURE

### Members of the PSC:



**Adv RK Sizani**  
Chairperson



**Mr BM Mthembu**  
Deputy Chairperson



**Ms SS Nkosi**  
Commissioner, National  
Office up to 23 April 2019



**Ms PC Nzimande**  
Commissioner, National Office



**Dr TB Luthuli**  
Commissioner, National Office



**Ms L Sizani**  
Commissioner, Eastern Cape  
with effect from 1 July 2019



**Dr WH Boshoff**  
Commissioner, Free State



**Dr MP Sithole**  
Commissioner, KwaZulu-Natal  
up to 31 August 2019



**Mr MH Seloane**  
Commissioner, Gauteng



**Mr TG Mashamba**  
Commissioner, Limpopo



**Mr DS Mkhwanazi**  
Commissioner, Mpumalanga  
up to 30 April 2019



**Ms MA Marais-Martin**  
Commissioner, Northern Cape



**Dr MS Leballo**  
Commissioner, North West



**Mr L Goosen**  
Commissioner, Western Cape

**Members of the Executive Management of the OPSC:**



**Ms I Mathenjwa**  
Acting Director-General



**Ms K Sedibe**  
Deputy Director-General:  
Leadership and Management  
Practices



**Ms I Mathenjwa**  
Deputy Director-General:  
Monitoring and Evaluation



**Mr M Malatši**  
Deputy Director-General:  
Integrity and Anti-Corruption



**Mr KZ Momeka**  
Chief Financial Officer  
(Acting CFO from 1 April  
2019, Appointed with effect  
from 1 October 2019)



**Mr DC Ndlondlozi**  
Acting Chief Director  
Corporate Services



**Ms F Viviers**  
Chief Operations Officer

**9. ENTITIES REPORTING TO THE MINISTER**

Not applicable.



## **PART B**

### **PERFORMANCE INFORMATION**



## 1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit opinion. The audit opinion on the performance against predetermined objectives is included in the report of the Auditor-General.

Refer to pages 90-93 of the Report of the AGSA, published as Part E: Financial Information.

## 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

During the period under review, the PSC's performance environment was characterised by a constrained fiscus against the backdrop of meeting its planned targets, providing institutional support to the 6th Administration and maintaining a strong control environment to promote good governance in the execution of its mandate.

As such, a total of 97 out of 101 (96%) targets (both planned and ad-hoc) were achieved of which 21 were reflected in the APP and were all achieved. Various governance structures continued to operate during the period under review, such the Ethics and Risk Management Committee, Audit Committee and Budget Committee, to render support to the operations of the PSC. As part of building internal capacity, the OPSC continued to implement the Imvuselelo Programme aimed at bringing about cultural change in the PSC. This was augmented by the internal promotion of CVPs amongst staff members. Furthermore, various training programmes were rolled out to strengthen the capacity of the OPSC in rendering support to the PSC.

The PSC noted an increase in departmental responsiveness to its efforts of promoting the CVPs thus resulting in a total of 58 promotional engagements held against the planned target of 10. This responsiveness is also evident in the service delivery intervention made by the PSC in the Health sector to unlock the service delivery bottlenecks.

Nevertheless, the PSC's performance against the selected service delivery areas is reflected the tables below.

### 2.1 Service Delivery Improvement Plan

Table 5: Main services provided and standards

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated.	<ul style="list-style-type: none"> <li>Public servants</li> <li>Government departments</li> </ul>	87% (As at 31 March 2019, 571 grievances were registered of which 497 (87%) were concluded)	80%	76% As at 31 March 2020, 806 grievances were registered of which 610 (76%) were concluded, however, 516 (85%) of the 610 cases were concluded within 30 and 45 days of receipt of relevant information as prescribed in the Grievance Rules.  The reduction in the percentage of cases concluded can be attributed to a 25% increase in the number of cases received by the PSC.
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	<ul style="list-style-type: none"> <li>National and provincial legislatures</li> <li>Public servants</li> <li>Government departments</li> <li>Public</li> </ul>	76.2% (As at 31 March 2019, there were 283 complaints on the database, of which 193 (68.2%) were finalized and 90 (31.8) were in progress. Of the 193 finalised, 147 (76.2%) were finalised within 3	96%	As at 31 March 2020, there were 315 complaints on the database, of which 225 were finalized and 90 were in progress.

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
		months of receipt of all relevant documents). 88% (As at 31 March 2019, a total of 88% (42 of 48) investigation finalised within 45 days upon receipt of documentation)	90%	100% (As at 31 March 2020, a total of 100% (44 of 44 ER investigations finalised within 45 days upon receipt of documentation).

Table 6: Batho Pele arrangements with beneficiaries

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances investigated	<b>Consultation</b>		
	Liaise with aggrieved during the investigation.	Liaise with aggrieved during the investigation.	All aggrieved employees are liaised with as part of the investigation process.
	Liaise with the relevant department during the investigation.	Liaise with the relevant department during the investigation.	All departments were liaised with during the investigation of grievances.
	Mediation process may be followed in order to resolve a grievance.	Mediation process may be followed in order to resolve a grievance.	Mediation process was followed in four (4) cases, resulting in settlement agreements between the parties.
	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment.	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment.	Since there was no inquiry, no provisional reports were made available during the period under review.
	<b>Courtesy</b>		
	Acknowledge receipt of a grievance with 48 hours of receipt thereof.	Acknowledge receipt of a grievance with 48 hours of receipt thereof.	All grievances were acknowledged within 48 hours of receipt thereof by the Chief Directorate..
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	Telephonic and email feedback on level of service was received.
	Assist aggrieved employee in completing the Grievance Form.	Assist aggrieved employee in completing the Grievance Form.	Aggrieved employees were assisted in completing the Grievance Form where requested.
	Obtain the services of an interpreter if necessary.	Obtain the services of an interpreter if necessary.	Investigators who understand the language used predominantly by the aggrieved were assigned to assist other investigators during meetings and interviews.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
			Therefore, there was no need to use external interpreters.
	<b>Access</b>		
	Grievance Rules are posted on the PSC website.	Grievance Rules are posted on the PSC website.	Grievance Rules were posted on the PSC website in October 2016.
	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules were circulated to DGs/HoDs through a memo and the Rules are also circulated to stakeholders upon request.
	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees submitted their grievances via post, e-mail, fax, hand delivery or walk ins.
	Grievance can be lodged at the National Office or any Provincial Office.	Grievance can be lodged at the National Office or any Provincial Office.	A combined total of 806 grievances had been lodged at the National Office and Provincial Offices of the PSC.
	<b>Information</b>		
	Aggrieved employee and EA provided with the contact details of the investigator.	Aggrieved employee and EA provided with the contact details of the investigator.	Aggrieved employees and EAs were provided with the contact details of the investigators.
	Aggrieved employee and relevant EA informed with the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employee and relevant EA informed with the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employees and relevant EAs were informed with the outcome of the grievances within 30 days of receipt of all information.
	Publish grievance management communiqué.	Publish grievance management communiqué.	Published two additional volumes of the grievance management communiqué through the PSC website in October 2019 and February 2020.
	<b>Openness &amp; transparency</b>		
	Inform relevant department of the grievance.	Inform relevant department of the grievance.	All departments were informed of the grievances received.
	Inform aggrieved employee of the grievance procedure and time frames.	Inform aggrieved employee of the grievance procedure and time frames.	Aggrieved employees were informed of the grievance procedure and time frames.
	Inform aggrieved employee on status of investigation on a regular basis.	Inform aggrieved employee on status of investigation on a regular basis.	Aggrieved employees were informed on the status of investigation on a regular basis.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Communicate the outcome of its investigation in writing to the aggrieved employee and EA.	Communicate the outcome of its investigation in writing to the aggrieved employee and EA.	The outcome of investigations were communicated in writing to the aggrieved employees and EAs, or relevant delegated officials.
	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted.	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted.	No formal inquiries were conducted.
	<b>Redress</b>		
	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay.	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay.	No communications were directed to aggrieved employees and EAs regarding delays in finalising grievances.
	Follow up on implementation of recommendations.	Follow up on implementation of recommendations.	Follow up on implementation of recommendations was done on a quarterly basis.
	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form.	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	5 Grievance Service Complaint Forms were received and the matters were investigated accordingly and feedback provided to the complainants.
	<b>Value for money</b>		
	Cluster of Panels formed to discuss grievances.	Panel meeting held only when there are more than 10 cases to be discussed.	To improve the turnaround of grievances, Panel meetings were held on a monthly at national office and monthly/bi-monthly basis in provinces and as and when the need arose. However, the PSC made use of its Teleconferencing facilities to save cost.
	Teleconferencing facilities used.	Teleconferencing facilities used.	Teleconferencing facilities used when the need arose.
	<b>Time</b>		
	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation.	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation.	Of the 806 grievances lodged, 725 were for levels 2- 12 of which 549 were concluded in the year under review.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
			Of the 549 concluded cases, 460 (84%) were concluded within 30 days.
	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation.	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation.	Of the 806 grievances lodged, 81 were for SMS members of which 61 were concluded in the year under review. Of the 61 concluded cases, 56 (92%) cases were finalised within 45 working days.
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made.	<b>Consultation</b>		
	Liaise with complainant during the investigation.	Liaise with complainant during the investigation'	Investigators liaised with complainants during investigations, where necessary, e.g., where additional information was required.
	Liaise with the relevant department during the investigation.	Liaise with the relevant department during the investigation.	Investigators and/or Commissioners liaised with all relevant departments during investigations.
	Submit provisional investigation report to the EA/HoD for comment.	Submit provisional investigation report to the EA/HoD for comment.	Provisional investigation reports were submitted to EAs and/or HoDs for comment.
	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	All EAs and/or HoDs were provided with an opportunity to comment within 30 days from date of receipt of the provisional report. In some cases, responses were not received from EAs and/or Heads of Department within the stipulated time frame.
	<b>Access</b>		
	Complaints Rules are posted on the PSC website.  Complaints Rules may be circulated to stakeholders upon request.  Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	Complaints Rules are posted on the PSC website.  Complaints Rules may be circulated to stakeholders upon request.  Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	Complaints Rules which were gazetted in January 2017 were posted on the PSC website in February 2017 and circulated to stakeholders upon request. With regard to mode of receipt, complaints are received via post, e-mail, short message service, fax, telephone or in person and are lodged in any official language. As at 31 March 2019, there were 283 complaints on the database,

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Complaints can be lodged at the National Office or any Provincial Office.	Complaints can be lodged at the National Office or any Provincial Office.	of which 193 (68.2%) were finalized.
	Complaint can be lodged in any official language.	Complaint can be lodged in any official language.	
<b>Courtesy</b>			
	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Investigating Officers acknowledged receipt of all complaints within 48 hours from date of receipt.
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	The Complaints Rules was Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable.
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	
	Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form.	
<b>Openness and transparency</b>			
	Inform the person whom complaint has been laid against.	Inform the person who complaint has been laid against.	The Complaints Rules was Gazetted on 20 January 2017. Nevertheless, all persons affected and implicated in a complaint are informed of a complaint and that; the complainants are informed of the complaints procedure and the time frames.
	Inform complainant on the complaints procedure and time frames.	Inform complainant on the complaints procedure and time frames.	
	Inform complainant on the status of the investigation on a regular basis.	Inform complainant on the status of the investigation on a regular basis.	
	EA/HoD provided with the final report.	EA/HoD provided with the final report.	Lastly, EAs/HoDs provided with the final reports that contain findings, advice, recommendations and/or directions.
<b>Information</b>			
	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision.	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision.	The Complaints Rules was Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	<p>If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it.</p> <p>Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised.</p> <p>May inform complainant of the outcome of the investigation where they are contactable.</p>	<p>If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it.</p> <p>Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised.</p> <p>May inform complainant of the outcome of the investigation where they are contactable.</p>	
	<b>Redress</b>		
	<p>If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.</p> <p>Follow up on implementation of recommendations and the issuing of directions.</p> <p>If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG.</p>	<p>If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.</p> <p>Follow up on implementation of recommendations and the issuing of directions.</p> <p>If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG.</p>	<p>The Complaints Rules was Gazetted on 20 January 2017. Nevertheless, the PSC followed up on implementation of recommendations and the issuing of directions in respect of all final reports issued. The positive outcome is that no dissatisfactions were raised with the DG.</p>
	<b>Value for money</b>		
	<p>Cluster of Panels formed to discuss complaints.</p>	<p>Value for money Cluster of Panels formed to discuss complaints.</p>	<p>Value for money Cluster of Panels (Grievance and Complaints Panel) met on various occasions to discuss complaints.</p>
	<p>Panel meeting held only when there are more than 10 cases to be discussed.</p>	<p>Panel meeting held only when there are more than 10 cases to be discussed.</p>	<p>Panel meetings were also held to conclude a smaller number of cases so as to ensure finalisation of complaints within the 3 months of receiving all the relevant documentation.</p>
	<p>Teleconferencing facilities used.</p>	<p>Teleconferencing facilities used.</p>	<p>Teleconferencing facilities used when the need arose.</p>

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	<b>Time</b>		
	Complaints finalised within 3 months from date of receipt of all relevant documentation.	Complaints finalised within 3 months from date of receipt of all relevant documentation.	As at 31 March 2019, there were 283 complaints on the database, of which 193 (68.2%) were finalized and 90 (31.8%) were in progress. Of the 193 finalised, 147 (76.2%) were finalised within 3 months of receipt of all relevant documents.
	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation.	Early resolution cases finalised within 45 days upon receipt of all relevant information.	As at 31 March 2019, a total of 88% (42 of 48) investigation finalised within 45 days upon receipt of documentation.

Table 7: Service delivery information tool

Current/Actual Information Tool	Desired Information Tool	Actual Achievements
In order to ensure wider accessibility, PSC reports are distributed to stakeholders.	In order to ensure wider accessibility, PSC reports are distributed to stakeholders.	All PSC reports were distributed in accordance with the distribution strategy and all published reports were placed on the PSC website ( <a href="http://www.psc.gov.za">www.psc.gov.za</a> ) for easy access.
Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically.	Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically.	All complaints handled during the reporting period that were lodged were recorded on the status-of-cases database and responded to within the allocated time frames.

Table 8: Complaints mechanism

Current/Actual Information Tool	Desired Information Tool	Actual Achievements
All complaints are recorded and responded to within the allocated time frames. Complaints from the public are referred to the Public Protector.	All complaints are recorded and responded to within the allocated time frames. Complaints from the public are referred to the Public Protector.	All complaints handled during the reporting period that were lodged were recorded on the status-of-cases database and responded to within the allocated time frames. Investigations were conducted and finalised within 3 months of receipt of all relevant documentation. Early resolution cases were finalised within 45 days of receipt of all relevant documentation.

## 2.2 Organisational Environment

The diminishing growth of the PSC's budget continued to pose challenges to the PSC in executing its mandate. Nevertheless, key impact driven flagship projects were identified in order to enable the PSC to play its strategic role in providing guidance and monitoring of the effectiveness and efficiency in the Public Service. These projects are listed as follows

- a) Promotion and evaluation of the implementation of the CVPs
- b) An assessment of leadership commitment in promoting professional ethics in the Public Service

- c) Formulation of a strategy to build capacity to deal with the consequences of the reorganisation of the state after the elections in 2019
- d) PSC's contribution to the Induction of new EAs
- e) Leadership stability
- f) An investigative analysis into poor performance of selected departments in the Public Service

In the year under review, a lot of engagements took place with EAs and government departments on the importance and promotion of the CVPs. The PSC also participated and contributed to creating awareness of the CVPs using various platforms such as the CVP launches and delivering presentations at the Executive Induction Programme hosted by the NSG.

## 2.3 Key Policy Developments and Legislative Changes

### 2.3.1 PSC Amendment Act, No 10 of 2019

To amend the Public Service Commission Act, 1997, so as to clarify the procedure with regard to the renewal of term of office of a commissioner; to provide for a commissioner to act as the chairperson when both the chairperson and deputy chairperson are absent or for any reason unable to act as chairperson; and to provide for matters connected therewith.

## 3. STRATEGIC OUTCOME ORIENTED GOALS

During the reporting period, the PSC's strategic outcome oriented goals were as follows:

- a) Make a positive impact on the attainment of an efficient, economic, effective and development-oriented Public Service
- b) Make a positive impact on the attainment of impartial and equitable service delivery that responds to the needs of the people and treat them with dignity
- c) Strengthened institutional capacity
- d) Make a positive impact on the attainment of sound labour relations and human resource management

These goals are geared towards the promotion of good governance for a successful developmental state and improved performance of government in the equitable delivery of services.

In terms of government's outcomes, the PSC contributes to Outcome 12: "An efficient, effective and development-oriented Public Service". During the reporting period, the PSC made progress towards achieving its strategic outcomes oriented goals as well as contributing to government's Outcome 12 by, amongst others, promoting best practice in Public Service leadership and human resource management through quality research reports, contributing towards building a developmental state, undertaking public administration investigations and promoting a high standard of ethical conduct amongst public servants through the management of the FDF and NACH.

## 4. PERFORMANCE INFORMATION BY PROGRAMME

### 4.1 Programme 1: Administration

#### Purpose:

The programme provides overall management of the PSC and centralised support services.

#### Sub-programmes:

- Public Service Commission
- Management
- Corporate Services
- Office of the CFO



**Mr KZ Momoka**  
Chief Financial Officer

#### 4.1.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Provide strategic direction to the PSC	APP (2018/19) approved	Strategic Plan for 2020/21-2024/25 and	Strategic Plan (2020/21-2024/25)	Achieved	None

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
		and APP (2020/21) approved	and APP (2020/21) approved in March 2020		
Provide corporate support services	Received an unqualified audit report	Unqualified audit report	An unqualified audit opinion was received in July 2019	Achieved	None
Percentage of valid invoices paid within 30 days of receipt	100% (3 912 of 3 912)	100%	100% (3 641 of 3 641)	Achieved	None
PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD in March 2019	PAIA Section 15 Notice submitted to DoJCD March	PAIA Section 15 Notice submitted to DoJCD in March 2020	Achieved	None
Number of risk management reports produced quarterly	4	4	4	Achieved	None
Number of interim financial statements submitted to NT quarterly	4	4	4	Achieved	None
% of BBBEE suppliers appointed by March 2019	59% (153 of 260)	10%	58% (45 out of 78)	Exceeded by 48%	Target exceeded due to strict compliance with SCM prescripts

### Summary of performance for Programme 1: Administration

In providing institutional support to the PSC, the OPSC maintained a vacancy rate of 7% (19 vacancies out of 274 approved posts) and out of the 9 vacant critical posts at SMS level, 6 were filled, 4 of these posts were filled by women in an effort to attain the 50% representation of women at SMS level. The MTEF Human Resource Plan for the period 2019/20-2020/22, which considered the impact of the Fourth Industrial Revolution (4IR), in terms of how it can improve the processes and system of the OPSC, was compiled, and the approved HR Plan was submitted to DPSA timeously. An Employment Equity Plan with the correct Employment Equity yardsticks was compiled and submitted to the Department of Labour timeously.

During the 2019/2020 financial year the OPSC reviewed the Human Resource Management and Development policies in order to align them to the revised Public Service Regulations (PSR), 2016 and related Determinations and Directives. Amendments were made to the organisational structure relating to the Branch: Corporate Services wherein two Chief Directorates were created. The policies had to be amended in order to align it to these changes. All the policies were tabled at the Departmental Bargaining Chamber (DBC) and selected policies were approved.

The following policies were reviewed during the 2019/2020 financial year are categorised as follows:

- "Performance Management and Development System for the SMS members"*
- "Employee Performance Management and Improvement System in respect of the employees on salary level 2-12"*

- c) *"Job Evaluation"*
- d) *"Internship", "Learnership", "People with Disabilities"*
- e) *"Remunerated Overtime"*
- f) *"Recruitment and Selection"*
- g) *"Bereavement"*
- h) *"HIV/AIDS and TB Management"*
- i) *"Management of Alcohol Abuse"*
- j) *"Smoking Policy"*
- k) *"Gender Policy"*
- l) *"Bursary Policy"*
- m) *"Special Awards and Recognition"*

The OPSC achieved a 100% submission rate in respect of the Performance Agreements (PAs) for all employees by the due date of 31 May 2019. The moderation and quality assurance of PAs for all employees was conducted during May and June 2019. The moderation of the Performance Appraisals for the 2018/2019 performance cycle in respect of 219 eligible employees (34 SMS and 185 employees below the SMS level) was finalised in September 2019 and 84 employees received performance bonuses.

The OPSC forged a relationship with organisations for People with Disabilities (PWDs) and held engagements in the following activities to enable the PSC to meet the 2% target for the employment of PWDs:

- (a) Education and awareness relating to PWDs.
- (b) Sending advertisements to organisations for PWDs to encourage their members to apply for advertised posts in line with the inherent requirements of the posts.
- (c) Raising awareness on the different types of disabilities such as visual and auditory by distributing information brochures to all employees.
- (d) Contributing to campaign(s) raising funds for PWDs by selling promotional materials such as T-shirts, caps and hats.
- (e) A review of the policy on People with Disabilities was undertaken in order to align it with the Determination and Directive on Reasonable Accommodation and provision of assistive Devices for employees with disabilities in the Public Service.

During the reporting period, the PSC's visibility improved and this was done through various mediums of communication. The Pulse of the Public Service, which was released on a quarterly basis, continued to raise the profile of the PSC. The topics that were covered in the quarterly Pulse Bulletin included, amongst others, the promotion of the CVPs, Integrity matters in the Public Service, including the NACH, Financial Disclosure Framework and scrutiny of the Financial Disclosure Forms. Media statements to support efforts by government to promote good governance in the public service were also issued. To this end, media statements were released in the area of "Support to the President of the Republic of South Africa's call for the payment of suppliers within 30 days" and on "Ethical Leadership Seminar".

Opinion pieces on topical issues were also published in the media under the name of the Chairperson of the PSC.

The PSC continues to use social media such as Facebook and Twitter to communicate key organizational activities. During the period under review, some of the PSC's events were livestreamed on the PSC's Facebook page and these included the "Dialogue: Values-Driven Public Sector: Building State Capacity through Professional Ethics and Integrity"; and "International Anti-Corruption Day". To ensure greater accessibility of PSC products, all the reports produced during the reporting period were placed on the PSC website. Likewise, the reports were also distributed during exhibitions.

In terms of internal communications, the Chairperson and DG held Information Sessions with all employees on a regular basis. These sessions afforded the Chairperson and DG an opportunity to interact with employees and brief them about key developments within the organisation. Likewise, the DG's newsletter titled: Mafhungo was published on a monthly basis whilst the PSC's internal quarterly newsletter called Izwi lase OPSC was also published. A WhatsApp group for all OPSC employees was also created to communicate matters of importance to the PSC.

Lastly, the PSC continued to strengthen its efforts to build internal capacity and broaden its strategic stakeholder relations. During this reporting period, the PSC entered into MoUs with the Universities of Pretoria and Free State, respectively, the Central University of Technology, the Public Service Sector Education and Training Authority, the Public Service Co-ordinating Bargaining Council as well as with the Safety and Security Sectoral Bargaining Council. These MoUs provide a framework for collaboration in selected areas of research, development and administrative initiatives.

#### **4.1.3 Changes to planned targets**

Not applicable.

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

Not applicable.

#### 4.1.5 Linking Performance with Budgets

2019/20				2018/19		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000
PSC	20,689	20,584	105	26,034	25,981	53
Management	15,830	15,823	7	15,021	15,008	13
Corporate Services	70,561	68,411	2,150	63,590	63,658	(68)
Property Management	21,523	20,901	622	25,245	25,242	3
<b>TOTAL</b>	<b>128,603</b>	<b>125,719</b>	<b>2,884</b>	<b>129,890</b>	<b>129,889</b>	<b>1</b>

## 4.2 Programme 2: Leadership and Management Practices

### Purpose:

The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.

### Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.



**Ms K Sedibe**

Deputy Director-General:  
Leadership and Management Practices

### 4.2.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Improved labour relations in the Public Service	As at 31 March 2019, a total of 654 cases were registered of which 559 (85.5%) were concluded	80% of all grievances concluded	76%  (As at 31 March 2020, 806 grievances were registered of which 610 (76%) were concluded, however, 516 (85%) of the 610 cases were concluded within 30 and 45 days of receipt of relevant information as prescribed in the Grievance Rules.	Not achieved by 4%  Strategic objective annual target not achieved by 4%. However, a consolidated achievement against the five year target of 80% is recorded at a cumulative 85% for the period 2015/16- 2019/20.	The reduction in the overall percentage of concluded cases from date of receipt of the cases is attributed to a 25% increase in the number of cases referred to the PSC. However, the 5 year target that was set in 2015/16 has been achieved and recorded

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
					at a cumulative 85% for the period 2015/16-2019/20.
Effective and efficient Leadership and HRM practices promoted in the public service	5	2	2	Target achieved	None

#### 4.2.2 Performance Indicators

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
% of investigations on grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant information	As at 31 March 2019, 560 grievances were registered and 488 (87%) were concluded. Of the 560 cases, 486 (87%) were for level 2-12, of which 428 (88%) were concluded, with 344 (80%) being concluded within 30 working days of receipt of all relevant information.	80%	84% (As at 31 March 2020, 806 grievances were registered of which 725 (90%) were for level 2-12. Of the 725 cases, 549 (76%) were concluded of which 460 (84%) were concluded within 30 working days of receipt of all relevant information)	Exceeded by 4%	Improved processes and engagements with departments
% of investigations on grievances of SMS members finalised within 45 working days from date of receipt of all relevant information.	95% (Of the 560 cases, 74 (13%) were for SMS members, of which 60 (81%) were concluded, with 57 (95%) being concluded	80%	92% (Of the 806 cases, 81 (10%) were for SMS members, of which 61 (75%) were concluded, with 56 (92%) being concluded within 45 working days of receipt of all relevant	Exceeded by 12%	Improved processes and engagements with departments

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
	within 45 working days of receipt of all relevant information)		information)		
Number of reports on the management of grievances in the Public Service produced.	1 (Fact Sheet approved in Dec 2017)	3	3	Achieved	Achieved
Number of communiques on grievance management produced by March 2019.	New indicator	2	2	Achieved	None
Number of research reports on labour relations produced by March 2019.	5	2	2	Achieved	None

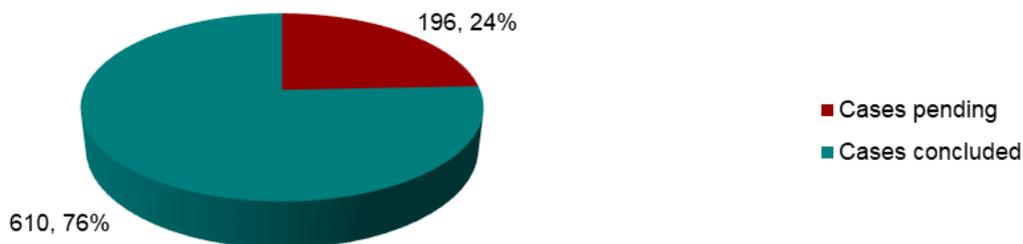
### Summary of performance for sub-programme: Labour Relations Improvement

The PSC has a mandate to promote sound labour relations that is characterised by trust, fairness, professionalism and other values that are essential in ensuring Public Service stability, productivity and responsiveness to the public.

The responsibility to promote and maintain sound labour relations in the current economic climate is easier said than done due to multiple factors, including increasing demand for quality service provision to the public and the protection of workers' rights, in contrast to the devastating reality of public sector governance failures, high unemployment rate, slow economic growth and limited financial resources. The latter factors necessitate the need to address governance failures and simultaneously review the affordability of, amongst others, the wage bill and other conditions of service as provided for through various primary, secondary and tertiary prescripts. Although there is general agreement that the Public Service, and the public sector in general, cannot operate on a 'business as usual' arrangement, there will always be disagreements on the changes that should be effected, especially if the changes require a review of existing conditions of service, including bargaining council agreements.

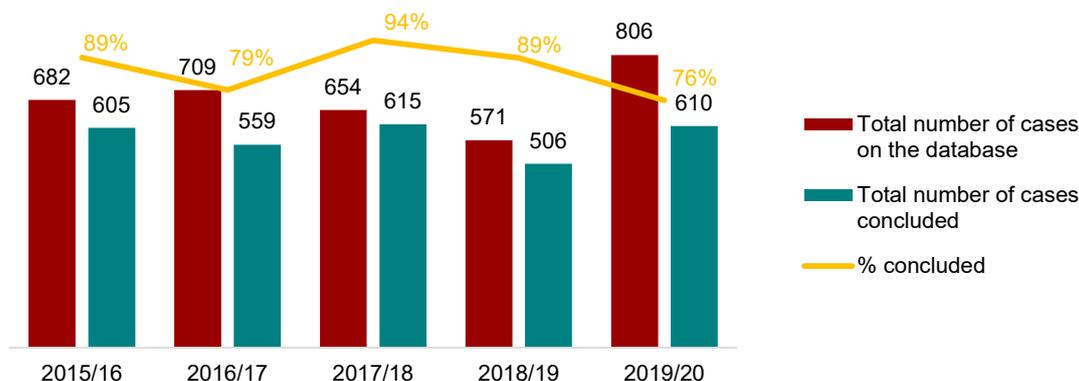
The complexity of the factors that impact on the labour relations environment demonstrate clearly that sound labour relations is not just dependent on a rigid approach to compliance with labour law prescripts, protocols and principles, it requires the achievement of a delicate balance between the legislative, ethical and broader socio-economic factors by all stakeholders. Therefore, an assessment of the state of labour relations in the Public Service must take into consideration the complexity of the environment and its impact on the employer-employee relations. This is the reason that the PSC deemed it necessary to work closely with various bargaining councils in order to share information and cooperate through various advocacy and capacity building sessions. The cooperation with bargaining councils created a platform for the PSC to engage on various labour relations issues with national and provincial departments across all provinces during workshops that were convened by the Public Service Coordinating Bargaining Council (PSCBC). In addition, the PSC participated in the 20th anniversary conference of the General Public Service Sector Bargaining Council (GPSSBC) and co-hosted workshops with the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC), as well as the national and Gauteng Province departments of Health. The collaboration with bargaining councils will continue during the 2020/2021 financial year and beyond.

In addition to collaborating with other stakeholders, the PSC investigates grievances of employees in the Public Service, makes recommendations and provides advice to address policy related issues as part of fulfilling its mandate. During the 2019/2020 financial year, the PSC dealt with 806 cases which was an increase of 25% from the cases attended to in the previous financial year, hence 610 (76%) of the 808 cases that were registered on its database were concluded, while 196 remained pending (See *Figure 1* below).



*Figure 1: Grievances dealt with in the 2019/20 financial year*

Of the 610 concluded cases, a combined total of 516 (85%) grievances were concluded within 30 and 45 working days upon receipt of relevant information as prescribed in the Grievance Rules, whereas 94 cases (15%) were concluded outside the prescribed timeframe. In addition, of the 610 concluded cases, 549 cases were for level 2-12 of which 460 (84%) were concluded within 30 working days of receipt of all relevant information and 61 cases were for members of the SMS, of which 56 (92%) were concluded within 45 working days of receipt of relevant information.



*Figure 2: Trends analysis of grievances handled by the PSC over a five-year period*

The trends analysis in Figure 2 above shows that the number of grievances referred to the PSC during 2019/2020 increased significantly when compared to the previous four years, especially the 2018/19 financial year. The increase in the number of grievances referred to the PSC is consistent with an increase in the number of grievances lodged in departments.

In addition to investigating grievances of employees, recommending remedial actions and providing advice to departments, the PSC continued to monitor the management of grievances by departments every six months, thus resulting in the publication of the Factsheet on Grievance Management for the Public Service. The challenges identified through grievance investigation and the monitoring of grievance management by departments served as the basis for the PSC to conduct advocacy sessions on the PSC's Rules on Grievance Referral for several departments to ensure compliance with the Grievance Rules. In addition, the PSC convened a strategic engagement session on Unfair Treatment in the South African Police Service and hosted a Roundtable session on the challenges experienced in relation to the moderation of performance assessments by departments. Advice and best practices on matters were also shared with departments through the production and dissemination of two volumes of the Grievance Management Communique, focusing on equal pay for work of equal value and sexual harassment in the Public Service. Department specific engagements as well as advocacy, advice and the sharing of best practices on topical issues will continue during the 2020/2021 financial year in order to assist departments to deal with particular labour relations issues prevailing in their departments.

### Summary of performance for sub-programme: Leadership and Human Resource Reviews

The prescripts, principles and practices that govern leadership and human resource management are intricately linked with labour relations management, employee productivity, organisational performance and the legitimacy of government to the public. This observation is particularly relevant in a labour intensive organisation such as the Public Service that is required to, among others, reduce inequality and poverty, maintain jobs and facilitate job creation, and increase service provision to previously disadvantaged groups and areas especially in education and health.

It is important to note that although there is a compelling case to enhance the effectiveness and efficiency of government operations through the adoption of innovative technology solutions, given the prevailing economic climate and associated financial constraints and reduction of human resource capacity, technology will not drastically reduce the size of the Public Service workforce because of the increasing population size and the continued need for a combination of service delivery modalities.

Cognisant of this reality and as part of its oversight mandate in ensuring the effective and efficient operation of administration in the Public Service, as stated in sections 196 (4)(a) to (g) of the Constitution, the PSC participated in the induction and orientation of EAs at national and provincial levels at the beginning of the 6th Administration in 2019. The engagements at the beginning of the 6th Administration were considered important in contributing towards building a capable, career-oriented and professional Public Service through preventing challenges related to non-compliance with legislative obligations placed upon EAs regarding public administration.

The basis for the PSC's inputs during the induction and orientation sessions is addressed in detail in the Guide on Governance Practice for Executive Authorities and Heads of Department (referred to as the EA-HOD Guide hereafter), which comprises of eleven chapters.

The EA-HOD Guide covers various topical issues that cut across the mandate of the PSC, including among others, the application of the CVPs, role clarification at the political-administrative interface, managing recruitment and selection practices, managing ethics in the Public Service, the role of EAs in labour relations as well as mechanism to ensure continuity when there are leadership changes. In addition, the Guide enabled the PSC to have one-on-one follow-up engagements with some EAs as well as their HODs and other members of the SMS in their respective departments, and continues to serve as a source of reference by the PSC and EAs on a continuous basis.

As part of advocating for the implementation of the PSC's recommendations from various reports, the findings and recommendations of the report on the Extent and Nature of Contract Appointments in the Public Service were presented to the Portfolio Committee on Public Service and Administration as well as Performance Monitoring and Evaluation. In addition, a Roundtable on the Extent and Nature of Contract Appointments in the Public Service was convened wherein findings and recommendations were shared with national departments and other key stakeholders. Subsequent to the national roundtable, several roundtable sessions were also convened in various provinces. In addition, the PSC's report on the Evaluation of the Effectiveness of the PMDS was also presented to the Portfolio Committee on Public Service and Administration as well as Performance Monitoring and Evaluation. The report was also presented to the DPSA, which is the custodian of the Public Service HRM Framework, including the PMDS.

In addition to implementing the stated advocacy and capacity initiatives, the PSC conducted studies in a number of areas and continued to engage with the EAs, HoDs and various other stakeholders on key topical issues. During the year under review, the PSC:

- (a) Conducted a study on the performance of the Commission on the Restitution of Land Rights, which is attached to the Department of Rural Development and Land Reform through assessing, among others, the organisational structure, skills, capacity and performance management of human resource as well as the leadership put in place to ensure implementation of the land restitution mandate.
- (b) Engaged with various stakeholders on employment equity implementation challenges and solutions in the Public Service at the Commission for Employment Equity's (CEE) strategic partner's symposium.

#### **4.2.3 Changes to Planned Targets**

Even though there were no changes to planned targets, the PSC, in response to requests from stakeholders and on its own accord due to situational analysis during the course of the financial year, completed the following activities:

- (a) A paper *"on Reflection on the challenges in the Public Service and Public Administration and the Implications for the NDP"*, which was presented at the National Planning Commission's NDP Review Colloquium.
- (b) A paper which was presented at the National Planning Commission's NDP Review Colloquium on *"Achieving a transformed, effective and development-oriented Public Service"*.
- (c) Convened Roundtable sessions for national and provincial departments on the Extent and Nature of Contract Appointments in the Public Service and produced a report based on the roundtable sessions.
- (d) Conducted advocacy sessions on grievance rules and engagement sessions and workshops on topical labour relations issues for several departments on its own and in collaboration with other stakeholders.
- (e) Provided assistance to pension beneficiaries who were experiencing challenges in accessing their pension benefits due to numerous challenges, including misplacement of submitted documents and inadequate communication channels.

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

All priority targets as outlined in the APP were delivered and in some instances exceeded. In order to be responsive to the needs of stakeholders, additional advocacy and capacity building work was completed due to improved operational processes. However, the strategic objective annual target was under-achieved by 4% and this underachievement was offset by the cumulative achievement of 85% against the consolidated 5-year target of 80%.

#### 4.2.5 Linking Performance with Budgets

Sub-Programme Name	2019/20			2018/19		
	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000
Labour Relations Improvement	15,640	15,244	396	12,912	12,802	110
Leadership and Human Resource Reviews	9,340	9,195	145	7,695	7,505	190
Programme Manager: LMP	24,713	24,552	161	21,929	21,901	28
<b>TOTAL</b>	<b>49,693</b>	<b>48,991</b>	<b>702</b>	<b>42,536</b>	<b>42,208</b>	<b>328</b>

### 4.3 Programme 3: Monitoring and Evaluation

#### Purpose:

The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.

#### Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations



**Ms I Mathenjwa**

Deputy Director-General:  
Monitoring and Evaluation

#### 4.3.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Improved functionality of the public service	100 quantitative evaluation reports produced	12 qualitative evaluation reports produced by March 2020	12 qualitative evaluation reports produced by March 2020	Achieved	None
Number of reports on Evaluation of departments against the CVPs produced.	100	12	12	Achieved	None

### 4.3.2 Performance Indicators

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Number of CVP Promotion engagements.	60	10	58	Target exceeded by 48	Target exceeded due to invitations, seizing of opportunities and requests from stakeholders.

#### Summary of performance for sub-programme: Governance Monitoring

The PSC evaluated 100 departments in 2018/19 (quantitative evaluations) and produced 12 consolidated (qualitative) reports in 2019/20 on the extent to which departments comply with the CVPs. The 12 reports covered the 9 provincial administrations, as well as citizen-facing departments (rendering services directly to the citizen), economic and governance sectors at the national level. This comprehensive set of evaluations enabled the PSC to make a clear diagnosis on the performance of the public service both at the level of each provincial government and the above-mentioned sectors at national level.

Furthermore, the evaluations propose how the form and character of the Public Service should change from institutional fundamentalism (a rules-driven and compliance orientation) towards a more responsive and values-driven Public Service.

The PSC has also, during the year under review produced the State of the Public Service Report (SOPS). The SOPS raises critical issues such as that public service managers fail to display urgency, or they do not act on the urgency they have. The challenge faced by these managers is that they wait for decisions to be made elsewhere as a result, they feel they do not have the power to put all operational requirements in place to ensure that services run smoothly. It is the PSC's view that one way to address this lack of agency is to review the management structures of the Public Service, which would require a better alignment of responsibility, authority and accountability.

On the capacity of the Public Service to deliver, the SOPS argues that skills should change from "courses attended" to "tasks that employees are proficient in" and that there should be clear strategy for building skills in the Public Service. In this regard, departments were found to have the skills for routine operations but major leaps in efficiency or effectiveness. As a result, most departments struggled to build a complement of leading experts/ specialised skills in their functional areas who can plan and implement key policy and administrative changes that will drive development.

The PSC has during the year under review held two engagements with the Standing Committee of Appropriations (SCOA).

The engagements focused on, amongst others, strategies available to significantly improve management practices in the Public Service, issues of governance across the Public Service, expenditure against budgets versus performance for national departments as well as opportunities for efficiency, effectiveness and value for money in the Public Service.

#### Summary of performance for sub-programme: Service Delivery and Compliance Evaluations

During the period under review, the PSC intensified its response to its constitutional mandate in section 196 (4)(a), namely to promote the CVPs in section 195. To support its drive towards a values-driven Public Service rather than only a compliance-driven Public Service, the PSC strengthened engagement and discussions with key stakeholders and role players such as academics, experts, government officials at national, provincial and international levels. This approach was utilised with the view of increasing the understanding of values and principles but also to identify best practices in embedding the CVPs. The approach further strengthens the values-driven Public Service foundation towards building a professional and ethical culture, accountable and responsive Public Service to restore the dignity of all citizens.

To this end, the PSC arranged the following engagements, amongst others (but not limited to):

- a) A total of 58 engagements to promote the CVPs amongst departments at both national and provincial level. During the period under review, levels below senior management were the key focus of these engagements. Government cannot claim implementation of these CVPs if it has not filtered down to the operational levels. Furthermore, other key stakeholders such as universities were also engaged.
- b) As part of the Public Service Month (PSM) programme in September 2019, the PSC used visits to clinics, hospitals and traffic centres, amongst others, to emphasise the importance of government being responsive to the needs of citizens. The Batho Pele principles which form the basis of the PSM celebrations resonates clearly with the constitutional principles.
- c) Engagements with departmental Communication Officers and Batho Pele Forum Representatives, redefining their role in the promotion of the CVPs, and strengthening collaboration between these officials and the PSC in promoting and creating awareness regarding the value of the CVPs.
- d) As part of the drive to build state capability and achieve national development priorities, and in line with its Constitutional mandate, the PSC has prioritised the building of a values-driven public sector through promoting ethical leadership and embedding the CVPs within the public sector. To this end, the PSC in partnership with the SA-EU Dialogue Facility (funded by the EU Delegation) and UNISA hosted an international dialogue on a values-driven public sector: building state capacity through professional ethics and integrity. This dialogue was well represented by a number of local and foreign dignitaries, public servants, and representatives from civil society and business, South African and EU experts from different sectors of society that contributed through presentations and active engagement in the deliberations.

In addition, the PSC has developed a CVPs booklet, which aims to develop a shared understanding of the CVPs and provide a norm of what can be expected from the public administration and most importantly, to encourage the application of the values and principles in the delivery of services. Furthermore, the PSC has, during the year under review, worked with the NSG to ensure that the CVPs are infused with the NSG training programme. This was primarily meant to ensure that during the induction of public servants, emphasis is made on the kind of Public Service that embraces the values and principles in the delivery of services.

In seeking to embed the values of professional ethics, accountability and responsiveness in public servants who interface with citizens, the PSC adopted a hybrid method of inspections and dialogues on the CVPs. During the period under review, the following healthcare facilities were revisited and engaged on the importance of the CVPs in the execution of duties, Bheki Mlangeni Hospital, Charlotte Maxeke Hospital, George Mukhari Hospital, Mamelodi Hospital and Tembisa Hospital.

In the absence of a dedicated institution to attend to suppliers that have not been paid by government, the PSC has been inundated with a number of suppliers' complaints regarding non-payment of invoices. Given its oversight role, the PSC has intervened and been engaging with both suppliers that have not been paid and relevant institutions to unlock such payments.

#### **4.3.3 Strategy to overcome Areas of under Performance**

Even though all targets have been achieved with no areas of underperformance, it is important to note that the PSC has adapted its promotional approach through the establishment of key role players within the departments such as ethics officers to educate officials on the importance of CVPs and the collective responsibility of government in the promotion of the CVPs.

#### **4.3.4 Changes to Planned Targets**

Even though no adjustments were made to the APP (2019/20), the following achievements were undertaken as additional projects or activities on the PSC's initiative and in response to requests from stakeholders as follows:

- (a) Inspections were conducted at the Cecilia Makiwane Hospital (Mental Unit) and the Frere Hospital Nerina House Nurses Home in the Eastern Cape. Key findings highlighted weaknesses in the safety and security measures at the Cecilia Makiwane Hospital whilst the conditions in which the medical personnel living at the Nerina House Nurses Home were highly unhygienic and posed a serious health risk to nurses' lives.
- (b) The PSC has taken to various media platforms to promote the CVPs, with particular focus on good governance, the professionalization of the public service and strongly condemning delinquent departments in support of President Cyril Ramaphosa's call to pay SMMEs within 30 days through thought-provoking published media articles to stimulate a national dialogue on the CVPs.

- (c) In ushering the 6th administration, the PSC in April 2019, provided the President with comprehensive inputs on enhancing the capacity of the Public Service and the reconfiguration of government to best deliver services to the citizens of the country.
- (d) A paper was produced on the advisability of appointing technically astute members of the Political Executive to Government Portfolios, delivered at the University of Limpopo on 09 May 2019.
- (e) A paper was produced on "The obligation of inclusivity, integrity and efficiency: the challenge of building an ethical professional and results oriented Public Service", delivered during the National Africa Public Service Day Celebrations held on 28 June 2019.
- (f) Opinion piece on 'Late payment of invoices by delinquent departments makes a mockery of our democracy' (Daily Maverick 11 December 2019).
- (g) Opinion piece on "High levels of corruption not only cost the economy and harm the vulnerable but threaten democracy itself, entitled 'SA must clean out corruption or remain in a state of arrested development' (Business Day 08 December 2019).
- (h) Opinion piece on "It is critical for the public service to pursue rules and regulations that are balanced with an ethical organizational culture- 'It will be a national development pipe dream without values' (Business Day 26 February 2020).
- (i) Opinion Piece on "SA must clean out corruption or remain in a state of arrested development". Business Day 08 December 2019. International Anti-Corruption Day.

#### 4.3.5 Linking Performance with Budgets

Sub-Programme Name	2019/20			2018/19		
	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000
Governance Monitoring	9,171	9,158	13	9,762	9,755	7
Service Delivery and Compliance Evaluations	9,977	9,971	6	7,908	7,889	19
Programme Manager: M&E	23,215	23,184	31	21,893	21,865	28
<b>TOTAL</b>	<b>42,363</b>	<b>42,313</b>	<b>50</b>	<b>39,563</b>	<b>39,509</b>	<b>54</b>

#### 4.4 Programme 4: Integrity and Anti-Corruption

##### Purpose:

The programme is responsible for undertaking public administration investigations, promoting a high standard of professional and ethical conduct amongst public servants and contributing to the prevention and combating of corruption.

##### Sub-programmes:

- Public Administration Investigations
- Professional Ethics.



**Mr M Malatši**  
Deputy Director-General:  
Integrity and Anti-Corruption

#### 4.4.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Improved public administration practices <sup>6</sup>	68.2%	70%	71% (As at 31 March 2020, there were 315 complaints on the database of which 225 were finalised)	Target exceeded by 1%	Target exceeded due to close monitoring of investigations.
Promote professional ethics	00% (10 253 of 10 253)  99.9% (1 075 of 1 076)	100%  90%	100% (10 053 of 10 053)  100% (1 591 of 1 591 of NACH cases referred)	Target achieved  Target exceeded by 10%	None  The target was exceeded due to following and monitoring of the standard operating procedures.

#### 4.4.2 Performance Indicators

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
Percentage of public administration investigations finalised within 3 months upon receipt of all relevant documentation	76.2% As at 31 March 2019, there were 283 complaints on the database, of which 193 were finalized and 90 were in progress. Of the 193 finalised, 147 (76.2%) were finalised within 3 months of receipt of all relevant documents.	70%	96% As at 31 March 2020, there were 315 complaints on the database, of which 225 were finalized and 90 were in progress. Of the 225 finalised cases, 216 (96%) were finalised within 3 months of receipt of all relevant documents	Target exceeded by 26%	Target exceeded due to close monitoring of investigations
Number of factsheet on financial misconduct produced.	1	1	1	Achieved	None

6. *Macassand v City of Cape Town and Others* unreported judgment of the Constitutional Court, [2012] ZACC 7

Performance Indicator	Actual Achievement 2018/19	Planned Target 2019/20	Actual Achievement 2019/20	Deviation from Planned Target to Actual Achievement for 2019/20	Comment on Deviations
% of NACH cases referred within 7 days of receipt of case report.	99.9% (1 075 of 1 076)	90%	100% (1 591 of 1 591)	Target exceeded by 10%	Target exceeded due to close monitoring of referrals.
Number of reports on the closure of NACH cases by departments.	1	1	1	Number of reports on the closure of NACH cases by departments.	None
Number of overview reports Financial Disclosure Framework produced.	New indicator	1	1	Achieved	None
Number of research reports in professional ethics.	New indicator	1	1 (Report on "Assessment of professional ethics in the Public Service" produced in March 2020)	Achieved	None
% of early resolution cases finalised within 45 days upon receipt of all relevant information.	88% (42/48)	90%	100% (A total of 48 of 48 ER cases finalised within 45 days from date of receipt of all relevant information)	Target exceeded by 10%	Target exceeded due to close monitoring of investigations

### Summary of performance for sub-programme: Public Administration Investigations

The PSC has the mandate in terms of section 196 (4) of the Constitution to investigate either of its own accord or on receipt of any complaint of personnel and public administration practices and to report to the relevant EAs and legislatures. The demands on the PSC to conduct investigations have increased over the years. Broadly, these investigations relate to personnel practices (irregular appointments, transfers, qualifications and compensation related allegations), SCM practices and poor service delivery.

Through investigations, the PSC reports on compliance with national norms and standards, issue directions on matters pertaining to personnel practices, provide advice on best practice and recommends corrective actions that must be undertaken by departments. Such reports do not only provide valuable information to the Executive, Parliament and the Provincial Legislatures in performing their oversight responsibilities, but also serve as a conduit through which best practice is promoted in the Public Service.

Figure 3 below provides an overview of the status of complaints on the database of the PSC for the period ending 31 March 2020.

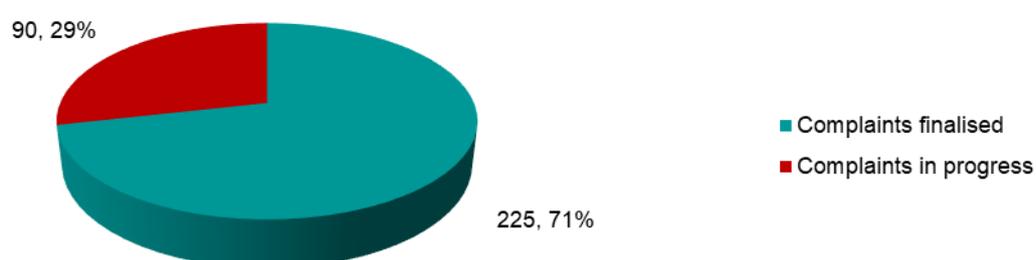


Figure 3: Status of complaints on the database of the PSC for the period ending 31 March 2020

In relation to complaints lodged with the PSC, as at 31 March 2020, a total of 315 complaints/requests for investigations were on the database of the PSC. Of the 315 complaints, 225 (71%) were finalised and 90 (29%) were in progress. A breakdown of the nature of the 315 complaints handled by the PSC during the financial year 2019/2020 indicates that 126 complaints (40%) relate to personnel practices and 189 complaints (60%) relate to public administration practices.

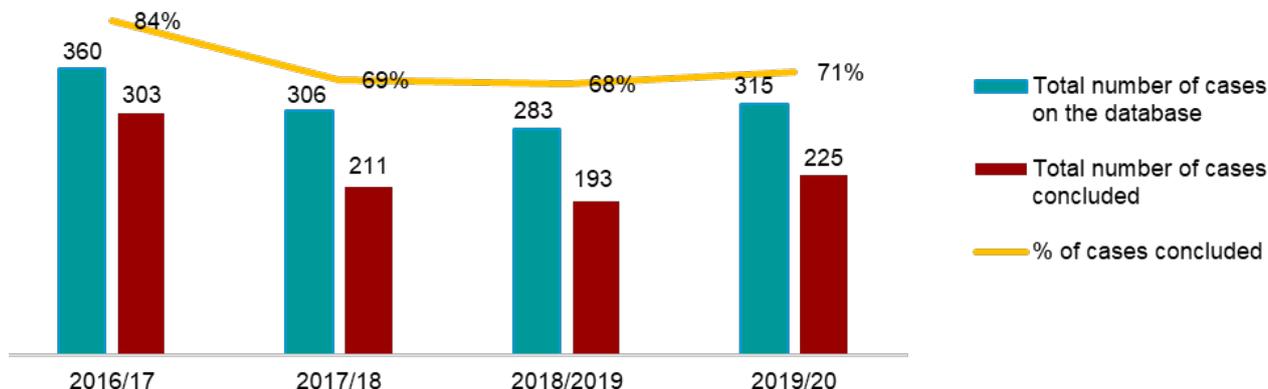


Figure 4: Trends analysis of the management of complaints over the past four years

Figure 4 above shows a fluctuation in the percentage of the closure rate of cases over a four-year period. There has been a slight increase in the closure rate in the 2019/20 financial year in comparison to the 2018/2019 financial year. The slight increase in the percentage of the closure rate of complaints could be ascribed to close monitoring and change of approach in doing work.

Although there is a slight increase in the percentage of the closure rate of complaints, challenges were still experienced as highlighted below:

#### Cost containment measures

- Travelling: continues to affect investigations in that investigators have to rely for the most part on conducting desktop investigations, thus compromising the efficiency and effectiveness of investigations. This approach has far-reaching consequences for investigations. Examples in this regard is conducting interviews telephonically.
- Abolishment of posts: leaves fewer employees having to do more work the resultant being the PSC having to come up with strategies to do more with less.

#### Complex investigations

The Programme continues to receive complex investigations requiring more time to be spent on them, which resulted in a single investigator spending more time on a single investigation, thus affecting other investigations. Some of these complex investigations conducted by the PSC during the 2019/20 financial year included investigations at the Department of Agriculture Forestry and Fisheries (DAFF), as well as the Department of Public Works and Infrastructure (DPWI). These investigations focused on Human Resource related practices, SCM practices as well as Labour Relations issues and of which the DAFF investigation was conducted by a cross-functional investigating team. Resulting from the investigation at the DAFF, various findings were made whereby the regulatory prescripts were not adhered to. As a result, appropriate recommendations were issued to address such findings.

As far as the investigation conducted at the DPWI is concerned, Phase 1 pertaining to the review of appointments of members of the SMS was completed in the previous financial year, whilst Phase 2 pertaining to the review of appointments on salary level 12 and below was finalised in October 2019. It was found that during the appointment of –

- 37 members of the SMS, in 12 instances such appointments were irregular; and
- 647 employees on salary levels 12 and below, in 10 instances such appointments were irregular.

Recommendations/directions issued in respect of these investigations included the institution of corrective action against those employees involved in the incorrect appointments as well as the correcting of such irregular appointments by approaching the Court (as per section 5(7)(a) of the Public Service Act, 1994).

The above investigations had a positive impact in that they were the subject of a number of media reports which placed the PSC in the lime-light, thereby contributing towards the advocacy of the role of the PSC as well as promoting the values and principles set out in section 195 (1) of the Constitution of the Republic of South Africa, 1996. In addition, recommendations made are aimed at contributing adherence to the regulatory framework and enhancing sound public administration.

### Review of complaints

The final report in respect of the DAFF investigation was forwarded to the EA for implementation of recommendations. Subsequently, a Notice of Motion was served by the DG of DAFF. This requires the investigation team to focus on the review which then compromised focus on other investigations.

### Testifying in disciplinary proceedings

The final report in respect of the DAFF investigation was forwarded to the EA for implementation of recommendations. The EA is in the process of implementing the recommendations made by the PSC, which required the PSC (investigators) to testify in the matter. Given that the disciplinary hearings will extend over a lengthy period of time, it compromised focus on other investigations.

Further to the above, as part of its investigative research into public administration practices, the PSC has since 2001 reported on the outcome of completed disciplinary proceedings on financial misconduct in the Public Service on an annual basis.

These reports have heightened awareness of the negative impact of financial misconduct on service delivery and it is hoped that departments will address the issues, and in so doing, promote greater accountability and transparency in financial management. The Factsheet contains information on completed disciplinary proceedings on financial misconduct reported by national/provincial departments, a trend analysis of completed disciplinary proceedings on financial misconduct and disciplinary proceedings on financial misconduct that were not completed by national departments as at 31 March of the respective financial year.

### Summary of performance for sub-programme: Professional Ethics

The fight against corruption is one of the key priorities of government. The PSC continued to manage the NACH in-house. The NACH is a system designed by government to enable members of the public and public servants to report any form of corruption they happen to be aware or suspicious of in their respective areas by reporting to 0800 701 701 hotline number. Whistle-blowers call the NACH to report corruption without fear of victimization as the NACH offers anonymity. The allegations reported are immediately brought to the attention of the relevant Law Enforcement Agency or departments. To this end, during the period under review, the number of cases of alleged corruption increased to 1591, up by 545 as compared to the 2018/2019 financial year.

Figure 5 below provides a breakdown of the cases at national, provincial and public entity level, and shows that the vast majority of the cases reported (63%) are from public entities. In fact, all these cases related to the South African Social Security Agency (SASSA).

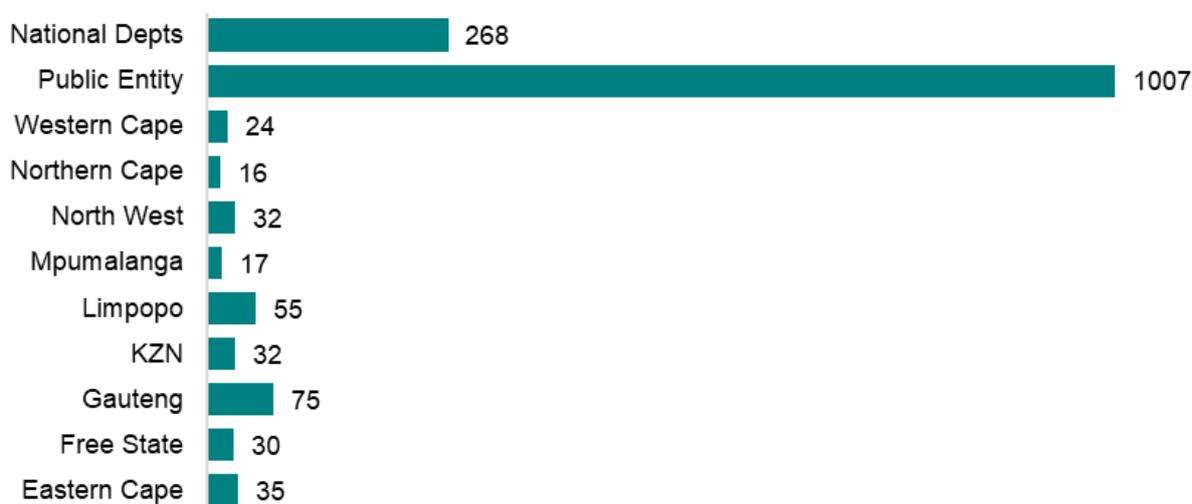


Figure 5: Breakdown of the NACH cases at national, provincial and public entity level

During the period under review, 69 complaints of alleged corruption relating to national and provincial departments were closed on the Case Management System of the NACH as shown in Table 1 below. In addition, the CGP closed 99 complaints of alleged corruption which were cases reported during the previous financial years. The PSC also closed 999 cases relating to public entities during the 2019/2020 financial year. Public entities are only required by the PSC to report on the conclusion of these cases on a regular basis. The reasons for not investigating the complaints beyond the initial assessment are a combination of the following:

- a) The complaints did not reasonably raise a suspicion of misconduct.
- b) The complainants were informed that another law enforcement agency or court was more appropriate to deal with the matter.
- c) The matter fell outside of the mandate of the Public Service.
- d) Callers did not provide adequate information for investigation.

Table 2: Status on the closure of NACH cases during the 2019/2020 financial year

National/ Province	Cases Referred	Feedback Received	% Feedback Received	Cases Closed	% Closed Cases	Outstanding Cases
National	268	30	10%	30	10%	238
Eastern Cape	35	0	0	0	0	35
Free State	30	18	60%	18	60%	12
Gauteng	75	0	0	0	0	75
Kwazulu-Natal	32	0	0	0	0	32
Limpopo	55	20	36%	20	38%	35
Mpumalanga	17	0	0	0	0	17
North West	32	0	0	0	0	32
Northern Cape	16	0	0	0	0	16
Western Cape	24	18	0	0	0	24
Public Entities	1007	999	99%	999	99%	8
<b>Total</b>	<b>1591</b>	<b>1085</b>	<b>68%</b>	<b>1067</b>	<b>67%</b>	<b>524</b>

The PSC observed that departments take extended periods of time in providing feedback to the PSC. The effectiveness of an investigation is influenced by the time it takes to conclude the investigation without unwarranted delays. If the delay is unreasonably long and cannot be explained, it is likely to cause prejudice to the complainant who reported the allegations in good faith.

Generally many investigations are prolonged due to variety of factors like the complexity of the case and the availability of supporting information. The PSC has expressed concern regarding the delays observed in finalising corruption cases. As a result, the PSC has requested all departments to complete investigations within a reasonable time to avoid the notion of "nothing will change," which is associated with poor governance. In terms of section 195 (1) (e) of the Constitution, people's needs must be responded to and the public must be encouraged to participate in policy making.

During the reporting period, the PSC participated in efforts led by the MPSA to revitalise the NACF. The NACF is a cross-sectoral forum consisting of government, civil society and business in the purpose of fighting against corruption in the country.

The MPSA is the government leader and the convener of this Forum. Two networking sessions regarding the revival of the NACF were postponed in November 2019 due to other competing demands. The NACF was, inter alia, established with the following objectives:

- a) To contribute towards the establishment of a national consensus through coordination of sectoral strategies against corruption;
- b) To advise Government on national initiatives on the implementation of strategies to combat corruption;
- c) To share information and best practices on several anti-corruption work; and
- d) To advise sectors on the improvement of sectoral anti-corruption strategies.

The PSC hosted the International Anti-Corruption Day on 09 December 2019, under the theme: "United Against Corruption: Building a Culture of Accountability for Sustainable Development". During the engagement focus was placed on how corruption negatively affects education, health, justice, democracy, prosperity, and development of a country or society. Steps taken by government to prevent and detect proceeds of crime were also highlighted. The following topics were covered: Contextualising the extent of corruption; Taking concrete action against corruption: reflections and progress as well as Active citizenry in building an accountable governance. The key message from the PSC was that to build a culture of accountability and ensure transparency, which requires sustained good governance, citizens should have access and the tools to meaningfully engage and participate in their government.

The PSC is mandated in terms of Section 195 "to promote a high standard of professional ethics". The promotion of professional ethics also forms part laying the foundation for the professionalization of the Public Service. Various ethics initiatives have been implemented by the PSC to encourage ethical behaviour and integrate ethics into the Public Service. This included the promotion of professional ethics by conducting briefing sessions and workshops on the Code of Conduct to address issues related to professional ethics at departments; targeted visits to national and provincial departments to conduct workshops on professional ethics as well as roundtables on professional ethics. The PSC held an Ethical Leadership Seminar during Nelson Mandela Month, to engage with public servants on the ethical values that former President Nelson Mandela stood for. The theme for the Seminar which was held on 19 July 2019 was "Leading like Mandela: Dawn of the new era of ethical, value based leadership". This Seminar focused on the following topical issues: The current state of leadership; desired state of ethical leadership; the context of ethical leadership as well as the programme of action for attaining ethical leadership.

As part of discharging its custodial oversight responsibilities relating to the promotion of professional ethics, the PSC monitors the implementation of the Financial Disclosure Framework by members of the SMS members throughout the Public Service. The Framework was introduced in the Public Service in 1999 as a crucial stride to maintain the public's confidence in the government structures. Currently, the Framework is incorporated in Chapter 2 of the PSR, and requires that all SMS members in the Public Service must disclose all their registrable interests annually to their HoDs, by no later than 30 April each year. Within the same period, HoDs must submit their financial disclosure forms in terms of Regulation 18(2) of the PSR, 2016, to their respective EAs. The PSC continues to play a critical role in monitoring the implementation of the Framework for SMS members in the Public Service.

To this end, during the period under review, 10 053 SMS members disclosed their financial interests as required by Regulation 18 (1) and (2) of the PSR, 2016. Out of 10 053, only 9834 SMS members submitted financial disclosure forms to the PSC by the due date of 31 May 2019 as shown at Table 3.

*Table 3: Overview of the extent of compliance with the requirement to submit financial disclosure forms as at 31 May 2019 in respect of the 2018/2019 financial year*

No of SMS members	No of SMS members who disclosed their financial interests between 01 & 30 April 2019	No of SMS members who disclosed their financial interests between 01 & 31 May 2019	Number of forms submitted to the PSC as at the due date of 31 May 2019		Number of forms not submitted to the PSC as at the due date of 31 May 2019	Number of SMS members who did not disclose their financial interests	% of forms received by the PSC as at the due date of 31 May 2019	% of SMS members
			Appointed after 1 April 2019	Appointed before 1 April 2019				
National Departments	5797	5734	11	32	5600	134	63	96.6
Government Components	143	142	0	0	56	86	1	39.2
Eastern Cape	647	635	0	1	636	0	11	98.3
Free State	370	370	0	0	370	0	0	100
Gauteng	774	773	0	0	773	0	1	99.9

No of SMS members	No of SMS members who disclosed their financial interests between 01 & 30 April 2019	No of SMS members who disclosed their financial interests between 01 & 31 May 2019	Number of forms submitted to the PSC as at the due date of 31 May 2019		Number of forms not submitted to the PSC as at the due date of 31 May 2019	Number of SMS members who did not disclose their financial interests	% of forms received by the PSC as at the due date of 31 May 2019	% of SMS members
			Appointed after 1 April 2019	Appointed before 1 April 2019				
KwaZulu-Natal	601	599	0	0	599	0	2	99.7
Limpopo	490	489	0	0	489	0	1	99.8
Mpumalanga	308	307	0	0	307	0	1	99.7
Northern Cape	243	243	0	0	243	0	0	100
North West	356	356	0	0	356	0	0	100
Western Cape	406	405	0	0	405	0	1	99.8
Provincial total	4195	4177	0	1	4178	0	17	96.6
<b>Grand total</b>	10135	10053 (99%)	11	33	9834	220	81	97

In essence, the PSC received **97%** of the financial disclosure forms of the total number of SMS members in the Public Service as at 31 May 2019. There are **220** financial disclosure forms that were submitted internally in departments, but the HoDs and EAs did not release them to the PSC. There are also **81** SMS members who did not disclose their financial interests at all.

The majority of these SMS members (**63**) are from national departments. The Eastern Cape Province has the most number (**11**) of SMS members among provinces, who contravened Regulation 18 of the PSR, 2016 by not disclosing their financial interests.

The forms revealed that 1 669 SMS members in both National and Provincial departments have directorships in public and private companies and 637 did not disclose such information. The PSC advised EAs to consult with the SMS members to determine the reasons for not disclosing their directorships, and where necessary disciplinary action should be instituted against these SMS members.

Various measures have been put in place to strengthen and inculcate an ethical culture in the Public Service. However, it is important to note that the CVPs are the corner stone upon which to build a Public Service that is ethical and is values driven. By virtue of the PSC mandate to perform its functions in the interest of the maintenance of effective and efficient public administration and a high standard of professional ethics in the Public Service, the PSC has a critical role to play in realisation of an ethical Public Service.

#### **4.4.3 Strategy to overcome Areas of under Performance**

Not applicable

#### **4.4.4 Changes to Planned Targets**

Not applicable.

#### 4.4.5 Linking Performance with Budgets

Sub-Programme Name	2019/20			2018/19		
	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	Over)/Under Expenditure R'000
Public Administration Investigation	15,433	15,422	11	12,861	12,854	7
Professional Ethics	20,397	20,368	29	19,003	18,972	31
Programme Manager: IAC	21,740	21,716	24	20,546	20,535	11
<b>Total</b>	<b>57,570</b>	<b>57,506</b>	<b>64</b>	<b>52,410</b>	<b>52,361</b>	<b>49</b>

## 5. TRANSFER PAYMENTS

### 5.1 Transfer Payments to Public Entities

The PSC has not made any transfer payments to public entities during the reporting period.

### 5.2 Transfer Payments to all Organisations other than Public Entities

The PSC has not made any transfer payments to any organisation during the reporting period.

## 6. CONDITIONAL GRANTS

### 6.1 Conditional Grants and Earmarked Funds Paid

No conditional grants and earmarked funds were paid during the period 1 April 2019 to 31 March 2020.

### 6.2 Conditional Grants and Earmarked Funds Received

No conditional grants and earmarked funds were received during the period 1 April 2019 to 31 March 2020.

## 7. DONOR FUND

### 7.1 Donor Funds Received

No donor funds were received during the reporting period. On 18 October 2017, Cabinet approved Criminal Assets Recovery Account (CARA) funding amounting to R3, 750, 000.00

## 8. CAPITAL INVESTMENT

### 8.1 Capital Investment, Maintenance and Asset Management Plan

During the reporting period, no infrastructure projects were done, and there were no plans to close down or downgrade any of the current facilities. There were no day-to-day and major maintenance projects undertaken or maintenance backlog experienced.

All official assets of the PSC were captured in the Asset Register in accordance with the minimum requirements as set by National Treasury. However, the second full asset verification was interrupted and therefore could not be finished due to the rapid outbreak of the COVID-19 that led to the President's proclamation of 21-days national lockdown with effect from 27 March 2020 to 16 April 2020.



# PART C

## GOVERNANCE



## 1. INTRODUCTION

The PSC employs several mechanisms that are directed towards the enhancement of the standard of corporate governance in the organization. These mechanisms include, inter alia, the application of the PFMA and Treasury Regulations, the Heads of Department's Performance Agreement Framework, the PSC Audit Committee and Internal Audit function, the OPSC Risk Management Strategy and Policy, as well as the Anti-Corruption and Fraud Prevention Plan. The following are the structures that are central to the functionality of the PSC:

- a) Plenary (which is the highest decision-making body in the PSC),
- b) Executive Committee,
- c) Specialist Teams,
- d) Audit Committee,
- e) Executive Management Committee ,
- f) Ethics and Risk Management Committee,
- g) Information Technology Steering Committee,
- h) Budget Committee and
- i) SCM structures such as the Bid Evaluation Committee and Bid Adjudication Committee.

In addition to the above structures, the OPSC has established a Management Committee, consisting of SMS members and the Provincial Directors' Forum (PDF) to facilitate operational performance reporting, information sharing and coordination between management and staff.

## 2. RISK MANAGEMENT

The PSC has a Risk Management Framework that includes a Risk Management Policy and Strategy, Risk Appetite Statement and Risk Management Implementation Plan. These were reviewed during the financial year.

The risk management process is aligned to the strategic planning process of the PSC. The PSC held its Strategic Planning Session in July 2019, and its Operational Planning Session in October 2019. The following strategic risks were identified, affecting the execution of the PSC's mandate:

- a) Unprofessional and unethical behavior of public servants impacting negatively on the discharge of their duties
- b) None cooperation of departments in the execution of the PSC mandate
- c) Lack of political will to promote ethical leadership in the Public Service
- d) Misaligned IGCMS & Data Warehouse resulting in the M&E producing unreliable, incomplete and inaccurate information
- e) Poorly managed governance structures and lack of monitoring of decisions taken

The Strategic Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis. The PSC achieved mixed results in terms of its ability to mitigate the strategic risks, mainly as they were linked to the lack of availability of financial resources to fund key performance areas and its impact on the PSC's reputation. As at 31 March 2020, the impact of the COVID-19 on the PSC resources and implementation of the APP was regarded as a major risk, which required the development and implementation of a Business Continuity Plan, which was continuously reviewed.

The Ethics and Risk Management Committee was chaired by the CFO. All the critical issues that arise from the Committee meetings are escalated and brought to the attention of the Accounting Officer on a regular basis. Each of the Branches in the OPSC has a Risk Coordinator (at SMS level) to reflect joint ownership of risk management responsibilities. The Risk Coordinators are responsible for ensuring that the Risk Registers are discussed at Branch meetings, risk-mitigating strategies/plans to manage and keep risks at an acceptable level are developed, new and emerging risks are identified and reflected in the risk registers.

The Audit Committee advises the PSC on risk management and independently monitors the effectiveness of the system of risk management. The PSC provides the Audit Committee with regular reports on the status of risk management.

## 3. FRAUD AND CORRUPTION

Two senior managers were designated as ethics officers, in compliance with Chapter 2 of the PSR, 2016. The PSC also established an Ethics and Risk Management Committee, chaired by the Chief Financial Officer, to oversee the institutionalizing of ethics and integrity within the PSC.

The PSC focuses strongly on ethics and fraud awareness. The PSC is committed to a zero-tolerance approach to fraud and corruption. The PSC has an approved Anti-Corruption and Fraud Prevention Plan that is managed by the Ethics and Risk Management Committee.

The Plan includes Whistle-Blowing Guidelines to provide employees with a mechanism to raise concerns about fraud and corruption. The Guidelines are intended to encourage and enable employees to raise serious concerns about fraud and corruption within the PSC rather than overlooking such a problem or “blowing the whistle” outside. The Guidelines provide steps for reporting within the PSC (e.g. DG and EA) and to the NACH. In addition, a Whistle-Blowing Log is maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms.

The Ethics and Risk Management Committee provided oversight over the implementation of the Risk Management Implementation Plan and the Anti-Corruption and Fraud Prevention Plan.

#### **4. MINIMISING CONFLICT OF INTEREST**

Senior Management Service:

A 100% submission rate was achieved at the end of April 2019 in respect of the SMS members, and newly appointed SMS members submitted their forms within the prescribed period. The financial disclosure forms of designated employees were scrutinized in terms of Regulation 21(2) of the PSR, 2016.

Implementation of MPSA Directive in respect of other designated employees:

A 100% submission rate was achieved in respect of the 107 employees in the OPSC who are classified as “Any other designated employees” in terms of Regulation 18 (3) of the PSR, 2016. A letter on the scrutiny of the financial disclosure forms for designated employees for the 2018/2019 financial year was submitted to the DG: Public Service and Administration on 11 September 2019.

The Gift Register was scrutinised for actual or potential conflicts of interest and all employees in the PSC are required to request permission from the EA or DG (as delegated authority) before they perform remunerative work outside the Public Service (RWOPS).

All employees (SMS and Non-SMS) are advised to apply for RWOPS when they contemplate doing so. As at 31 March 2020, 24 employees had permission to perform RWOPS.

Members of different committees responsible for SCM had to declare and sign declaration of interests during their committee meetings. They also undertook to adhere to the requirements of the code of conduct for bid adjudication committees. SCM Practitioners were issued with a Code of Conduct for SCM Practitioners and are required to sign the code of conduct form for SCM Practitioners.

#### **5. CODE OF CONDUCT**

The Code of Conduct for the Public Service is a guiding document for the good conduct of employees in the OPSC. During the period under review, workshops on the Code of Conduct were facilitated at branch level, as well as in all provincial offices, the Code of Conduct for the Public Service was circulated to all employees; and employees signed receipt and confirmed that they have appraised themselves of the content of the Code.

The OPSC complies with the Code in that it enforces the Code of Conduct. The Disciplinary Code and Procedures for the Public Service applies to instances of non-compliance or a breach of the Code of Conduct.

#### **6. OCCUPATIONAL HEALTH SAFETY AND ENVIRONMENTAL ISSUES**

The PSC has an Occupational Health and Safety (OHS) Committee that is responsible for occupational, health and safety issues and there is an approved OHS Policy in place, which is reviewed from time to time. The PSC believes that a safe and hazard free working environment is one of the most important factors in enhancing commitment and unquestionable performance of its employees.

#### **7. PORTFOLIO COMMITTEES**

There were no issues on the PSC’s performance or functioning that were raised by any Portfolio Committee during the 2019/2020 financial year. However, the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evacuation (PSA/PME), has made some recommendations during the Budgeting Review and Recommendation Report (BRRR) in October 2019 prior the tabling of the Medium Term Budget Policy Statement (MTBPS) by the Minister of Finance. The Committee requested the PSC “to conduct a study on negligence and the state of the public health system caused by the health professionals in hospitals” which, if adopted by the National Assembly as a resolution of Parliament, would have an impact on how the PSC processes requests from stakeholders in view of its financial constraints. If the National Assembly resolves that the PSC should investigate all Portfolio Committee requests, this would pose a financial and human resource burden on the already financially strapped PSC.

It should however be noted that the PSC has, over the years, played a key role in enabling Parliament to exercise its political oversight function over departments and the Executive, through the provision of evidence-based research findings and recommendations that Portfolio Committees were able to hold departments accountable.

During the 2019/20 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on sixty-one (61) occasions (11 engagements in Parliament and 50 engagements in the provincial legislatures) as compared to 51 interactions and briefings (18 engagements in Parliament and 33 engagements in the provincial legislatures) in the 2018/2019 financial year. This demonstrates how serious the PSC takes its reporting responsibilities to both Parliament and the provincial legislatures.

## 8. SCOPA RESOLUTIONS

There were no issues raised by the Standing Committee on Public Accounts (SCOPA).

## 9. PRIOR MODIFICATIONS TO AUDIT REPORTS

There were no prior modifications to audit report for the period under review.

## 10. INTERNAL CONTROL UNIT

The PSC has effective and efficient systems of financial, risk management and internal control as required in terms of section 38 of the PFMA. However due to budgetary constraints, the PSC does not have an internal control unit and as a result the internal audit function is outsourced to BDO (previously known as Grant Thornton) during the 2019/20 financial year.

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

As required by the PFMA (1999) and the Treasury Regulations (TR) (2005), the PSC has established an Internal Audit function, through outsourcing, and the Audit Committee. Both Internal Audit and Audit Committee are implemented in line with the approved Internal Audit and Audit Committee Charters. The Internal Audit and Audit Committee Charters, which are reviewed annually, spell out how the PSC should maintain effective, efficient and transparent systems of financial, risk management, and internal control. In terms of the PSC Audit Committee Charter, 2019, the Audit Committee of the PSC shall comprise at least four (4) independent members and their details and attendance of meetings are reflected in *Table 9* below.

*Table 9: Audit Committee members & Meeting Attendance*

Name	Qualifications	Internal/External	Contract Start Date	Contract Expiry Date	Meetings Attended					Total
					#1	#2	#3	#4	#5	
Mr AS Simelane	B Com (Hons), MBA	External	1April-14	31-Mar-20	1	1	1	0	1	4/5
Mr Lesedi Mere	B Com (Acc); MBA	External	11-Nov-19	10-Nov-22	n/a	n/a	n/a	1	1	2/2
Mr ME Zakwe	B Com (Hons), CA (SA); MBA	External	1-May-15	30-Apr-20	1	0	0	0	0	1/5
Ms DR Mathabela	B Proc, LLM, Dip: Corporate Law, MDP	External	24-Nov-16	23-Nov-19	1	1	0	1	n/a	3/4
Ms LM Vilakazi	LLB, Dip: Corporate Law	External	1-Feb-20	31-Jan-23	n/a	n/a	n/a	n/a	1	1/1
Prof DP van der Nest	B Com (Hons), M Com, D Tech (Internal Auditing)	External	1-Aug-14	31-Jul-19	0	0	n/a	n/a	n/a	0/2

## 12. AUDIT COMMITTEE REPORT

It is my pleasure to present our report for the financial year ended 31 March 2020.

### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a)(ii) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference in its Audit Committee Charter, has regulated its affairs in compliance with this Charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

### Internal Audit

The PSC has outsourced its internal audit services to BDO (previously known as Grant Thornton) for the period 1 January 2018 to 31 December 2020. The purpose of the internal audit of the PSC is to evaluate and improve effectiveness of governance, risk management and control processes and structures within the PSC. This has provided the PSC, the Accounting Officer and senior management with assurance that assisted in fulfilling their duties to the organisation and its stakeholders.

The Internal Auditors (BDO) had performed a number of audits and our review of the Internal Audit work, which was based on the risk assessments conducted in the PSC, revealed some weaknesses and deficiencies, which the PSC addressed once these were brought to the attention of the Accounting Officer and senior management. The PSC has escalated its reliance on the work of the Internal Auditors and its reports are first tabled in the PSC's Audit Steering Committee comprising senior management, Internal Auditors and the Auditor-General. The PSC has shown commitment to continuously address all the internal control weaknesses once these were brought to the attention of the Accounting Officer and senior management. The Accounting Officer had introduced an Audit Tracking Schedule to track management action to address both internal and external audit findings and this has helped the PSC to strengthen its mechanisms to address internal control deficiencies and strengthen internal controls within the PSC.

During the 2019/2020 financial year, the internal auditors completed the following activities and reviews; amongst others, of which three (3) were still pending:

- (a) Finance Management Review
- (b) Review of Supply Chain Management
- (c) Annual Audit of Predetermined Objectives (AOPI) Reviews 2018/19 FY
- (d) Quarterly Audit of Predetermined Objectives (AOPI) Reviews (Q1 & Q2 of 2019/20 FY)
- (e) Review of Performance Information for the Western Cape Provincial Office
- (f) Review of Performance Information for the Northern Cape Provincial Office
- (g) Review of Internal Audit & Audit Committee Charters
- (h) Review of Annual Financial Statements for 2018/19 Financial Year
- (i) Seven (7) Operational Risk Assessment Workshops Conducted
- (j) Review of the North West & Limpopo Provincial Offices

Management had addressed any findings that the internal auditors identified and these were included in the Audit Tracking Schedule that was in place to track progress in addressing findings emanating from both the AG and the Internal Auditors. There were no major areas of concern that were identified based on the work performed by the internal auditors. The system of internal control and the concomitant control environment within the PSC were reasonably effective as the various reports of the AGSA and Internal Audit will attest.

### In Year Management and Monthly/Quarterly Report

During the period under review, the PSC has been reporting monthly and quarterly to the National Treasury as required by PFMA. Furthermore, the Audit Committee has been reviewing the financial statements and performance on a quarterly basis.

### Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the PSC, which the internal auditors reviewed firstly before these were tabled before the Audit Committee.

## **Auditor-General's Report**

The Audit Committee would like to acknowledge the dedication and hard work performed by the PSC, the DG as the Accounting Officer, senior management and employees. Furthermore, the Audit Committee wishes to express its appreciation to the DG, management of the Office, the AGSA and the Internal Auditors (BDO) for their co-operation, dedication and for the information they have provided to enable us to compile this report.

A handwritten signature in black ink, enclosed within a circular outline. The signature is stylized and appears to read 'S. Simelane'.

**MR SAKHISENI SIMELANE**  
**CHAIRPERSON OF THE AUDIT COMMITTEE**  
**PUBLIC SERVICE COMMISSION**

30 SEPTEMBER 2020



# **PART D**

## **HUMAN RESOURCE MANAGEMENT**



## 1. INTRODUCTION

The information contained in this part of the Annual Report has been prescribed by the MPSA for all government departments within the Public Service.

## 2. OVERVIEW OF HUMAN RESOURCES

The number of posts on the establishment of the OPSC increased in the 2018/2019 reporting year from 291 (of which 17 were additional employment) to 309 in the 2019/2020 reporting year (of which 35 were additional employment), 290 of these were filled posts.

Table 3.1.1 shows that the OPSC spent 99.9% of the total voted expenditure for compensation. The largest percentage of personnel cost to the compensation of employees on salary levels 13 to 16 (table 3.1.2).

As at 31 March 2020, the OPSC had a total of 35 posts additional to the establishment, included in the total number of 290 employees. The OPSC maintained a vacancy rate of 7% for both the 2018/2019 and 2019/2020 financial years. The vacancy rate on salary levels 1 to 2 decreased from 27% in the 2018/2019 reporting period to 8% in the 2019/2020 reporting period whilst the vacancy rate on SMS level decreased from 12% in the 2018/2019 reporting period to 10% in the 2019/2020 reporting period (Table 3.2.1).

There were 17 posts out of a total of 274 posts subjected to job evaluation during the period under review and the majority of these posts (24%) were on salary levels 6 to 8. One (1) post on salary level 6 was upgraded to salary level 7 in the reporting period. The OPSC's staff turnover rate decreased from 19% (2018/2019) to 16% in the reporting period (Table 3.5.1). The post of Deputy Director-General: Corporate Services was unbundled to create two (2) posts of Chief Director: Corporate Services and Chief Director: Chief Financial Officer as per the advice received from the DPSA.

Internal "promotions" increased from one (1) in the 2018/2019 reporting period to five (5) in respect of employees appointed to higher posts in the 2019/2020 reporting period. Three (3) employees were appointed in posts on a higher salary level within the OPSC during the reporting period on salary levels 13 to 16 and the other two (2) on salary levels 6 to 8 and 9 to 12 respectively (Table 3.5.5). It should be indicated that most of the recruitment during the reporting period was at salary levels 1 to 2 (4 employees) equating to 50%, and salary levels 6 to 8 (4 employees) at 6% of the 17 employees employed by the OPSC (Table 3.5.1).

Out of a total of 43 terminations (Table 3.5.3), 58% were as a result of contracts that expired, 21% due to resignations and 5% attributed to employees being transferred to other departments within the Public Service. A total of 7 employees retired in the reporting period with one (1) being due to ill-health retirement and six (6) through normal retirements (Table 3.5.3).

Table 3.6.1 reflects that the staff profile of the OPSC is as follows: 51% Black females, 38% Black males, 2% Coloured females, 2% Coloured males, 2% Indian females, 0.3% Indian males, 3% White females and 3% White males. A 50% representatively of females at SMS level (salary levels 13 to 16) was at achieved compared to the previous reporting period of 43%.

An awareness campaign focussed on People with Disabilities (PWDs) was conducted internally highlighting the different disabilities and to encourage voluntary disclosure by employees.

Although the OPSC did not meet the national target of 2% for the employment of PWDs out of the total staff establishment, there was a slight increase in the percentage of employment of PWDs from 1.95% in the 2018/2019 reporting period to 1.96% in the 2019/2020 reporting period.

The OPSC achieved a 100% submission rate in respect of the Performance Agreements (PAs) for all employees by the due date of 31 May 2019 as reflected in Table 3.7.1.

84 employees in the OPSC received performance bonuses for the performance cycle 2018/2019 out of 219 eligible employees (34 SMS and 185 employees below the SMS level) compared to the 139 employees who received performance awards in the previous performance cycle (2017/2018).

The breakdown of the performance rewards were awarded as follows: 50% of staff members on salary levels 1 to 2; 45% of staff members on salary levels 3 to 5; 36% of staff members on salary levels 6 to 8; 35% of staff members on salary levels 9 to 12, and 9% of SMS members (Tables 3.8.2 and 3.8.4).

For the period 1 January 2019 to 31 December 2019, a total of 2 137 days were utilised for sick leave, compared to the 1 609 days utilised for sick leave in the 2018 calendar year. The number of staff members that used sick leave came to 265 (Table 3.10.1) and reflects an average of 8 days sick leave – compared to the average of 7 days sick leave per employee who used sick leave in 2018.

It needs to be noted that 2019 is the first year of the three-year sick leave cycle (2019 – 2021) and Table 3.10.2 reflects the number of employees who used incapacity leave as 3, using an average of 129 working days each. Most of the employees using incapacity leave during the period were in the salary levels 3-5 category (67%). During the 2019 leave cycle, a total of 7 188.52 working days annual leave taken by 343 employees – with each employees averaging 21 days (Table 3.10.3), which is less in comparison to the previous financial year (reporting 23 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. Zero employees utilised capped leave days in the 2019 leave cycle and 5 employees' capped leave credits were paid out due to retirement. One (1) employees' annual leave credits of the 2018 leave cycle was paid out due to not being able to use these credits as a result of operational requirements.

Five (5) of the 11 grievances lodged were dealt with in the reporting period and six (6) were not finalised during the reporting period (Table 3.12.4). No employees in the OPSC participated in strike actions during the reporting period (Table 3.12.6).

In equipping employees with appropriate skills, a total of 502 employees' training needs were identified (Table 3.13.1). The OPSC provided 80 training opportunities to employees throughout the year (Table 3.13.2). 51% of this training was presented to females employed in the OPSC compared to 49% of male employees. Table 3.15.1 reflects that 324 consultant's days were worked on 4 projects in the OPSC, with an increase in contract value from R3 121 646.81 (2018/2019) to R3 429 810.91 (2019/2020).

### 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:

- a) amount spent on personnel
- b) 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 2019 to 31 March 2020**

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	125,719	71,983	443	2,755	57,30%	621
Programme 2	48,991	46,683	-	16	95,30%	741
Programme 3	42,313	40,453	-	16	95,60%	843
Programme 4	57,506	53,617	-	80	93,20%	725
<b>Total</b>	<b>274,529</b>	<b>212,736</b>	<b>443</b>	<b>2,867</b>	<b>77,50%</b>	<b>707</b>

**Table 3.1.2 - Personnel costs by salary band for the period 1 April 2019 to 31 March 2020**

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)	1,784	1,84%	12	149
Skilled (Levels 3-5)	9,628	4,53%	32	301
Highly skilled production (Levels 6-8)	23,374	10,99%	61	383
Highly skilled supervision (Levels 9-12)	92,078	43,28%	105	877
Senior and top management (Levels 13-16)	56,728	26,67%	46	1,233
Contract (Levels 1-2)	850	0,40%	9	94

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Contract (Levels 3-5)	1,230	0,58%	8	154
Contract (Levels 6-8)	972	0,46%	4	243
Contract (Levels 9-12)	8,317	3,91%	14	594
Contract (Levels 13-16)	17,624	8,28%	10	1,762
Periodical remuneration	-	-	-	-
Abnormal appointment	-	-	-	-
<b>TOTAL</b>	<b>212,736</b>	<b>100,00%</b>	<b>301</b>	<b>707</b>

**Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2019 to 31 March 2020**

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	62,229	29,25%	370	0,17%	1,362	0,64%	1,982	0,93%
Programme 2	41,381	19,45%	9	0,00%	352	0,17%	844	0,40%
Programme 3	35,607	16,74%	-	0,00%	460	0,22%	937	0,44%
Programme 4	47,038	22,11%	1	0,00%	970	0,46%	1,172	0,55%
<b>Total</b>	<b>186,255</b>	<b>87,55%</b>	<b>380</b>	<b>0,17%</b>	<b>3,144</b>	<b>1,48%</b>	<b>4,935</b>	<b>2,32%</b>

**Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2019 to 31 March 2020**

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
Lower skilled (Levels 1-2)	1,316	0,62%	4	0,00%	109	0,05%	203	0,10%
Skilled (Levels 3-5)	7,339	3,45%	279	0,13%	499	0,23%	674	0,32%
Highly skilled production (Levels 6-8)	18,681	8,78%	46	0,00%	977	0,00%	1,551	0,00%
Highly skilled supervision (Levels 9-12)	80,654	37,91%	45	0,02%	826	0,39%	1,845	0,87%
Senior management (Levels 13-16)	50,778	23,87%	-	0,00%	588	0,28%	658	0,31%

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
Contract (Levels 1-2)	818	0,38%	1	0,00%	-	0,00%	-	0,00%
Contract (Levels 3-5)	1,201	0,56%	5	0,00%	-	0,00%	-	0,00%
Contract (Levels 6-8)	972	0,46%	-	0,00%	-	0,00%	-	0,00%
Contract (Levels 9-12)	8,355	3,93%	-	0,00%	-	0,00%	-	0,00%
Contract (Levels 13-16)	16,141	7,59%	-	0,00%	145	0,07%	4	0,00%
Periodical remuneration	-	0,00%	-	0,00%	-	0,00%	-	0,00%
Abnormal appointment	-	0,00%	-	0,00%	-	0,00%	-	0,00%
<b>Total</b>	<b>186,255</b>	<b>87,55%</b>	<b>380</b>	<b>0,18%</b>	<b>3,144</b>	<b>1,48%</b>	<b>4,935</b>	<b>2,32%</b>

### 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 2020**

Programme	Number of posts on approved establishment	Vacancy rate %	Number of employees additional to the establishment
Programme 1	98	8	16
Programme 2	56	0	7
Programme 3	51	12	4
Programme 4	69	7	8
<b>Total</b>	<b>274</b>	<b>7</b>	<b>35</b>

**Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2020**

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)	13	12	8	10
Skilled (Levels 3-5)	35	33	6	8
Highly skilled production (Levels 6-8)	66	62	8	4
Highly skilled supervision (Levels 9-12)	111	105	5	13
Senior management (Levels 13-16)	49	44	10	0
<b>Total</b>	<b>274</b>	<b>255</b>	<b>7</b>	<b>35</b>

**Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2020**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	4	4	0	2
Cleaner	13	12	8	10
Receptionist	1	1	0	0
Communication and information related	3	3	0	0
Finance and economics related	6	6	0	0
Financial and related professionals	6	6	0	0
Financial clerks	4	4	0	1
Head of Department	1	1	0	0
Human resources & organisation development related	75	70	7	13
Human resources clerks	6	6	0	1
Human resources related	28	25	11	2
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	0	100	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Driver	1	1	0	1
Logistical support personnel	2	2	0	2
Material recording and transport clerks	13	11	15	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	7	0	2
Other information technology personnel	4	4	0	0
Others occupations	0	0	0	0
Secretaries	41	39	5	1
Security officers	11	11	0	0
Senior managers	48	43	10	0
<b>Total</b>	<b>274</b>	<b>255</b>	<b>7</b>	<b>35</b>

### 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 2020**

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	0	0	0	0	0
Salary Level 15	3	3	100	0	0
Salary Level 14	9	8	89	1	11
Salary Level 13	36	32	89	4	11
<b>Total</b>	<b>49</b>	<b>44</b>	<b>90</b>	<b>5</b>	<b>10</b>

**Table 3.3.2 – SMS posts information as at 30 September 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

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
Salary Level 16	0	0	0	0	0
Salary Level 15	3	3	100	0	0
Salary Level 14	9	7	78	2	22
Salary Level 13	36	32	89	4	11
<b>Total</b>	<b>49</b>	<b>43</b>	<b>88</b>	<b>6</b>	<b>12</b>

**Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2019 to 31 March 2020**

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
Director-General/Head of Department	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	4	3	0
Salary Level 13	4	2	1
<b>Total</b>	<b>8</b>	<b>5</b>	<b>1</b>

**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 2019 to 31 March 2020**

Reasons for vacancies not advertised within six months
PSC took a decision to delay the filling of certain posts due to its funding constraints
Reasons for vacancies not filled within twelve months
PSC took a decision to delay the filling of certain posts due to its funding 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 2019 to 31 March 2020**

Disciplinary steps taken
None

### 3.4 Job Evaluation

Within a nationally determined framework, EAs 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 2019 to 31 March 2020**

Salary band	Number of posts on approved establishment	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)	13	0	0	0	0	0	0
Skilled (Levels 3-5)	35	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	66	16	25	1	6	0	0
Highly skilled supervision (Levels 9-12)	111	1	1	0	0	1	100
Senior Management Service Band A	36	0	0	0	0	0	0
Senior Management Service Band B	9	0	0	0	0	0	0
Senior Management Service Band C	3	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>Total</b>	<b>274</b>	<b>17</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>

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 2019 to 31 March 2020**

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	<b>1</b>
Male	0	0	0	0	<b>0</b>
Total	1	0	0	0	<b>1</b>
Employees with disabilities					<b>0</b>

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

**Table 3.4.3 - Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2019 to 31 March 2020**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Deputy Director: Legal Support	1	9	11	Post was evaluated while the occupant had already been appointed
Total number of employees whose salaries exceeded the level determined by job evaluation				1
Percentage of total employed				0

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 2019 to 31 March 2020**

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
Total	1	0	0	0	1
Employees with disabilities					0

### 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 2019 to 31 March 2020**

Salary band	Number of employees at beginning of period - April 2019	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	8	4	0	0
Skilled (Levels 3-5)	35	3	5	14
Highly skilled production (Levels 6-8)	62	4	5	8
Highly skilled supervision (Levels 9-12)	107	3	5	5
Senior Management Service Band A	33	2	2	6
Senior Management Service Band B	6	1	1	17
Senior Management Service Band C	3	0	0	0

Salary band	Number of employees at beginning of period - April 2019	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Senior Management Service Band D	1	0	0	0
Contracts	16	38	25	156
<b>Total</b>	<b>271</b>	<b>55</b>	<b>43</b>	<b>16</b>

**Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2019 to 31 March 2020**

Critical occupation	Number of employees at beginning of period - April 2019	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	8	4	0	0
Skilled	35	3	5	14
Highly skilled production	62	4	5	8
Highly skilled supervision	107	3	5	5
Senior Management Service	43	1	3	7
Contracts	16	38	25	156
<b>Total</b>	<b>271</b>	<b>55</b>	<b>43</b>	<b>16</b>

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

**Table 3.5.3 - Reasons why staff left the PSC for the period 1 April 2019 to 31 March 2020**

Termination type	Number	% of total resignations
Death	0	0
Resignation	9	21
Expiry of contract	25	58
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	1	2
Retirement	6	14
Transfer to other Public Service Departments	2	5
Other	0	0
<b>Total</b>	<b>43</b>	<b>100</b>
<b>Total number of employees who left as a % of total employment</b>		<b>16</b>

**Table 3.5.4 - Promotions by critical occupation for the period 1 April 2019 to 31 March 2020**

Occupation	Employees as at 1 April 2019	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
Lower skilled	8	0	0	7	88
Skilled	35	0	0	28	80
Highly skilled production	62	1	2	48	77
Highly skilled supervision	107	1	1	89	83
Senior management	43	3	7	28	65
<b>Total</b>	<b>255</b>	<b>5</b>	<b>2</b>	<b>200</b>	<b>78</b>

**Table 3.5.5 - Promotions by salary band for the period 1 April 2019 to 31 March 2020**

Occupation	Employees as at 1 April 2019	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
Lower skilled	8	0	0	7	88
Skilled	35	0	0	28	80
Highly skilled production	62	1	2	48	77
Highly skilled supervision	107	1	1	89	83
Senior management	43	3	7	28	65
<b>Total</b>	<b>255</b>	<b>5</b>	<b>2</b>	<b>200</b>	<b>78</b>

### 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 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	18	2	0	2	17	2	1	2	44
Professionals (Levels 9 – 12)	47	1	1	5	43	1	1	6	105
Technicians and associate professionals (Levels 6 – 8)	15	1	0	0	44	0	1	0	61

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Clerks (Levels 3 – 5)	14	0	0	0	16	2	1	0	33
Elementary occupations (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
<b>TOTAL</b>	<b>96</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>130</b>	<b>5</b>	<b>4</b>	<b>8</b>	<b>255</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

**Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	2	0	0	0	2	0	0	0	4
Senior management (Levels 13 – 14)	16	2	0	2	15	2	1	2	40
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	47	1	1	5	43	1	1	6	105
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	15	1	0	0	44	0	1	0	61
Semi-skilled and discretionary decision making (Levels 3 – 5)	14	0	0	0	16	2	1	0	33
Unskilled and defined decision making (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
<b>Total</b>	<b>96</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>130</b>	<b>5</b>	<b>4</b>	<b>8</b>	<b>255</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

**Table 3.6.3 - Recruitment for the period 1 April 2019 to 31 March 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	2	1	0	0	4
Professionally qualified and experienced specialists and mid-management	11	0	0	0	7	0	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	3	0	0	0	6	0	0	0	9
Semi-skilled and discretionary decision making	7	0	0	0	8	0	0	0	15
Unskilled and defined decision making	5	0	0	0	4	0	0	0	9
<b>Total</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>55</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Table 3.6.4 - Promotions for the period 1 April 2019 to 31 March 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	1	1	0	0	3
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	1

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Employees with disabilities</b>	<b>0</b>								

**Table 3.6.5 - Terminations for the period 1 April 2019 to 31 March 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	2	0	1	1	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	7	1	0	0	4	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	5	0	0	0	7
Semi-skilled and discretionary decision making	5	0	0	0	6	0	0	0	11
Unskilled and defined decision making	4	0	0	0	3	0	0	0	7
<b>Total</b>	<b>20</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>19</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>43</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Table 3.6.6 - Disciplinary action for the period 1 April 2019 to 31 March 2020**

Male				Female				Total
African	Coloured	Indian	White	African	Coloured	Indian	White	
4	1	0	0	3	0	0	0	8

**Table 3.6.7 – Skills development for the period 1 April 2019 to 31 March 2020**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	23	1	2	1	25	3	3	1	59
Professionally qualified and experienced specialists and middle management (Level 9-12)	19	1	0	0	13	0	0	0	33
Skilled technical, junior management and supervisors (Level 6-8)	4	0	0	0	15	0	0	0	19
Elementary occupations (Level 1-2)	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>46</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>57</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>115</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

### 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 2019**

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	1	1	100
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	3	3	3	100
Salary Level 14	9	6	5	83
Salary Level 13	36	34	34	100
<b>Total</b>	<b>49</b>	<b>44</b>	<b>43</b>	<b>98</b>

**Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2019**

Reasons
One (1) SMS Member on salary level 14 was on extended sick leave.

**Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2019**

Reasons
None

### 3.8 Performance Rewards

To encourage good performance, the organisation 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 2019 to 31 March 2020**

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries (R'000)	Number of employees (R'000)	% of total within group %	Cost (R'000)	Average cost per employee (R'000)
<b>African</b>					
Male	29	95	31	996	34
Female	43	128	34	1 306	30
<b>Asian</b>					
Male	0	1	0	0	0
Female	3	4	75	149	50
<b>Coloured</b>					
Male	2	4	50	70	35
Female	1	5	20	14	14
<b>White</b>					
Male	2	6	33	126	63
Female	2	7	29	89	45
Employees with a disability	2	5	40	200	100
<b>Total</b>	<b>84</b>	<b>255</b>	<b>33</b>	<b>2 950</b>	<b>35</b>

**Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2019 to 31 March 2020**

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Level 1-2)	6	12	50	52	52	0.02
Skilled (Level 3-5)	15	33	45	245	245	0.12

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)	
Highly skilled production (Level 6-8)	22	61	36	482	482	0.23
Highly skilled supervision (Level 9-12)	37	105	35	1 873	51	0.88
<b>Total</b>	<b>80</b>	<b>211</b>	<b>38</b>	<b>2 652</b>	<b>33</b>	<b>1.25</b>

**Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2019 to 31 March 2020**

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	4	44	9	298	75
Professionally qualified and experienced special-ists and middle management (Levels 9-12)	37	105	35	1 873	51
Skilled technical and academically qualified workers, junior management, supervisors (Levels 6-8)	22	61	36	482	22
Semi-skilled and discretionary decision making (Levels 3-5)	15	33	45	245	16
Unskilled and defined decision making (Levels 1-2)	6	12	50	52	9
<b>Total</b>	<b>84</b>	<b>255</b>	<b>33</b>	<b>2 950</b>	<b>35</b>

**Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2019 to 31 March 2020**

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)	
Band A (Level 13)	2	32	6	102	51	0.05
Band B (Level 14)	1	8	13	122	122	0.06
Band C (Level 15)	1	3	33	73	73	0.03
Band D (Level 16)	0	1	0	0	0	0
<b>Total</b>	<b>4</b>	<b>44</b>	<b>9</b>	<b>298</b>	<b>75</b>	<b>0.14</b>

### 3.9 Foreign Workers

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

**Table 3.9.1 – Foreign workers by salary band for the period 1 April 2019 to 31 March 2020**

Salary band	1 April 2018		31 March 201		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	1	100	1	100
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>100</b>

**Table 3.9.2 – Foreign workers by major occupation for the period 1 April 2019 to 31 March 2020**

Major occupation	1 April 2018		31 March 201		Change	
	Number	% of total	Number	% of total	Number	% change
Senior Management	0	0	1	100	1	100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>100</b>

### 3.10 Leave Utilisation

The PSC 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 2019 to 31 December 2019**

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)	66	58	8	3	8	36
Skilled (Levels 3-5)	300.50	79	29	11	10	286
Highly skilled production (Levels 6-8)	542.50	65	59	22	9	770
Highly skilled supervision (Levels 9-12)	820	73	98	37	8	3

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)
Senior management (Levels 13-16)	334	77	3	16	8	2
Contract (Levels 1-2)	7	43	5	2	1	4
Contract (Levels 3-5)	4	25	4	2	1	4
Contract (Levels 6-8)	12	67	4	2	3	17
Contract (Levels 9-12)	27	63	9	3	3	84
Contract (Levels 13-16)	24	67	6	2	4	136
<b>Total</b>	<b>2 137</b>	<b>72</b>	<b>265</b>	<b>100</b>	<b>8</b>	<b>5</b>

**Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2019 to 31 December 2019**

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)	0	0	0	0	0	0
Skilled (Levels 3-5)	250	100	2	67	125	227
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	137	100	1	33	137	695
<b>Total</b>	<b>387</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>129</b>	<b>922</b>

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

**Table 3.10.3 – Annual leave for the period 1 January 2019 to 31 December 2019**

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	193	12	16
Skilled (Levels 3-5)	828.92	37	22
Highly skilled production (Levels 6-8)	1 628.60	66	25

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Highly skilled supervision (Levels 9-12)	2 806	112	25
Senior management (Levels 13-16)	1 232	52	24
Contract (Levels 1-2)	54	11	5
Contract (Levels 3-5)	60	13	5
Contract (Levels 6-8)	31	6	5
Contract (Levels 9-12)	145	18	8
Contract (Levels 13-16)	210	16	21
<b>Total</b>	<b>7 188.52</b>	<b>343</b>	<b>21</b>

**Table 3.10.4 – Capped leave for the period 1 January 2019 to 31 December 2019**

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 31 December 2019
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	24
Highly skilled production (Levels 6-8)	0	0	0	45
Highly skilled supervision (Levels 9-12)	0	0	0	28
Senior management (Levels 13-16)	0	0	0	55
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>

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 2019 to 31 March 2020**

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay outs for 2019/20 due to non-utilisation of leave for the previous cycle	51	1	51
Capped leave payouts on termination of service for 2019/20	1 676	5	335
Current leave payouts on termination of service for 2019/20	1 050	36	29
<b>Total</b>	<b>2 777</b>	<b>42</b>	<b>66</b>

### 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
None	Raising awareness to educate the employees and availing opportunity for employees to do VCT.

**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 Part 3 Regulation 55 (2) (c) of Chapter 4 of the Public Service Regulations, 2016? If so, provide her/his name and position.	√		Mr DC Ndlondlozi, Director: Human Resource Management and Development.
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 Sub-Directorate: Human Resource Development, two (2) employees. The annual budget for promoting health and well-being of employees is R290 000.00 per annum.
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	√		<ul style="list-style-type: none"> <li>• Encourage and assist employees to overcome personal problems affecting their work performance negatively</li> <li>• Provide an effective framework for wellness promotion and preventative services</li> <li>• In so far as it is possible to provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life</li> <li>• Enhance and maintain high productivity levels of all employees</li> <li>• Establish a working relationship with other departments and stakeholders who are involved in employee wellness</li> <li>• Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors</li> <li>• Allow supervisors to manage their human resources in an objective and consistent manner.</li> </ul>

Question	Yes	No	Details, if yes
<p>4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.</p>		√	<p>Safety, Health, Environment, Risk and Quality Committee and Wellness Management Committee  Mr DC Ndlondlozi- Employer Representative  Mr J Matobela- Employer Representative  Mr J Joubert- Employer Representative  Ms M Mahuma- Employer Representative  Ms O Mathabela- Employer Representative  Mr M Seekaro- North West Provincial Office  Ms Z Chauke- Gauteng Provincial Office  Mr A Chauke- Limpopo Provincial Office  Ms Q Mkosana-Northern Cape Office  Ms M Slier-Western Cape Provincial Office  Ms A Ngwamba-Mpumalanga Provincial Office  Ms Z Koko-Eastern Cape Provincial Office  Mr S Buthelezi- PSA Representative  Mr TJ Nzimande- NEHAWU</p>
<p>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.</p>	√		<p>HIV/AIDS and TB Management policy;  Wellness Management policy</p>
<p>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.</p>	√		<ul style="list-style-type: none"> <li>• Conduct an Integrated Health Risk assessment and management to improve chronic disease management and measuring of the impact on employee health and productivity;</li> <li>• Implement Health and Productivity Policy, compile an operational plan for the roll-out of HIV/AIDS and TB activities;</li> <li>• Provide opportunity counselling and testing wherein privacy and confidentiality is assured;</li> <li>• Create awareness through posters, exhibitions on behaviour that tend to increase the risk for transmission of HIV/AIDS; and</li> <li>• Conduct TB screening and HIV/AIDS testing</li> </ul>
<p>7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved.</p>	√		<p>Employees were encouraged to undergo VCT through an Independent Wellness Service Provider (NBC Holding).</p>
<p>8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.</p>	√		<p>The OPSC utilises the following measures to evaluate the impact of its health promotion: Monthly reports, Quarterly reports on Integrated wellness programme, Annual Report and System Monitoring Tool.</p>

### 3.12 Labour Relations

**Table 3.12.1 – Collective agreements for the period 1 April 2019 to 31 March 2020**

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

**Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2019 to 31 March 2020**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	2	25
Final written warning	6	75
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
<b>Total</b>	<b>8</b>	<b>100</b>

**Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2019 to 31 March 2020**

Type of misconduct	Number	% of total
Sleeping on duty without permission	2	25
Failure to ensure that performance information is complete and reliable	5	63
Failure to perform in accordance with the rules	1	12
<b>Total</b>	<b>8</b>	<b>100</b>

**Table 3.12.4 - Grievances lodged for the period 1 April 2019 to 31 March 2020**

Grievances	Number	% of total
Number of grievances resolved	5	45
Number of grievances not resolved	6	55
<b>Total number of grievances lodged</b>	<b>11</b>	<b>100</b>

**Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2019 to 31 March 2020**

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	1	100
<b>Total number of disputes lodged</b>	<b>1</b>	<b>100</b>

**Table 3.12.6 - Strike actions for the period 1 April 2019 to 31 March 2020**

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 2019 to 31 March 2020**

Number of people suspended	1
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	30
Cost (R'000) of suspensions	18 015.25

### 3.13 Skills Development

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

**Table 3.13.1 - Training needs identified for the period 1 April 2019 to 31 March 2020**

Occupational category	Gender	Number of employees as at 1 April 2019	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	20	0	52	0	52
	Male	23	0	56	0	56
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	53	0	96	1	97
	Male	54	0	89	0	89
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	47	0	93	4	97
	Male	15	0	23	3	26
Semi-skilled and discretionary decision making (Levels 3-5)	Female	21	0	24	1	25
	Male	14	0	36	5	41
Unskilled and defined decision making (Levels 1-2)	Female	6	0	13	3	16
	Male	2	0	2	1	3
<b>Sub Total</b>	<b>Female</b>	<b>147</b>	<b>0</b>	<b>278</b>	<b>9</b>	<b>287</b>
	<b>Male</b>	<b>108</b>	<b>0</b>	<b>206</b>	<b>9</b>	<b>215</b>
<b>Total</b>		<b>255</b>	<b>0</b>	<b>484</b>	<b>18</b>	<b>502</b>

**Table 3.13.2 - Training provided for the period 1 April 2019 to 31 March 2020**

Occupational category	Gender	Number of employees as at 1 April 2019	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	20	0	5	4	9
	Male	23	0	5	2	7
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	53	0	5	6	11
	Male	54	0	5	14	19
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	47	0	4	11	15
	Male	15	0	4	4	8
Semi-skilled and discretionary decision making (Levels 3-5)	Female	21	0	2	2	4
	Male	14	0	2	1	3
Unskilled and defined decision making (Levels 1-2)	Female	6	0	0	2	2
	Male	2	0	0	2	2
<b>Sub Total</b>	<b>Female</b>	<b>147</b>	<b>0</b>	<b>16</b>	<b>25</b>	<b>41</b>
	<b>Male</b>	<b>108</b>	<b>0</b>	<b>16</b>	<b>23</b>	<b>39</b>
<b>Total</b>		<b>255</b>	<b>0</b>	<b>32</b>	<b>48</b>	<b>80</b>

### 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 2019 to 31 March 2020**

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary Total Disablement	0	0
Permanent Disablement	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

### 3.15 Utilisation of Consultants

The following tables relate to information on the utilisation of consultants in the organisation.

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:

- The rendering of expert advice,
- The drafting of proposals for the execution of specific tasks, and
- 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 - Report on consultant appointments using appropriated funds for the period 1 April 2019 to 31 March 2020**

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Support and maintenance services for the Integrated Complaints and Grievance Management System for a period of 24 months (started 01 November 2017 and ended 31 October 2019)	2	95	R476 320 (paid) 2017/2018 – R237 120, and 2018/2019 – R239 200)
Planning, Budgeting and Financial Management Support	4	90	R1 628 488 (paid to date: 2017/2018 – R300 000, 2018/2019 – R958 943 and 2019/2020 – R305 520)
Communication support to the PSC for a period of 6 months	4	45	R570 050 (paid)
Information Technology Assessment	15	94	R754 952.91
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration (work days)</b>	<b>Total contract value in Rand</b>
4	25	324	R3 429 810.91

**Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2019 to 31 March 2020**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Support and maintenance services for the Integrated Complaints and Grievance Management System for a period of 24 months	71	71	2
Planning, Budgeting and Financial Management Support	Government component of the National Treasury	-	3
Communication support to the PSC for a period of 6 months	100	100	3
Information Technology Assessment	State owned	60	15

**Table 3.15.3 - Report on consultant appointments using donor funds for the period 1 April 2019 to 31 March 2020**

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Appointment of a service provider to implement an electronic document and records management system for Chief Directorate: Professional Ethics (inclusive of 24 months maintenance and support)	4	65	R1 138 408.00
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration (work days)</b>	<b>Total contract value in Rand</b>
1	4	65	R1 138 408.00

**Table 3.15.4 – Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2019 to 31 March 2020**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Appointment of a service provider to implement an electronic document and records management system for Chief Directorate: Professional Ethics (inclusive of 24 months maintenance and support)	100	100	4

### 3.16 Severance Packages

**Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2019 to 31 March 2020**

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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# **PART E**

## **AUDITED FINANCIAL STATEMENTS**



### Report on the audit of the financial statements

#### **Opinion**

1. I have audited the financial statements of the Public Service Commission (PSC) set out on pages 94 to 159, which comprise the appropriation statement, statement of financial position as at 31 March 2020, 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 Public Service Commission as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standard (MCS) prescribed by National Treasury and the 1 of 1999) (PFMA).

#### **Basis for opinion**

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the 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 Code of ethics for professional accountants and parts 1 and 3 of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA codes) as well as 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 on pages 157 to 159 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 it.

#### **Responsibilities of the 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 on the usefulness and reliability of the reported performance information against predetermined objectives for selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
13. My procedures address the usefulness and reliability of 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 do not examine whether the actions taken by the department enabled service delivery. My procedures also do 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 programme presented in the annual performance report of the department for the year ended 31 March 2020:

Programme	Pages in the annual performance report
Programme 4 – Integrity and anti-corruption	46 – 54

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 identify any material findings on the usefulness and reliability of the reported performance information for this programme:
- Programme 4 – Integrity and anti-corruption

### Other matter

17. I draw attention to the matter below.

### Achievement of planned targets

18. Refer to the annual performance report on pages 35 to 48 for information on the achievement of planned targets for the year and explanations provided for the under-/overachievement of a number of targets.

## Report on the audit of compliance with legislation

### Introduction and scope

19. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
20. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

### Other information

21. 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.

22. 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.
23. 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.
24. 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**

25. 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.
26. I did not identify any significant deficiencies in internal control.

### **Other reports**

27. I draw attention to the following engagement conducted by various parties which had, or could have, an impact on the matters reported in the department's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
28. An independent party was appointed to investigate an allegation of possible recruitment process misconduct by an employee of the Public Service Commission, at the request of the president. The investigation is still ongoing and the employee is on precautionary suspension. The matter is with the Executive Authority of the Department of Public Service and Administration. There was no further update at the date of this auditor's report.

*Auditor-General*

Pretoria

01 October 2020



**AUDITOR - GENERAL  
SOUTH AFRICA**

*Auditing to build public confidence*

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

### ***Communication with those charged with governance***

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, actions taken to eliminate threats or safeguards applied.

# ANNUAL FINANCIAL STATEMENTS

as at 31 March 2020

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# Appropriation Statement

## as at 31 March 2020

Appropriation per programme									
2019/20								2018/19	
	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
<b>Programme</b>									
1. Administration	131,160	-	(2,557)	128,603	125,719	2,884	97.8%	129,890	129,889
2. Leadership and Management Practices	46,019	-	3,674	49,693	48,991	702	98.6%	42,536	42,208
3. Monitoring and Evaluation	43,698	-	(1,335)	42,363	42,313	50	99.9%	39,563	39,509
4. Integrity and Anti-Corruption	57,352	-	218	57,570	57,506	64	99.9%	52,410	52,361
<b>TOTAL</b>	<b>278,229</b>	<b>-</b>	<b>-</b>	<b>278,229</b>	<b>274,529</b>	<b>3,700</b>	<b>98.7%</b>	<b>264,399</b>	<b>263,967</b>
<b>Reconciliation With Statement of Financial Performance</b>									
<b>ADD</b>									
Departmental receipts				650	-	-	-	834	-
Aid assistance				-	-	-	-	3,750	-
Actual Amounts Per Statement of Financial Performance (Total Revenue)				<b>278,879</b>				<b>268,983</b>	
<b>ADD</b>									
Aid assistance				-	-	-	-	-	2,471
<b>Actual Amounts Per Statement of Financial Performance (Total Expenditure)</b>					<b>274,529</b>			<b>-</b>	<b>266,438</b>

# Appropriation Statement

## as at 31 March 2020

Appropriation per economic classification									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>272,887</b>	<b>(129)</b>	<b>(4,056)</b>	<b>268,702</b>	<b>264,744</b>	<b>3,958</b>	<b>98.5%</b>	<b>251,206</b>	<b>250,434</b>
<b>Compensation of employees</b>	<b>212,866</b>	-	-	<b>212,866</b>	<b>212,736</b>	<b>130</b>	<b>99.9%</b>	<b>199,993</b>	<b>199,763</b>
Salaries and wages	192,835	(2,402)	(554)	189,879	189,778	101	99.9%	175,030	174,805
Social contributions	20,031	2,402	554	22,987	22,958	29	99.9%	24,963	24,958
<b>Goods and services</b>	<b>60,021</b>	<b>(129)</b>	<b>(4,064)</b>	<b>55,828</b>	<b>52,003</b>	<b>3,825</b>	<b>93.1%</b>	<b>50,878</b>	<b>50,337</b>
Administrative fees	103	132	-	235	235	-	100.0%	143	142
Advertising	94	140	-	234	208	26	88.9%	268	256
Minor Assets	206	761	(28)	939	937	2	99.8%	993	790
Audit costs: External	3,756	218	-	3,974	3,973	1	100.0%	3,670	3,668
Bursaries: Employees	417	337	-	754	754	-	100.0%	198	198
Catering	485	(26)	(4)	455	450	5	98.9%	428	419
Communication	5,252	(632)	(39)	4,581	4,249	332	92.8%	3,806	3,778
Computer services	7,234	(478)	(1,483)	5,273	6,728	(1,455)	127.6%	5,310	5,309
Consultants:									
Business advisory services	4,048	542	(264)	4,326	2,867	1,459	66.3%	3,701	3,696
Legal services	-	112	-	112	112	-	100.0%	-	-
Contractors	2,915	(552)	-	2,363	117	2,246	5.0%	1,083	1,078
Agency and support / outsourced services	-	-	-	-	-	-	-	3	-
Fleet services	563	(104)	(97)	362	290	72	80.1%	476	473
Consumables supplies	537	389	(87)	839	796	43	94.9%	933	906
Consumable:									
Stationery, printing and office supplies	1,772	789	(40)	2,521	2,442	79	96.9%	1,538	1,502
Operating leases	21,161	(116)	(1,157)	19,888	19,327	561	97.2%	19,036	19,031
Property payments	4,526	(863)	(165)	3,498	3,391	107	96.9%	4,724	4,722
Travel and subsistence	3,299	845	(334)	3,810	3,557	253	93.4%	3,092	2,926
Training and development	2,128	(1,685)	-	443	443	-	100.0%	267	291
Operating payments	1,525	3	(366)	1,162	1,068	94	91.9%	1,048	1,021
Venues and facilities	-	37	-	37	37	-	100.0%	161	131
Rental and hiring	-	22	-	22	22	-	100.0%	-	-

# Appropriation Statement

## as at 31 March 2020

Appropriation per economic classification									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Interest and rent on land</b>	-	-	8	8	5	3	62.5%	335	334
Interest (Incl. interest on unitary payments (PPP))	-	-	8	8	5	3	62.5%	335	334
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>1,420</b>	-	<b>1,272</b>	<b>2,692</b>	<b>2,690</b>	<b>2</b>	<b>99.9%</b>	<b>1,030</b>	<b>1,024</b>
Foreign governments and international organisations	35	(35)	-	-	-	-	-	-	-
<b>Households</b>	<b>1,385</b>	<b>35</b>	<b>1,272</b>	<b>2,692</b>	<b>2,690</b>	<b>2</b>	<b>99.9%</b>	<b>1,030</b>	<b>1,024</b>
Social benefits	1,385	35	1,272	2,692	2,690	2	99.9%	1,030	1,024
<b>Payments for capital assets</b>	<b>3,922</b>	<b>129</b>	<b>2,784</b>	<b>6,835</b>	<b>6,824</b>	<b>11</b>	<b>99.8%</b>	<b>12,163</b>	<b>11,970</b>
Buildings and other fixed structures	-	129	-	129	129	-	100.0%	4,011	4,010
Buildings	-	129	-	129	129	-	100.0%	4,011	4,010
<b>Machinery and equipment</b>	<b>3,702</b>	-	<b>2,230</b>	<b>5,932</b>	<b>5,921</b>	<b>11</b>	<b>99.8%</b>	<b>7,941</b>	<b>7,749</b>
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	3,702	-	2,230	5,932	5,921	11	99.8%	7,941	7,749
<b>Software &amp; other intangible assets</b>	<b>220</b>	-	<b>554</b>	<b>774</b>	<b>774</b>	<b>-</b>	<b>100.0%</b>	<b>211</b>	<b>211</b>
<b>Payments for financial assets</b>	-	-	-	-	<b>271</b>	<b>(271)</b>	-	-	<b>539</b>
<b>TOTAL</b>	<b>278,229</b>	-	-	<b>278,229</b>	<b>274,529</b>	<b>3,700</b>	<b>98.7%</b>	<b>264,399</b>	<b>263,967</b>

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 1: ADMINISTRATION									
	2019/20							2018/19	
	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
<b>Sub programme</b>									
1. Public Service									
Commission	23,830	(427)	(2,714)	20,689	20,584	105	99.5%	26,034	25,981
2. Management	15,763	67	-	15,830	15,823	7	100.0%	15,021	15,008
3. Corporate Services	67,649	1,593	1,319	70,561	68,411	2,150	97.0%	63,590	63,658
4. Property									
Management	23,918	(1,233)	(1,162)	21,523	20,901	622	97.1%	25,245	25,242
<b>TOTAL:</b>	<b>131,160</b>	<b>-</b>	<b>(2,557)</b>	<b>128,603</b>	<b>125,719</b>	<b>2,884</b>	<b>97.8%</b>	<b>129,890</b>	<b>129,889</b>
<b>Current payments</b>	<b>127,354</b>	<b>(129)</b>	<b>(5,742)</b>	<b>121,483</b>	<b>118,332</b>	<b>3,151</b>	<b>97.4%</b>	<b>117,606</b>	<b>117,249</b>
<b>Compensation of employees</b>	<b>74,817</b>	<b>-</b>	<b>(2,765)</b>	<b>72,052</b>	<b>71,983</b>	<b>69</b>	<b>99.9%</b>	<b>72,534</b>	<b>72,532</b>
Salaries and wages	67,376	(690)	(2,659)	64,027	63,960	67	99.9%	61,667	61,667
Social contributions	7,441	690	(106)	8,025	8,023	2	100.0%	10,867	10,865
<b>Goods and services</b>	<b>52,537</b>	<b>(129)</b>	<b>(2,985)</b>	<b>49,423</b>	<b>46,344</b>	<b>3,079</b>	<b>93.8%</b>	<b>44,739</b>	<b>44,384</b>
Administrative fees	103	132	-	235	235	-	100.0%	143	142
Advertising	44	58	-	102	102	-	100.0%	90	89
Minor assets	149	799	(11)	937	935	2	99.8%	956	753
Audit costs: External	3,756	218	-	3,974	3,973	1	100.0%	3,668	3,668
Bursaries: Employees	417	337	-	754	754	-	100.0%	198	198
Catering:									
Departmental activities	429	(109)	-	320	315	5	98.4%	309	303
Communication	3,642	(456)	(2)	3,184	2,995	189	94.1%	2,360	2,355
Computer services	7,234	(503)	(1,483)	5,248	6,728	(1,480)	128.2%	5,310	5,309
Consultants:									
Business and advisory services	3,713	525	-	4,238	2,755	1,483	65.0%	3,147	3,146
Legal services	-	112	-	112	112	-	100.0%	-	-
Contractors	2,856	(554)	-	2,302	108	2,194	4.7%	1,059	1,060
Fleet services (including government motor transport)	141	(49)	-	92	90	2	97.8%	131	130
Consumable supplies	281	365	-	646	643	3	99.5%	840	835
Consumable:									
Stationery, printing and office supplies	845	920	-	1,765	1,757	8	99.5%	848	840
Operating leases	20,596	(161)	(1,162)	19,273	18,713	560	97.1%	18,561	18,559
Property payments	3,553	(716)	-	2,837	2,773	64	97.7%	3,924	3,922
Travel and subsistence	1,654	684	-	2,338	2,292	46	98.0%	2,117	2,013

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 1: ADMINISTRATION									
	2019/20							2018/19	
	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
Training and development	2,128	(1,685)	-	443	443	-	100.0%	207	232
Operating payments	996	(80)	(327)	589	586	3	99.5%	760	741
Venues and facilities	-	12	-	12	13	(1)	108.3%	111	89
Rental and hiring	-	22	-	22	22	-	100.0%	-	-
<b>Interest and rent on land</b>	-	-	<b>8</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>62.5%</b>	<b>333</b>	<b>333</b>
Interest	-	-	8	8	5	3	62.5%	333	333
<b>Transfers and subsidies</b>	<b>374</b>	-	<b>101</b>	<b>475</b>	<b>475</b>	-	<b>100.0%</b>	<b>524</b>	<b>522</b>
Foreign governments and international organisations	35	(35)	-	-	-	-	-	-	-
<b>Households</b>	<b>339</b>	<b>35</b>	<b>101</b>	<b>475</b>	<b>475</b>	-	<b>100.0%</b>	<b>524</b>	<b>522</b>
Social benefits	339	35	101	475	475	-	100.0%	524	522
<b>Payments for capital assets</b>	<b>3,432</b>	<b>129</b>	<b>3,084</b>	<b>6,645</b>	<b>6,641</b>	<b>4</b>	<b>99.9%</b>	<b>11,760</b>	<b>11,579</b>
Buildings and other fixed structures	-	129	-	129	129	-	100.0%	4,011	4,010
Buildings	-	129	-	129	129	-	100.0%	4,011	4,010
<b>Machinery and equipment</b>	<b>3,432</b>	-	<b>2,310</b>	<b>5,742</b>	<b>5,738</b>	<b>4</b>	<b>99.9%</b>	<b>7,749</b>	<b>7,569</b>
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	3,432	-	2,310	5,742	5,738	4	99.9%	7,749	7,569
<b>Software and other intangible assets</b>	-	-	<b>774</b>	<b>774</b>	<b>774</b>	-	<b>100.0%</b>	-	-
<b>Payments for financial assets</b>	-	-	-	-	<b>271</b>	<b>(271)</b>	-	-	<b>539</b>
<b>TOTAL</b>	<b>131,160</b>	-	<b>(2,557)</b>	<b>128,603</b>	<b>125,719</b>	<b>2,884</b>	<b>97.8%</b>	<b>129,890</b>	<b>129,889</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.1 PUBLIC SERVICE COMMISSION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>23,598</b>	<b>(462)</b>	<b>(2,757)</b>	<b>20,379</b>	<b>20,274</b>	<b>105</b>	<b>99.5%</b>	<b>25,929</b>	<b>25,877</b>
<b>Compensation of employees</b>	<b>21,710</b>	<b>(519)</b>	<b>(2,765)</b>	<b>18,426</b>	<b>18,377</b>	<b>49</b>	<b>99.7%</b>	<b>23,485</b>	<b>23,484</b>
Salaries and wages	20,306	(782)	(2,659)	16,865	16,815	50	99.7%	18,494	18,493
Social contributions	1,404	263	(106)	1,561	1,562	(1)	100.1%	4,991	4,991
<b>Goods and services</b>	<b>1,888</b>	<b>57</b>	<b>-</b>	<b>1,945</b>	<b>1,892</b>	<b>53</b>	<b>97.3%</b>	<b>2,111</b>	<b>2,060</b>
Administrative fees	2	(2)	-	-	-	-	-	14	14
Advertising	-	-	-	-	-	-	-	-	-
Audit costs: External	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	216	(87)	-	129	126	3	97.7%	156	155
Communication	428	(187)	-	241	235	6	97.5%	309	306
Contractors	4	62	-	66	65	(1)	98.5%	5	2
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	1	1
Consumable supplies	1	1	-	2	1	1	50.0%	1	-
Consumable:									
Stationery, printing and office supplies	139	(91)	-	48	43	5	89.6%	72	68
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	1,092	361	-	1,453	1,416	37	97.5%	1,442	1,441
Operating payments	6	-	-	6	6	-	100.0%	90	73
Venues and facilities	-	-	-	-	-	-	-	21	-
<b>Interest and rent on land</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>62.5%</b>	<b>333</b>	<b>333</b>
Interest (Incl. interest on unitary payments (PPP))	-	-	8	8	5	3	62.5%	333	333
<b>Transfers and subsidies</b>	<b>232</b>	<b>35</b>	<b>43</b>	<b>310</b>	<b>310</b>	<b>-</b>	<b>100.0%</b>	<b>105</b>	<b>104</b>
<b>Households</b>	<b>232</b>	<b>35</b>	<b>43</b>	<b>310</b>	<b>310</b>	<b>-</b>	<b>100.0%</b>	<b>105</b>	<b>104</b>
Social benefits	232	35	43	310	310	-	100.0%	105	104
<b>TOTAL</b>	<b>23,830</b>	<b>(427)</b>	<b>(2,714)</b>	<b>20,689</b>	<b>20,584</b>	<b>105</b>	<b>99.5%</b>	<b>26,034</b>	<b>25,981</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.2 MANAGEMENT									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>15,706</b>	<b>102</b>	-	<b>15,808</b>	<b>15,797</b>	<b>11</b>	<b>99.9%</b>	<b>14,957</b>	<b>14,946</b>
<b>Compensation of employees</b>	<b>14,814</b>	<b>(232)</b>	-	<b>14,582</b>	<b>14,578</b>	<b>4</b>	<b>100.0%</b>	<b>12,975</b>	<b>12,974</b>
Salaries and wages	13,510	(562)	-	12,948	12,945	3	100.0%	11,542	11,541
Social contributions	1,304	330	-	1,634	1,633	1	99.9%	1,433	1,433
<b>Goods and services</b>	<b>892</b>	<b>334</b>	-	<b>1,226</b>	<b>1,219</b>	<b>7</b>	<b>99.4%</b>	<b>1,982</b>	<b>1,972</b>
Administrative fees	-	-	-	-	-	-	-	6	6
Advertising	13	11	-	24	24	-	100.0%	31	30
Minor assets	-	-	-	-	-	-	-	2	2
Catering: Departmental activities	79	(37)	-	42	42	-	100.0%	54	54
Communication	316	(5)	-	311	308	3	99.0%	282	281
Consultants: Business and advisory services	-	185	-	185	185	-	100.0%	968	967
Legal services	-	112	-	112	112	-	100.0%	-	-
Contractors	-	1	-	1	2	(1)	200.0%	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	6	5
Consumable supplies	32	(27)	-	5	5	-	100.0%	34	33
Consumable: Stationery, printing and office supplies	74	(13)	-	61	60	1	98.4%	30	27
Property payments	-	-	-	-	-	-	-	1	-
Travel and subsistence	364	112	-	476	473	3	99.4%	378	377
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	14	(5)	-	9	8	1	88.9%	142	142
Venues and facilities	-	-	-	-	-	-	-	48	48
Rental and hiring	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>41</b>	<b>(35)</b>	-	<b>6</b>	<b>6</b>	-	<b>100.0%</b>	<b>45</b>	<b>44</b>
Foreign governments and international organisations	35	(35)	-	-	-	-	-	-	-

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.2 MANAGEMENT									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Households</b>	<b>6</b>	-	-	<b>6</b>	<b>6</b>	-	<b>100.0%</b>	<b>45</b>	<b>44</b>
Social benefits	6	-	-	6	6	-	100.0%	45	44
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>16</b>	-	-	<b>16</b>	<b>20</b>	<b>(4)</b>	<b>125.0%</b>	<b>19</b>	<b>18</b>
<b>Machinery and equipment</b>	<b>16</b>	-	-	<b>16</b>	<b>20</b>	<b>(4)</b>	<b>125.0%</b>	<b>19</b>	<b>18</b>
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	16	-	-	16	20	(4)	125.0%	19	18
<b>Software and other intangible assets</b>	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>15,763</b>	<b>67</b>	-	<b>15,830</b>	<b>15,823</b>	<b>7</b>	<b>100.0%</b>	<b>15,021</b>	<b>15,008</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.3: CORPORATE SERVICES									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>64,132</b>	<b>1,464</b>	<b>(1,823)</b>	<b>63,773</b>	<b>61,360</b>	<b>2,413</b>	<b>96.2%</b>	<b>55,486</b>	<b>55,194</b>
<b>Compensation of employees</b>	<b>38,293</b>	<b>751</b>	<b>-</b>	<b>39,044</b>	<b>39,028</b>	<b>16</b>	<b>100.0%</b>	<b>36,074</b>	<b>36,074</b>
Salaries and wages	33,560	654	-	34,214	34,200	14	100.0%	31,631	31,633
Social contributions	4,733	97	-	4,830	4,828	2	100.0%	4,443	4,441
<b>Goods and services</b>	<b>25,839</b>	<b>713</b>	<b>(1,823)</b>	<b>24,729</b>	<b>22,332</b>	<b>2,397</b>	<b>90.3%</b>	<b>19,412</b>	<b>19,120</b>
Administrative fees	101	134	-	235	235	-	100.0%	123	122
Advertising	31	47	-	78	78	-	100.0%	59	59
Minor assets	149	799	(11)	937	935	2	99.8%	954	751
Audit costs: External	3,756	218	-	3,974	3,973	1	100.0%	3,668	3,668
Bursaries: Employees	417	337	-	754	754	-	100.0%	198	198
Catering:									
Departmental activities	134	15	-	149	147	2	98.7%	99	94
Communication	2,898	(264)	(2)	2,632	2,452	180	93.2%	1,769	1,768
Computer services	7,234	(503)	(1,483)	5,248	6,728	(1,480)	128.2%	5,310	5,309
Consultants:									
Business and advisory services	3,713	340	-	4,053	2,570	1,483	63.4%	2,179	2,179
Legal services	-	-	-	-	-	-	-	-	-
Contractors	2,852	(617)	-	2,235	41	2,194	1.8%	1,054	1,058
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	141	(49)	-	92	90	2	97.8%	124	124
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Medical suppliers	-	-	-	-	-	-	-	-	-
Consumable supplies	248	391	-	639	637	2	99.7%	805	802
Consumable:									
Stationery printing and office supplies	632	1,024	-	1,656	1,654	2	99.9%	746	745
Operating leases	194	87	-	281	280	1	99.6%	716	715
Property payments	37	269	-	306	305	1	99.7%	534	534

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.3: CORPORATE SERVICES									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Travel and subsistence	198	211	-	409	403	6	98.5%	297	195
Training and development	2,128	(1,685)	-	443	443	-	100.0%	207	232
Operating payments	976	(75)	(327)	574	572	2	99.7%	528	526
Venues and facilities	-	12	-	12	13	(1)	108.3%	42	41
Rental and hiring	-	22	-	22	22	-	100.0%	-	-
<b>Transfers and subsidies</b>	<b>101</b>	<b>-</b>	<b>58</b>	<b>159</b>	<b>159</b>	<b>-</b>	<b>100.0%</b>	<b>374</b>	<b>374</b>
<b>Households</b>	<b>101</b>	<b>-</b>	<b>58</b>	<b>159</b>	<b>159</b>	<b>-</b>	<b>100.0%</b>	<b>374</b>	<b>374</b>
Social benefits	101	-	58	159	159	-	100.0%	374	374
<b>Payments for capital assets</b>	<b>3,416</b>	<b>129</b>	<b>3,084</b>	<b>6,629</b>	<b>6,621</b>	<b>8</b>	<b>99.9%</b>	<b>7,730</b>	<b>7,551</b>
Buildings and other fixed structures	-	129	-	129	129	-	100.0%	-	-
Buildings	-	129	-	129	129	-	100.0%	-	-
<b>Machinery and equipment</b>	<b>3,416</b>	<b>-</b>	<b>2,310</b>	<b>5,726</b>	<b>5,718</b>	<b>8</b>	<b>99.9%</b>	<b>7,730</b>	<b>7,551</b>
Other machinery and equipment	3,416	-	2,310	5,726	5,718	8	99.9%	7,730	7,551
<b>Software and other intangible assets</b>	<b>-</b>	<b>-</b>	<b>774</b>	<b>774</b>	<b>774</b>	<b>-</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>271</b>	<b>(271)</b>	<b>-</b>	<b>-</b>	<b>539</b>
<b>TOTAL</b>	<b>67,649</b>	<b>1,593</b>	<b>1,319</b>	<b>70,561</b>	<b>68,411</b>	<b>2,150</b>	<b>97.0%</b>	<b>63,590</b>	<b>63,658</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 1.4: PROPERTY MANAGEMENT									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>23,918</b>	<b>(1,233)</b>	<b>(1,162)</b>	<b>21,523</b>	<b>20,901</b>	<b>622</b>	<b>97.1%</b>	<b>21,234</b>	<b>21,232</b>
<b>Goods and services</b>	<b>23,918</b>	<b>(1,233)</b>	<b>(1,162)</b>	<b>21,523</b>	<b>20,901</b>	<b>622</b>	<b>97.1%</b>	<b>21,234</b>	<b>21,232</b>
Operating leases	20,402	(248)	(1,162)	18,992	18,433	559	97.1%	17,845	17,844
Property payments	3,516	(985)	-	2,531	2,468	63	97.5%	3,389	3,388
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,011</b>	<b>4,010</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	4,011	4,010
Buildings	-	-	-	-	-	-	-	4,011	4,010
<b>TOTAL</b>	<b>23,918</b>	<b>(1,233)</b>	<b>(1,162)</b>	<b>21,523</b>	<b>20,901</b>	<b>622</b>	<b>97.1%</b>	<b>25,245</b>	<b>25,242</b>

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
	2019/20							2018/19	
	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
<b>Sub programme</b>									
1. Labour Relations Improvement	14,298	-	1,342	15,640	15,244	396	97.5%	12,912	12,802
2. Leadership and Human Resource Reviews	9,062	-	278	9,340	9,195	145	98.4%	7,695	7,505
3. Programme Management: Leadership and Management Practices	22,659	-	2,054	24,713	24,552	161	99.3%	21,929	21,901
<b>TOTAL:</b>	<b>46,019</b>	<b>-</b>	<b>3,674</b>	<b>49,693</b>	<b>48,991</b>	<b>702</b>	<b>98.6%</b>	<b>42,536</b>	<b>42,208</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>45,337</b>	<b>-</b>	<b>3,702</b>	<b>49,039</b>	<b>48,341</b>	<b>698</b>	<b>98.6%</b>	<b>42,338</b>	<b>42,021</b>
<b>Compensation of employees</b>	<b>42,999</b>	<b>-</b>	<b>3,702</b>	<b>46,701</b>	<b>46,683</b>	<b>18</b>	<b>100.0%</b>	<b>40,969</b>	<b>40,771</b>
Salaries and wages	38,769	(61)	3,042	41,750	41,741	9	100.0%	36,489	36,292
Social contributions	4,230	61	660	4,951	4,942	9	99.8%	4,480	4,479
<b>Goods and services</b>	<b>2,338</b>	<b>-</b>	<b>-</b>	<b>2,338</b>	<b>1,658</b>	<b>680</b>	<b>70.9%</b>	<b>1,369</b>	<b>1,250</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	26	-	-	26	-	26	-	54	45
Minor Assets	-	1	-	1	1	-	100.0%	9	9
Catering:									
Departmental activities	12	64	-	76	77	(1)	101.3%	75	75
Communication	490	(26)	-	464	347	117	74.8%	402	381
Consultants:									
Business and advisory services	-	16	-	16	16	-	100.0%	17	16
Legal services	-	-	-	-	-	-	-	-	-
Contractors	53	2	-	55	2	53	3.6%	3	-
Agency and support /outsourced services	-	-	-	-	-	-	-	3	-
Fleet services	94	(18)	-	76	6	70	7.9%	64	64
Consumable supplies	115	(29)	-	86	50	36	58.1%	33	16

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
	2019/20							2018/19	
	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
Consumable:									
Stationery printing and office supplies	412	(95)	-	317	258	59	81.4%	214	190
Operating leases	185	17	-	202	202	-	100.0%	156	155
Property payments	225	(36)	-	189	146	43	77.2%	127	127
Travel and subsistence	551	(40)	-	511	322	189	63.0%	184	150
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	175	142	-	317	229	88	72.2%	28	22
Venues and facilities	-	2	-	2	2	-	100.0%	-	-
<b>Transfers and subsidies</b>	<b>592</b>	-	-	<b>592</b>	<b>591</b>	<b>1</b>	<b>99.8%</b>	<b>129</b>	<b>129</b>
<b>Households</b>	<b>592</b>	-	-	<b>592</b>	<b>591</b>	<b>1</b>	<b>99.8%</b>	<b>129</b>	<b>129</b>
Social benefits	592	-	-	592	591	1	99.8%	129	129
<b>Payments for capital assets</b>	<b>90</b>	-	<b>(28)</b>	<b>62</b>	<b>59</b>	<b>3</b>	<b>95.2%</b>	<b>69</b>	<b>58</b>
<b>Machinery and equipment</b>	<b>90</b>	-	<b>(28)</b>	<b>62</b>	<b>59</b>	<b>3</b>	<b>95.2%</b>	<b>69</b>	<b>58</b>
Other machinery and equipment	90	-	(28)	62	59	3	95.2%	69	58
Intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>46,019</b>	<b>-</b>	<b>3,674</b>	<b>49,693</b>	<b>48,991</b>	<b>702</b>	<b>98.6%</b>	<b>42,536</b>	<b>42,208</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.1: LABOUR RELATIONS IMPROVEMENT									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>14,298</b>	-	<b>1,342</b>	<b>15,640</b>	<b>15,244</b>	<b>396</b>	<b>97.5%</b>	<b>12,829</b>	<b>12,719</b>
<b>Compensation of employees</b>	<b>13,721</b>	-	<b>1,342</b>	<b>15,063</b>	<b>15,055</b>	<b>8</b>	<b>99.9%</b>	<b>12,681</b>	<b>12,584</b>
Salaries and wages	12,348	115	1,173	13,636	13,632	4	100.0%	11,372	11,275
Social contributions	1,373	(115)	169	1,427	1,423	4	99.7%	1,309	1,309
<b>Goods and services</b>	<b>577</b>	-	-	<b>577</b>	<b>189</b>	<b>388</b>	<b>32.8%</b>	<b>148</b>	<b>135</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	-	9	-	9	9	-	100.0%	10	10
Communication	177	9	-	186	81	105	43.5%	84	83
Consultants:									
Business and advisory services	-	-	-	-	-	-	-	17	16
Legal services	-	-	-	-	-	-	-	-	-
Contractors	53	-	-	53	-	53	-	-	-
Fleet services (including government motor transport)	21	(21)	-	-	-	-	-	7	7
Consumable supplies	7	8	-	15	8	7	53.3%	7	1
Consumable: Stationery printing and office supplies	87	7	-	94	43	51	45.7%	11	8
Operating leases	-	-	-	-	-	-	-	-	-
Property payments	46	(4)	-	42	-	42	-	-	-
Travel and subsistence	146	(8)	-	138	48	90	34.8%	8	7
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	40	-	-	40	-	40	-	4	3
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>83</b>	<b>83</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.1: LABOUR RELATIONS IMPROVEMENT									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Households</b>	-	-	-	-	-	-	-	<b>83</b>	<b>83</b>
Social benefits	-	-	-	-	-	-	-	83	83
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>14,298</b>	<b>-</b>	<b>1,342</b>	<b>15,640</b>	<b>15,244</b>	<b>396</b>	<b>97.5%</b>	<b>12,912</b>	<b>12,802</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>9,062</b>	-	<b>278</b>	<b>9,340</b>	<b>9,195</b>	<b>145</b>	<b>98.4%</b>	<b>7,638</b>	<b>7,459</b>
<b>Compensation of employees</b>	<b>8,811</b>	-	<b>278</b>	<b>9,089</b>	<b>9,081</b>	<b>8</b>	<b>99.9%</b>	<b>7,383</b>	<b>7,283</b>
Salaries and wages	8,069	(122)	165	8,112	8,108	4	100.0%	6,622	6,523
Social contributions	742	122	113	977	973	4	99.6%	761	760
<b>Goods and services</b>	<b>251</b>	-	-	<b>251</b>	<b>114</b>	<b>137</b>	<b>45.4%</b>	<b>255</b>	<b>176</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	26	-	-	26	-	26	-	30	21
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	-	16	-	16	16	-	100.0%	57	57
Communication	73	(11)	-	62	53	9	85.5%	66	49
Consultants:	-	-	-	-	-	-	-	-	-
Business and advisory services									
Contractors	-	1	-	1	1	-	100.0%	2	-
Agency support/ outsourced services	-	-	-	-	-	-	-	3	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	-	3	-	3	3	-	100.0%	-	-
Consumable:									
Stationery printing and office supplies	20	(6)	-	14	8	6	57.1%	46	26
Property payments	-	-	-	-	33	96	25.6%	-	-
Travel and subsistence	132	(3)	-	129	-	-	-	47	23
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	-	-	-	-	-	4	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46</b>	<b>46</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Households</b>	-	-	-	-	-	-	-	<b>46</b>	<b>46</b>
Social benefits	-	-	-	-	-	-	-	46	46
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	<b>11</b>	-
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	<b>11</b>	-
Other machinery and equipment	-	-	-	-	-	-	-	11	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>9,062</b>	-	<b>278</b>	<b>9,340</b>	<b>9,195</b>	<b>145</b>	<b>98.4%</b>	<b>7,695</b>	<b>7,505</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>21,977</b>	-	<b>2,082</b>	<b>24,059</b>	<b>23,902</b>	<b>157</b>	<b>99.3%</b>	<b>21,871</b>	<b>21,843</b>
<b>Compensation of employees</b>	<b>20,467</b>	-	<b>2,082</b>	<b>22,549</b>	<b>22,547</b>	<b>2</b>	<b>100.0%</b>	<b>20,905</b>	<b>20,904</b>
Salaries and wages	18,352	(54)	1,704	20,002	20,001	1	100.0%	18,495	18,494
Social contributions	2,115	54	378	2,547	2,546	1	100.0%	2,410	2,410
<b>Goods and services</b>	<b>1,510</b>	-	-	<b>1,510</b>	<b>1,355</b>	<b>155</b>	<b>89.7%</b>	<b>966</b>	<b>939</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	24	24
Monor Assets	-	1	-	1	1	-	100.0%	9	9
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	12	39	-	51	52	(1)	102.0%	8	8
Communication	240	(24)	-	216	213	3	98.6%	252	249
Consultants:									
Business and advisory services	-	16	-	16	16	-	100.0%	-	-
Contractors	-	1	-	1	1	-	100.0%	1	-
Agency support/ outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	73	3	-	76	6	70	7.9%	57	57
Consumable supplies	108	(40)	-	68	39	29	57.4%	26	15
Consumable:									
Stationery printing and office supplies	305	(96)	-	209	207	2	99.0%	157	156
Operation leases	185	17	-	202	202	-	100.0%	156	155
Property payments	179	(32)	-	147	146	1	99.3%	127	127
Travel and subsistence	273	(29)	-	244	241	3	98.8%	129	120
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	135	142	-	277	229	48	82.7%	20	19
Venues and facilities	-	2	-	2	2	-	100.0%	-	-

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES									
Economic classification	2019/20							2018/19	
	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
<b>Transfers and subsidies</b>	<b>592</b>	-	-	<b>592</b>	<b>591</b>	<b>1</b>	<b>99.8%</b>	-	-
<b>Households</b>	<b>592</b>	-	-	<b>592</b>	<b>591</b>	<b>1</b>	<b>99.8%</b>	-	-
Social benefits	592	-	-	592	591	1	99.8%	-	-
<b>Payments for capital assets</b>	<b>90</b>	-	<b>(28)</b>	<b>62</b>	<b>59</b>	<b>3</b>	<b>95.2%</b>	<b>58</b>	<b>58</b>
<b>Machinery and equipment</b>	<b>90</b>	-	<b>(28)</b>	<b>62</b>	<b>59</b>	<b>3</b>	<b>95.2%</b>	<b>58</b>	<b>58</b>
Other machinery and equipment	90	-	(28)	62	59	3	95.2%	58	58
Intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>22,659</b>	<b>-</b>	<b>2,054</b>	<b>24,713</b>	<b>24,552</b>	<b>161</b>	<b>99.3%</b>	<b>21,929</b>	<b>21,901</b>

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 3: MONITORING AND EVALUATION									
	2019/20							2018/19	
	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
<b>Sub programme</b>									
1. Governance									
Monitoring	10,841	(1,011)	(659)	9,171	9,158	13	99.9%	9,762	9,755
2. Service Delivery and Compliance									
Evaluations	9,207	906	(136)	9,977	9,971	6	99.9%	7,908	7,889
3. Programme Management: Monitoring and Evaluation	23,650	105	(540)	23,215	23,184	31	99.9%	21,893	21,865
<b>TOTAL:</b>	<b>43,698</b>	<b>-</b>	<b>(1,335)</b>	<b>42,363</b>	<b>42,313</b>	<b>50</b>	<b>99.9%</b>	<b>39,563</b>	<b>39,509</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>42,970</b>	<b>-</b>	<b>(1,148)</b>	<b>41,822</b>	<b>41,775</b>	<b>47</b>	<b>99.9%</b>	<b>39,125</b>	<b>39,072</b>
<b>Compensation of employees</b>	<b>40,604</b>	<b>-</b>	<b>(134)</b>	<b>40,470</b>	<b>40,453</b>	<b>17</b>	<b>100.0%</b>	<b>36,920</b>	<b>36,916</b>
Salaries and wages	37,059	(848)	(134)	36,077	36,067	10	100.0%	32,796	32,794
Social contributions	3,545	848	-	4,393	4,386	7	99.8%	4,124	4,122
<b>Goods and services</b>	<b>2,366</b>	<b>-</b>	<b>(1,014)</b>	<b>1,352</b>	<b>1,322</b>	<b>30</b>	<b>97.8%</b>	<b>2,203</b>	<b>2,155</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	67	-	67	67	-	100.0%	55	54
Minor Assets	57	(39)	(17)	1	1	-	100.0%	26	26
Catering:									
Departmental activities	21	19	(4)	36	36	-	100.0%	29	28
Communication	420	(12)	(37)	371	364	7	98.1%	383	382
Consultants:									
Business and advisory services	244	16	(244)	16	16	-	100.0%	485	484
Contractors	-	-	-	-	1	(1)	-	2	1
Fleet services (including government motor transport)	305	(51)	(100)	154	153	1	99.4%	197	196
Consumable supplies	116	9	(88)	37	35	2	94.6%	25	23

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 3: MONITORING AND EVALUATION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable:									
Stationery, printing and office supplies	194	(36)	(44)	114	108	6	94.7%	170	168
Operating leases	130	11	-	141	141	-	100.0%	109	108
Property payments	199	7	(170)	36	36	-	100.0%	102	102
Travel and subsistence	616	55	(310)	361	349	12	96.7%	358	331
Training and development	-	-	-	-	-	-	-	60	59
Operating payments	64	(50)	-	14	12	2	85.7%	152	151
Venues and facilities	-	4	-	4	3	1	75.0%	50	42
Interest and rent on land	-	-	-	-	-	-	-	2	1
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	2	1
<b>Transfers and subsidies</b>	<b>418</b>	<b>-</b>	<b>59</b>	<b>477</b>	<b>476</b>	<b>1</b>	<b>99.8%</b>	<b>165</b>	<b>164</b>
<b>Households</b>	<b>418</b>	<b>-</b>	<b>59</b>	<b>477</b>	<b>476</b>	<b>1</b>	<b>99.8%</b>	<b>165</b>	<b>164</b>
Social benefits	418	-	59	477	476	1	99.8%	165	164
<b>Payments for capital assets</b>	<b>310</b>	<b>-</b>	<b>(246)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>273</b>	<b>273</b>
<b>Machinery and equipment</b>	<b>90</b>	<b>-</b>	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>62</b>	<b>62</b>
Other machinery and equipment	90	-	(26)	64	62	2	96.9%	62	62
Software and other intangible assets	220	-	(220)	-	-	-	-	211	211
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>43,698</b>	<b>-</b>	<b>(1,335)</b>	<b>42,363</b>	<b>42,313</b>	<b>50</b>	<b>99.99%</b>	<b>39,563</b>	<b>39,509</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.1: GOVERNANCE MONITORING									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>10,608</b>	<b>(1,011)</b>	<b>(460)</b>	<b>9,137</b>	<b>9,124</b>	<b>13</b>	<b>99.9%</b>	<b>9,551</b>	<b>9,544</b>
<b>Compensation of employees</b>	<b>10,170</b>	<b>(1,010)</b>	<b>(134)</b>	<b>9,026</b>	<b>9,019</b>	<b>7</b>	<b>99.9%</b>	<b>8,854</b>	<b>8,852</b>
Salaries and wages	9,421	(1,145)	(134)	8,142	8,137	5	99.9%	7,966	7,965
Social contributions	749	135	-	884	882	2	99.8%	888	887
<b>Goods and services</b>	<b>438</b>	<b>(1)</b>	<b>(326)</b>	<b>111</b>	<b>105</b>	<b>6</b>	<b>94.6%</b>	<b>697</b>	<b>692</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	14	-	14	14	-	100.0%	-	-
Minor Assets	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	-	-	-	-	-	-	-	-	-
Communication	72	-	(13)	59	58	1	98.3%	65	64
Consultants:									
Business and advisory services	244	-	(244)	-	-	-	-	460	460
Consumable supplies	4	(1)	(2)	1	-	1	-	2	1
Consumable:									
Stationery, printing and office supplies	28	(2)	(21)	5	4	1	80.0%	25	24
Property payments	(1)	-	-	(1)	-	(1)	-	-	-
Travel and subsistence	91	(12)	(46)	33	29	4	87.9%	85	84
Training and development	-	-	-	-	-	-	-	60	59
Operating payments	-	-	-	-	-	-	-	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>13</b>	<b>-</b>	<b>21</b>	<b>34</b>	<b>34</b>	<b>-</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
<b>Households</b>	<b>13</b>	<b>-</b>	<b>21</b>	<b>34</b>	<b>34</b>	<b>-</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>
Social benefits	13	-	21	34	34	-	100.0%	-	-
<b>Payments for capital assets</b>	<b>220</b>	<b>-</b>	<b>(220)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>211</b>	<b>211</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.1: GOVERNANCE MONITORING									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Software and other intangible assets	220	-	(220)	-	-	-	-	211	211
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>10,841</b>	<b>(1,011)</b>	<b>(659)</b>	<b>9,171</b>	<b>9,158</b>	<b>13</b>	<b>99.9%</b>	<b>9,762</b>	<b>9,755</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>9,197</b>	<b>906</b>	<b>(136)</b>	<b>9,967</b>	<b>9,961</b>	<b>6</b>	<b>99.9%</b>	<b>7,839</b>	<b>7,821</b>
<b>Compensation of employees</b>	<b>8,933</b>	<b>906</b>	<b>-</b>	<b>9,839</b>	<b>9,837</b>	<b>2</b>	<b>100.0%</b>	<b>7,671</b>	<b>7,670</b>
Salaries and wages	8,249	710	-	8,959	8,959	-	100.0%	6,909	6,908
Social contributions	684	196	-	880	878	2	99.8%	762	762
<b>Goods and services</b>	<b>264</b>	<b>-</b>	<b>(136)</b>	<b>128</b>	<b>124</b>	<b>4</b>	<b>96.9%</b>	<b>168</b>	<b>151</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	24	-	24	24	-	100.0%	24	24
Minor Assets	57	(40)	(17)	-	-	-	-	26	26
Catering:									
Departmental activities	6	-	(4)	2	1	1	50.0%	13	12
Communication	62	(8)	(3)	51	49	2	96.1%	42	42
Consultants:									
Business and advisory services	-	16	-	16	16	-	100.0%	-	-
Contractors	-	-	-	-	-	-	-	-	-
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	2	1
Consumable supplies	-	-	-	-	-	-	-	-	-
Consumable:									
Stationery, printing and office supplies	37	8	(17)	28	27	1	96.4%	20	20
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	102	(3)	(95)	4	4	-	100.0%	41	26
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	3	-	3	3	-	100.0%	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Interest and rent on land</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and subsidies</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>100.0%</b>	<b>69</b>	<b>68</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Households</b>	<b>10</b>	-	-	<b>10</b>	<b>10</b>	-	<b>100%</b>	<b>69</b>	<b>68</b>
Social benefits	10	-	-	10	10	-	100%	69	68
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>9,207</b>	<b>906</b>	<b>(136)</b>	<b>9,977</b>	<b>9,971</b>	<b>6</b>	<b>99.9%</b>	<b>7,908</b>	<b>7,889</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>23,165</b>	<b>105</b>	<b>(552)</b>	<b>22,718</b>	<b>22,690</b>	<b>28</b>	<b>99.9%</b>	<b>21,735</b>	<b>21,707</b>
<b>Compensation of employees</b>	<b>21,501</b>	<b>104</b>	<b>-</b>	<b>21,605</b>	<b>21,597</b>	<b>8</b>	<b>100.0%</b>	<b>20,395</b>	<b>20,394</b>
Salaries and wages	19,389	(413)	-	18,976	18,971	5	100.0%	17,921	17,921
Social contributions	2,112	517	-	2,629	2,626	3	99.9%	2,474	2,473
<b>Goods and services</b>	<b>1,664</b>	<b>1</b>	<b>(552)</b>	<b>1,113</b>	<b>1,093</b>	<b>20</b>	<b>98.2%</b>	<b>1,338</b>	<b>1,312</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	29	-	29	29	-	100.0%	31	30
Minor Assets	-	1	-	1	1	-	100.0%	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	15	19	-	34	35	(1)	102.9%	16	16
Communication	286	(4)	(21)	261	257	4	98.5%	276	276
Consultants:									
Business and advisory services	-	-	-	-	-	-	-	25	24
Contractors	-	-	-	-	1	(1)	-	2	1
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	305	(51)	(100)	154	153	1	99.4%	195	195
Consumable supplies	112	10	(86)	36	35	1	97.2%	23	22
Consumable:									
Stationery, printing and office supplies	129	(42)	(6)	81	77	4	95.1%	125	124
Operating leases	130	11	-	141	141	-	100.0%	109	108
Property payments	200	7	(170)	37	36	1	97.3%	102	102
Travel and subsistence	423	70	(169)	324	316	8	97.5%	232	221
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	64	(53)	-	11	9	2	81.8%	152	151
Venues and facilities	-	4	-	4	3	1	75.0%	50	42
<b>Interest and rent on land</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>1</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	2	1
<b>Transfers and subsidies</b>	<b>395</b>	<b>-</b>	<b>38</b>	<b>433</b>	<b>432</b>	<b>1</b>	<b>99.8%</b>	<b>96</b>	<b>96</b>
<b>Households</b>	<b>395</b>	<b>-</b>	<b>38</b>	<b>433</b>	<b>432</b>	<b>1</b>	<b>99.8%</b>	<b>96</b>	<b>96</b>
Social benefits	395	-	38	433	432	1	99.8%	96	96
<b>Payments for capital assets</b>	<b>90</b>	<b>-</b>	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>62</b>	<b>62</b>
<b>Machinery and equipment</b>	<b>90</b>	<b>-</b>	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>62</b>	<b>62</b>
Other machinery and equipment	90	-	(26)	64	62	2	96.9%	62	62
Intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>23,650</b>	<b>105</b>	<b>(540)</b>	<b>23,215</b>	<b>23,184</b>	<b>31</b>	<b>99.9%</b>	<b>21,893</b>	<b>21,865</b>

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
	2019/20							2018/19	
	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
<b>Sub programme</b>									
1. Public									
Administration									
Investigations	13,037	1,370	1,026	15,433	15,422	11	99.9%	12,861	12,854
2. Professional Ethics	22,966	(1,766)	(803)	20,397	20,368	29	99.9%	19,003	18,972
3. Programme									
Management:									
Integrity and									
Anti-Corruption	21,349	396	(5)	21,740	21,716	24	99.9%	20,546	20,535
<b>TOTAL:</b>	<b>57,352</b>	<b>-</b>	<b>218</b>	<b>57,570</b>	<b>57,506</b>	<b>64</b>	<b>99.9%</b>	<b>52,410</b>	<b>52,361</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>57,226</b>	<b>-</b>	<b>(868)</b>	<b>56,358</b>	<b>56,296</b>	<b>62</b>	<b>99.9%</b>	<b>52,137</b>	<b>52,092</b>
<b>Compensation of employees</b>	<b>54,446</b>	<b>-</b>	<b>(803)</b>	<b>53,643</b>	<b>53,617</b>	<b>26</b>	<b>100.0%</b>	<b>49,570</b>	<b>49,544</b>
Salaries and wages	49,631	(803)	(803)	48,025	48,010	15	100.0%	44,078	44,052
Social contributions	4,815	803	-	5,618	5,607	11	99.8%	5,492	5,492
<b>Goods and services</b>	<b>2,780</b>	<b>-</b>	<b>(65)</b>	<b>2,715</b>	<b>2,679</b>	<b>36</b>	<b>98.7%</b>	<b>2,567</b>	<b>2,548</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	24	15	-	39	39	-	100.0%	69	68
Minor Assets	-	-	-	-	-	-	-	2	2
Audit costs: External	-	-	-	-	-	-	-	2	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental									
activities	23	-	-	23	22	1	95.7%	15	13
Communication	700	(138)	-	562	543	19	96.6%	661	660
Computer services	-	25	-	25	-	25	-	-	-
Consultants:									
Business and									
advisory services	91	(15)	(20)	56	80	(24)	142.9%	52	50
Infrastructure and									
planning services	-	-	-	-	-	-	-	-	-
Contractors	6	-	-	6	6	-	100.0%	19	17
Fleet services	23	14	3	40	41	(1)	102.5%	84	83
Consumable									
supplies	25	44	1	70	68	2	97.1%	35	32

# Appropriation Statement

## as at 31 March 2020

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable supplies	25	44	1	70	68	2	97.1%	35	32
Consumable:									
Stationery, printing and office supplies	321	-	4	325	319	6	98.2%	306	304
Operating leases	250	17	5	272	271	1	99.6%	210	209
Property payments	549	(118)	5	436	436	-	100.0%	571	571
Travel and subsistence	478	146	(24)	600	594	6	99.0%	433	432
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	290	(9)	(39)	242	241	1	99.6%	108	107
Venues and Facilities	-	19	-	19	19	-	100.0%	-	-
<b>Transfers and subsidies</b>	<b>36</b>	<b>-</b>	<b>1,112</b>	<b>1,148</b>	<b>1,148</b>	<b>-</b>	<b>100.0%</b>	<b>212</b>	<b>209</b>
<b>Households</b>	<b>36</b>	<b>-</b>	<b>1,112</b>	<b>1,148</b>	<b>1,148</b>	<b>-</b>	<b>100.0%</b>	<b>212</b>	<b>209</b>
Social benefits	36	-	1,112	1,148	1,148	-	100.0%	212	209
<b>Payments for capital assets</b>	<b>90</b>	<b>-</b>	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>61</b>	<b>60</b>
<b>Machinery and equipment</b>	<b>90</b>	<b>-</b>	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>61</b>	<b>60</b>
Other machinery and equipment	90	-	(26)	64	62	2	96.9%	61	60
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>57,352</b>	<b>-</b>	<b>218</b>	<b>57,570</b>	<b>57,506</b>	<b>64</b>	<b>99.9%</b>	<b>52,410</b>	<b>52,361</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
Economic classification	2019/20							2018/19	
	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
<b>Current payments</b>	<b>13,037</b>	<b>1,370</b>	<b>(39)</b>	<b>14,368</b>	<b>14,357</b>	<b>11</b>	<b>99.9%</b>	<b>12,816</b>	<b>12,810</b>
<b>Compensation of employees</b>	<b>12,780</b>	<b>1,369</b>	<b>-</b>	<b>14,149</b>	<b>14,140</b>	<b>9</b>	<b>99.9%</b>	<b>12,625</b>	<b>12,624</b>
Salaries and wages	11,630	1,391	-	13,021	13,018	3	100.0%	11,340	11,339
Social contributions	1,150	(22)	-	1,128	1,122	6	99.5%	1,285	1,285
<b>Goods and services</b>	<b>257</b>	<b>1</b>	<b>(39)</b>	<b>219</b>	<b>217</b>	<b>2</b>	<b>99.1%</b>	<b>191</b>	<b>186</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	39	39
Bursary: Employees	-	-	-	-	-	-	-	-	-
Audit costs: External	-	-	-	-	-	-	-	2	-
Catering:									
Departmental activities	5	(5)	-	-	-	-	-	-	-
Communication	93	(33)	-	60	47	13	78.3%	76	76
Consultants:									
Business and advisory services	16	-	-	16	16	-	100.0%	-	-
Computer services	-	-	-	-	-	-	-	-	-
Contractors	-	1	-	1	1	-	100.0%	-	-
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	5	(5)	-	-	-	-	-	1	-
Consumable:									
Stationery, printing and office supplies	24	40	-	64	65	(1)	101.6%	10	9
Property payments	20	(20)	-	-	-	-	-	-	-
Travel and subsistence	17	61	-	78	88	(10)	112.8%	29	29
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	77	(38)	(39)	-	-	-	-	34	33
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>1,065</b>	<b>1,065</b>	<b>1,065</b>	<b>-</b>	<b>100.0%</b>	<b>45</b>	<b>44</b>
<b>Households</b>	<b>-</b>	<b>-</b>	<b>1,065</b>	<b>1,065</b>	<b>1,065</b>	<b>-</b>	<b>100.0%</b>	<b>45</b>	<b>44</b>
Social benefits	-	-	1,065	1,065	1,065	-	100.0%	45	44

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
Economic classification	2019/20							2018/19	
	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
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>13,037</b>	<b>1,370</b>	<b>1,026</b>	<b>15,433</b>	<b>15,422</b>	<b>11</b>	<b>99.9%</b>	<b>12,861</b>	<b>12,854</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.2: PROFESSIONAL ETHICS									
Economic classification	2019/20							2018/19	
	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
<b>Current payments</b>	<b>22,930</b>	<b>(1,766)</b>	<b>(847)</b>	<b>20,317</b>	<b>20,288</b>	<b>29</b>	<b>99.9%</b>	<b>18,896</b>	<b>18,866</b>
<b>Compensation of employees</b>	<b>22,421</b>	<b>(1,764)</b>	<b>(803)</b>	<b>19,854</b>	<b>19,843</b>	<b>11</b>	<b>99.9%</b>	<b>18,395</b>	<b>18,371</b>
Salaries and wages	20,596	(2,160)	(803)	17,633	17,625	8	100.0%	16,311	16,287
Social contributions	1,825	396	-	2,221	2,218	3	99.9%	2,084	2,084
<b>Goods and services</b>	<b>509</b>	<b>(2)</b>	<b>(44)</b>	<b>463</b>	<b>445</b>	<b>18</b>	<b>96.1%</b>	<b>501</b>	<b>495</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	14	-	14	14	-	100.0%	-	-
Minor Assets	-	-	-	-	-	-	-	-	-
Bursary: Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	2	3	-	5	5	-	100.0%	2	1
Communication	175	55	(20)	230	228	2	99.1%	277	277
Consultants:									
Business and advisory services	75	(15)	-	40	40	-	100.0%	27	26
Contractors	6	(6)	-	-	-	-	-	1	-
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	4	(4)	-	-	-	-	-	3	2
Consumable:									
Stationery, printing and office supplies	96	(40)	-	56	52	4	92.9%	109	108
Property payments	-	-	(24)	-	-	-	-	-	-
Travel and subsistence	99	(21)	-	54	43	11	79.6%	82	81
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	52	12	-	64	63	1	98.4%	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>36</b>	<b>-</b>	<b>44</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>100.0%</b>	<b>107</b>	<b>106</b>
<b>Households</b>	<b>36</b>	<b>-</b>	<b>44</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>100.0%</b>	<b>107</b>	<b>106</b>
Social benefits	36	-	44	80	80	-	100.0%	107	106

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.2: PROFESSIONAL ETHICS									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>22,966</b>	<b>(1,766)</b>	<b>(803)</b>	<b>20,397</b>	<b>20,368</b>	<b>29</b>	<b>99.9%</b>	<b>19,003</b>	<b>18,972</b>

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
Economic classification	2019/20							2018/19	
	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
<b>Current payments</b>	<b>21,259</b>	<b>396</b>	<b>18</b>	<b>21,673</b>	<b>21,651</b>	<b>22</b>	<b>99.9%</b>	<b>20,425</b>	<b>20,416</b>
<b>Compensation of employees</b>	<b>19,245</b>	<b>395</b>	<b>-</b>	<b>19,640</b>	<b>19,634</b>	<b>6</b>	<b>100.0%</b>	<b>18,550</b>	<b>18,549</b>
Salaries and wages	17,405	(34)	-	17,371	17,367	4	100.0%	16,427	16,426
Social contributions	1,840	429	-	2,269	2,267	2	99.9%	2,123	2,123
<b>Goods and services</b>	<b>2,014</b>	<b>1</b>	<b>18</b>	<b>2,033</b>	<b>2,017</b>	<b>16</b>	<b>99.2%</b>	<b>1,875</b>	<b>1,867</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	24	1	-	25	25	-	100.0%	30	29
Minor Assets	-	-	-	-	-	-	-	2	2
Catering:									
Departmental activities	16	2	-	18	17	1	94.4%	13	12
Communication	432	(160)	-	272	268	4	98.5%	308	307
Computer services	-	25	-	25	-	25	-	-	-
Consultants:									
Business and advisory services	-	-	-	-	24	(24)	-	25	24
Contractors	-	5	-	5	5	-	100.0%	18	17
Agency and support /outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	23	14	3	40	41	(1)	102.5%	84	83
Consumable supplies	16	53	1	70	68	2	97.1%	31	30
Consumable:									
Stationery, printing and office supplies	201	-	4	205	202	3	98.5%	187	187
Operation leases	250	17	5	272	271	1	99.6%	210	209
Property payments	529	(98)	5	436	436	-	100.0%	571	571
Travel and subsistence	362	106	-	468	463	5	98.9%	322	322
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	161	17	-	178	178	-	100.0%	74	74
Venues and facilities	-	19	-	19	19	-	100.0%	-	-

# Appropriation Statement

## as at 31 March 2020

SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
	2019/20							2018/19	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Transfers and subsidies</b>	-	-	3	3	3	-	100%	60	59
<b>Households</b>	-	-	3	3	3	-	100%	60	59
Social benefits	-	-	3	3	3	-	100%	60	59
<b>Payments for capital assets</b>	<b>90</b>	-	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>61</b>	<b>60</b>
<b>Machinery and equipment</b>	<b>90</b>	-	<b>(26)</b>	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9%</b>	<b>61</b>	<b>60</b>
Other machinery and equipment	90	-	(26)	64	62	2	61.9%	61	60
Intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>21,349</b>	<b>396</b>	<b>(5)</b>	<b>21,740</b>	<b>21,716</b>	<b>24</b>	<b>99.9%</b>	<b>20,546</b>	<b>20,535</b>

# Notes to the Appropriation Statement

## as at 31 March 2020

### 1. Detail of transfers and subsidies as per Annual Appropriation:

Detail of these transactions can be viewed in the note on Transfers and subsidies and Annexures to the AFS.

### 2. Detail of specifically and exclusively appropriated amounts voted:

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

### 3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the AFS.

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

#### 4.1 Per Programme

	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % on Final Appropriation %
<b>Administration</b>	<b>128,603</b>	<b>125,719</b>	<b>2,884</b>	<b>2.24%</b>

Variance is due to delayed delivery of the video conference solution. Rollover of R2.8 million will be requested from National Treasury.

<b>Leadership and Management Practices</b>	<b>49,693</b>	<b>48,991</b>	<b>702</b>	<b>1.41%</b>
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The variance is due to the cost containment on cost drivers such as subsistence and travelling.

<b>Monitoring and Evaluation</b>	<b>42,363</b>	<b>42,313</b>	<b>50</b>	<b>0.12%</b>
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The variance is due to the cost containment on cost drivers such as subsistence and travelling.

<b>Integrity and Anti-Corruption</b>	<b>57,570</b>	<b>57,506</b>	<b>64</b>	<b>0.11%</b>
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The variance is due to the cost containment on cost drivers such as subsistence and travelling.

#### 4.2 Per economic classification:

	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % on Final Appropriation %
<b>Current payment:</b>				
Compensation of employees	212,866	212,736	130	0.06%
Goods and services	55,828	52,003	3,825	6.85%
Interest and rent on land	8	5	3	37.50%
<b>Transfers and subsidies:</b>				
Households	2,692	2,690	2	0.07%
<b>Payments for capital assets:</b>				
Buildings & other fixed structures	129	129	-	-
Machinery and equipment	5,932	5,921	11	0.19%
Intangible assets	774	774	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>271</b>	<b>(271)</b>	<b>-</b>

# Statement of Financial Performance

## as at 31 March 2020

	Note	2019/20 R'000	2018/19 R'000
<b>REVENUE</b>			
Annual appropriation	1	278,229	264,399
Departmental revenue	2	650	834
Aid assistance		-	3,750
<b>TOTAL REVENUE</b>		<b>278,879</b>	<b>268,983</b>
<b>EXPENDITURE</b>			
Current expenditure			
Compensation of employees	4	212,736	199,763
Goods and services	5	52,003	50,337
Interest and rent on land	6	5	334
Aid assistance		-	2,471
<b>Total current expenditure</b>		<b>264,744</b>	<b>252,905</b>
<b>Transfers and subsidies</b>	8	<b>2,690</b>	<b>1,024</b>
<b>Expenditure for capital assets</b>			
Tangible capital assets	9	6,050	11,759
Software and other intangible assets	9	774	211
<b>Total expenditure for capital assets</b>		<b>6,824</b>	<b>11,970</b>
<b>Payment for financial assets</b>	7	<b>271</b>	<b>539</b>
<b>TOTAL EXPENDITURE</b>		<b>274,529</b>	<b>266,438</b>
<b>SURPLUS FOR THE YEAR</b>		<b>4,350</b>	<b>2,545</b>
<b>Reconciliation of Net Surplus for the year</b>			
Voted Funds	13	3,700	432
Departmental Revenue	14	650	834
Aid Assistance	3	-	1,279
<b>SURPLUS FOR THE YEAR</b>		<b>4,350</b>	<b>2,545</b>

# Statement of Financial Position

## as at 31 March 2020

	Note	2019/20 R'000	2018/19 R'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	10	5,732	2,140
Prepayments and advances	11	222	-
Receivables	12	57	462
		<b>6,011</b>	<b>2,602</b>
<b>Non-Current Assets</b>			
Receivables	12	505	864
		<b>505</b>	<b>864</b>
<b>TOTAL ASSETS</b>		<b>6,516</b>	<b>3,466</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Voted funds to be surrendered to the Revenue Fund	13	3,700	432
Departmental revenue to be surrendered to the Revenue Fund	14	256	309
Payables	15	393	170
Aid assistance unutilised	3	1,279	1,279
		<b>5,628</b>	<b>2,190</b>
<b>Non-Current Liabilities</b>			
Payables	16	297	346
		<b>297</b>	<b>346</b>
<b>TOTAL LIABILITIES</b>		<b>5,925</b>	<b>2,536</b>
<b>NET ASSETS</b>		<b>591</b>	<b>930</b>
<b>Represented by:</b>			
Recoverable revenue		591	930
<b>TOTAL</b>		<b>591</b>	<b>930</b>

# Statement of Changes in Net Assets

## as at 31 March 2020

	<i>Note</i>	<b>2019/20</b> <b>R'000</b>	<b>2018/19</b> <b>R'000</b>
<b>Recoverable revenue</b>			
Opening balance		930	975
<b>Transfers</b>			
Irrecoverable amounts written off	7.2	(339)	(45)
Debts recovered (included in departmental receipts)		231	216
Debts raised		(1,004)	(1,423)
Closing balance		434	1,162
		<b>591</b>	<b>930</b>
<b>TOTAL</b>		<b>591</b>	<b>930</b>

# Cash Flow Statement

## as at 31 March 2020

	<i>Note</i>	<b>2019/20</b> <b>R'000</b>	<b>2018/19</b> <b>R'000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		<b>278,879</b>	<b>268,983</b>
Annual appropriated funds received	1	278,229	264,399
Departmental revenue received	2	558	738
Interest received	2	92	96
Aid assistance		-	3,750
Increase in working capital		406	44
Surrendered to Revenue Fund		(1,135)	(1,241)
Current payments		(264,739)	(252,571)
Interest paid	6	(5)	(334)
Payment for financial assets	7	(271)	(539)
Transfers and subsidies paid	8	(2,690)	(1,024)
<b>Net cash flow available from operating activities</b>	<b>17</b>	<b>10,445</b>	<b>13,318</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	9	(6,824)	(11,970)
Increase in non-current receivables		359	-
<b>Net cash flows from investing activities</b>		<b>(6,465)</b>	<b>(11,970)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Decrease in net assets		(339)	(45)
Increase/Decrease in non-current payables		(49)	5
<b>Net cash flows from financing activities</b>		<b>(388)</b>	<b>(40)</b>
<b>Increase in cash and cash equivalents</b>		<b>3,592</b>	<b>1,308</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>2,140</b>	<b>832</b>
<b>Cash and cash equivalents at end of period</b>	<b>18</b>	<b>5,732</b>	<b>2,140</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 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 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 (MCS).

#### 2. Going concern

The financial statements have been prepared on a going concern basis.

#### 3. Presentation currency and Foreign currency translation

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

#### 5. Comparative information

##### 5.1 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.

##### 5.2 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.

#### 6. Revenue

##### 6.1 Appropriated funds

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

# Notes to the Annual Financial Statements

## as at 31 March 2020

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.

### **6.2 Departmental revenue**

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise. Any amount owing to the National Revenue Fund at the reporting date is recognised as a payable in the statement of financial position.

### **6.3 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.

## **7. Expenditure**

### **7.1 Compensation of employees**

#### **7.1.1 Salaries and Wages**

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

#### **7.1.2 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.

### **7.2 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.

### **7.3 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.

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 7.4 Leases

#### 7.4.1 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.

#### 7.4.2 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.

## 8. Aid Assistance

### 8.1 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.

### 8.2 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.

## 9. 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 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.

## 10. 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.

## 11. 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.

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 12. Financial assets

A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial asset. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

### 13. Payables

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

### 14. Capital Assets

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

#### 14.2 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.

### 15. Provisions and Contingents

#### 15.1 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.

#### 15.2 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.

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 15.3 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.

### 15.4 Capital Commitments

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

## 16. Unauthorised expenditure

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

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

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

## 17. 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.

## 18. Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the irregularity 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 or 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.

## 19. Changes in accounting policies, accounting estimates and errors

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

## 20. 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.

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 21. Departures from the MCS requirements

Management has concluded that the financial statements present fairly the department's primary and secondary information and compliance to the Standards.

### 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 and 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

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

### 24. 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.

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 1. Annual Appropriation

#### 1.1 Annual Appropriation

Included are funds appropriated in terms of 2019 Appropriation Act.

	2019/20			2018/19	
	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	128,603	128,603	-	129,890	129,890
Leadership and Management Practices	49,693	49,693	-	42,536	42,536
Monitoring and Evaluation	42,363	42,363	-	39,563	39,563
Integrity and Anti-Corruption	57,570	57,570	-	52,410	52,410
<b>TOTAL</b>	<b>278,229</b>	<b>278,229</b>	<b>-</b>	<b>264,399</b>	<b>264,399</b>

	Note	2019/20 R'000	2018/19 R'000
<b>2. Departmental Revenue</b>			
Sales of goods and services other than capital assets	2.1	117	115
Interest, dividends and rent on land	2.2	92	96
Transactions in financial assets and liabilities	2.3	441	527
Transfer received		-	96
<b>Departmental revenue collected</b>		<b>650</b>	<b>834</b>
<b>2.1 Sales of goods and services other than capital assets</b>			
Sales of goods and services produced by the department		<b>117</b>	<b>113</b>
Sales by market establishment		54	53
Other sales		63	60
Sales of scrap, waste and other used current goods		-	2
<b>TOTAL</b>		<b>117</b>	<b>115</b>
<b>2.2 Interest, dividends and rent on land and buildings</b>			
Interest		92	96
<b>TOTAL</b>		<b>92</b>	<b>96</b>
<b>2.3 Transactions in financial assets and liabilities</b>			
Receivables		300	286
Other Receipts including Recoverable Revenue		141	241
<b>TOTAL</b>		<b>441</b>	<b>527</b>
<b>2.4 Transfer received</b>			
Public corporations and private enterprises	Annexure 1B	-	96
<b>TOTAL</b>		<b>-</b>	<b>96</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

<b>3. Aid assistance</b>	<b>2019/20</b> <b>R'000</b>	<b>2018/19</b> <b>R'000</b>
Opening balance	1,279	-
Prior period error	-	-
As restated	1,279	-
Transferred from statement of financial performance	-	1,279
<b>Departmental revenue collected</b>	<b>1,279</b>	<b>1,279</b>

An amount of R3.75 million was received from CARA, of which R2.47 million was spent and R1.3 million remained unspent.

<b>3.1 Analysis of balance by source</b>		
CARA	1,279	1,279
<b>TOTAL</b>	<b>1,279</b>	<b>1,279</b>

<b>3.2 Analysis of balance</b>		
Aid assistance unutilised	1,279	1,279
<b>TOTAL</b>	<b>1,279</b>	<b>1,279</b>

Out of R1.3 million, an amount of R1.1 million has been committed for electronic document and record management system.

<b>3.3 Aid assistance expenditure per economic classification</b>		
Current	-	2,471
<b>TOTAL</b>	<b>-</b>	<b>2,471</b>

## **4. Compensation of Employees**

<b>4.1 Salaries and Wages</b>		
Basic salary	147,442	135,696
Performance award	3,016	3,026
Service Based	214	298
Compensative/circumstantial	859	1,051
Other non-pensionable allowances	38,247	34,734
<b>TOTAL</b>	<b>189,778</b>	<b>174,805</b>

<b>4.2 Social contributions Employer contributions</b>		
Pension	17,995	20,384
Medical	4,935	4,550
Bargaining council	28	24
<b>TOTAL</b>	<b>22,958</b>	<b>24,958</b>

<b>TOTAL COMPENSATION OF EMPLOYEES</b>	<b>212,736</b>	<b>199,763</b>
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<b>Average number of employees</b>	<b>296</b>	<b>281</b>
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## **5. Goods and services**

	<i>Note</i>		
Administrative fees		235	142
Advertising		208	256
Assets less than R5,000	5.1	937	789
Bursaries (employees)		754	198
Catering		450	419
Communication		4,249	3,778
Computer services	5.2	6,728	5,309

# Notes to the Annual Financial Statements

## as at 31 March 2020

	Note	2019/20 R'000	2018/19 R'000
Consultants, contractors and agency/outsourced services		2,867	3,696
Legal services		112	-
Contractors		117	1,078
Audit cost – external	5.3	3,973	3,668
Fleet services		290	473
Consumables	5.4	3,238	2,409
Operating leases		19,327	19,031
Property payments	5.5	3,391	4,722
Rental and hiring		22	-
Travel and subsistence	5.6	3,557	2,926
Venues and facilities		37	131
Training and staff development		443	291
Other operating expenditure	5.7	1,068	1,021
<b>TOTAL</b>		<b>52,003</b>	<b>50,337</b>
<b>5.1 Minor assets</b>			
<b>Tangible assets</b>		<b>937</b>	<b>789</b>
Machinery and equipment		937	789
<b>TOTAL</b>		<b>937</b>	<b>789</b>
<b>5.2 Computer services</b>			
SITA computer services		4,102	3,208
External computer service providers		2,626	2,101
<b>TOTAL</b>		<b>6,728</b>	<b>5,309</b>
<b>5.3 Audit cost - external</b>			
Regulatory audits		3,274	3,391
Computer audits		699	277
<b>TOTAL</b>		<b>3,973</b>	<b>3,668</b>
<b>5.4 Consumables</b>			
Consumable supplies		796	906
Uniform and clothing		115	267
Household supplies		427	290
Building material and supplies		27	137
Communication accessories		34	87
IT consumables		178	103
Other consumables		15	22
Stationery, printing and office supplies		2,442	1,503
<b>TOTAL</b>		<b>3,238</b>	<b>2,409</b>
<b>5.5 Property payments</b>			
Municipal services		2,469	3,389
Property maintenance & repairs		171	490
Other		751	843
<b>TOTAL</b>		<b>3,391</b>	<b>4,722</b>
<b>5.6 Travel and subsistence</b>			
Local		3,420	2,874
Foreign		137	52
<b>TOTAL</b>		<b>3,557</b>	<b>2,926</b>
<b>5.7 Other operating expenditure</b>			
Professional bodies, membership and subscription fees		122	35
Resettlement costs		398	176
Other		548	810
<b>TOTAL</b>		<b>1,068</b>	<b>1,021</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

	<i>Note</i>	2019/20 R'000	2018/19 R'000
<b>6. Interest and Rent on land</b>			
Interest paid		5	334
<b>TOTAL</b>		<b>5</b>	<b>334</b>
<b>7. Payment for financial assets</b>			
Material losses through criminal conduct			
Theft	7.3	23	20
Other material losses written off	7.1	17	4
Debts written-off	7.2	231	515
<b>TOTAL</b>		<b>271</b>	<b>539</b>
<b>7.1 Other material losses written off</b>			
<b>Nature of losses</b>			
Damaged car rental vehicle		-	2
Fixed Assets		-	2
Call out fee		1	-
Computer Equipment		16	-
<b>TOTAL</b>		<b>17</b>	<b>4</b>
<b>7.2 Debts written off</b>			
<b>Recoverable revenue written off</b>			
Staff debts		231	515
<b>TOTAL</b>		<b>231</b>	<b>515</b>
<b>7.3 Details of theft</b>			
<b>Nature of theft</b>			
Computer equipment		23	20
<b>TOTAL</b>		<b>23</b>	<b>20</b>
<b>8. Transfers and subsidies</b>			
Households	<i>Annex 1A</i>	2,690	1,024
<b>TOTAL</b>		<b>2,690</b>	<b>1,024</b>
<b>9. Expenditure for Capital Assets</b>			
<b>Tangible assets</b>			
Buildings and other fixed structures	29.1	129	4,010
Machinery and equipment	27.1	5,921	7,749
<b>Intangible assets</b>			
Software	28.1	774	211
<b>TOTAL</b>		<b>6,824</b>	<b>11,970</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>9.1 Analysis of funds utilised to acquire capital assets – 2019/20</b>			
<b>Tangible assets</b>	<b>6,050</b>	-	<b>6,050</b>
Buildings and other fixed structures	129	-	129
Machinery and equipment	5,921	-	5,921
<b>Intangible assets</b>	<b>774</b>	-	<b>774</b>
Software	774	-	774
<b>TOTAL</b>	<b>6,824</b>	-	<b>6,824</b>

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>9.2 Analysis of funds utilised to acquire capital assets – 2018/19</b>			
<b>Tangible assets</b>	<b>11,759</b>	-	<b>11,759</b>
Buildings and other fixed structures	4,010	-	4,010
Machinery and equipment	7,749	-	7,749
<b>Intangible assets</b>	<b>211</b>	-	<b>211</b>
Software	211	-	211
<b>TOTAL</b>	<b>11,970</b>	-	<b>11,970</b>

	2019/20 R'000	2018/19 R'000
<b>9.3 Finance lease expenditure included in Expenditure for capital assets</b>		
<b>Tangible assets</b>		
Machinery and equipment	415	394
<b>TOTAL</b>	<b>415</b>	<b>394</b>

## 10. Cash and cash equivalents

Consolidated Paymaster General Account	5,682	1,011
Cash on hand	50	50
Investments (Domestic)	-	1,079
<b>TOTAL</b>	<b>5,732</b>	<b>2,140</b>

## 11. Prepayments and Advances

Advances paid (Not expensed)	222	-
<b>TOTAL</b>	<b>222</b>	<b>-</b>

	Note	Balance as at 1 April 2019 R'000	Less: Amount expensed in current year R'000	Add or Less: Other R'000	Add: Current Year advances R'000	Balance as at 31 March 2020 R'000
<b>11.1 Advances paid (Not expensed)</b>						
National departments	11	-	(134)	-	356	222
<b>TOTAL</b>		<b>-</b>	<b>(134)</b>	<b>-</b>	<b>356</b>	<b>222</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

	Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2020
		R'000	R'000	R'000	R'000	R'000
<b>11.2 Advances paid (Expensed)</b>						
National departments	11	-	-	-	222	222
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>222</b>	<b>222</b>

		2019/20			2018/19		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
<b>12. Receivables</b>							
Claims recoverable	12.1	51	-	51	7	-	7
		-	-	-	-	-	-
Recoverable expenditure	12.2	6	-	6	3	35	38
Staff debt	12.3	-	505	505	452	829	1,281
Other receivables		-	-	-	-	-	-
<b>TOTAL</b>		<b>57</b>	<b>505</b>	<b>562</b>	<b>462</b>	<b>864</b>	<b>1,326</b>

		2019/20	2018/19
		R'000	R'000
<b>12.1 Claims recoverable</b>	<i>Annexure 2</i>		
National departments		-	7
Provincial departments		51	-
<b>TOTAL</b>		<b>51</b>	<b>7</b>
<b>12.2 Recoverable expenditure (disallowance accounts)</b>			
SAL: Deduction Disall Acc		-	3
SAL: Income Tax		-	35
SAL: Tax debt		6	-
<b>TOTAL</b>		<b>6</b>	<b>38</b>
<b>12.3 Staff debts</b>			
Salary		10	45
Bursary		444	700
Other		30	470
Tax debt		21	66
<b>TOTAL</b>		<b>505</b>	<b>1,281</b>

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

Opening balance		432	674
Prior period error		-	(72)
As restated	13.1	432	602
Transfer from Statement of Financial Performance		3,700	504
Paid during the year		(432)	(674)
<b>CLOSING BALANCE</b>		<b>3,700</b>	<b>432</b>

		2019/20	2018/19
		R'000	R'000
<b>13.1 Prior period error</b>			
Relating to 2018/19 (affecting the opening balance)		-	(72)
Debts written off erroneously in the 2018/19 were corrected		-	72
<b>TOTAL</b>		<b>-</b>	<b>-</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

<b>14. Departmental revenue to be surrendered to the Revenue Fund</b>	<i>Note</i>		
Opening balance		309	42
Prior period error		-	299
As restated		309	341
Transfer from Statement of Financial Performance	14.1	650	535
Paid during the year		(703)	(567)
<b>CLOSING BALANCE</b>		<b>256</b>	<b>309</b>

<b>14.1 Prior period error</b>			
Relating to 2018/19 (affecting the opening balance)		-	-
Debts written off erroneously in the 2018/19 were corrected		-	299
<b>TOTAL</b>		<b>-</b>	<b>299</b>

<b>15. Payables – Current</b>			
Clearing accounts	15.1	392	170
Other payables	15.2	1	-
<b>CLOSING BALANCE</b>		<b>393</b>	<b>170</b>

<b>15.1 Clearing accounts</b>			
SAL: GEHS Refund Control Account		26	35
SAL: Income Tax		366	26
SAL: Insurance Deduction		-	3
SAL: Pension Fund		-	6
Telephone Control Account		-	100
<b>TOTAL</b>		<b>392</b>	<b>170</b>

<b>15.2 Other payables</b>			
Sal: Deduction Disallow Account		1	-
<b>TOTAL</b>		<b>1</b>	<b>-</b>

### 16. Payables – non-current

	<i>Note</i>	2019/20				2018/19
		<b>One to two years</b>	<b>Two to three years</b>	<b>More than three years</b>	<b>Total</b>	<b>Total</b>
		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Advances received	16.1	-	-	297	297	297
Other payables	16.2	-	-	-	-	49
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>297</b>	<b>297</b>	<b>346</b>

<b>16.1 Advances Received</b>			
National departments	<i>Annexure 4</i>	297	297

		<b>2019/20</b>	<b>2018/19</b>
		<b>R'000</b>	<b>R'000</b>
<b>16.2 Other Payables</b>			
Department of International Relations and Cooperation		-	44
Sal: Deduction Disallow Account		-	5
<b>TOTAL</b>		<b>-</b>	<b>49</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

Note

### 17. Net Cash Flow Available from operating activities

Net surplus as per Statement of Financial Performance		4,350	2,545
Add back non cash/cash movements not deemed operating activities		6,095	10,773
Decrease in receivables		405	(114)
Increase in prepayments and advances		(222)	3
Increase in payables – current		223	155
Expenditure on capital assets	9.1	6,824	11,970
Surrenders to Revenue Fund		(1,135)	(1,241)
<b>Net cash flow generated by operating activities</b>		<b>10,445</b>	<b>13,318</b>

### 18. Reconciliation of Cash and Cash Equivalents for Cash flow Purposes

Consolidated Paymaster General account	5,682	1,011
Cash on hand	50	50
Investments (Domestic)	-	1,079
<b>TOTAL</b>	<b>5,732</b>	<b>2,140</b>

### 19. Contingent liabilities and contingent assets

Contingent liabilities	Annexure 2		
Claims against the department		4,250	-
<b>TOTAL</b>		<b>4,250</b>	<b>-</b>

### 20. Capital Commitments

Machinery and Equipment	3,222	1,145
<b>TOTAL COMMITMENTS</b>	<b>3,222</b>	<b>1,145</b>

\*Only Capital Commitment are included in the 2019/20 due to the reporting format changed by National Treasury. Included in the Capital Commitment amount are the contractual and once-off orders.

### 21. Accruals and Payables not recognised

21.1	<b>Accruals</b>			<b>2019/20</b>	<b>2018/19</b>
	<b>Listed by economic classification</b>				
		<b>30</b>	<b>30+</b>	<b>Total</b>	<b>Total</b>
		<b>Days</b>	<b>Days</b>	<b>R'000</b>	<b>R'000</b>
		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
	Goods and services	1,070	1	1,071	1,981
	Transfers and Subsidies	-	-	-	-
	Capital Assets	-	-	-	257
	<b>TOTAL</b>	<b>1,070</b>	<b>1</b>	<b>1,071</b>	<b>2,238</b>
				<b>2019/20</b>	<b>2018/19</b>
				<b>R'000</b>	<b>R'000</b>
	<b>Listed by programme level</b>				
	Programme 1: Administration			874	2,103
	Programme 2: Leadership and Management Practices			37	31
	Programme 3: Monitoring and Evaluation			101	44
	Programme 4: Integrity and Anti-Corruption			59	60
				<b>1,071</b>	<b>2,238</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

21.2 Payables			2019/20	2018/19
	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Goods and services	35	21	56	32
Payment for Capital Assets	-	-	-	-
<b>TOTAL</b>	<b>35</b>	<b>21</b>	<b>56</b>	<b>32</b>

### Listed by programme level

Programme 1: Administration			51	-
Programme 2: Leadership and Management Practices			-	-
Programme 3: Monitoring and Evaluation			3	4
Programme 4: Integrity and Anti-Corruption			2	28
			<b>56</b>	<b>32</b>

22. Employee benefits	2019/20 R'000	2018/19 R'000
Leave entitlement	6,898	6,715
Service bonus (Thirteenth cheque)	5,055	4,846
Performance awards	1,717	3,193
Capped leave commitments	4,911	6,304
<b>TOTAL</b>	<b>18,581</b>	<b>21,058</b>

\*Included in the total leave entitlement is negative leave of 91.86 days, which amounts to R259 564.70.

## 23. Lease commitments

23.1 Operating leases expenditure	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
<b>2019/20</b>				
Not later than 1 year	-	19,214	125	19,339
Later than 1 year and not later than 5 years	-	33,390	231	33,621
Later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>52,604</b>	<b>356</b>	<b>52,960</b>

\*Total commitments excludes commitment R1.1 million funded through CARA aid assistance

### 2018/19

Not later than 1 year	-	18,505	513	19,018
Later than 1 year and not later than 5 years	-	46,480	357	46,837
Later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>64,985</b>	<b>870</b>	<b>65,855</b>

\*The total amount of lease commitments for buildings includes the National Office and the 9 Provincial Offices.

23.2 Finance lease expenditure	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
<b>2019/20</b>				
Not later than 1 year	-	-	81	81
Later than 1 year and not later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>81</b>	<b>81</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 2018/19

Not later than 1 year	-	-	393	<b>393</b>
Later than 1 year and not later than 5 years	-	-	63	<b>63</b>
<b>Total lease commitments</b>	-	-	<b>456</b>	<b>456</b>

Leasing of photocopy equipment according to the Transversal Contract RT3-2015 for a period of 36 months

<b>24. Irregular expenditure</b>	<b>2019/20</b>	<b>2018/19</b>
	<b>R'000</b>	<b>R'000</b>
<b>24.1 Reconciliation of irregular expenditure</b>		
Opening balance	979	610
Prior period error	-	(1)
As restated	979	609
Add: Irregular expenditure relating to prior year	555	714
Add: Irregular expenditure relating to current year	132	266
Less: Prior year amounts condoned	-	(610)
<b>Closing balance</b>	<b>1,666</b>	<b>979</b>

Analysis of awaiting condonation per age classification

Current year	687	265
Prior year	979	714
<b>TOTAL</b>	<b>1,666</b>	<b>979</b>

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

<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>	<b>2019/20</b>
		<b>R'000</b>
1. IT related services that are mandatory to be procured through SITA were not procured through SITA. This resulted in a carry-through effect from the 2018/19 financial year.	Under investigation	555
2. Video Conference Solution	No	132
<b>TOTAL</b>		<b>687</b>

### 24.3 Details of irregular expenditure under assessment

<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>	<b>2018/19</b>
		<b>R'000</b>
1. Carry through effects of the irregular expenditure incurred during 2017/18 – competitive bidding process not followed	Written warning	714
2. Deviation from competitive bidding on the basis of emergency – catering for a farewell function	Under investigation	18
3. Deviation from competitive bidding on the basis of emergency – catering for a follow-up Strategic Planning Session	Under investigation	22
4. Mandatory services not done through SITA – Vox Telecom	Under investigation	86
5. Supplier with the lowest quote not appointed	Under investigation	53
6. Relocation of the DSTV and video conference equipment from ABSA Towers to the Public Service Commission House	Under investigation	86
<b>TOTAL</b>		<b>979</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

<b>24.4 Prior period error</b>		
<b>Nature of prior period error</b>	Note	<b>Amount 2018/19 R'000</b>
Relating to 2018/19 (affecting the opening balance)		(1)
<b>TOTAL</b>		<b>(1)</b>

## 25. Related Party Transactions

The PSC has related party relationship with the following Departments and Public sector entities that fall under the portfolio of the Minister for Public Service and Administration:

- Department of Public Service and Administration
- National School of Government
- Centre for Public Service Innovation
- Government Employees Medical Scheme

<b>26. Key management personnel</b>	<b>No. of Individuals</b>	<b>2019/20 R'000</b>	<b>2018/19 R'000</b>
Political Office Bearers *	14	18,645	20,269
Officials:			
Level 15 to 16	4	7,061	7,997
Level 14	12	12,061	9,473
Family members of Key management personnel	-	-	-
<b>TOTAL</b>		<b>37,767</b>	<b>37,739</b>

\*Chairperson (1), Deputy Chairperson (1) and other members of the Commission are appointed in terms of the Public Service Commission Act No. 46 of 1997.

## 27. Provisions

Long service awards	-	115
Government Employee Pension Fund Liability	228	-
<b>TOTAL</b>	<b>228</b>	<b>115</b>

### 27.1 Reconciliation of movement in provisions – 2019/20

	<b>Provision 1 R'000</b>	<b>Provision 2 R'000</b>	<b>Total Provisions R'000</b>
Opening balance	115	-	115
Increase in provision	5	228	233
Settlement in provision	(120)	-	(120)
<b>TOTAL</b>	<b>-</b>	<b>228</b>	<b>228</b>

### 27.2 Reconciliation of movement in provisions – 2018/19

	<b>Provision 1 R'000</b>	<b>Provision 2 R'000</b>	<b>Total Provisions R'000</b>
Opening balance	165	3,311	3,476
Increase in provision	169	329	498
Settlement in provision	(219)	(3,640)	(3,859)
<b>TOTAL</b>	<b>115</b>	<b>-</b>	<b>115</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 28. Movable Tangible Capital Assets

	Opening balance	Value Adjust -ments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>					
Computer equipment	16,283	-	2,160	(3,550)	14,893
Furniture and office equipment	8,410	-	2,014	(168)	10,256
Other machinery and equipment	1,422	-	1,332	(68)	2,686
<b>TOTAL MOVABLE TANGIBLE ASSETS</b>	<b>26,115</b>	<b>-</b>	<b>5,506</b>	<b>(3,786)</b>	<b>27,835</b>

#### Movable Tangible Capital Assets under investigation

Machinery and equipment

Number Value  
R'000

9 154

*\*Included in the above total of movable tangible capital assets as per the asset register are assets that were not verified during the year-end and therefore are under investigation.*

#### 28.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Cash	(Capital Work in Progress current costs and Finance Leases)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>				
Computer equipment	2,160	-	-	2,160
Furniture and office equipment	2,014	-	-	2,014
Other machinery and equipment	1,747	(415)	-	1,332
<b>TOTAL</b>	<b>5,921</b>	<b>(415)</b>	<b>-</b>	<b>5,506</b>

#### 28.2 Disposals

DISPOSALS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Sold for Cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>				
Computer equipment	-	3,550	3,550	-
Furniture and office equipment	-	168	168	-
Other machinery and equipment	-	68	68	-
<b>TOTAL</b>	<b>-</b>	<b>3,786</b>	<b>3,786</b>	<b>-</b>

#### 28.3 Movement for 2018/19

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance	Prior Period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>					
Computer equipment	13,060	-	3,573	(350)	16,283
Furniture and office equipment	5,963	-	2,758	(311)	8,410
Other machinery and equipment	398	-	1,024	-	1,422
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>19,421</b>	<b>-</b>	<b>7,355</b>	<b>(661)</b>	<b>26,115</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 28.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	179	1	6,530	-	6,710
Value adjustment	-	-	-	-	-
Additions	-	-	937	-	937
Disposals	(179)	-	(410)	-	(589)
<b>TOTAL MINOR ASSETS</b>	<b>-</b>	<b>1</b>	<b>7,057</b>	<b>-</b>	<b>7,058</b>
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost	-	1	4,942	-	4,943
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>-</b>	<b>1</b>	<b>4,947</b>	<b>-</b>	<b>4,948</b>

#### Minor Assets under investigation

Number Value  
R'000

3 7

Machinery and equipment

Included in the above total of the minor assets per the asset register are assets that were not verified during the year-end and therefore are under investigation.

#### Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	178	1	6,436	-	6,615
Prior period error	1	-	-	-	1
Additions	-	-	789	-	789
Disposals	-	-	(695)	-	(695)
<b>TOTAL MINOR ASSETS</b>	<b>179</b>	<b>1</b>	<b>6,530</b>	<b>-</b>	<b>6,710</b>
Number of R1 minor assets	-	-	3	-	3
Number of minor assets at cost	100	1	4,885	-	4,986
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>100</b>	<b>1</b>	<b>4,888</b>	<b>-</b>	<b>4,989</b>

#### 28.4.1 Prior period error

##### Nature of prior period error

Note

Amount  
2018/19  
R'000

Relating to 2015/16, 2016/17 and 2018/19 financial year(s)  
(affecting the opening balance)

1

#### TOTAL

1

### 28.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	39	-	39
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>39</b>	<b>-</b>	<b>39</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	23	-	23
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>23</b>

## 29. Intangible Capital Assets

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Opening balance	Value adjustment	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
Software	5,386	-	774	2,203	3,957
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>5,386</b>	<b>-</b>	<b>774</b>	<b>2,203</b>	<b>3,957</b>

### 29.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Cash	Non- cash	(Develop- ment work in progress – current costs)	Received current year, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
Software	774	-	-	-	774
<b>TOTAL</b>	<b>774</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>774</b>

### 29.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Sold for Cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
Software	-	2,203	2,203	-
<b>TOTAL DISPOSAL OF INTANGIBLE CAPITAL ASSETS</b>	<b>-</b>	<b>2,203</b>	<b>2,203</b>	<b>-</b>

### 29.3 Movement for 2018/19

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

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
Software	5,175	-	211	-	5,386
<b>TOTAL</b>	<b>5,175</b>	<b>-</b>	<b>211</b>	<b>-</b>	<b>5,386</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

### 30. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance	Value adjustment	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>					
Other fixed structures	4,010	-	129	-	4,139
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>4,010</b>	<b>-</b>	<b>129</b>	<b>-</b>	<b>4,139</b>

#### 30.1 Additions to immovable tangible capital assets for year ended 31 March 2020

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Total
	R'000	R'000	R'000	R'000
<b>BUILDING &amp; OTHER FIXED</b>				
Other Fixed structures	129	-	-	129
<b>TOTAL</b>	<b>129</b>	<b>-</b>	<b>-</b>	<b>129</b>

#### 30.2 Immovable Tangible Capital Assets

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

	Opening balance	Value adjustment	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>					
Other fixed structures	-	-	4,010	-	4,010
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>-</b>	<b>-</b>	<b>4,010</b>	<b>-</b>	<b>4,010</b>

### 31. Prior period errors

Note

#### 31.1 Correction of prior period errors

		Amount before error correction 2018/19	Prior period error 2018/19	Restated Amount
		R'000	R'000	R'000
<b>Revenue: Departmental revenue</b>				
Departmental revenue	2	535	299	834
<b>Net effect</b>		<b>535</b>	<b>299</b>	<b>834</b>

Debts written off erroneously in the 2018/19 financial year were corrected.

		Amount before error correction 2018/19	Prior period error 2018/19	Restated Amount
		R'000	R'000	R'000
<b>Irregular expenditure</b>				
Irregular expenditure	24	980	(1)	979
<b>Net effect</b>		<b>980</b>	<b>(1)</b>	<b>979</b>

# Notes to the Annual Financial Statements

## as at 31 March 2020

	Note	Amount before error correction 2018/19 R'000	Prior period error 2018/19 R'000	Restated Amount R'000
<b>Payments for Financial Assets</b>				
Payments for Financial Assets	7	467	72	539
<b>Net effect</b>		<b>467</b>	<b>72</b>	<b>539</b>

Debts written off erroneously in the 2018/19 financial year were corrected.

		Amount before error correction 2018/19 R'000	Prior period error 2018/19 R'000	Restated Amount R'000
<b>Liabilities:</b>				
Voted Funds to be surrendered to the Revenue Fund	13	504	(72)	432
Departmental Revenue to be surrendered to the Revenue Fund	14	10	299	309
<b>Net effect</b>		<b>514</b>	<b>227</b>	<b>741</b>

Debts written off erroneously in the 2018/19 financial year corrected.

		Amount before error correction 2018/19 R'000	Prior period error 2018/19 R'000	Restated Amount R'000
<b>Minor Assets</b>				
Minor Intangible Assets	27.4.1	178	1	179
<b>Net effect</b>		<b>178</b>	<b>1</b>	<b>179</b>

Error affected opening balance emanated from the 2015/16, 2016/17 and 2018/19 financial year(s).

# Annexures to the Annual Financial statements

## as at 31 March 2020

### ANNEXURE 1A

#### STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	Adjusted Appropriation Act R'000	TRANSFER ALLOCATION			EXPENDITURE		2018/19
		Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds Transferred %	Final Appropriation R'000
<b>Transfers</b>							
Retirement and Resignations benefits	1,385	-	1,307	2,692	2,690	100%	1,024
<b>TOTAL</b>	<b>1,385</b>	<b>-</b>	<b>1,307</b>	<b>2,692</b>	<b>2,690</b>		<b>1,024</b>

### ANNEXURE 1B

#### STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2019/20 R'000	2018/19 R'000
<b>Received in cash</b>			
Standard Bank of South Africa (Ltd)	Launch of the Constitutional Values and Principles (CVPs)	-	96
<b>Subtotal</b>		<b>-</b>	<b>96</b>
<b>Received in kind</b>			
Club Travel Corporate	Desk fans	-	1
PBros Holdings	Uniform	1	-
<b>Subtotal</b>		<b>1</b>	<b>1</b>
<b>TOTAL</b>		<b>1</b>	<b>97</b>

### ANNEXURE 1C

#### 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
<b>Received in cash</b>						
Criminal Assets Recovery Account (CARA)	National Anti-Corruption Forum (NACF)	1,279	-	-	-	1,279
<b>TOTAL</b>		<b>1,279</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,279</b>

# Annexures to the Annual Financial statements

## as at 31 March 2020

### ANNEXURE 1D

#### STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2019/20 R'000	2018/19 R'000
<b>Made in kind</b>		
Office furniture and equipment (11 cabinets, 5 chairs, 8 desks, 3 shredders, 2 vacuum cleaners, 1 camera, computer equipment (11 CPU, 2 laptops and 3 servers).	-	661
The following were the recipients of the above items: Qobo Recycling CC, Boschkop Primary School, Molelekweneng Primary School, Luvoyo Orphanage Home, uThando Pre School, Solomon Mahlangu, Makgodu Inde Com School, Roodepan Primary School and The Methodist Church and Tumelong Mission.	-	-
3 Cabinet, 3 Scanners, 2 Recorders, 3 Switchboards, ,1 Tv's, and 2 Vacuum cleaner, Computer equipment (25 CPU, 84 Notebooks, 3 Monitor, 9 Printers, and 7 Switches and 15 Servers)	37	-
The following were the recipients of the above items: Msogwaba PS, Qobo Recycling CC, Thabo mpyane foundation, Siphumelele Senior Phase School, Tumelong Mission, Anglican Church, Monde Primary School and Ngwane IT Recycling Childline KZN, St George Home Laerskool	-	-
<b>TOTAL</b>	<b>37</b>	<b>661</b>

### ANNEXURE 2

#### STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2020

NATURE OF LIABILITY	Opening Balance 01 April 2019 R'000	Liabilities incurred during the year R'000	Liability incurred during the year R'000	Liability incurred during the year R'000	Closing Balance 31 March 2020 R'000
Application for review of the Public Service Commission Report on the Department of Public Works. High Court Case No: JR2495/19	-	500	-	-	500
Application for review of the Public Service Commission Report on the Department of Transport: Eastern Cape Province High Court Case No: 3703/2019	-	1,000	-	-	1,000
Mr Mlengana, Director-General of Department of Agriculture, Fisheries & Forestry	-	2,500	-	-	2,500
Mr Christo Frantz of Western Cape Provincial House of Traditional Leaders	-	100	-	-	100
Mr Mthetho of Provincial Treasury, Gauteng	-	150	-	-	150
<b>TOTAL</b>	<b>-</b>	<b>4,250</b>	<b>-</b>	<b>-</b>	<b>4,250</b>

# Annexures to the Annual Financial statements

## as at 31 March 2020

### ANNEXURE 3 CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000
<b>DEPARTMENTS</b>						
Province of the Eastern Cape Public Works and Infrastructure	51	-	-	-	51	-
<b>TOTAL</b>	<b>51</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51</b>	<b>-</b>

### ANNEXURE 4 CLAIMS RECOVERABLE

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000
<b>NATIONAL DEPARTMENT</b>						
National School of Government	-	-	222	-	222	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>222</b>	<b>-</b>	<b>222</b>	<b>-</b>

### ANNEXURE 5 INTER-ENTITY ADVANCES RECEIVED

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000
<b>NATIONAL DEPARTMENT</b>						
<b>Non-current</b>						
Department of Public Service & Administration	-	-	297	297	297	297
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>297</b>	<b>297</b>	<b>297</b>	<b>297</b>





# PUBLIC SERVICE COMMISSION

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Fax: (013) 752-5814

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