



Custodian of Good Governance



PUBLIC SERVICE
COMMISSION
HOUSE

ANNUAL REPORT 2020/21

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.

PUBLIC SERVICE COMMISSION

VOTE NO. 12

ANNUAL REPORT 2020/2021 FINANCIAL YEAR

RP272/2021

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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 2020 to 31 March 2021.

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

A handwritten signature in black ink, which appears to read 'Irene Mathenjwa', is positioned below the 'Kind regards' text.

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
 E-mail address: info@opsc.gov.za
 Website address: www.psc.gov.za

Name of facility	Physical Address	Postal Address
National Office	Public Service Commission House, Block B, 536 Francis Baard Street, Arcadia, Pretoria Tel: (012) 352 1000 Fax: (012) 325 8382	Private Bag X 121 Pretoria 0001
Eastern Cape	91 Alexandra Road, King William's Town 5601 Tel: (043) 643 4704 Fax: (043) 642 1371	PO Box 2167 King William's Town 5601
Free State	Fedsure Building, 3rd Floor, 62 St Andrews Street, Bloemfontein, 9301 Tel: (051) 448 8696 Fax: (051) 448 4135	Private Bag X 20572 Bloemfontein 9300
Gauteng	Schreiner Chambers, 6th Floor, 94 Prichard Street, Johannesburg, 2000 Tel: (011) 833 5721/2//3/4/5/6 Fax: (011) 834 1200	PO Box 8962 Johannesburg 2000
KwaZulu-Natal	Prestasi House, 1st Floor, 221 Pietermaritz Street, Pietermaritzburg, 3200 Tel: (033) 345 1621 Fax: (033) 345 8505	Private Bag X 910 Pietermaritzburg 3200
Mpumalanga	Allied Building, 5th Floor, 34 Brown Street, Nelspruit Tel: (013) 755 4070 Fax: (013) 752 5814	Private Bag X11303 Nelspruit 1200
Northern Cape	Woolworths Building, 1st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301 Tel: (053) 832 6222 Fax: (053) 832 6225	Private X 5071 Kimberley 8300
Limpopo	Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783 Fax: (015) 291 4683	Private Bag X 9543 Polokwane 0700
North West	Megacity Shopping Centre, Unit 1, Ground Floor, Shop 111, Cnr Sekame Street and Dr James Moroka Drive, Mmabatho Tel: (018) 384 1000 Fax: (018) 384 1012	Private Bag X 2065 Mmabatho 2735
Western Cape	Sanlam Golden Acre Building, 21st Floor, 9 Adderley Street, Cape Town, 8001 Tel: (021) 421 3980 Fax: (021) 421 4060	P O Box 2078 Cape Town 8000

2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General of South Africa	HOA	Home Owners Allowance	PMDS	Performance Management and Development System
B-BBEE	Broad-Based Black Economic Empowerment	HoD	Head of Department	PPE	Personal Protective Equipment
COGTA	Cooperative Governance and Traditional Affairs	IEC	Independent Electoral Commission	PSC	Public Service Commission
CVPs	Constitutional Values and Principles	IGCMS	Integrated Grievance and Complaints Management System	PSR	Public Service Regulations
DG	Director-General	IT	Information Technology	PWDs	People with Disabilities
DPSA	Department of Public Service and Administration	MPSA	Minister for Public Service and Administration	RWOPS	Remunerative Work Outside Public Service
DPWI	Department of Public Works and Infrastructure	MTEF	Medium Term Expenditure Framework	SANC	South African Nursing Council
EA	Executive Authority	MTSF	Medium Term Strategic Framework	SCM	Supply Chain Management
EWP	Employee Wellness Programme	NACH	National Anti-Corruption Hotline	SCOA	Standing Committee on Appropriations
FDF	Financial Disclosure Framework	NDP	National Development Plan	SLA	Service Level Agreement
FOSAD	Forum for South African Directors-General	NSG	National School of Government	SMS	Senior Management Service
GEPF	Government Employee Pension Fund	OHS	Occupational, Health and Safety	SOPS	State of the Public Service
GPA	Government Pension Administration Agency	OPSC	Office of the Public Service Commission	UNISA	University of South Africa
HDI	Historically Disadvantaged Individuals	PFMA	Public Finance Management Act	UniZulu	University of Zululand



Adv RK Sizani

3. FOREWORD BY THE CHAIRPERSON

The 2020/21 financial year marks the first year of the implementation of the PSC's Strategic Plan for the period 2020/21 to 2024/25. During this period, the PSC focussed on having an impact on *"A responsive, ethical and value-driven Public Service that responds timeously, efficiently and effectively to the needs of the citizens"*.

Unfortunately, this year was also marked by the COVID-19 pandemic, which hurled the world into turmoil, not only in fighting its spread but also in trying to manage its accompanying socio-economic fallout. During this pandemic, many of our public servants worked under life-threatening circumstances, expected to deliver services despite the pandemic, while at the same time suffering its impact, either by being directly infected or having family members who were infected. During the initial stages of the national lockdown, the PSC engaged extensively with selected service delivery Departments to ensure that services were rendered and the needs of citizens responded to.

The PSC was not immune to the negative effects of COVID-19, which required some adjustments to the targets set out for the year under review which will ultimately affect some of the 5 year targets of the PSC. These include –

- a) the number of engagements with Departments on PSC findings and recommendations being reduced due to the lack of accessibility to Departmental employees; and
- b) a reduction in the training plan and bursaries offered to employees. Alternative modes of interaction have been explored and selected employees completed on-line courses offered by the National School of Government (NSG), as well as a Mediation Course.

Nevertheless, the strategic focus of the PSC for the next 5 years remained the same, except for the removal of the traditional mode of engagements with Departments on leadership and management practices as well as the promotion of the Constitutional Values and Principles (CVPs), including professional ethics.

The PSC's budget was also affected, in that the original budget for the 2020/21 financial year of R297.6 million was reduced by R10 million in respect of Goods and Services and by R13 million in respect of Compensation of Employees. The larger part of the Goods and Services budget trapped mandatory costs, such as rental for office accommodation, property payments, internal and external audit costs, communications, the State Information Technology Agency, and other operational costs. The budget reductions with double figures will be devastating over the Medium Term Expenditure Framework (MTEF) period. The challenges faced by Institutions Supporting Democracy due to the budget cuts were brought to the attention of the Speaker and Deputy Speaker of the National Assembly to discuss the budget cuts and the devastating impact on the ability of Institutions Supporting Democracy to perform their Constitutionally mandated functions.

The following are the key achievements of the PSC during the period under review:

The PSC has been engaged in an institutional practice review process to strengthen its service delivery. This has included consideration of the independence required for the PSC to better execute its mandate and confirmation of the scope of its mandate to extend to the more expansive public administration. A Business Case and the draft PSC Amendment Bill were concluded and submitted to the Minister for the Public Service and Administration (MPSA) for further processing in October 2020.

In its endeavour to contribute towards strengthening accountability in the Public Service, the PSC issued a circular on the implementation of unlawful instructions to Executive Authorities (EAs) and Heads of National and Provincial Departments to stem the tide of irregular conduct in the Public Service. The purpose of the circular is to assist EAs and HoDs, including public servants regarding their duty to act within the confines of the law and to report irregularities as well any unlawful instruction encountered in the Public Service. It is hoped that the Circular will be implemented accordingly across the Public Service.

As a thought leader in the area of professionalisation of the Public Service given its body of work, the PSC also provided inputs to the NSG towards the development of the Implementation Framework on Professionalization of the Public Service.

The PSC facilitated selected Heads of Department (HoD) Evaluations in line with the Performance Management and Development (PMDS) Framework for HoDs and also issued articles on topical issues focusing on the impact of the COVID-19 in education, human resource management as well as Labour Relations prescripts and practices.

The payment of suppliers within 30 days has been one of the challenges identified during the year under review. The outbreak of COVID-19 made matters worse where suppliers were not paid on time and some suppliers were on the verge of closing their business as a result of non-payments. Given the oversight role, the PSC has intervened and engaged the suppliers and relevant institutions to unlock such payments. The PSC further conducted a Webinar on the effectiveness, efficiency and value for money of the procurement system which also addressed the issue of paying invoices within 30 days.

During the period under review, the PSC played a critical role in the promotion and evaluation of the values and principles governing public administration listed in sections 1 and 195 of the Constitution. Qualitative evaluations of Departmental compliance with the values and principles were conducted in the governance and economic sector Departments as well as the citizen facing Departments (Departments delivering services directly to citizens) at national and provincial levels. These evaluations culminated in the PSC's State of the Public Service Report (SOPS).

The PSC conducted inspections at selected education facilities to assess compliance with minimum health, safety and social distancing requirements to mitigate the risk of COVID-19 during the phased re-opening of schools for grade 7s and 12s. During the national lockdown the PSC also intervened on behalf of citizens to facilitate access to services. This led to a number of COVID-19 grant payments (R350) being fast-tracked and paid, water tanks being delivered in KwaZulu-Natal Province, the SAPS processing travel documents and service providers with long outstanding invoices being paid.

The PSC has managed to create meaningful platforms with various stakeholders to effectively communicate and drive its mandate through participation in various events with strategic partners, such as the South Africa - European Union Strategic Partnership Dialogue Facility, the University of South Africa (UNISA), the United Nations Office on Drugs and Crime and the NSG, to name but a few.

During the period under review, the term of office of three Commissioners came to an end, namely Commissioners B Mthembu (Nationally-based), G Mashamba (Limpopo Province) and M Marais-Martin (Northern Cape Province). These Commissioners have served the PSC with diligence and contributed towards the creation of an enabling environment for the PSC to execute its constitutional mandate effectively. We wish them every success in their future endeavours. Similarly, two Commissioners were appointed during this period, namely Commissioner A Gxoyiya (Northern Cape) and Commissioner S Fikeni (Nationally-based). We look forward to their contribution in advancing the Constitutional mandate of the PSC.

In conclusion, I would like to thank the Minister of Public Service and Administration (MPSA), Mr S Mchunu, for his unwavering support during the year under review. I would also like to thank the Chairperson of the Portfolio Committee on Public Service and Administration, Planning, Monitoring and Reporting, Mr T James, for his support and valuable engagements. I believe that although there were challenges due to the outbreak of the COVID-19, the 2020/21 financial has been a remarkable year that saw the PSC striving towards achieving its mandate.



Adv RK Sizani

Chairperson: Public Service Commission



Ms Irene Mathenjwa

4. REPORT OF THE ACCOUNTING OFFICER

It is my pleasure to present the Annual Report on the operations and financial results of the PSC for the 2020/21 financial year. The results in this Annual Report validate the commitment by the PSC Leadership, 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 (26 of 27). 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 OPERATIONS

Programme 1: Administration

This Programme covers all the functions of the PSC that support its core business, such as support to the PSC, governance and policy, financial management, supply chain and facilities management, communications, information technology and security services. The relative size of the budget for the Programme is due to the location of the Compensation of Employees budget for the fourteen Commissioners, as well as the centralisation of the Goods and Services budget, which is largely trapped in mandatory costs. The budget reductions by National Treasury furthermore will have a devastating effect over the MTEF period.

The PSC has placed emphasis on the improvement of organisational performance, doing more with less through various efficiencies, and improving on its audit outcomes. Significantly, the PSC achieved an unqualified audit outcome opinion in the 2019/20 financial year. All employees strived for "making every day a clean audit day". Another reason for the unqualified audit outcome opinion is ascribed to stronger controls, accountability and governance in respect of financial management and the management of performance information.

The PSC has made significant efforts to improve the functionality of the Integrated Grievance and Complaints Management System (IGCMS), which is an automated case management system. The System was also adapted to enable employees who worked remotely to access it. The deployment of Microsoft Teams assisted with collaboration between employees during COVID-19 and a Visitor Management System was introduced to ensure compliance with the COVID-19 health and safety requirements for employees and visitors who enter the PSC's National Office. In order to improve productivity and to generate cost savings, strides were made to develop an e-Submission System, which will significantly reduce the paper-based working environment. This System will also ensure that electronic documents are instantly and simultaneously available to everyone who needs them.

The publication of opinion pieces in the media kicked the promotion of the CVPs into a higher gear, which increased awareness about both the CVPs and the PSC. To make an impact on Public Service discourse and further raise awareness of the PSC, the PSC engaged with the media on its Quarterly Pulse of the Public Service and participated in various Webinars hosted by stakeholders.

Our society is becoming more litigious and this is reflected in ongoing litigation against the PSC wherein the PSC is being legally challenged regarding its recommendations, directions and advice and applications are being made for the review of its reports. In a matter involving a former Director-General (DG), the PSC's report on the State of the relevant Department was taken on review and after a protracted period, the case was withdrawn. To mitigate this challenge, the PSC has commenced with a process to review the work of the Grievance and Complaints Panels in terms of its effectiveness, consistency, decision-making and recommendations.

Programme 2: Leadership and Management Practice

Sound management and leadership practices in the Public Service continued to be the foundation of the operations of government. The PSC is mandated to promote sound labour relations as well as resolving grievances in the Public Service. During the year under review, the PSC concluded 511 (75%) of the 677 grievance cases, 601 cases for level 1-12, of which 358 (76%) were concluded within 30 working days upon receipt of relevant information, and 76 cases for members of the Senior Management Service (SMS), of which 37 (86%) (57%) were concluded within 45 working days upon receipt of relevant information.

The PSC also conducted an investigative analysis on the performance of the Commission on Restitution of Land Rights. Although this study did not seek to enter the terrain of the amendment of section 25 of the Constitution, it is understood that the Parliamentary Ad Hoc Committee for the Amendment of Section 25 of the Constitution will consider the efficiency and effectiveness of the land reform programme as whole in its deliberation. To this extent, the findings and recommendations of this study will be of assistance to the Commission and may be of assistance to the Section 25 Committee in its deliberations.

Programme 3: Monitoring and Evaluation

The SOPS Webinar held in October 2020 placed the work undertaken and the recommendations of the PSC on the agenda of the Forum of SA Directors-General (FOSAD) Strategic Planning Workshop to inform planning for the Medium Term Strategic Framework (MTSF). Furthermore, this Webinar addressed the uneven understanding of the CVPs and how it applies to public servants' daily duties as they execute their functions. It provided practical solutions to actual challenges experienced in the Public Service.

The PSC's consistent emphasis during Public Service Month on the importance of the CVPs, resulted in the MPSA to support the PSC in directing the Deputy Minister for Public Service and Administration to provide the opening remarks at the SOPS Webinar. This awareness and clear connection between the CVPs and the Batho Pele principles also led to the Department of Public Service and Administration (DPSA) assenting to the PSC taking up the closing slot of the Public Service Month Programme at the beginning of October 2020. The PSC also participated in live radio interviews with local radio stations across the country to share with listeners its mandate in relation to the Public Service and participated in community outreach programmes, such as in Zastron, Free State Province. The PSC's Virtual Roundtable on the Efficient, Economic and Effective use of resources in the Procurement Environment resulted in a partnership arrangement between National Treasury (NT) and the NSG in the development of a pre-entry assessment for Supply Chain Management (SCM) officials, including support of NSG's existing training modules for SCM officials. Furthermore, the Virtual Engagement/Roundtable with PSC, University of Zululand (UniZulu) and the South African Nursing Council (SANC) ensured that the needs of the former students (graduates) were responded to and restored trust in the Public Service, and created opportunities for graduates to be employed.

The Consolidated Inspection Report elevated the state of affairs in public schools regarding adherence to health and safety regulations and made recommendations to the National Department of Basic Education to strengthen its monitoring capacity on policy implementation at provincial level.

Programme 4: Integrity and Anti-Corruption

The fight against corruption is one of the serious challenges facing government and impedes the delivery of services to the people. The PSC continued to investigate the complaints received through the National Anti-Corruption Hotline (NACH). The Hotline enables members of the public and public servants to report suspected acts of corruption. During the reporting period, a total of 852 NACH case reports were generated by the PSC and referrals were made to the relevant Departments.

The PSC is also mandated to monitor the compliance with the Financial Disclosure Framework (FDF). To this end, the PSC received 9 792 financial disclosure forms which were scrutinised through an intensive verification process. Amongst others, the PSC found that 15% of all the SMS members in the Public Service have engaged in activities that can be construed as posing potential conflicts of interest. Eleven cases of actual conflicts of interest were identified in one national Department and three provinces.

During the period under review, a total of 334 complaints were registered on the IGCMS and were under investigation. Emanating from these investigations, in instances where allegations were found to be substantiated, specific recommendations were issued to address shortcomings identified. Such recommendations included the institution of disciplinary action, subjecting employees to training, approaching the Courts to redress irregularities, recovery of money wrongfully paid, halting of appointment processes and non-renewal of contracts. In the majority of instances EAs reported to the PSC that the recommendations issued were implemented.

OVERVIEW OF THE FINANCIAL RESULTS

Table 1: Departmental receipts

Departmental receipts	2020/21			2019/20		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	115	121	(6)	110	117	(7)
Interest, dividends and rent on land	55	42	13	25	92	(67)
Financial transactions in assets and liabilities	411	681	(270)	270	441	171
Total	581	844	(263)	405	650	245

The revenue received was from the parking fees, commission received on insurance and garnishee orders, proceeds on sale of waste paper and interest received on debts and recoverable 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.

All revenue received was surrendered into the National Revenue Fund in terms of Section 13 of the Public Finance Management Act (PFMA) Act 1 of 1999.

Table 2: Programme expenditure

Programme Name	2020/21			2019/20		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Administration	128,597	121,638	6,959	128,603	125,719	2,884
Leadership and Management Practices	47,308	47,272	36	49,693	48,991	702
Monitoring and Evaluation	40,382	38,542	1,840	42,363	42,313	50
Integrity and Anti-Corruption	57,493	53,704	3,789	57,570	57,506	64
Total	273,780	261,156	12,624	278,229	274,529	3,700

The total expenditure for 2019/20 was R274.5 million or 98.7 per cent of the budget. The 2020/21 Expenditure was R261.1 million or 95.4 per cent of the budget.

Initially, the PSC was allocated a budget of R297.6 million for the year under review. Subsequently, a reduction of R10 million on operational budget through the Special Adjustment Budget process was effected, and a further reduction of R13.8 million on Compensation of Employees was implemented during the normal Adjustment Budget process in 2020/21. All these above mentioned budget adjustments resulted in a reduced budget of R273.8 million.

Unauthorised, fruitless and wasteful expenditure

No unauthorised, fruitless and wasteful expenditure were incurred during the period under review ending 31 March 2021.

Strategic focus over the short to medium term period

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

Public private partnerships

The PSC did not enter into any Public Private Partnerships during the 2020/21 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

Adjustments were made to the Annual Performance Plan for the 2020/21 financial year and tabled in July 2021.

Supply Chain Management

One bid was listed in the Procurement Plan for the 2020/21 financial year, was advertised and awarded, namely: *Appointment of a service provider to provide internal Audit Services for a period of three (3) years.*

Effective and efficient SCM systems, processes and procedures have been entrenched to ensure prevention and detection of irregular expenditure in conformance with the requirements of the PFMA and the Treasury Regulations.

The SCM function is accordingly no longer exclusively focused on compliance and control however it has now migrated to higher levels of maturity to ensure optimisation of value and benefits for the OPSC.

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

No exemption from the PFMA or Treasury Regulations or deviation from the financial reporting requirements were received for the current and/or prior financial year.

Events after the reporting date

No events after the reporting date.

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 me to serve as the Acting Accounting Officer of the Office of the Public Service Commission (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
31 August 2021

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.

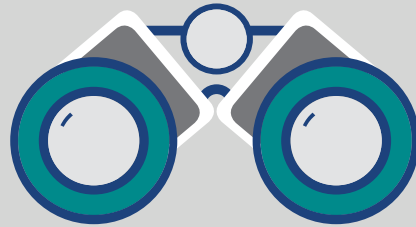
In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department for the financial year ended 31 March 2021.

Yours Faithfully



Ms Irene Mathenjwa
Acting Accounting Officer
31 August 2021

6. STRATEGIC OVERVIEW



OUR VISION

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

OUR MISSION

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



OUR VALUES

- Integrity
- Equity
- Excellence
- Respect for professionalism
 - Empathy
 - Honesty
- Responsiveness
 - Dedication
- Respect for human dignity

7. LEGISLATIVE AND OTHER MANDATES

7.1 Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution, 1996. It derives its mandate from Sections 195 and 196 of the Constitution 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 at least once per annum report to the National Assembly on its activities and performance, and to the 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:

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

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



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

Table 3: Powers and functions of the PSC

POWERS AND FUNCTIONS	SECTION OF THE 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)
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 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,	196 (4) (f)
a) investigate and evaluate the application of personnel and public administration practices and to report to the relevant Executive Authority (EA) and legislature;	
b) investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;	
c) monitor and investigate adherence to applicable procedures in the Public Service; and	
d) 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.	
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

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
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.	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)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
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 Public Service Act.	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35
Evaluate	Evaluate 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)
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 Public Service Act.	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 Public Service Act.	Public Service Act: 5 (8) (a)
Investigate	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 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. Contemplated in Section 196 (4) (d) of the Constitution in order to ensure compliance with the Public Service Act.	Constitution: 196 (4) (d) Public Service Act: 5 (8) (a)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Keeps register	The DG: OPSC shall keep a register of designated employees' interests, who are members of the SMS	Public Service Regulations (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 PSC Act, the Constitution or the Public Service Act to provincial commissioners.	PSC Act: 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.	PSC Act: 11 (c)
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) (c)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service.	Constitution: 196 (4) (f)
	That an EA acts in terms of a particular provision(s) of the Public Service Act or any other law.	Public Service Act: 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)
Report	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)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Report	<p>The PSC is responsible for reporting on the level of compliance as well as trends on financial misconduct in the Public Service.</p> <p>As part of conducting its oversight work, the PSC also reports to Parliament.</p> <p>The accounting officer of a Department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the Department of Public Service and Administration and the PSC on the outcome, including –</p> <ul style="list-style-type: none"> (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”¹. The PSC operates in terms of the PSC Act, 1997². 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.);

¹ *Certification of the amended text of the Constitution of the Republic of South Africa, 1996 (Case CCT 37/96, para 142).*

² *Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).*

- 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.

7.3 Policy Mandates

The strategic focus of the PSC over the next five years is, just like all organs of state, focused on the effective execution of its mandate and the implementation of the MTSF of government which is informed by the National Development Plan (NDP). The PSC's strategic focus will be to contribute to "Building a capable, ethical and developmental State" as espoused in Priority 1 of the MTSF. Various strategic intervention projects have been identified and mechanisms to operationalise these projects have been developed for the progressive realisation of this.

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:

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 and delegations promulgated by the PSC.

Rules for the summoning of witnesses in connection with inquiries and investigations of the Public Service Commission, 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. In order to manage the process in terms of which witnesses can be summonsed, the PSC published rules for the summoning of witnesses during 2002. The rules provide for the process that should be followed when a person is summonsed to appear before an inquiry of the PSC.

Rules on Referral and Investigation of Grievances of Employees in Public Service, published 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. Once the PSC has finalised its investigation, the relevant EA is informed of its findings and recommendations. The latter is expected to inform the PSC and aggrieved employees about his or her decision based on the PSC's recommendations. The PSC also reports on the outcome of its investigations in respect of grievances to the National Assembly and Provincial Legislatures on at least an annual basis.

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.

7.4 Relevant Court Rulings

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

Table 5: Judgments clarifying 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) “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 AG 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.”</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 “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.”</p> <p>The Court also held that “The functions of the PSC are materially different to those of the Public Protector and the Auditor-General...” 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>
Premier, Western Cape v President of the Republic of South Africa 1999 (3) SA 657 (CC)	<p>Financial independence is a key component of institutional independence and it is for Parliament and not the Executive to determine what funding is available to the PSC to enable it to carry out its constitutional mandate.</p> <p>In addition, the Constitutional Court made clear that the reference in the Constitution to “a public service in the Republic” is intended to mean a Public Service which applies to both national and provincial spheres of government.</p>
Independent Electoral Commission (IEC) v the Langeberg Municipality ¹	The Court confirmed the independence of the IEC as articulated in Section 181 (2) of the Constitution. The Court held that “the very reason the Constitution created the Commission was that it should be and manifestly be seen to be outside government” and “the Commission is accordingly not an organ of state in the national sphere of government”. 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.

¹*Independent Electoral Commission v the Langeberg Municipality (as successor to the Stilbaai Municipality). Case CCT 49/00*

CASE	BRIEF SUMMARY
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 MoU 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 Court² 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)	<p>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: “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”.</p>
Khumalo and Another v Member of the Executive Council KwaZulu-Natal Education J-CCT10-13A	<p>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.</p>
Minister of Defence and Military Veterans v Motau and Others [2014] ZACC 18	<p>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.</p>
Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22	<p>In considering what a proper investigation entails, the Supreme Court of Appeal in the above case held in as follows:</p> <p>“...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. 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.</p>

CASE	BRIEF SUMMARY
Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22	<p>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.”</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 pro-active 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 this regard, some level of pro-activity is required of the PSC. In line with Section 197 (1) of the Constitution, Section 10 of the Public Service 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.</p>
SABC v DA (393/2015) [2015] ZASCA 156 (8 October 2015)	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.
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)	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.
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)	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.

CASE	BRIEF SUMMARY
<p>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</p>	<p>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.</p>
<p>Mamphe Daniel Msiza v Advocate Terry Motau SC (N.O), The Prudential Authority of South, and The South African Reserve Bank. Case Number 78587/2018 delivered on 11 August 2020</p>	<p>The Applicant challenged the report on the basis that his name was mentioned in the report and an insinuation made as a wrongdoer in the subheading "the Commissions and bribes paid" and the first respondent, in his interview with Steven Grootes confirmed that the applicant was implicated.</p> <p>The Court ruled that the first respondent failure to afford the applicant the right to procedural fairness (Audi) prior to the release of the report titled "The Great Bank Heist" is unlawful and unconstitutional and violated the applicant's right in terms of section 34 of the Constitution.</p> <p>The adverse findings, remarks and conclusions by the first respondent in the report in paragraphs 72, 73, 80 and 90 are reviewed and set aside.</p>

8. ORGANISATIONAL STRUCTURE

Members of the PSC:



Adv RK Sizani (Chairperson)



Mr BM Mthembu (Deputy Chairperson, term expired on 31 December 2020)



Ms PC Nzimande (Commissioner, National Office)



Dr TB Luthuli (Commissioner, National Office)



Dr S Fikeni (Commissioner, National Office with effect from 1 February 2021)



Ms LV Sizani (Commissioner, Eastern Cape)



Dr WH Boshoff (Commissioner, Free State)



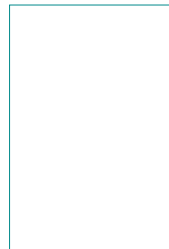
Vacant Kwazulu-Natal



Mr MH Soloane (Commissioner Gauteng)



Mr TG Mashamba (Commissioner Limpopo, term expired on 23 August 2020)



Vacant Mpumalanga



Ms MA Marais-Martin (Commissioner Northern Cape, term expired on 12 April 2020)



Mr A Groyiya (Commissioner Northern Cape, with effect from 28 June 2020)

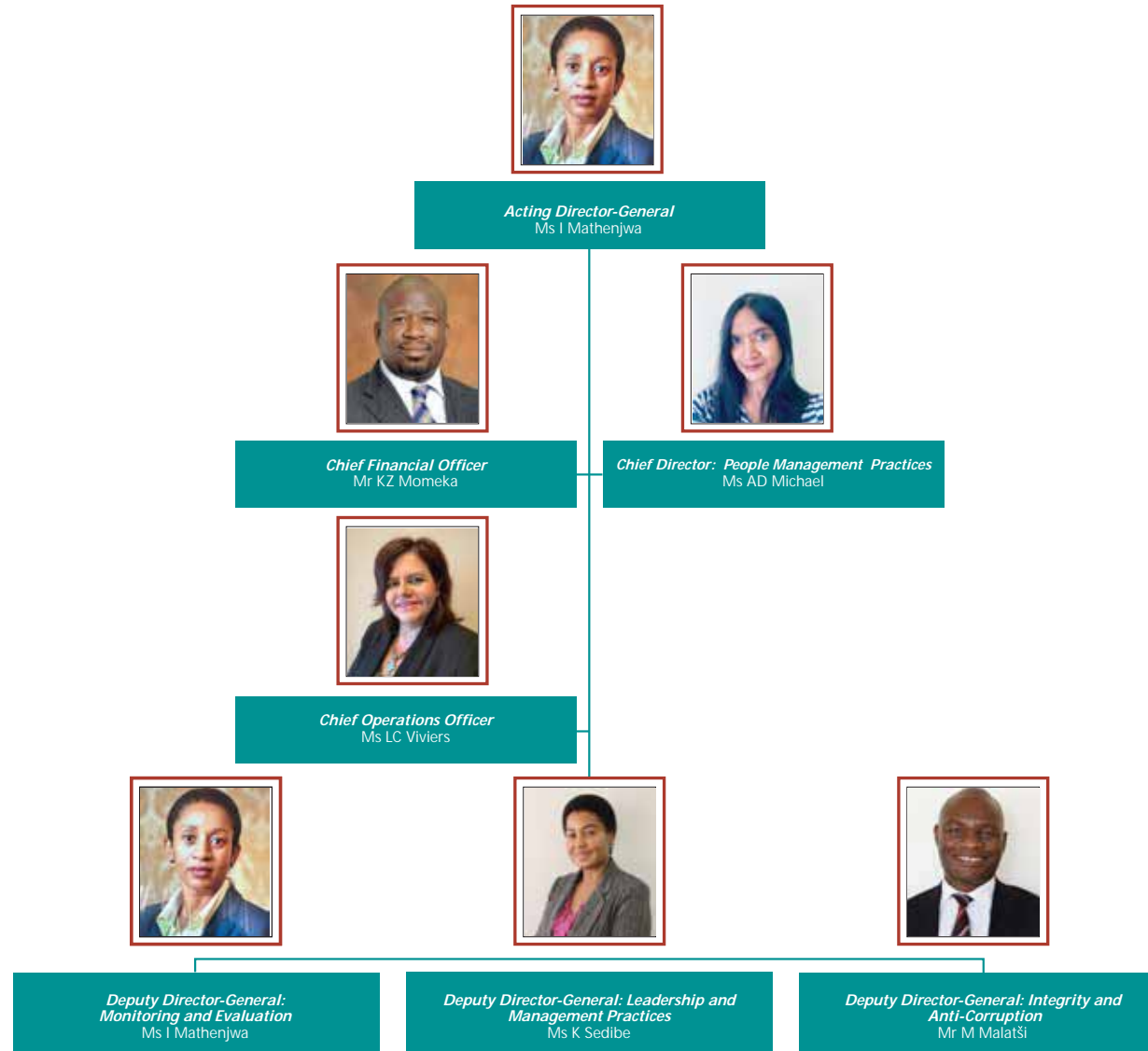


Dr MS Leballo (Commissioner, North West)



Mr L Gossen (Commissioner, Western Cape)

Members Of The Executive Management Of The OPSC





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 conclusion. The audit conclusion on the performance against predetermined objectives is included in the report of the Auditor's. Refer to pages 126-129 of the Report of the AGSA, published as Part E: Annual Financial Statements.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

South Africa announced its first case of COVID-19 on 5 March 2020 and went into the National Lockdown (Alert Level 5) on 26 March 2020. During the period under review South Africa had one of the highest case incidences of COVID-19 on the continent. The Categorization of Essential Goods and Services during the lockdown in the Regulations of the Disaster Management Act, 2002, did not list the PSC as an essential service, like other constitutional bodies. Notwithstanding this, the PSC granted approval, in accordance with Public Service Regulation 51, for all Commissioners and employees to follow a hybrid approach of physical attendance/ remote working arrangements, whilst the delivery of all its services continued. As the alert levels changed, more employees returned to the workplace in accordance with the guidance provided by the DPSA and the hybrid approach continued to ensure social distancing and the health and safety of employees.

In the initial stages of the lockdown, the PSC suspended walk-ins by complainants and aggrieved employees to lodge complaints and grievances on-site and they were encouraged through notices in the social media to use alternative means of reporting. The contact details of employees assigned to assist complainants and aggrieved employees were also published.

As a result of the changed service delivery environment, the PSC tabled an Adjusted Annual Performance Plan in July 2020. In this regard, the PSC initially planned to conduct capacity building workshops and engagements, to amongst others, promote professional ethics and the CVPs, as well as the findings and recommendations of the PSC. In compliance with the COVID-19 regulations regarding the need to maintain social distance, minimise inter-provincial travel and limiting the number of people who congregate for different purposes, it was no longer feasible for the PSC to convene workshops and roundtable sessions. The feasibility of using Information Communication Technology platforms was explored, and it was found not advisable to commit to hosting workshops on social platforms given that the supporting infrastructure was not always stable or readily available to all targeted participants within Departments.

As an alternative to reach out to stakeholders, the PSC subsequently decided to place focus on publishing articles and opinion pieces on topical issues that would have been addressed through these engagements, as well as hosting high level Webinars and Virtual Roundtable discussions. In this regard, the PSC hosted events on topics such as the SOPS, the Guide on the Constitutional Values and Principles Governing Public Administration, the implementation of the Constitutional Principle of Efficient, Effective and Economic use of resources in the public procurement space and the commemoration of International Anti-Corruption Day. These events widened the PSC's reach and were well attended by the targeted audiences. It included participation of, amongst others, SCOA, the Office of the Chief Procurement Officer, the Delegation of the European Union to South Africa, the United Nations Office on Drugs and Crime, and UNISA.

The PSC also published its Quarterly Bulletin, the Pulse of the Public Service through virtual media briefings, and covered topics such as the non-payment of suppliers by Departments, creating a conducive working environment in the Public Service while navigating the challenges of COVID-19 and the management of employee productivity and responsiveness to the Public in hybrid working arrangements, to name but a few. Technology therefore established a new platform for the PSC to facilitate interaction with stakeholders to generate high-level debate on the issues raised by the PSC and obtaining input on key public administration challenges.

The target for the production of 50 "Reports on Evaluation of Departments against the CVPs" was reduced to 25 reports to allow engagement on the tools, which could not happen during the hard lockdown periods. Furthermore, reprioritisation of tasks took place as the PSC assisted citizens and Department to unlock the unprecedented service delivery challenges brought about by the COVID-19 pandemic throughout the country. As part of these service delivery interventions, the PSC was involved in, amongst others, ensuring that the COVID-19 grant payments (R350) were fast tracked and paid, water tanks were delivered in KwaZulu-Natal to educational facilities in order to access water, ensuring that the SAPS processes travel documents for members of the public, and intervening in the non-payment of long outstanding invoices of service providers to Departments at national and provincial level.

The PSC originally planned to conduct inspections at Health Facilities, but because the Health Sector was overloaded due to its direct responsibility for the health of citizens brought about the COVID-19 pandemic, the focus of inspections shifted to the Education Sector. Although there were fears around the health and safety of our Commissioners and employees, unannounced inspections were conducted at primary and high schools in eight of the nine provinces during the first two weeks of June 2020 to assess compliance with the minimum health, safety and social distancing requirements in mitigation of COVID-19 during the reopening phase for grades 7s and 12s. The PSC further embarked on the fight against the eradication of the bucket system and pit latrines in schools which was causing a grave health and safety risk.

In respect of the investigation of grievances and complaints, the targets were adjusted to deal with challenges around social distancing requirements to interact with complainants and Departments. Although technology-driven solutions were used to assist with document collection, as well as provide virtual connectivity for interviews, not all complainants and public servants have access to technology. Some employees in Departments also worked remotely and did not have access to documentation/ evidence in the custody of Departments to readily submit to the PSC.

As at 31 March 2021, the PSC received 601 grievances of employees on salary levels 2-12 and 76 of SMS members in the Public Service. Of the 601, 468 (78%) level 2-12 case were concluded and of the 76, 43 (57%) SMS were concluded within the stipulated timeframe. The PSC issued two Management Communiqués and a Factsheet on grievance trends in order to communicate with Departments on the issues of labour relations in the Public Service, as well as the resolution of grievances.

As at 31 March 2021, a total of 334 complaints on public administration practices were registered on the IGCMS of which 230 (69%) were concluded. Of the 230 concluded cases, 98 were full scale investigations, of which 92 (94%) were finalised within 90 working days upon receipt of all relevant information. The PSC was also involved in numerous disciplinary and legal proceedings in Departments in order to promote a high standard of professional ethics in the Public Service.

Based on the base-line information, the PSC increased the percentage of Broad-Based Black Economic Empowerment (B-BBEE) suppliers appointed from 10% to 40%. Furthermore, the PSC was able to ensure that 100% of its suppliers were paid within 30 days upon receipt of valid invoices.

During the period under review, the PSC scrutinised 9 792 financial disclosures of SMS members in the Public Service and rendered advice to EAs on the outcome of the scrutiny process. The PSC has noted a slight improvement in compliance with the requirement to submit financial disclosure forms. It is, however, disconcerting that full disclosure of the financial interests persists. This poses a serious challenge in the ability to manage conflicts of interest in the Public Service.

The NACH, established as a "one stop" mechanism for members of the public to report acts of corruption in the Public Service, operated five days a week for eight hours (from 08H00 to 16H30) throughout the various COVID-19 alert levels. Mechanisms were put in place to ensure that call centre agents could work both on-site and remotely. The PSC also in August 2020, engaged with the Portfolio Committee on Public Administration, Performance Monitoring and Evaluation on the management of the NACH and challenges experienced as a result of funding and other constraints.

2.2 Service Delivery Improvement Plan

Table 6: Main services provided and standards

Main Services	Beneficiaries	Current/ Actual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	Public servants Government Departments	76% (As at 31 March 2020, 806 grievances were registered of which 610 (76%) were concluded)	60%	75% (As at 31 March 2021, there were 677 grievances registered and 511 (75%) were concluded)
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	National and provincial legislatures Public servants Government Departments Public	71% As at 31 March 2020, there were 315 complaints on the database, of which 225 (71%) were finalised and 90 were in progress.	50%	69% (As at 31 March 2021, there were 334 complaints on the database, of which 230 (69%) were finalised and 104 were in progress)

Table 7: Batho Pele arrangements with beneficiaries

Main Services	Current/Actual Arrangement		Actual Achievements
Grievances investigated	Consultation		
	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 two cases, resulting in settlement agreements between the parties
	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification	Mediation process followed in the six cases were finalised within 30 days of notification to 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
	Courtesy		
	Acknowledge receipt of a grievance with 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof	90% of grievances were acknowledged within 48 hours of receipt thereof by the Chief Directorate due to impact of rotational work arrangements and inaccessibility of centralized systems remotely
	Telephonic feedback on level of service received	Telephonic feedback on level of service received	Telephonic and email feedback on level of service was received.

Main Services	Current/Actual Arrangement		Actual Achievements
Grievances investigated	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. Therefore there was no need to use external interpreters
	Access		
	Grievance Rules are posted on the PSC website	Grievance Rules are posted on the PSC website	Grievance Rules is available on the PSC website
	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 677 grievances had been lodged at the National Office and Provincial Offices of the PSC
	Information		
	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 communiqués on the PSC website
	Openness & transparency		
	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
	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

Main Services	Current/Actual Arrangement		Actual Achievements	
Grievances investigated	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	
	Redress			
	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		Three Grievance Service Complaint Forms were received and the matters were investigated accordingly and feedback provided to the complainants
	Value for money			
	Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances		From the 677 grievances registered on the PSC's database, 511 (75%) were concluded in consultation with Departments and aggrieved employees, and following consideration by the Panels
	Panel meeting held only when there are more than 10 cases to be discussed	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
	Time			
	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 677 grievances lodged, 601 were for levels 2 - 12 of which 468 were concluded in the year under review. Of the 468 concluded cases, 358 (76%) 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 677 grievances lodged, 76 were for SMS members of which 43 were concluded in the year under review. Of the 43 concluded cases, 37 (86%) cases were finalised within 45 working days	

Main Services	Current/Actual Arrangement		Actual Achievements
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	Consultation		
	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
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	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
	Access		
	Complaints Rules are posted on the PSC website	Complaints Rules are posted on the PSC website	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
	Complaints Rules may be circulated to stakeholders upon request	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 can be submitted via post, e-mail, short message service, fax, telephone or in person	
	Complaints can be lodged at the National Office or any Provincial Office	Complaints can be lodged at the National Office or any Provincial Office	(As at 31 March 2021, there were 334 complaints on the database, of which 230 (69%) were finalised and 104 were in progress)
	Complaint can be lodged in any official language	Complaint can be lodged in any official language	
	Courtesy		
	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 were 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. Assist complainant in completing a Complaints Form	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		

Main Services	Current/Actual Arrangement		Actual Achievements
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	Openness and transparency		
	Inform the person whom complaint has been laid against.	Inform the person who complaint has been laid against.	The Complaints Rules were 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. Lastly, EAs/HoDs provided with the final reports that contain findings, advice, recommendations and/or directions
	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	
	Information		
	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 were Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable
	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.	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.	The Complaints Rules were Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable
	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.	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.	
	May inform complainant of the outcome of the investigation where they are contactable	May inform complainant of the outcome of the investigation where they are contactable.	
Redress			
If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	The Complaints Rules were 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	

Main Services	Current/Actual Arrangement		Actual Achievements
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	Follow up on implementation of recommendations and the issuing of directions.	Follow up on implementation of recommendations and the issuing of directions.	The Complaints Rules were 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
	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG	
	Value for money		
	Cluster of Panels formed to discuss complaints.	Cluster of Panels formed to discuss complaints	Cluster of Panels (Grievance and Complaints Panel) met on 29 occasions to discuss complaints
	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meeting held only when there are more than 10 cases to be discussed.	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
	Teleconferencing facilities used.	Teleconferencing facilities used	Teleconferencing facilities used when the need arose
	Time		
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.	At 31 March 2021, there were 334 complaints on the database of which 230 (69%) were concluded and 104 (31%) were in progress. Of the 230 finalised, 98 were full scale investigations, of which 92 (94%) were finalised within 90 working days upon receipt of all relevant information	

Table 8: 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 (www.psc.gov.za) 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 a database and responded to within the allocated time frames.

Table 9: Complaints mechanism

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievement
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 a database and responded to within the allocated time frames. Investigations were conducted and finalised within 3 months of receipt of all relevant documentation.

2.3 Organisational Environment

As at the end of the 2020/21 financial year, the PSC had four vacancies of Commissioner. The details of these positions are as follows:

- a) One post at national level vacant from 25 April 2019
- b) Three posts at provincial level:
 - Mpumalanga, vacant from 1 April 2019;
 - KwaZulu-Natal, vacant from 1 September 2019; and
 - Limpopo, vacant from 24 August 2020.

Although the positions have been vacant for extended periods, the PSC has no control over the filling of these posts as the responsibility for the recruitment and selection process lies with the National Assembly and relevant provincial legislatures. The PSC has consistently engaged with the Presidency regarding these vacancies as they impact negatively on the operations of the PSC, as Commissioners are closely involved in the implementation of the mandate of the PSC in Departments/ provinces, such as the investigation of grievances and complaints, management of NACH cases, conducting inspections, etc. In order to ensure that service delivery was not affected as a result of the vacant positions, Commissioners B Mthembu and M Selokane were respectively assigned as Caretaker Commissioners for Mpumalanga and Commissioner M Leballo for Limpopo, Commissioner P Nzimande for KwaZulu-Natal and Commissioner TB Luthuli for the cluster Departments attached to the vacant position at national level. We would like to thank these Commissioners for accepting the additional responsibility to ensure the execution of the PSC's mandate in these provinces and Departments.

During the financial year, the former DG faced allegations of unethical conduct, which led to his precautionary suspension and ultimate dismissal in January 2021. Another senior manager at Chief Director-level, occupying a critical post, was also implicated in the same matter and placed on precautionary suspension. As at the end of the financial year, the disciplinary case against the latter employee was still pending. The conduct of the senior managers impacted negatively on the reputation of the PSC and their precautionary suspension placed additional strain on the already limited resources available to implement the mandate of the PSC.

Ms I Mathenjwa, Deputy Director-General: Monitoring and Evaluation, acted as DG with effect from 20 August 2020 to the end of the reporting period. The PSC implemented various measures to manage its reputation and public perception to instil confidence in the institution. The President delegated to the MPSA his powers to conclude the recruitment and selection process for the filling of the post of Director-General and the vacancy was advertised in March 2021.

Other critical positions that were vacant during the financial year, were the Chief Director: People Management Practices and Director: Planning, Monitoring and Reporting. In addition, the extensive list of compliance requirements in relation to Planning and Reporting, Knowledge Management, the Operations Management Framework, Ethics Management, and Legal Services have been expanding substantively without concomitant resources available to substantively respond to the new demands.

There has also been an increase in applications to review of the PSC's reports, placing strain on our limited capacity in the PSC's Litigation and Legal Services Directorate. This has been compounded by the extensive work done during the period under review to develop the Business Case for the Institutional Practice Review and the finalisation of the Sixth Draft PSC Amendment Bill.

Internally, the PSC COVID-19 Steering Committee developed clear business continuity plans during the various alert levels to ensure that the PSC functioned optimally, notwithstanding the fast changing environment. Organised labour within the PSC took joint responsibility to support a conducive and safe working environment and commended the management for the care and support provided. Six percent (6%) of the PSC's human resource capacity tested positive for COVID-19 and 30% of employees were in direct contact with a person testing positive for COVID-19 and had to self-isolate. While most employees have recovered fully, some are still dealing with the long term effects of contracting COVID-19.

The economic downturn and national response to the outbreak of the COVID-19 pandemic in South Africa have affected the operations of government, and as a result special adjustments were made in terms of the budget allocations across all Departments and these changes have also affected the service delivery environment. The budget for fleet services, travelling and subsistence were cut due to limited travelling expected and cartridges, stationery, and other office supplies were cut due to the focus on becoming paperless during COVID. These funds were reprioritized from the current already stretched baseline to procure PPEs (sanitizing of buildings, masks, sanitizers, screens for employees sharing offices and front-line workers, gloves, etc.) for the 10 offices occupied by the PSC at national and provincial level.

The most significant challenge for the PSC was to create the technological conditions, in a short period, to get most employees working remotely and for managers, as leaders to quickly adapt to managing a remote workforce and ensure productivity. Social networking groups were created to maintain contact among colleagues and to manage performance and productivity, systems were adapted or procured to allow employees to work remotely and enhance productivity. However, there are inadequate resources to address the internal IT capability.

The ergonomics of some provincial offices are not conducive to the occupational health and safety of employees, which has been compounded by the additional COVID-19 requirements. The support from the Department of Public Works and Infrastructure (DPWI) has been inadequate and has forced the PSC to allow more employee in selected provincial offices to work remotely, due to the unacceptable working conditions brought about by non-compliant buildings. The National Office and selected provincial offices are in addition not in all respects compliant with the mandatory Minimum Physical Security Standards, due to a lack of responsiveness of the DPWI/ Landlords and a lack of financial resources.

The PSC is regarded as an independent and impartial body that performs its functions without fear, favour or prejudice in the interest of the maintenance of effective and efficient public administration. Therefore, during the handling of complaints by the PSC, it is ensured that the highest standard of professional ethics is promoted at all times. In order to improve consistency in the handling of complaints and the interpretation of applicable personnel and public administration practices, a new Work Process Flow was piloted during the financial year. The PSC also reviewed the intake, assignment and assessment of complaints, the process of conducting investigations, as well as the drafting, finalisation and dissemination of reports.

A major challenge for the PSC remains the human resources capacity in respect of the number of employees, as well as specialist skills covering the wide mandate of the PSC. As mediation is becoming more significant in dispute resolution, the PSC implemented a programme aimed at improving the mediation skills of Commissioners and selected employees to enhance our ability to effectively deal with grievances and complaints and ensure a speedier resolution. To save costs, the PSC's training interventions are implemented through its Memoranda of Understanding with institutions of higher learning and employees completed on-line courses offered by the NSG.

The fiscal challenges and the outbreak of the COVID-19 have affected the operations of government which have led to reductions in the budget allocation. The PSC had to continue with its operations within the available resources, but the Departmental baseline is inadequate for the PSC to fulfil its mandate. The continuous reduction of the Goods & Services baseline is not sustainable. The PSC has ensured that the operations continue within the COVID-19 regulations. Savings from the compensation of

employees as a result of the vacant posts were used to appoint contract capacity to address temporary increases in workload. However, the fact that the filling of posts of Commissioners are not in the hands of the PSC makes financial planning to spend the savings emanating from these vacancies on contract capacity very difficult. This has contributed significantly to the under-spending on the Compensation of Employees.

2.4 Key Policy Developments and Legislative Changes

2.4.1 PSC Amendment Bill

The PSC has been engaged in an institutional practice review process over the past decade to strengthen its service delivery. This has included consideration of the independence required for the PSC to better execute its mandate and confirmation of the scope of its mandate to extend to the more expansive public administration. In support of the organisational shift to a Secretariat and the extension of the PSC mandate, the PSC has prepared a Business Case and the draft PSC Amendment Bill regarding the transfer of functions. In October 2020, these documents were submitted to the MPSA for further processing.

This Bill seeks to –

- promulgate a new PSC Act in order to ensure efficiency and certainty in the implementation of the mandate, role, and powers of the PSC as stated in section 195 and 196 of the Constitution;
- focus on the establishment of the OPSC as a Secretariat in terms of the PSC Act itself and not as part of the Public Service Act of 1994;
- ensure that the salaries and conditions of service of Commissioners are dealt with in terms of the determination for the Commission for Remuneration of Public Office Bearers as determined by the President, from time to time, by notice in the Gazette, after taking into consideration the recommendations of the Independent Commission for determination of Office Bearers of Independent Constitutional Institutions;
- ensure that the PSC is organized in a manner that it is better equipped to implement its full mandate;
- assist the PSC to determine enforcement mechanisms for some of its powers as may be required, improve its powers to make rules and to issue recommendations where necessary in promoting the PSC's authority and oversight as an independent institution as guaranteed in the Constitution;
- provide legislation that enables the PSC to develop its own administrative support outside the Public Service and similarly to determine conditions of service for Commissioners outside the "Public Service" system. The draft Public Service Commission Bill of 2020 seeks to extend the PSC mandate and promote the enforcement of its mandate and oversight through the PSC to local government and public entities; and
- to establish institutional and budgetary independence of the PSC.

3. ACHIEVEMENT OF PSC IMPACT AND OUTCOMES

The focused approach by the Presidency in the implementation of Priority 6 through the NDP 5-year Implementation Plan and the MTSF has enabled the PSC to identify 4 Outcomes that would contribute towards building "*A capable, ethical and development state*". The expected results from these outcomes are behavioural change in the Public Service at institutional (Public Service) and individual level (Public Servant) for which the capable and ethical state is dependent on. In support of this, the PSC implemented its routine projects (such as in the areas of grievance management, public administration investigations, CVP promotion and evaluations, the promotion of professional ethics, scrutiny of FDFs) in order to contribute to "*A responsive, ethical and value-driven Public Service that responds timeously, efficiently and effectively to the needs of the citizens*".

3.2 Measuring Outcomes

Outcome 1	Outcome Indicator	Five Year Target (Cumulative)	Actual Achievement
An improved service delivery culture in the Public Service	% increase in Departmental compliance with CVP's	10% increase against baseline	<p>The PSC has decided to no longer to link scores to its quantitative indicators, which enables the calculation of an index compiled from scores for various indicators, which enables someone to arrive at measurements like “% increase in compliance with CVP’s”. Therefore, the performance indicator in the 2021/22 Annual Performance Plan was changed to ‘number of processes changed’. The PSC will only be successful when the positive change has been achieved.</p> <p>The reasons for not scoring indicators are firstly that it gives a very skewed view of performance because the link between quantitative indicators, such as percentage invoices paid within 30 days, the number of discipline cases in a Department, the number and cost of precautionary suspensions and the vacancy rate, and the public administration values and principles is a very tenuous. Secondly, an index can give the wrong impression if the user of the information does not know what the underlying indicators that make up the index are. Thirdly, when Departments are confronted with a score the discussion with the Department degenerates into justifying scores instead of discussing more substantive issues. In the 2020/21 financial year the PSC undertook 25 quantitative evaluations.</p> <p>However, the PSC can account for the impact of its work, as illustrated by the following examples:</p> <p><i>Progress towards the professionalisation of the Public Service</i></p> <p>This aspect of administration relates to the principle: “<i>Good human-resource management and career-development practices, to maximise human potential, must be cultivated.</i>” The PSC has already in a 2015 Discussion Document [Building a Capable, Career-Oriented and Professional Public Service to Underpin a Capable and Developmental State in South Africa] recommended the professionalisation of the Public Service and the introduction of a career system by;</p> <ol style="list-style-type: none"> a) reviewing the current occupational classification system and (centrally) prescribing specific appointment and career progression requirements for different occupations and grades; b) introducing entry and promotion exams; and c) specifying all occupations in the Public Service regarding- <ul style="list-style-type: none"> • job content; • entry requirements; • promotion requirements; • continued professional development requirements; and • testing or certifying that a member of the occupation can do the specified list of tasks of the scope of work. <p>Progress towards the professionalisation of the Public Service has been painfully slow. However, these recommendations are now, to some extent, taken forward by a Professionalisation Framework that the NSG is currently consulting with stakeholders. [NSG. A National Implementation Framework towards the Professionalisation of the Public Service. 8 December 2020.] The PSC will continue to engage with the NSG and the MPSA to advise them on the practical implementation of the Framework, as soon as it is approved.</p>

Outcome 1	Outcome Indicator	Five Year Target (Cumulative)	Actual Achievement
			<p><i>A realisation that measures to promote professional ethics should be applied much more innovatively and contextually</i></p> <p>The constitutional public administration principle that is relevant here is “A high standard of professional ethics must be promoted and maintained.”</p> <p>The PSC found in its 2018/19 SOPS report that the ethics framework is applied perfunctory (for the sake of compliance). Ethics is reduced to institutional issues like disclosure of conflict of interest, the appointment of an ethics officer, RWOPS, management of sexual harassment in the workplace, and anti-corruption strategies. Such issues are removed from the daily experience of citizens of how public servants conduct themselves in their interaction with them. This issue has now been recognised in a draft policy document [NSG Professionalisation Framework 2020]. Par 15.1 of the document says- Progress towards the professionalisation of the Public Service has been</p> <p><i>“Professionalism and professional ethics within the Public Service cannot be promoted and institutionalised solely through a generic Code of Conduct because each profession and non-professionalised emerging occupation has its own peculiarities and each public sector institution has its unique ethical dilemmas. Therefore, every profession and Department must have a foundational and effective system to observe, give feedback on, discuss ethical issues and promote professional behaviour. Interventions will have to become much more solution-driven to solve such dilemmas in the specific context of Departments. Solutions will also have to address the particular steps that managers can take to establish a serving and caring culture that is appropriate to the differing contexts of each particular Department.”</i></p> <p>This is virtually a quote from PSC documents. “Every ... Department must have a foundational and effective system to observe, give feedback on, discuss ethical issues and promote professional behaviour” is the PSC’s indicator in its monitoring and evaluation tool that it uses to evaluate compliance with the public administration principles.</p> <p>Most Departments do not comply with this indicator in any meaningful way. The PSC will in future develop solutions that better respond to ethical dilemmas in specific contexts.</p> <p><i>The introduction of the District Development Model</i></p> <p>The Public Service has from many sources been accused of a silo mentality. Coordination is a key public administration process and relates to the constitutional public administration principles of effectiveness and that public administration should be development-oriented. The PSC has already in 2015/16 proposed a collaboration approach that differs fundamentally from the approach of appointing coordinating structures or committees that was then, and still are, mostly used, and trying to coordinate programmes from the centre by introducing programmes such as the Comprehensive Rural Development Programme. Such structures or committees are not effective as coordination mechanisms. [PSC. 2015/16. Evaluation of the capacity of the South African Public Service to operate collaboratively: with focus on the Department of Rural Development and Land Reform’s (DRDLR) Comprehensive Rural Development Programme].</p> <p>The PSC has in a more recent study proposed a new coordination model to the Department that envisages mitigating current top-down bureaucratic processes that are difficult to coordinate in favour of district level coordination, which implies more authority at the district level to coordinate and collaborate with key role players in the district. [PSC. 2020. Evaluation of coordination arrangements in the context of post settlement support of land reform projects.]</p>

Outcome 1	Outcome Indicator	Five Year Target (Cumulative)	Actual Achievement
An improved service delivery culture in the Public Service	% increase in Departmental compliance with CVP's	10% increase against baseline	<p>The District Development Model, currently being piloted in three districts, encompasses, perhaps inadvertently, many of the PSC's recommendations. Inadvertently because the PSC was not involved in the development of the details of the model. The PSC would strive to monitor this process closely to ensure that the District Development Model is implemented in a manner commensurate with the constitutional public administration values and principles and that the potential of the District Development Model is realised.</p> <p><i>Developments regarding the political-administrative interface</i></p> <p>The political-administrative interface affects a few of the public administration principles, especially ethical conduct, effectiveness, responsiveness and accountability. In its 2015 Discussion Document [Building a Capable, Career-Oriented and Professional Public Service to Underpin a Capable and Developmental State in South Africa] the PSC made the following recommendations to contribute towards stabilising the political-administrative interface:</p> <ol style="list-style-type: none"> Amend section 3(7) of the Public Service Act to assign powers of appointment and other career incidents to the HoD, instead of the EA to align the Public Service Act with the Public Finance Management Act (PFMA) where powers are assigned to the accounting officer. The PSC supported the NDP recommendation for the establishment of a Head of the Public Service and a hybrid approach to top appointments where the PSC will play a role in shortlisting and recommending candidates. The PSC suggested various interventions and solutions for managing the relationship between the HoD and the EA. (It cannot be managed by trying to separate the roles – both have a role in policy and implementation.) <p>Initially there seems to have been no commitment from government to establish a Head of the Public Service. However, this is now one of the planned outputs of Priority 1 of the MTSF for 2020 to 2024.</p> <p>The PSC continued to advise on, and in some cases mediated, relationships between HoDs and EAs. Recently (29 September 2020) the PSC issued a circular on unlawful instructions. The circular was not intended to undermine EAs or create deadlocks between EAs and HoDs, but to protect both parties by emphasising the principle of legality. Both the EA's and HoD's administrative actions should adhere to the legal framework. At the core of the circular on unlawful instructions is the political-administrative interface. The political-administrative interface also needs soft skills – the relational dimension is as important as the law. Leadership and policy stability also ensure that trust and relationships can be built. The distinct roles of a DG/HoD and a Minister/ Member of the Executive Council should under normal circumstances not result in a deadlock: the administrator should find lawful means to execute the legitimate policies of the political executive. On issues of policy the minister should prevail.</p> <p>In its support to the incoming 6th Administration (May 2019), the PSC issued a 'Guide on Governance Practice for Executive Authorities and Heads of Department'. In a series of engagements with HoDs and EAs the PSC tried to lay the groundwork for productive EA-HoD relationships. The PSC will continue to monitor this important aspect of public administration.</p>
An improved service delivery culture in the Public Service	% compliance with financial disclosure framework by SMS members in the Public Service	98%	<p>98% (Target achieved)</p> <p>The PSC has received in total of 9 792 (98%) of the 10032 financial disclosure forms that were expected as at the due date of 31 May 2020. Among the officials whose financial disclosure forms were not submitted to the PSC by the due date, are those of five (5) Directors-General of national Departments, four (4) Heads of Provincial Departments and all SMS members of the State Security Agency. The scrutiny reports of the PSC enables EAs to take appropriate action with regard to identified cases of potential conflicts of interest and/or non-compliance by SMS members with the provisions of the FDF. The Overview Report on the implementation of the FDF for the 2019/2020 financial year enables the PSC to promote ethical conduct, accountability and transparency in the Public Service.</p>

Outcome 2	Outcome Indicator	Five Year Target (Cumulative)	Actual Achievement
Sound leadership practices in the Public Service	Number of strategic engagements with Departments on PSC findings & recommendations	50 strategic engagements on findings and recommendations from the PSC's reports conducted	No target for Year 1 in re-tabled Annual Performance Plan (APP) The number of strategic engagements have been reduced to 30 over the five years. In compliance with the COVID-19 regulations regarding the need to maintain social distancing, minimise inter-provincial travel and limiting the number of people who congregate for different purposes, it is not be feasible for the PSC to convene workshops and roundtable sessions and the technology mechanisms are still not stable and accessible to all targeted stakeholders.
		10% Reduction in the number of grievances lodged by employees	10.3% (Target achieved in Year 1) In order to enhance sound leadership practices in the Public Service, the PSC is committed to convening and facilitating strategic engagements with Departments as part of disseminating its findings and recommendations on matters related to labour relations and human resource management. The PSC's plan is to convene workshops and to collaborate bargaining councils in addressing labour relations matters that confront Departments were negatively impacted by the COVID-19 pandemic as well as the slow transition to technology platforms in the Public Service. This has resulted in the PSC facilitating three workshops, one for accounting officers and other senior managers in collaboration with the NSG, one for senior managers from the Department of Employment and Labour and one for chiefs of staff and heads of offices of political office bearers. In light of the ongoing debates and negotiations between the employer and organised labour, the reduction is not a true reflection of the labour relations environment and may have been influenced by the COVID-19 working environment. However, the PSC will collaborate with the NSG, bargaining councils and other stakeholders to roll-out several workshops using technology platforms during the 2021/2022 financial year.
Ethics Management Framework institutionalized in the Public Service		Year 1-2: Conduct ethics survey with remaining government clusters (social, economic and governance)	This is a multi-year project that commenced in the 2019/20 financial year. (Target achieved) An assessment of leadership commitment to the promotion of ethics in the Public Service was conducted. From the PSC's research it was found that Departments generally do not approach fraud and corruption in a holistic manner and are not committed to ethics governance. The primary focus of Departments is on the promotion of professional ethics especially the investigation of fraud and corruption, with the 'infrastructure' which focuses on detection and prevention being at best, basic in terms of maturity. Therefore, there is a need to realign the functions of the Anti-Corruption Units within the Departments to ensure prevention and detection is included in the holistic approach to managing the risk of fraud and corruption.
		Year 2-3: Conduct feedback sessions on Departments already surveyed to promote ethics Year 3: Develop compliance standards on ethics Year 4-5: Monitor the implementation of the standards	

Outcome 3	Outcome Indicator	Five Year Target (Cumulative)	Actual Achievement																													
A well-coordinated and functioning M&E System (Data Warehouse) for the PSC	% alignment of IGCMS to Data Warehouse	100% Data warehouse fully aligned to IGCMS Statistics generated are accurate and reliable	100% (Target achieved) The Data Warehouse and the IGCMS are 100% aligned for reporting datasets. The Data Warehouse is integrated with the IGCMS for reporting on Complaints, Grievances and NACH. Reports are published using PowerBI (a Microsoft Business Intelligence Tool) and can be accessed on SharePoint (a portal where reports are shared to ensure access by users). There are in-app graphs and stats generated for reporting purposes. The PSC is currently utilising these reports with support and monitoring by the system developer. Database views on IGCMS used for the in-app graphs and statistics have been made accessible to the Data Warehouse which ensures that data is accurate. Statistics generated by the Data Warehouse are accurate and reliable. The following are examples of reports generated by the Data Warehouse: a) Departmental Profiles – these are reports used by Commissioners when they visit a particular Department to discuss the Department’s performance. These reports give a snapshot on how the Department fares against quantitative indicators linked to the constitutional values and principles. b) PERSAL (Personnel and Salary System) Report – These are adhoc reports generated on request, for example, the gender and race distribution of employees in the Public Service c) Parliamentary Committee Presentations – Presentations in Parliament to the SCOA or Portfolio Committee on Public Service and Administration where the performance of the Departments in relation to compliance with the CVPs is presented, including expenditure and achievement of annual targets.																													
	% implementation of PSC recommendations by Departments	60% (cumulative)	Year 1: 37% (Target not achieved) In 2019/20 financial year, the PSC issued 550 recommendations across all three branches. Of the total recommendations, two hundred and thirty-three (233) outcomes were received. Of these 86 (37%) were implemented by Departments and 21% partially implemented. <table border="1"> <thead> <tr> <th>Programme</th> <th>Implemented</th> <th>Partially implemented</th> <th>Not yet implemented</th> <th>Not to be implemented</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Integrity and Anti-Corruption</td> <td>12</td> <td>1</td> <td>18</td> <td>2</td> <td>33</td> </tr> <tr> <td>Leadership and Management Practices</td> <td>53</td> <td>36</td> <td>54</td> <td>14</td> <td>157</td> </tr> <tr> <td>Monitoring and Evaluation</td> <td>21</td> <td>13</td> <td>9</td> <td>0</td> <td>43</td> </tr> <tr> <td>Total</td> <td>86 (37%)</td> <td>50 (21%)</td> <td>81 (35%)</td> <td>16 (7%)</td> <td>233</td> </tr> </tbody> </table>	Programme	Implemented	Partially implemented	Not yet implemented	Not to be implemented	Total	Integrity and Anti-Corruption	12	1	18	2	33	Leadership and Management Practices	53	36	54	14	157	Monitoring and Evaluation	21	13	9	0	43	Total	86 (37%)	50 (21%)	81 (35%)	16 (7%)
Programme	Implemented	Partially implemented	Not yet implemented	Not to be implemented	Total																											
Integrity and Anti-Corruption	12	1	18	2	33																											
Leadership and Management Practices	53	36	54	14	157																											
Monitoring and Evaluation	21	13	9	0	43																											
Total	86 (37%)	50 (21%)	81 (35%)	16 (7%)	233																											

Outcome 4	Outcome Indicator	Five Year Target (Cumulative)	Progress
A Strong & Well-Functioning Psc	% Implementation of decisions of Plenary, EXCO, MANCO	80%	<p>81% (Target Exceeded By 1%, Due To Rigorous Monitoring)</p> <p>During The 2020/21 Fy, The-</p> <ul style="list-style-type: none"> a) PSC Plenary made 66 decisions of which 56 (84,8%) were implemented; b) PSC EXCO made 3 decisions of which 2 (66.6%) were implemented; and c) OPSC MANCO made 10 decisions of which 6 (60%) were implemented. <p>The Mechanisms Put In Place To Ensure The Implementation Of Internal Decision-Making, Strengthened The Governance Of The PSC.</p>
	A skilled workforce in identified areas	<p>Year 1: Conduct Skills Audit And Develop A Training Plan Aligned To Identified Areas</p> <p>Year 2 To Year 5: 100% Implementation Of Training Plan</p>	<p>Year 1: Work In Progress Towards The 5-Year Cumulative Target</p> <p>A skills audit was not conducted as the OPSC does not have internal capacity and due to inadequate funding available to procure services to conduct the audit. The PSC has confirmed that a toolkit for skills audits has been developed by the dpsa and is preparing to train Departments.</p> <p>Year 2 to year 5: target amended to 50% implementation of training plan: due to COVID-19 regulations, the PSC would not be able to have direct interaction with employees on the implementation of the training plan, including activities that may be sourced from external service providers. Alternative modes of interaction such as video conferencing and virtual meetings will be considered taking into consideration the available IT infrastructure and the challenges it presents.</p> <p>No target for year 1, however, the OPSC strives to ensure that its employees have the requisite skills that are aligned with the mandate of the PSC through onsite training and granting of bursaries. A training needs analysis was conducted that formed the basis of the OPSC's workplace skills plan. Particular focus was placed on training in mediation skills, as the PSC is moving towards the implementation of alternative dispute resolution mechanisms in resolving grievances and complaints due to the benefits in relation to cost, flexibility, confidentiality, expediency and expertise. It also assists in resolving complex grievances and complaints, and has a positive impact on avoiding formal court proceedings.</p>

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
- People Management Practices
- Office of the Chief Financial Officer

Outcomes, outputs, output indicators, targets and actual achievements

4.1.1 Institutional Outcome

4.1.1.1 Annual Performance Plan until 23 July 2021

Programme 1: Administration									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
A strong & well functioning PSC	Implementation of Imvuselelo Programme (4 pillars)	% of Imvuselelo Programme implemented as per plan	New indicator	Implementation of Imvuselelo Programme as per plan	80%	No Q1 Target, but work in progress	N/A	N/A	Revised Annual Target: 50% Due to COVID-19 regulations, the PSC would not be able to have direct interaction with Departments (workshops) therefore the PSC will use alternative modes for implementation of the Imvuselelo programme to avoid personal contact
	Percentage of B-BBEE suppliers appointed by March 2020	Percentage of B-BBEE suppliers appointed by March 2020	New indicator	58% (45 out of 78)	10%	No Q1 Target	N/A	N/A	Revised Annual Target: 40% Informed by the audited baseline information of 2019/20, the target has been adjusted accordingly

4.1.1.2 Annual Performance Plan with effect from 23 July 2021

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A strong & well functioning PSC	Implementation of Imvuselelo Programme (4 pillars)	% of Imvuselelo Programme Implemented as per plan	New indicator	Implementation of Imvuselelo Programme as per plan	50%	50%	Achieved	None
	Strategic Plan & APP tabled in Parliament	Approved Annual Performance Plan tabled at Parliament by 31 March 2021	Annual Performance Plan for 2019/20 financial year approved	Strategic Plan (2020/21 – 2024/25) & APP (2020/21) financial year approved	Annual Performance Plan for 2021/22 financial year approved	Annual Performance Plan for 2021/22 financial year approved in March 2021	Achieved	None
	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit opinion	Unqualified audit opinion	Achieved later than planned	Audit opinion delayed due to new time frames issued by National Treasury due to COVID-19
	Percentage of valid invoices paid within 30 working days of receipt	Percentage of valid invoices paid within 30 days of receipt	New indicator	100%	100%	99.97% (3 683 of 3 684 valid invoices paid within 30 days of receipt)	Not achieved by 0.03%	One invoice submitted late and verbal warning issued to employee
	Number of risk management reports produced	Number of risk management reports produced quarterly	4	4	4	4	Achieved	None
	Promotion of Access to Information Act, Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD	New indicator	PAIA Section 15 Notice submitted to DoJCD	Section 15 Notice of PAIA submitted to DoJCD	Section 15 Notice of PAIA submitted to DoJCD in March 2021	Achieved	None

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
A strong & well functioning PSC	Number of interim financial statements submitted to National Treasury	Number of interim financial statements submitted to NT	New indicator	4	4	4	Achieved	None
	Percentage of B-BBEE suppliers appointed by March 2020	% of B-BBEE suppliers appointed by March 2021	New indicator	58% (45 out of 78)	40%	62% (134 out of 215 B-BBEE suppliers appointed by March 2021)	Target exceeded by 22%	Focus to obtain quotations from small black source suppliers from the Central Supplier Database who are mostly small black owned companies
	Quarterly bulletins produced	Number of quarterly bulletins produced	New indicator	4	4	4	Achieved	None

The Office of the DG is responsible for support to the PSC and DG in ensuring that administrative, including secretarial, liaison and logistical support is provided towards the effective functioning of the governance structures of the PSC, overseeing strategic and operational planning, and reporting on institutional performance, overseeing parliamentary and related structures liaison and international relations, as well as assisting the Accounting Officer to discharge his/her duties in respect of risk management, ethics and anti-corruption.

In order to enable the PSC to execute its Constitutional mandate, the PSC held its Plenary and Executive Committee meetings on 6 and 2 occasions, respectively during the 2020/21 financial year. During these meetings, the PSC reviewed its quarterly performance and considered its reports on engagements with Parliament and the Provincial Legislatures. The PSC held 51 engagements (9 with the National Assembly and 42 with provincial legislatures) on its work with both Parliament and the Provincial Legislatures as part of its reporting and accountability responsibilities in terms of sections 196(4) and 196(6) of the Constitution. All the recommendations emanating from the National Assembly regarding the work of the PSC were implemented and the PSC continues to enable Parliamentary Committees, through the provision of evidence-based research reports, to play its technical oversight over the Executive and Departments.

The Directorate: Planning, Monitoring and Reporting coordinates, manages and oversees outcome based performance reporting of the PSC, implements performance monitoring and evaluation processes for individual programmes and units as a mechanism for measuring the delivery of our strategic objectives; and reports to various stakeholders. The PSC held its Strategic Planning Review Session in October 2020 to review its Strategic Plan and work in the wake of the Covid-19 pandemic and identified the key flagship projects that should be implemented in the next financial year. The Strategic Plan 2020/25 and the APP for 2020/21 was formally tabled in Parliament in June 2020.

Adjustments to the Strategic Plan for 2020 – 2025 and APP for 2020/21 were presented to the joint sitting of the Portfolio Committee on Public Service and Administration/ Planning, Monitoring and Evaluation and the Select Committee on Transport, Public Service and Admin, and Public Works & Infrastructure held on 9 July 2020 and formally tabled on 23 July 2021. The Directorate remained committed to strengthening performance management, emphasising the need for accountability and getting the basics right. The Service Delivery Charter of the PSC was approved in January 2021 and placed on the PSC Website and the Performance Information Management Policy was reviewed and approved in March 2021.

The Directorate: Litigation and Legal Services was, under the leadership of Commissioners H Boshoff and LV Sizani, responsible for the drafting of the Business Case and the Sixth draft PSC Amendment Bill, which included consideration of the independence required for the PSC to better execute its mandate and confirmation of the scope of its mandate to extend to the more expansive public administration. The Directorate provided legal opinions on the interpretation of legislation and continued to defend the PSC in litigation/ arbitration matters, receiving 11 cases in the 2020/21 financial year. Legal assistance was also provided to the line and other support functions in dealing with Memoranda of Understanding, discipline and grievance management, as well as the vetting of Service Level Agreements and all Human Resources Management and Development submissions. The Directorate faces serious capacity constraints, with only two employees dealing with the above functions.

The Sub-programme: Chief Directorate: People Management Practices assists line management to implement operational excellence and develop the human capital potential in the PSC.

The Directorate: People Management Practices provides detailed information of human resources in the PSC under Part D of the Annual Report. The OPSC has endeavoured to prioritise the recruitment and selection of women, youth and People with Disabilities (PWDs) when filling posts. Currently the OPSC has 51.1% (22 of 43) women appointed in posts at SMS level and 5 out of 251 employees are PWDs, which translates to 1.99% of the total staff establishment. The target of 2% was not achieved due to the scarcity of PWDs with the required skills and qualifications applying for posts advertised. Another challenge with attracting PWDs is that most are reluctant to indicate their disability on the Z.83 application form. In order to address this challenge, advertisements are sent to Disabled People South Africa to distribute to its affiliates. The OPSC employs 37 Youths, which translates to 23% of the total staff establishment. The target of 30% was not achieved as the employment of youth is dependent on posts at lower levels becoming vacant and the staff turnover at the lower levels was low.

The Imvuselelo Programme was implemented and focussed on three pillars, namely, re-engineering, culture change and capacity building. Given the “new normal” working conditions and the evolving COVID-19 regulatory requirements, it was essential to ensure business continuity and to react as fast as possible in order to mitigate impacts and other risks associated with the COVID-19 pandemic. A Business Continuity Plan establishing emergency measures and organisational instructions according to the COVID-19 Alert levels was implemented, constantly adapted and communicated to employees via various platforms. A Culture Change Programme was embarked upon, aimed at assisting the PSC to become the change it wants to see inwardly within the organisation and consequently outwardly in the Public Service and to strengthen Outcome Goal 4 of “A strong & well-functioning PSC” by fostering social cohesion whereby employees are able to comfortably impart and share knowledge and promote a conducive work environment where caring is at the forefront of the institution. Various training interventions were also undertaken in line with the Workplace Skills Plan to further develop the capacity and performance of employees.

The Directorate: Communication and Information Services is responsible for the implementation of the PSC’s communication strategy for media relations, corporate communication services, and public awareness engagements. The publication of opinion pieces in the media kicked the promotion of the CVPs into a higher gear, which increased awareness about both the CVPs and the PSC. These opinion pieces related to amongst others the following topics:

- a) The real test of leadership. Times of uncertainty and major change create conditions of stress and anxiety.
- b) NDP – The sky is not the limit, which emphasised the importance of a values-driven Public Service, widespread corruption in tender processes relating to Personal Protective Equipment (PPE) and lack of consequence management.
- c) Service Delivery during the lockdown.

In order to make an impact on Public Service discourse and further raise awareness of the PSC, the PSC participated various events and Webinars hosted by stakeholders, e.g.:

- a) Public Affairs Research Institute Webinar held in May 2020, delivering a position paper on the appointment and removal of personnel in the Public Service and Municipalities
- b) NSG Webinar on a Single Public Service held in July 2020
- c) NPC Developmental State Colloquium held in August 2020, providing input on embedding the South African Constitution and the CVPs as key foundational elements working towards a developmental and capable state in the context of professionalising the Public Service
- d) African Association on Public Administration and Management on strengthening research capacity
- e) Wits School of Governance: Future of M&E held in September 2020
- f) The 14th Public Sector Innovation Conference, hosted in September 2020 by the Centre for Public Service Innovation
- g) National Business Initiative event on Ethical Leadership and Anti-corruption, providing input on the topic “What role do universal values play in the framework of the constitutional values and principles that are built into the public sector culture?”
- h) Ahmed Kathrada Foundation and the Public Affairs Research Institute Webinar held in November 2020, focussing on protecting whistleblowers
- i) BRICKS Expert Roundtable held in December 2020, on Anti-Corruption Training and Education providing input on awareness about corruption
- j) NSG Consultations on a Framework for the Professionalisation of the Public Service held in February 2021

The Unit: Security Services provides a safe and secure environment through the protection of the PSC's personnel, assets and information. To achieve this objective and to ensure adequate security measures and compliance within the Department, threat and risk assessments were conducted in accordance with the requirements of the Minimum Information and/or Physical Security Standards. In total, 8 threat and risk assessments were conducted during the year under review. Security vetting was also conducted. The PSC used a fingerprint biometric device at its National Office to verify and control access to the building. In order to curb the spread of COVID-19, the biometric system was disabled and a Visitor Management System was introduced to ensure compliance with the COVID-19 health and safety requirements for employees and visitors who enter the PSC's National Office.

The Unit: Facilities Management manages the provision and maintenance of Office accommodation and manages and coordinates cleaning services, records management and government transport. The Unit engaged with the DPWI to secure alternative accommodation for the Free State and North West provincial offices, and to address challenges and non-compliance by landlords to comply with occupational health and safety requirements. Notwithstanding a meeting with the Acting DG of the DPWI to address the Department's non-responsiveness, no progress was made. The Unit also played an integral part in mitigating the risks and implementing control measures in relation to the containment and management of the COVID-19 risks in all PSC buildings.

The Sub-programme: Office of the Chief Financial Officer responsible for Financial Management Services to ensure compliance with various pieces of legislation including the PFMA, the Public Audit Act, (Act 25 of 2004 and Treasury Regulations, and efficient and effective supply chain management and information technology services.

The Directorate Financial Management performs its support function in a highly regulated environment where the PFMA and the regulations issued in terms of this Act prevails. The PSC spent 95.37% of its final appropriation of R273.8 million. The Directorate played a crucial role in ensuring that no expenditure was unauthorized. The irregular expenditure incurred, is a carry-through expenditure of a multi-year contract for a mandatory service (Data Warehouse) that was not procured through the State Information Technology Agency. The monthly budget versus expenditure reports were submitted to the executive and management, and quarterly budget reviews were conducted. In an effort to improve the status of the audit outcome for the PSC, the Directorate produced interim financial statements on a monthly basis instead of quarterly as prescribed by National Treasury. All quarterly interim financial statements were approved by the Accounting Officer and submitted to National Treasury. In discharging its constitutional obligation, the PSC has consistently monitored the performance of Departments/provinces to instill the importance of adherence to the CVPs such as efficient, economic and effective use of resources and an accountable public administration. Amongst others, this involves ensuring that suppliers are paid within the 30 days in accordance with the PFMA. The PSC has led by example by paying 99.97% of its suppliers within the prescribed time-frame. One invoice out of 3 684 valid invoices, amounting to R1 995.31, was not paid in time due to the late submission of the invoice. The PSC has subsequently taken appropriate corrective action by issuing a verbal warning to the affected employee and improved its internal controls.

The PSC uses the Logistical Information System for its Asset Register where assets are barcoded with unique numbers and reconciled to the Basic Accounting System. Obsolete and redundant assets were disposed of during the financial year by means of donations to the various beneficiaries and scrapping of assets. Asset verifications were conducted twice during the financial year and investigations were performed in instances where assets could not be verified.

The Directorate: Information Technology provides information technology services and applications as strategic tools for business enablement. The Data Warehouse and the IGCMS were aligned to provide real time data to allow evidence-based decision making within the PSC. The IGCMS was also adapted to enable employees who worked remotely to access the System and Microsoft Teams was deployed to assist with collaboration between employees during COVID-19. In order to significantly reduce the paper-based working environment, salary slips are e-mailed directly to each employee from August 2020 and the development of an e-Submission System commenced. As the latter System will ensure that electronic documents are instantly and simultaneously available to everyone who needs them, it should improve the turn-around time for decision-making.

The Directorate: Supply Chain Management uses the Logistical Information System for procurement. During the period under review, a total of 215 orders were issued through the Logistical Information System, denoting a decrease in procurement transactions from the previous financial year. The procurement concentrated on COVID-19 related PPEs. The target of 40% of B-BBEE suppliers appointed by March 2021 was exceeded by 26% (134/215 orders, representing 63%). Care was taken to appoint suppliers that have a B-BBEE status level of Level 1 Contributor and that have 100% black ownership shareholding.

Strategy to overcome areas of under performance

One target outlined in the APP was not met, namely the 100% payment of valid invoices paid within 30 days of receipt. The PSC has improved its controls in this area and for the 2021/22 financial year has decided to review its own standards to ensure that valid invoices are paid within 7-14 working days of receipt, especially due to the dire impact on small businesses.

In respect of Outcome 4: A strong and well-functioning PSC, that focusses on a skilled workforce in identified areas, the PSC planned to conduct a skills audit and develop a training plan aligned to identified areas in year one. The target was partially achieved, as a skills audit was not conducted due to financial and human resource capacity constraints. The PSC has confirmed that a toolkit for skills audits has been developed by the DPSA and is preparing to train Departments. Once this process is completed, a skills audit of existing employees will be conducted to identify skill gaps needed to deliver on the PSC mandate.

Reporting on the Institutional Response to the COVID-19 Pandemic

A Business Continuity Plan establishing emergency measures and organisational instructions according to the COVID-19 Alert levels was implemented, constantly adapted and communicated to employees via various platforms. A COVID-19 Steering Committee was established, Chaired by the DG, comprising of top management and included organised labour. The Committee agreed on Standard Operating Procedures on suspected or positive cases.

The operating hours remained. However, in order to adhere to the requirements of the Regulations issued in terms of the Disaster Management Act, 2002, the Occupational Health and Safety Act, 1993, and Directives issued by the Ministers of Employment and risk and Public Service and Administration, to limit the number of employees arriving, leaving or working at the same time, selected employees worked on a rotational basis.

The following interventions were, amongst others, implemented in response to the COVID-19 pandemic:

- a) A comprehensive COVID-19 risk assessment was undertaken in all offices of the PSC at national and provincial level and mitigating actions were instituted to address the findings of the assessments.
- b) A COVID-19 Compliance Officer and nine Provincial Compliance Officers were appointed terms of Regulation 16 (6)(a) of the Regulations issued in terms of the Disaster Management Act, 2002.
- c) The Biometric system at the PSC National Office was disabled and a Visitor Management System was introduced to ensure compliance with the COVID-19 health and safety requirements for employees and visitors who enter the PSC's National Office.
- d) Measures were put in place to communicate with employees through technology.
- e) Prior to the return of employees to the workplace, they completed a Self-Assessment Questionnaire.
- f) Entrances and reception areas of buildings were re-configured to contain the transmission of COVID-19 and employees working in these areas to be provided with the requisite PPE.
- g) All employees were provided with 3 cloth face masks each and the frontline were provided with Face Shields. All employees were provided with individual sanitizers for ease of use at the workplace.
- h) Workstations were rearranged to be at least one and a half metres apart, and where impractical, physical barriers, such as panels/shield were installed.
- i) Upon reporting a positive case of an employee that was on duty, an incident-based risk assessment of the contaminated space was conducted to determine the disinfection procedure to be followed. This mitigated the risk of the complete closure of offices.
- j) The use of virtual meetings was encouraged and face-to-face meetings were restricted.
- k) The PSC commenced with the phasing-out of the paper-based system
- l) The Public Service Sector Education and Training Authority made the services of two Intern Phlebotomists available to the PSC in Quarter 1 to assist with taking of employees' temperatures.

Selected buildings of the PSC and working stations/offices were not well ventilated. However, the DPWI was non-responsible to the PSC's requests to address the compliance issues raised. To mitigate the risk for affected employees, rotational schedules and remote working arrangements were applied. The Departmental (OPSC's) appropriation expenses as at 31 March 2021 is R1,286, 841. 02 (COVID-19 Response Funds).

Table 10: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries	Disaggregation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP	Immediate outcomes
Administration	PPE to ensure the health & safety of employees	Commissioners & employees at national & provincial level within each Programme	Commissioners: 11 Office of the DG: 5 CD: COO: 13 CD: PMP: 47 CD: CFO: 29	Commissioners and employees of the OPSC	R1,278,347.05	R1,278,347.05	Ensure health and safety of Commissioners and employees to deliver on APP and Operational Plan targets	Health and safety of Commissioners and employees is prioritized in line with the COVID-19 Business Continuity Plan
Leadership & Management Practices			LMP: 27 NC Office: 9 GP Office: 10 LP Office: 10		R2,832.00	R2,832.00		
Monitoring & Evaluation			M&E: 19 WC Office: 10 FS Office: 8 NW Office: 8		R4,215.59	R4,215.59		
Integrity & Anti-Corruption			IAC: 41 EC Office: 9 MP Office: 7 KZN Office: 8		R1,446.38	R1,446.38		

Linking performance with budgets

The total expenditure in 2020/21 was R121.6 million or 94.6 per cent of R128.6 final appropriation. The total expenditure in 2019/20 was R125.7 million against the final appropriation of R128.6 million.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
PSC	23,282	17,901	5,381	20,689	20,584	105
Management	17,943	17,934	9	15,830	15,823	7
People Management Practices	23,420	23,352	68	70,561	68,411	2,150
Chief Financial Officer	41,150	39,650	1,500	-	-	-
Property Management	22,802	22,801	1	21,523	20,901	622
Total	128,597	121,638	6,959	128,603	125,719	2,884

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.

Outcomes, outputs, output indicators, targets and actual achievements

4.2.1 Institutional Outcome

4.2.1.1 Annual Performance Plan until the date of re-tabling



Ms K Sedibe

Programme 2: Leadership and Management Practice									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Sound Leadership and management practices in the public service	Finalisation of grievances within 30 days (for levels 2-12) of receipt of all relevant information	Percentage of grievances finalised within 30 days (for levels 2-12) of receipt of all relevant information	80% (As at 31 March 2019, 571 grievances were registered of which 494 (87%) were for level 2-12. Of the 494 cases, 444 (90%) were concluded of which 355 (80%) were concluded within 30 working days of receipt of all relevant information)	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)	80%	Q1 Target: 30% Q1 Achievement: 53% (As at 30 June 2020, 239 grievances were registered of which 211 (88%) were for level 2-12. Of the 211 cases, 45 (21%) were concluded of which 24 (53%) were concluded within 30 working days of receipt of all relevant information)	Quarterly target exceeded by 23%	Reduced numbers of grievance lodged with the PSC	Revised Annual Target: 60% More grievances were expected, due to the rapid changes in the work environment The finalisation of grievances is impacted by delays in obtaining information from the aggrieved and Departmental representatives via email and cellphone, given that some of the employees are working remotely and the required information is at their offices These challenges have already been encountered
	Finalisation of grievances within 45 days (for SMS) of receipt of all relevant information	Percentage of grievances finalised within 45 days (for SMS) of receipt of all relevant information	95% (Of the 571 cases on the database, 77 (13%) were for SMS members, of which 61 were concluded, with 58 (95%) of 61 being concluded within 45 working days of receipt of all relevant information)	92% (Of the 806 cases on the database, 81 (10%) were for SMS members, of which 61 were concluded, with 56 (92%) being concluded within 45 working days of receipt of all relevant information)	80%	Q1 Target: 30% Q1 Achievement: 83% (The 239 cases mentioned above include 28 cases for members of the SMS, of which 6 (21%) were concluded, and 5 (83%) within 45 working days)	Quarterly target exceeded by 53%	Reduced numbers of grievance lodged with the PSC	by the PSC since April 2020 and the lack of access to relevant officials is continuing even during the level 3 Risk Adjusted Strategy It is also anticipated that the number of grievances will increase as Departments and employees struggle to comply with prescripts given the current environment.

Programme 2: Leadership and Management Practice									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Sound Leadership and management practices in the public service	Engagements on PSC recommendations with targeted Departments	Number of engagements on PSC recommendations with targeted Departments	New indicator	New indicator	10	No Q1 Target	N/A	N/A	Removed from the APP In compliance with the COVID-19 regulations regarding the need to maintain social distancing, minimise inter-provincial travel and limiting the number of people who congregate for different purposes, it is not be feasible for the PSC to convene workshops and roundtable sessions and the technology mechanisms are still not stable and accessible to all targeted stakeholders
	High level capacity building workshops	Number of high level capacity building workshops	New indicator	New indicator	1	No Q1 Target	N/A	N/A	

4.2.1.2 Annual Performance Plan against the re-tabled Annual Performance Plan

Programme 2: Leadership and Management Practice								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Sound management and leadership practices in the public service	Finalisation of grievances within 30 days (for levels 2-12) of receipt of all relevant information	Percentage of grievances finalised within 30 days (for levels 2-12) of receipt of all relevant information	80% (As at 31 March 2019, 571 grievances were registered of which 494 (87%) were for level 2-12. Of the 494 cases, 444 (90%) were concluded of which 355 (80%) were concluded within 30 working days of receipt of all relevant information)	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)	60%	76% (As at 31 March 2021, 677 grievances were registered on the database of which 601 were for level 2-12. Of the 601 cases, 468 (78%) were concluded of which 358 (76%) were concluded within 30 working days of receipt of all relevant information)	Targeted exceeded by 16%	Reduced numbers of grievance lodged with the PSC Due to some investigators working extended hours
	Finalisation of grievances within 45 days (for SMS) of receipt of all relevant information	Percentage of grievances finalised within 45 days (for SMS) of receipt of all relevant information	95% (Of the 571 cases on the database, 77 (13%) were for SMS members, of which 61 were concluded, with 58 (95%) of 61 being concluded within 45 working days of receipt of all relevant information)	92% (Of the 806 cases on the database, 81 (10%) were for SMS members, of which 61 were concluded, with 56 (92%) being concluded within 45 working days of receipt of all relevant information)	60%	86% (Of the 677 cases registered as at March 2021 on the database, 76 cases were for members of the SMS, of which 43 (57%) were concluded with 37 (86%) of those concluded within 45 days)	Targeted exceeded by 26%	Reduced numbers of grievance lodged with the PSC Some investigators worked extended hours

Programme 2: Leadership and Management Practice								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Sound management and leadership practices in the public service	Reports on leadership and human resource reviews	Number of reports on leadership and human resource reviews produced	6	2	2	3	Target exceeded by 1	The need for an additional multi-year project to address the issue of staff development taking into account the 1% skills levy, budget constraints and the impact of 4IR
	Report on the management of grievances in the Public Service produced	Number of reports on the management of grievances in the Public Service produced	1	3	3	3	None	
	Communiques on grievance management produced by March 2019	Number of communiques on grievance management produced by March 2019	2	2	2	2	None	

The Sub-programme: Labour Relations Improvement contributes towards improving sound labour relations in the Public Service, by investigating referred grievances that could not be resolved between Departments and their employees, and making recommendations.

As illustrated in **Figure 1**, during the reporting period, the PSC had 677 grievance cases registered on its database. The number of grievances handled by the PSC during 2020/2021 financial decreased by 16% when compared to the 2019/20 financial year. The decrease in the number of grievances referred to the PSC is consistent with a decrease in the number of grievance lodged in Departments.

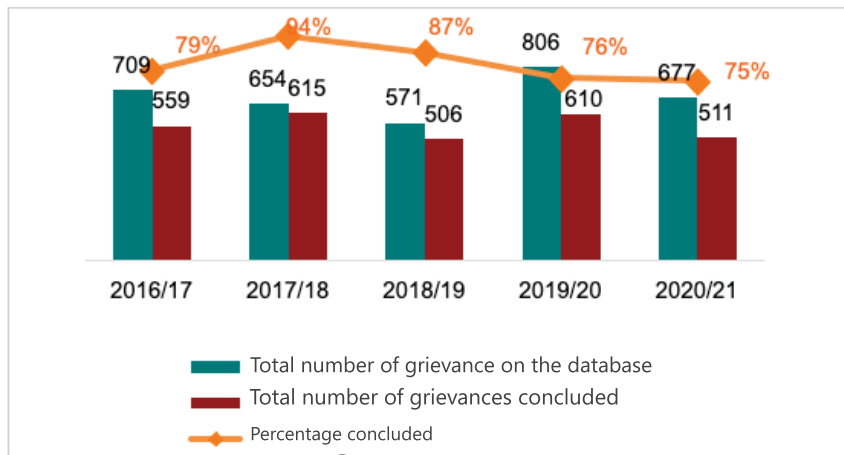


Figure 1: Trends analysis of grievances registered on the PSC database over a five year period

The PSC however initially anticipated an increase in grievances as a result of the challenges brought about by COVID-19 as Departments and employees struggled to comply with prescripts given the changing environment.

The PSC engaged with aggrieved employees and Departments mostly telephonically and via emails during investigations due to the impact of the COVID-19 lockdown measures as well as the remote and rotational work arrangements which were put in place. Constant engagements with Departments and aggrieved employees to ensure a thorough understanding of the applicable prescripts and practices resulted in some grievances being withdrawn by aggrieved employees and others were resolved internally by Departments, where some grievances were attended to through full scale investigations. In Limpopo Province, the PSC investigated a grievance on the non-payment of rural allowances and upon conclusion of the investigation, the National Department of Education admitted to having made an omission and committed to paying rural allowances to the affected educators. The internal resolution of grievances by Departments has a positive impact on sound labour relations and facilitates the speedy resolution of grievances closer to the point of origin.

Regarding full scale investigations, delays were encountered in obtaining information from the aggrieved and Departmental representatives via email and cellphone, due to remote and rotational work arrangements, however, as depicted in **Figure 2**, the PSC managed to conclude 511 (75%) of the 677 cases.

The findings and recommendations from the investigated cases enabled the PSC to identify common challenges and trends that should be addressed through platforms such as the Grievance Management Communique. During the reporting period, the Grievance Management Communique provided an overview of the various COVID-19 regulations, their interpretation and implications in the context of the Public Service; as well as the roles of EAs and different officials when dealing with grievances of employees. In addition, articles on topical issues were published, with specific emphasis on the impact of COVID-19 on the use of technology platforms in education, as well as the impact on Human Resource Management and Labour Relations prescripts and practices.

The PSC developed a protocol to deal with grievances of employees from service and other Departments whose bargaining council resolutions direct employees to refer their unresolved grievances to other structures. The protocol clarifies the PSC’s constitutional mandate and the rights of employees to refer their grievances to the PSC. In order to promote accountability in public administration and good human resource management and career development to

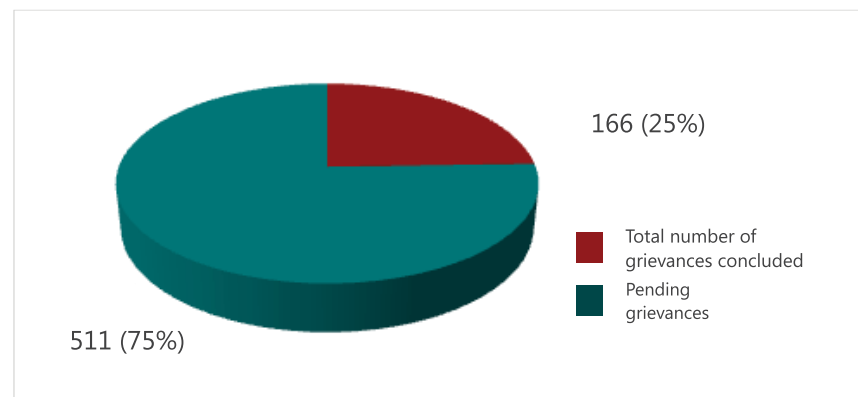


Figure 2: Number of grievances handled by the PSC in the 2020/21 financial year

maximize human potential in the Public Service, the PSC monitors and reports on grievance management by national and principal Departments on a six monthly basis. The six monthly reports served as a basis to produce the annual Factsheet on Grievance Management for the 2019/2020 period.

Following case law directing that a precautionary suspension should be uplifted and that an employee should resume duties if the 60 days have expired and the employer has not taken any further steps in the initiation of the disciplinary hearing, the PSC rendered advice in this regard to various Departments, resulting in employees resuming duties. In the Limpopo Provincial Administration, the PSC's intervention led to additional controls being put in place by not permitting EAs to suspend senior managers without obtaining permission from the Office of the Premier. These interventions contributed towards a reduction of funds being spent on the compensation of employees who are on pre-cautionary suspension. Furthermore, the intervention has proven to be essential in enhancing the effective and efficient utilisation of state resources through ensuring the optimal utilization of such employees, instead of spending money on salaries on employees who are not rendering service to the employer.

The Sub-programme: Leadership and Human Resource Reviews contributes towards effective leadership and human resources management through research, advocacy and capacity building sessions, and issuing of recommendations and provision of advice. During the year under review, the PSC completed three research projects, namely:

An Investigative analysis into the performance of the Commission on Restitution of Land Rights, which critically analysed the performance of the Commission through primary and secondary research by focusing on six determining factors to organisational performance, namely, (1) the legal and regulatory framework; (2) organisational structure; (3) responsiveness to the needs of beneficiaries; (4) skill, capacity and performance management of human resources; (5) adherence to the Constitutional Values and Principles; and (6) leadership. The report findings and recommendations will be discussed with the Commission and the Department during the 2021/2022 financial year in order to assist the Commission in its quest for organisational renewal so that it can realise the rights of all land claimants.

The study on Ethics in recruitment and selection processes in the Public Service explored, amongst others, the factors that underpin unethical conduct in relation to recruitment and selection processes, including HR practitioners and selection committee members' skills and competencies to make ethical decisions. The findings and recommendations of the report will be discussed with targeted employees from national and provincial Departments during the 2021/2022 financial year.

The finding and recommendations of a draft report on the Assessment of the effectiveness of continuous employee development in the Public Service will be discussed with key stakeholders and Departments during quarter one of the 2021/2022 in order to influence the implementation of training and development programmes in the Public Service. The immediate impact of the three reports is in ensuring a thorough understanding of critical success factors and challenges as a basis to influence improvements in the medium to long term.

In relation to advocacy and capacity development, the PSC developed a presentation and compiled support learning materials on the Role of Accounting Officers in the Public Service as expressed in Law, as a part of the NSG Executive Leadership Support Programme: Etella. The presentation was presented to the first group of senior managers and continue to be refined and presented to senior managers through the NSG in future. The presentation seeks to enhance a common understanding among Accounting Officers as they consider the legislative imperatives and relevant procedures as well as the underpinning Constitutional Values and Principles and their own moral obligations as leaders. In response to a request from the Department of Employment and Labour, a workshop was conducted in February 2021 to deal with recruitment and selection. The virtual workshop was attended by 58 managers from the Johannesburg Regional Office of the Department.

A workshop on the roles and responsibilities of the chief of staff and heads of offices of political office bearers was conducted for the Eastern Cape Provincial Administration in January 2021 and preparations are underway to conduct similar workshops in other provincial administrations and national Departments. The workshop on roles and

responsibilities of the chief of staff and heads of offices of political office bearers has enabled the PSC to address concerns, contradictions and expectations amongst stakeholders.

In addition, a Circular on unlawful instructions was issued to advise EAs and HoDs as well as all public servants regarding their responsibility to perform their duties within the confines of the legislative framework and to report irregularities as well as unlawful instructions to the relevant authorities. While the Circular was well received, it has also prompted implementation questions and concerns by some stakeholders thus resulting in the need for PSC to develop a concise guideline.

The PSC has also facilitated the payment of pension pay-outs to retired public servants. The pension queries related to the delayed of pension pay-outs by Government Employee Pension Fund (GEPF) and alleged miscalculations of pension pay-outs based on the information provided by Departments to the GEPF. The majority of the queries were resolved by the GEPF and those related to alleged miscalculation of pension pay-outs and redress discriminatory pension practices are still being investigated by affected Departments and the GEPF. The PSC's intervention regarding the pension pay-outs delay was instrumental in getting the matters resolved within a month, and thus contributing towards the welfare of the affected parties. The complaints that were escalated to the PSC can be prevented by Departments through intensifying exit management processes and adopting proactive strategies of supporting retired employees or beneficiaries and following up with the Government Pension Administration Agency (GPAA) instead of waiting for retirees and beneficiaries to start complaining about lack of feedback, delayed submission of pension papers and incomplete information being submitted to GPAA by Departments. The PSC will also engage with the GPAA and the DPSA to ensure that effective and proactive mechanisms are put in place to ensure that pension pay-outs are processed speedily and delayed claims due to multiple challenges are identified and the affected parties are assisted to address the challenges.

The PSC facilitated and rendered secretariat services for 7 HoD Performance Evaluations in August and September 2020 in line with the PMDS Framework for HODs and prepared and submitted an update on completed evaluations to the Department of Planning Monitoring and Evaluation. The PSC's intervention has enabled the affected Departments to comply with the PMDS framework. As part of providing advice and recommendations, the PSC has also provided inputs to the NSG towards the development of the Implementation Framework on Professionalization of the Public Service, submitted inputs to the DPSA's discussion document on the establishment of the Head of the Public Service and draft White Paper on the Transformation and Modernisation of public administration. The PSC's submission of inputs and participation in various task teams and webinars created a platform for the PSC to influence ongoing debates and discussions as well as the design and development of critical programmes as well as the review of policy.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered and exceeded. The work done during 2020/2021, has demonstrated the PSC's resolve to ensure that there is continuity in the work of PSC and the Public Service broadly in spite of the COVID-19 challenges created. Nonetheless, it is important to note that the APP targets for the reporting period were reduced in response to challenges created by the COVID-19 pandemic. In addition, when compared to the 2019/2020 financial year, the PSC finalised less grievances.

Reporting on the Institutional Response to the COVID-19 Pandemic

In line with the Business Continuity Plan and the guidance provided by the COVID-19 Steering Committee, the employees in the Branch: LMP worked on scheduled rotation and provide feedback on productivity on a regular basis. Remote access to the IGCMS was provided to employees and technology was used to investigate grievances. The turn-around time of Departments to provide documentation remained a challenge and was compounded by the remote working of employees in Departments and a lack of access to appropriate evidence requested.

Table 11: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP	Immediate outcomes
Leadership & Management Practices	Personal Protective Equipment	Employees at national & provincial level	LMP staff: 27 NC Office: 9 GP Office: 10 LP Office: 10	Branch staff members	R2,832.00	R2,832.00	Ensure health and safety of employees to deliver on APP and Operational Plan targets	Health and safety of employees is prioritized in line with the COVID-19 Business Continuity Plan

Linking performance with budgets

The total expenditure in 2020/21 was R47.2 million or 99.9 per cent against the final appropriation of R47.3 million. The total expenditure in 2019/20 was R49 million against the final appropriation of R49.7 million.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Labour Relations Improvement	14,876	14,865	11	15,640	15,244	396
Leadership and Human Resource Reviews	9,343	9,337	6	9,340	9,195	145
Programme Manager: LMP	23,089	23,070	19	24,713	24,552	161
Total	43,308	47,272	36	49,693	48,991	702

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

Outcomes, outputs, output indicators, targets and actual achievements

4.3.1 Institutional Outcome

4.3.1.1 Annual Performance Plan until the date of re-tabling



Ms I Mathenjwa

Programme 3: Monitoring and Evaluation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/202-0	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
An improved service delivery culture in the Public Service	Reports on Evaluation of Departments against the CVPs produced	Number of reports on Evaluation of Departments against the CVPs produced	100 quantitative evaluation reports	12 qualitative evaluation reports	50 quantitative evaluation reports	No Q1 Target	N/A	N/A	<p>The target was reduced to 25 qualitative reports to allow engagement on the tools, which could not happen during March 2020.</p> <p>Reprioritisation of tasks took place to enable the PSC to focus resources on unlocking the unprecedented service delivery challenges brought about by COVID-19 throughout the country</p>

Programme 3: Monitoring and Evaluation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/202-0	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
An improved service delivery culture in the Public Service	CVP engagements held	Number of CVP promotional engagements held	60	58	10	Q1 Target: 2 Q1 Achievement: 5	Target exceeded by 3 engagements held	<p>The mode of promotional engagements changed to publications</p> <p>The importance of embedding compliance with the CVPs by the Public Service and the need to institutionalise a culture of compliance with prescripts, in particular, regarding payment of suppliers and to hold government accountable</p>	<p>Revised Annual Target: 5</p> <p>Due to COVID-19 regulations, the PSC would not be able to have direct interaction with Departments (workshops) therefore the PSC will use media as a means to promote the CVP's to avoid personal contact</p>
	Service delivery inspections at selected health facilities	Number of inspections at selected health facilities	-	-	10	No Q1 Target Inspections conducted in selected schools in 8 provinces	N/A	Due to the need to ensure the compliance of the schools with the COVID-19 Health and Safety Regulations following the re-opening of grade 7 and 12	<p>Revised Annual Target: 8</p> <p>The adjustments are informed by the fact that the Health Sector is overloaded due to its direct responsibility for the health of citizens brought about the pandemic, therefore, the Health Sector will be substituted with the Education Sector</p>

4.3.1.2 Annual Performance Plan against the re-tabled Annual Performance Plan

Programme 3: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/202-0	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
An improved service delivery culture in the Public Service	Reports on Evaluation of Departments against the CVPs produced	Number of reports on Evaluation of Departments against the CVPs produced	100 quantitative evaluation reports	12 qualitative evaluation reports	25 quantitative evaluation reports	25 quantitative evaluation reports	None	
An improved service delivery culture in the Public Service	CVP engagements held	Number of CVP promotional engagements held	60	58	5	26	Target exceeded by 21 engagements held	<p>The mode of promotional engagements chanced to publications due to the COVID-19 lockdown</p> <p>Requests from Parliamentary Committees, the importance of embedding compliance with the CVPs by the Public Service and the need to institutionalise a culture of compliance with prescripts, in particular, regarding payment of suppliers and to hold government accountable</p>

Programme 3: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/202-0	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
An improved service delivery culture in the Public Service	Reports on Service delivery inspections at selected education facilities	Number of reports produced on inspections at selected education facilities	New indicator	New indicator	8	8 (Reports on inspections at selected education facilities)	Target achieved earlier than planned	Due to the need to ensure the compliance of the schools with the COVID-19 Health and Safety Regulations following the re-opening of grade 7 and 12
	Approved Section 196 4 (e) Report produced by 31 March 2021	Number of approved Section 196 4 (e) Report produced	-	-	1	1	None	
	Report on Service delivery improvement initiatives (complaints management) in the Public Service	Number of reports on Service delivery improvement (complaints management) initiatives in the Public Service	New indicator	New indicator	1	1 Report on the assessment of the functionality of the complaints system in the Public Service and its impact on service delivery	None	
	Engagement on the Budget and MTBPS	Number of engagements with SCOA on the Budget with MTBPS	New Indicator	New Indicator	2	2	None	

The Sub-programme: Governance Monitoring is responsible for evaluating the performance of the Public Service against the CVPs. In the 2020/21 financial year, the PSC continued with its programme of evaluating the performance of Departments against the CVPs and conducted 25 quantitative evaluations. The evaluations enable the PSC to develop a SOPS report. This report identifies systemic issues affecting the Public Service and enables the PSC to comment with authority on a variety of public administration and Public Service issues.

The PSC's 2018/19 SOPS report was presented at a Webinar on the SOPS on 1 October 2020 and to the Portfolio Committee on Public Service and Administration on 3 March 2021. The Webinar gave high level exposure to the work of the PSC on the state of the Public Service, the published guide on the CVPs and unlawful instructions. The discussions during these opportunities reflected on the following key issues:

- a) The ethics framework is applied perfunctory (done because it is expected). Ethics is reduced to institutional issues like disclosure of conflict of interest, the appointment of an ethics officer, RWOPS, management of sexual harassment in the workplace, and anti-corruption strategies. Such issues are removed from the daily experience of citizens on how public servants conduct themselves when interacting with them.
- b) A disempowerment to manage: Managers at various levels feel that they have a lack of agency, or they do not act on the agency they have. They wait for decisions to be made elsewhere.
- c) 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.
- d) There is ambivalence about skills in the Public Service. Skills and qualifications are not the same thing.
- e) Accountability in the SA Public Service has been eroded.

The PSC launched a Guide on the CVPs at the Webinar. The Guide is aimed at creating a shared understanding of the CVPs in the Public Service and provides pointers to make the Public Service more compliant with the CVPs. The public administration principles represent a programme for the transformation of the Public Service. The Guide goes further than defining the values and principles and begins to define the change that is required under each principle. Furthermore, the PSC has partnered with the NSG to ensure that the CVPs are infused in the NSG training programme.

Another key product of the PSC during the reporting period was a research study on coordination in the land reform post-settlement support context. The study proposed a new coordination model that envisages mitigating current top-down bureaucratic processes that are difficult to coordinate in favour of district level coordination, which implies more authority at the district level to coordinate and collaborate with key role players in the district. [PSC. 2020. Evaluation of coordination arrangements in the context of post-settlement support of land reform projects.]

The PSC is partnering with the United Nations Development Programme on a multi-year programme to improve state capability. The Programme consists of three legs: (1) the professionalisation of the Public Service (in partnership with the NSG); (2) improving planning capacity in the Public Service (in partnership with the NPC); and (3) improving public administration processes in accordance with the constitutional public administration principles (where the PSC will take the lead). The United Nations Development Programme Board Meeting took place on 29 October and the PSC was recognised for putting the programme plan in place.

The Chief Directorate: Service Delivery and Compliance Evaluations is responsible for the promotion of the CVPs, service delivery inspections and interventions, and proposals and measures to ensure effective and efficient service delivery within the Public Service.

The PSC compiled a report on the performance of government call centres during the COVID-19 Lockdown, as a means to promote responsiveness and hold public servants accountable. A report was also prepared on the challenges impacting on service delivery across the country during COVID-19 as well as the PSC's interventions to assist citizens.



School Inspection at KwaZulu-Natal in June 2020

The PSC conducted unannounced inspections at selected primary and high schools in eight of the nine provinces during the first two weeks of June 2020 to assess compliance with the minimum health, safety and social distancing requirements in mitigation of the COVID-19 during the reopening phase for grades 7s and 12s. The school management was at the schools before the reopening to set the systems in place including ensuring that the environments were disinfected/deep cleaned, teachers and support staff are well inducted about COVID-19 regulations and requirements, social distancing arrangements are made and PPEs received. While schools in the urban areas had a good and consistent supply of water, some schools in the rural areas were without water supply which would compromise basic hygiene standards and general compliance with the COVID-19 requirements. The PSC further observed, with great concern, the use of pit-latrines at a Primary School in the North West Province. The use of pit-latrines in schools is a grave health and safety risk that requires urgent attention. Eight reports on the inspections were completed and engagements were held with Departments of education at provincial level.

The prompt communication of the PSC's findings and recommendations on the inspections of schools enabled the Department of Basic Education to address identified challenges regarding schools' readiness to re-open for learning. The Consolidated Inspection Report elevated the state of affairs in public schools regarding adherence to health and safety regulations and made recommendations to the National

Department of Basic Education to strengthen its monitoring capacity on policy implementation at provincial level.

Due to a number of incidents in the news where a lack of routine maintenance or poor response to emergency requests posed a threat of either injury or loss of life in schools in the Western Cape, the PSC initiated an assessment of the Western Cape Education Department's response to emergency repairs at schools. Flowing from the assessment, the PSC engaged the Western Cape Education Department on incorporating the recommendations into its newly released Standard Operating Procedures for emergency repairs at schools. The Department indicated that the assessment provided useful insights into the experiences of those schools and principals that require rapid response and intervention from the infrastructure Department or its agents to either eliminate or minimise the risk of health and safety to users of school facilities or to reduce the impact that a damaged or failed asset might have on the functioning of a school.

On 28 October 2020, the PSC hosted a virtual roundtable discussion on the efficient, economic and effective use of resources in the procurement environment. The Virtual Roundtable deliberated on the implementation of the constitutional principle of Efficient, Effective and Economic use of resources in the procurement space. Attention was also drawn to the challenges experienced during COVID-19 within the procurement environment. Some of the key speakers at the event included the Chairperson of SCOA, Mr S Buthelezi. The Honorable Buthelezi did the opening remarks whilst Ms Rakgadi Motseto, Chief Director: SCM Stakeholder and Client Management from the Office of the Chief Procurement Officer made a presentation focusing on the State of Procurement in the Public Service. A panel discussion reflected on the experiences related to SCM in government to advance the Efficient, Economic and effective use of resources with a focus on the timeous payment of suppliers.

The PSC has as a means to be responsive to the needs of the citizens assisted small businesses in their plight for payment of suppliers on time by government Departments. The PSC's swift intervention in addressing complaints from suppliers regarding non-payment by Departments reignited public trust in Government. Furthermore, the escalation of PSC recommendations on the non-payment of suppliers to the President and Speaker of Parliament created awareness regarding the importance of transparency and ensuring accountability within Government Departments. The PSC's commitment to through its quarterly media briefings has kept the dialogue open regarding non-payment of suppliers by Government which has led to an increase in the visibility of the PSC with an influx of complaints received from irate unpaid suppliers.

In the same vein of being responsive, the PSC facilitated a Virtual Roundtable/Engagement between the PSC, UniZulu and the SANC to address a complaint received from x6 former UniZULU graduates regarding the non-registration of graduates at the SANC despite completion of the Bachelor of Nursing Science (BCUR) degree and jointly developed Resolution Action Plan (held on 1 December 2020). The engagement ensured that the needs of the former students (graduates) were responded to and restored trust in the Public Service, and created opportunities for graduates to be employed.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered and exceeded.

The PSC annually conducts qualitative and quantitative evaluations of the performance of the Public Service against the CVPs. In 2020 the PSC reviewed its Quantitative CVP Evaluation Tool. The new tool standardises our methodologies and will enhance productivity in conducting the evaluations as well as the quality of the evaluations. One change in process is that quantitative data is captured centrally in a Data Warehouse. All the analytical tables and graphs for the quantitative evaluations are supplied by the Data Warehouse. New data sources will be added to the Data Warehouse to enhance the evaluations. Procedures have been instituted to ensure the completeness and quality of the data.

In the PSC's 2021/22 APP the objective of the qualitative evaluations was changed to "number of public administration processes changed". The focus changed from evaluation to developing solutions to systemic public administration problems. Normative statements will be developed to define the change required under each public administration principle. This will make the work of the PSC much more solutions-oriented.

As an alternative to promote the CVPs, the PSC adapted its approach to focus on publishing articles, media statements and opinion pieces on topical issues and making the connections with the CVPs that would have been addressed through these engagements, as well as hosting high level Webinars and Virtual Roundtable discussions.

Reporting on the Institutional Response to the COVID-19 Pandemic

In line with the Business Continuity Plan and the guidance provided by the COVID-19 Steering Committee, the employees in the Branch: M&E worked on scheduled rotation and provide feedback on productivity on a regular basis. Remote access to the Data Warehouse was provided to employees and technology was used to access employees in Departments. The turn-around time of Departments to provide documentation remained a challenge and was compounded by remote the working of employees in Departments and a lack of access to appropriate evidence requested.

As an alternative to promote the CVPs, the PSC adapted its approach to focus on publishing articles, media statements and opinion pieces on topical issues and making the connections with the CVPs that would have been addressed through these engagements, as well as hosting high level Webinars and Virtual Roundtable discussions.

Table 12: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP	Immediate outcomes
Monitoring & Evaluation	Personal Protective Equipment	Employees at national & provincial level	M&E staff: 19 WC Office: 10 FS Office: 8 NW Office: 8	Branch staff members	R4,215.59	R4,215.59	Ensure health and safety of employees to deliver on APP and Operational Plan targets	Health and safety of employees are prioritized in line with the COVID-19 Business Continuity Plan

Linking performance with budgets

The total expenditure in 2020/21 was R38.5 million or 95.4 per cent of R40.3 as the final appropriation. The total expenditure in 2019/20 was R42.3 million against the final appropriation of R42.4 million for the year.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Governance Monitoring	9,367	8,982	385	9,171	9,158	13
Service Delivery and Compliance Evaluations	9,150	8,549	601	9,977	9,971	6
Programme Manager: M&E	21,865	21,011	854	23,215	23,184	31
Total	40,382	38,542	1,840	42,363	42,313	50

Programme 4: Integrity and Anti-Corruption

Purpose:

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

Sub-programmes:

- Public Administration Investigations
- Professional Ethics

Outcomes, outputs, output indicators, targets and actual achievements

Institutional Outcome

4.1.1.1 Annual Performance Plan until the date of re-tabling



Mr M Malatši

Programme 4: Integrity and Anti-Corruption									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Sound management and leadership practices in the public service	Finalised public administration investigations	Percentage of public administration investigations finalised ³ within 3 months upon receipt of all relevant information ⁴	87% As at 31 March 2019, there were 283 complaints on the data base of the PSC, of which 193 (68%) were finalized and 90 (32%) were in progress. Of the 193 complaints finalized, 167 (87%) were finalized within 3 months from the date of receipt of all documents	96% As at 31 March 2020, there were 315 complaints on the data base of the PSC, of which 225 were finalized and 90 were in progress. Of the 225 complaints finalised, 216 (96%) were finalised within 3 months from the date of receipt of all documents	75%	Q1 Target: 30% Q1 Achievement: 94% As at 31 June 2020, there were 106 complaints on the data base of the PSC. 17 investigations were finalised of which 16 (94%) were finalised within 3 months from the date of receipt of all documents	Target exceeded by 64%	Due to lockdown, less ad hoc tasks being attended to by investigators Strict monitoring and control measures were implemented, including a Case Closure Checklist Regular interactions with Departments on outstanding information	Revised Annual Target: 50% Due to lockdown restrictions and maintaining social distancing, the PSC does not allow walk-in complainants and aggrieved employees to report complaints and grievances verbally and in person. A notice has been placed on the PSC website, social media platforms and at the entrance to the PSC buildings at national and provincial level advising PSC stakeholders that complaints/ grievances can be lodged in writing and through the NACH

Programme 4: Integrity and Anti-Corruption									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until July 2020	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Sound management and leadership practices in the public service	Finalised public administration investigations	Percentage of public administration investigations finalised ³ within 3 months upon receipt of all relevant information ⁴	87% As at 31 March 2019, there were 283 complaints on the data base of the PSC, of which 193 (68%) were finalized and 90 (32%) were in progress. Of the 193 complaints finalised, 167 (87%) were finalised within 3 months from the date of receipt of all documents	96% As at 31 March 2020, there were 315 complaints on the data base of the PSC, of which 225 were finalized and 90 were in progress. Of the 225 complaints finalised, 216 (96%) were finalised within 3 months from the date of receipt of all documents	75%	Q1 Target: 30% Q1 Achievement: 94% As at 31 June 2020, there were 106 complaints on the data base of the PSC. 17 investigations were finalised of which 16 (94%) were finalised within 3 months from the date of receipt of all documents	Target exceeded by 64%	Due to lockdown, less ad hoc tasks being attended to by investigators Strict monitoring and control measures were implemented, including a Case Closure Checklist Regular interactions with Departments on outstanding information	Physical interactions during investigations are challenging or impossible in the medium term. Although, technology-driven solutions are available to assist with document collection, as well as provide virtual connectivity for interviews, not all complainants and public servants have access to technology Some employees also work remotely, and do not have access to documentation/ evidence in the custody of Departments to readily submit to the PSC
	Workshops conducted on promotion of professional ethics	Number of workshops conducted on promotion of professional ethics	40	No target	10	No Q1 Target	N/A	N/A	Due to COVID-19 regulations, the PSC avoided physical interactions, and decided to produce 4 articles as a means of promoting professional ethics

4.4.1.2 Annual Performance Plan against the re-tabled Annual Performance Plan

Programme 4: Integrity and Anti-Corruption								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Sound management and leadership practices in the public service	Finalised public administration investigations	Percentage of public administration investigations finalised ⁵ within 90 working days upon receipt of all relevant information ⁶	87% As at 31 March 2019, there were 283 complaints on the data base of the PSC, of which 193 (68%) were finalized and 90 (32%) were in progress. Of the 193 complaints finalised, 167 (87%) were finalised within 90 working days from the date of receipt of all documents	96% As at 31 March 2020, there were 315 complaints on the data base of the PSC, of which 225 were finalized and 90 were in progress. Of the 225 complaints finalised, 216 (96%) were finalised within 3 months from the date of receipt of all documents	50%	94% At 31 March 2021, there were 334 complaints on the database of the PSC. 98 investigations were finalised of which 92 (94%) were finalised within 90 working days upon receipt of all relevant information	Target exceeded by 44%	Due to lockdown, less ad hoc tasks being attended to by investigators Strict monitoring and control measures were implemented, including a Case Closure Checklist Regular interactions with Departments on outstanding information
	Overview report on financial misconduct	Number of overview reports on financial misconduct produced	1	1	1	1	None	

Programme 4: Integrity and Anti-Corruption									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	
Sound management and leadership practices in the public service	Referral of NACH cases	Percentage of NACH cases referred within 7 days of receipt of case report	99.9% (1 075 of 1 076)	100% (1591 of 1591)	80%	100% (852 of 852)	Target exceeded by 20%	Due to strict adherence to referral protocols and reduction in the number of referrals	
	Report on closure of NACH cases	Report on closure of NACH cases produced	1	1	1	1	None		
	Overview Report on Financial Disclosure Framework	Report on Financial Disclosure Framework produced	New indicator	1	1	1	1	None	
	Research report on professional ethics	Number of research reports in professional ethics	1	1 (Assessment of professional ethics in the Public Service produced in March 2020)	1	1 (Report in professional ethics produced in March 2021)	1	None	
	Articles on promotion of professional ethics	Number of articles produced on promotion of professional ethics	New indicator	New indicator	4	4	4	None	

The Sub-programme: Public Administration Investigations undertakes investigations into public administration practices. Considering the limited investigative capacity available to the PSC, the organisation continued to actively pursue the promotion of good governance by conducting a number of investigations into public administration practices. The investigations emanated from complaints lodged with the PSC through its Complaints Rules and the NACH, and requests from, among others, Executing Authorities, public servants and whistle-blowers. At 31 March 2021, there were 334 complaints on the database of the PSC. 98 investigations were finalised of which 92 (94%) were finalised within 90 working days upon receipt of all relevant information. In addition, there were other 132 complaints handled and closed in accordance with the PSC Rules on handling complaints, for instance, early resolution methodology and referrals where the mandate vests in other institutions.

The PSC cannot predict the number of requests for investigations into public administration practices and must frequently reprioritise its planned activities to accommodate priority cases referred to it. In the past year, the demand for investigations increased in comparison to the previous year. At the same time, the complexity of investigations has also intensified, whereas the number of investigators (18 at national and provincial level), have not increased. The capacity of investigators to focus on investigations is furthermore negatively impacted by the need for them to spend substantial time defending challenged reports or providing evidence emanating from reports, as well as preparing investigation files for audit purposes.

Figure 3 reflects the number of complaints received in the 2020/2021 financial year (334) is slightly higher as compared to the same period for the 2019/2021 financial year (315). Out of 334 cases received, the PSC concluded 230 (69%) of these cases and 104 are pending. The percentage of cases concluded (68.9%) is slightly lower as compared to 2019/2020 financial year (71.4%). This can be ascribed to the Covid-19 national lockdown that has affected the efficient investigation of complaints because most of the Departments were partially closed.

The complaints received predominantly related to irregularities regarding human resource and procurement practices. In 2020/21 financial year, complaints relating to personnel practices decreased to 185 compared to 210 in 2019/20 and 128 in 2018/19 financial years. Regarding investigations into the regularity of appointments, the PSC made recommendations to Departments to approach the courts to set aside irregular appointments. Departments at national level and in particular in the Gauteng and Free State provinces have accordingly implemented these recommendations and several applications have been made to the Courts to set aside irregular appointments. In one case, the Free State High Court declared an appointment of a senior manager as irregular following a finding by the PSC.

It has been observed that complaints relating to Public Administration Practices such as financial management, personnel provisioning and administration, SCM processes and non-service delivery has increased to 149 in 2020/21 compared to 105 in 2019/20 and 152 in 2018/19 financial years. The increase could be ascribed to the fact that the public is more aware of the PSC and its investigative function therefore, more complaints relating to irregularities of SCM processes and procedures are being reported.

During the period under review, the Gauteng Province Department of Health was under scrutiny for allegations of maladministration and unethical behaviour. The PSC made strategic interventions through several meetings with the former and current Members of the Executive Council and the former HoD as well as the Acting HoD. Concerns were raised regarding the instability of the Department and it was recommended that the Premier appoints an Administrator to assist the Department in stabilizing its administration. The Premier welcomed the advice and subsequently appointed a Provincial Strategic Support Team to assist in the stabilisation of the Department.

Emanating from investigations finalized and recommendations issued by the PSC, during the 2020/21 financial year, the PSC was involved in a number of disciplinary and legal proceedings at Departments as witnesses, thereby ensuring accountability, improving the efficiency and effectiveness of service delivery, as well as a high standard of professional ethics in the Public Service through consequence management.

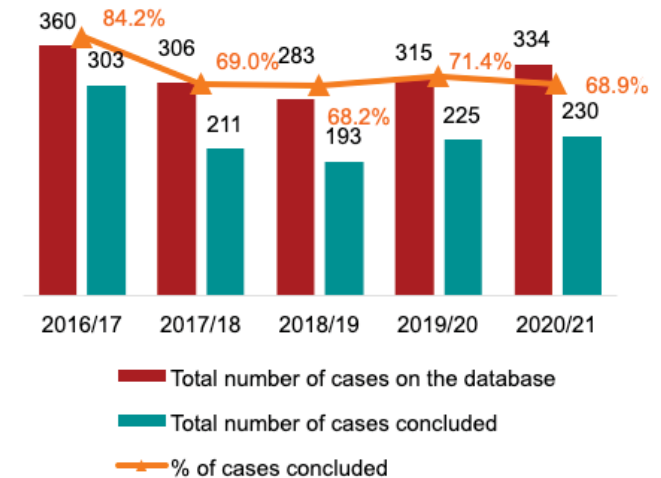


Figure 3: Trends analysis of grievances registered on the PSC database over a five year period

During the 2020/21 financial year, a comprehensive review into the handling of complaints was conducted by the PSC. Subsequent to the comprehensive review, Standard Operating Procedures for the handling of complaints lodged with the PSC were developed and implemented. The aim of the Standard Operating Procedures is to standardize the handling of complaints lodged with the PSC and the handling thereof in an efficient, effective and uniform manner by employees at the National and Provincial offices of the PSC.

The PSC's annual Overview Report on Financial Misconduct indicates that national and provincial Departments reported that 530 disciplinary proceedings on financial misconduct were completed for the 2019/2020 financial year. More than half (59.4%) of the 530 completed disciplinary proceedings on financial misconduct were in respect of employees on lower levels i.e. salary levels 1-8. The most prevalent sanction imposed on employees found guilty of financial misconduct was "written warning" followed by "final written warning" and "discharge". To enhance the value-add of the annual Overview Report on Financial Misconduct, the PSC extended the scope of the annual assessment of financial misconduct in the Public Service by monitoring consequence management in respect of unauthorised, irregular, fruitless and wasteful expenditure. It was found that a high number of unauthorised, irregular, fruitless and wasteful expenditure are not investigated timeously, which impacts negatively on the organizational finances and creates room for repeat offenders to commit the same or similar offences while the investigation is being conducted and the necessary disciplinary action is being instituted.

The Sub-programme: Professional Ethics promotes professional ethics in the Public Service by managing integrity systems and conducting research on the effectiveness of ethics promotion in the Public Service.

The PSC continued to manage systems designed to promote and strengthen integrity in the Public Service such as the FDF for senior managers and the NACH. At the end of the 2020/21 financial year, the PSC received in total 9 792 (98%) of the 10 032 financial disclosure forms that were expected as at the due date of 31 May 2020. A comparison of the overall submission rate by the national and provincial Departments as at the due date of 31 May in respect of the past five (5) financial years is illustrated in Table 13 below.

Table 13: Overall submission of financial disclosure forms as at the due date of 31 May between 2015/2016 and 2019/2020 financial years

Financial year	No. of SMS members	No. of financial disclosure forms received by PSC as at the due date of 31 May	No. of financial disclosure forms not received by the PSC as at the due date of 31 May	Percentage of forms received by the PSC as at the due date of 31 May
2019/2020	10032	9792	240	98%
2018/2019	10135	9834	301	97%
2017/2018	10242	9713	529	95%
2016/2017	10257	10104	153	99%
2015/2016	10237	9999	238	98%

The 2% of the forms that were still outstanding as at the due date of 31 May 2020 is attributed to the State Security Agency, whose forms were not submitted at all. Apart from the SSA, there are other SMS members, including five (5) Directors- General and four (4) Heads of Department, whose forms were not submitted to the PSC as at the due date of 31 May 2020. The PSC noted a slight improvement in compliance with the requirement to submit financial disclosure forms. However, the lack of full disclosure of registrable interests by some senior managers persists. This poses a serious challenge in the ability to manage conflicts of interest in the Public Service. The challenge is compounded by the involvement of some of the HoDs in the perpetuation of non-compliance with the regulatory frameworks.

The scrutiny methods applied were the intensive verification of the financial disclosure forms that were received by the PSC, which resulted in the findings and recommendations contained in this report. The information contained in the financial disclosure forms was verified against key sources of information from the Companies and Intellectual Property Commission (CIPC), Deeds Registry, the CSD and the Electronic National Traffic Information System (eNaTIS) databases to ensure compliance with the regulatory framework. The scrutiny process revealed that there are still SMS members in both national and provincial Departments who do not disclose their interests in private and public companies. This is in contravention of Regulation 19 of the PSR, 2016. The extent of non-disclosure of directorships in companies is shown in Table 14 below.

Table 14: The extent of non-disclosure of directorship in companies during the 2019/2020 financial year

	Number of SMS Members with interests in companies	SMS members who did not disclose their interests in companies				Total number and percentage of SMS members who did not disclose their interests in companies	Total number and percentage of SMS members who are repeat offenders
		DGs/ HoDs	Deputy Directors-General	Chief Directors	Directors		
National Departments	2064	4	24	77	259	364 (18%)	44 (2%)
National Government Components	63	0	1	5	5	11 (17%)	0
Eastern Cape	159	2	1	4	31	38 (24%)	7 (4%)
Free State	49	4	1	9	33	47 (96%)	0
Gauteng	230	2	5	11	43	61 (27%)	10 (4%)
KwaZulu-Natal	30	0	1	2	8	11 (37%)	0
Limpopo	136	0	1	3	21	25 (18%)	0
Mpumalanga	17	1	0	1	4	6 (35%)	3 (18%)
Northern Cape	102	2	0	1	5	8 (7%)	1 (13%)
North West	110	0	0	3	45	48 (44%)	0
Western Cape	85	0	0	1	0	1 (1%)	0
Grand Total	3048	15	35	120	468	638	69 (11%)

Another disconcerting finding was that during the 2019/2020 financial year, the Public Service had 1 508 SMS members who were involved in activities that could be construed as posing potential conflicts of interest. EAs need to strengthen their resolve in enforcing full compliance with the regulatory provisions under all circumstances, and to dealing decisively with defaulting HoDs. This would help in setting the tone from the top.

The need for the NACH is exemplified in the fact that it must be understood that citizens do not only want to be consulted, they also need a facility to report wrongdoing. The NACH is a key instrument in promoting integrity in the Public Service. In addition to providing a mechanism for the safe and anonymous reporting of corruption, the NACH also creates opportunities for different role-players (e.g. Departments) to co-operate more efficiently in receiving and investigating cases of alleged corruption. Various forms of allegations of corruption are being reported to the NACH. These include fraud, bribery, abuse of school funds, social grant fraud and nepotism. In the 2020/21 financial year, the NACH received 61 490 incoming calls, of which 872 case reports were generated.

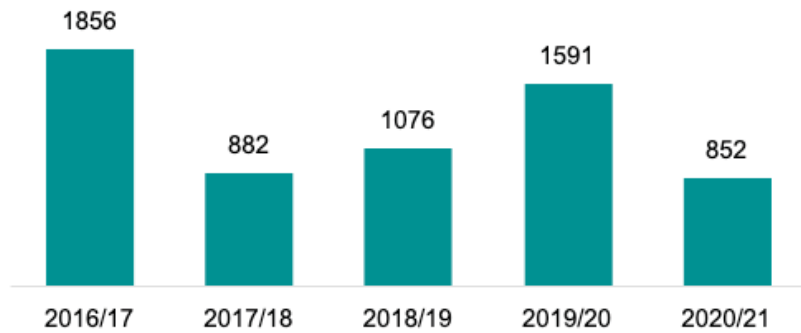


Figure 4: Trends analysis of NACH case reports generated from the 2016/2017 to the 2020/21 financial year

Figure 4 reflects the number of NACH case reports generated annually over a five-year period.

The number of NACH cases reported during the 2020/2021 financial year is slightly lower than the cases reported during the 2018/2019 and 2019/2020 financial years primarily, due to COVID-19 pandemic and the various national lockdown levels, which prevented members of the public from accessing the Hotline. Despite this, most of the cases received were tip-offs relating to the disaster management funds which were directed to the relevant Law Enforcement Agencies for investigation.

Over 56% of the cases reported to the NACH in the 2020/21 financial year were reported by anonymous whistleblowers. The majority of the case reports related to social grant fraud involving pension, disability and child support grant committed by members of the public as well as officials. The consequences in the occurrences of social grant fraud are twofold. Not only is there a financial implication when a loss occurs, but the actual beneficiary who qualified to receive the grant suffers. Therefore, the South African Social Security Agency must strengthen its internal controls in the management of social grants.

The key challenge to the NACH is that currently the NACH is available 5 days per week and 8 hours per day (from 8h00 am to 4h30 pm) due to lack of funding. This arrangement is creating serious challenges as members of the public are calling after hours without the assistance of the call centre agents. As the NACH is a designated single hotline through which corruption in the Public Service should be reported, it remains significant that it must be adequately resourced to enable people to report 24/7. This will require additional capacity for the call centre to operate 24/7. People are now using mobile phones and there is no toll free line with cell phone providers. Government should pursue service providers to contribute to the toll free cell phone line.

During the year under review, the PSC conducted an “Assessment of professional ethics in the Public Service” and found amongst others that there is leadership commitment on the promotion of ethics as most of the national Departments have dedicated ethics. The PSC further noted the glaring disparities in the Departments’ allocation of both financial and human resources. The most worrying factor was the lack of a leadership commitment by some HoDs to enforce the PSR and take disciplinary actions when issues that impede the promotion of ethics are reported within a Department. At least one hundred and thirty-seven (137) officials were reported for contravening the PSR or the Code of Conduct. The highest number of reported officials was at the South African Police Services where hundred and four officials (104) were reported to have violated the PSR. Out of 104 officials, eighty (80) officials have been dismissed from the Public Service. From the PSC’s research, it was found that Departments generally do not approach fraud and corruption in a holistic manner and are not committed to ethics governance. The primary focus of Departments is on the promotion of professional ethics especially the investigation of fraud and corruption, with the ‘infrastructure’ which focuses on detection and prevention being at best, basic in terms of maturity. Therefore, there is a need to realign the functions of the Anti-Corruption Units within the Departments to ensure prevention and detection is included in the holistic approach to managing the risk of fraud and corruption.

The PSC in partnership with the South Africa- European Union Strategic Partnership Dialogue Facility and UNISA hosted a dialogue under the theme: “A Values-Driven Public Sector: Building State Capacity through professional ethics and Integrity”. The engagement aimed to create a platform for stakeholders to engage on critical challenges and opportunities that exist in strengthening ethical and integrity in public administration.

The PSC in partnership with the United Nations in South Africa (represented by the Office on Drugs and Crime and the UN Development Programme), and the University of South Africa virtually commemorated the 2020 International Anti-Corruption Day on Wednesday, 09 December 2020 under the theme: Recover better with integrity. The International Anti-Corruption Day is commemorated annually on 09 December in recognition of the United Nations Convention against Corruption which was signed in Mexico in 2003. South Africa is one of the signatories to the Convention and ratified it in 2004. This day provides an opportunity for political leaders, governments, business, legal bodies and lobby groups to join forces against corruption. The MPSA, Mr Senzo Mchunu delivered the keynote address. Other participants at the event included amongst others, representatives from Government, Business and Civil Society.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered and exceeded.

Reporting on the Institutional Response to the COVID-19 Pandemic

In line with the Business Continuity Plan and the guidance provided by the COVID-19 Steering Committee, the employees in the Branch: IAC worked on scheduled rotation and provide feedback on productivity on a regular basis. Remote access to the IGCMS was provided to employees and technology was used to access employees in Departments during investigations.

The NACH Call Centre number was diverted to cell phones of Call Centre Agents in order to ensure access to the NACH. Resulting from the COVID-19 pandemic and lockdown, innovative work methods were followed to expedite the handling of complaints. A considerable number of alleged perpetrators were arrested by the HAWKS (Directorate for Priority Crime Investigation) relating to the South African Social Security Agency fraudulent cards during Covid 19 pandemic. This is largely because of government's efforts to eradicate corruption in all spheres of government. The arrests by the HAWKS is boosting public confidence and trust in reporting acts of corruption in the Public Service.

The turn-around time of Departments to provide documentation remained a challenge and was compounded by remote working of employees in Departments and a lack of access to appropriate evidence requested.

Table 15: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP	Immediate outcomes
Integrity & Anti-Corruption	Personal Protective Equipment to ensure health & safety of employees	Employees at national & provincial level within Programme 4	IAC staff: 41 EC Office: 9 MP Office: 7 KZN Office: 8	Branch staff members	R1,446.38	R1,446.38	Ensure health and safety of employees to deliver on APP and Operational Plan targets	Health and safety of employees is prioritized in line with the COVID-19 Business Continuity Plan

Linking performance with budgets

The total expenditure in 2020/21 was R53.7 million or 93.4 per cent of the final appropriation of R57.5 million. The total expenditure in 2019/20 was R57.5 million against the final appropriation of R57.6 million.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Public Administration Investigation	13,545	12,055	1,490	15,433	15,422	11
Professional Ethics	21,472	20,360	1,112	20,397	20,368	29
Programme Manager: IAC	22,476	21,289	1,187	21,740	21,716	24
Total	57,493	53,704	3,789	57,570	57,506	64

5. Donor Funds

No donor funding was received by the PSC during the period under review

6. Capital Investment

6.1 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 and the two bi-annual assets verification conducted.



PART C

GOVERNANCE

1. Introduction

As required in terms of the provisions of the PFMA, the PSC developed and implemented effective, efficient and transparent systems of financial and risk management and internal control and maintains a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with relevant regulations and instructions.

The structures that are central to the functionality of the PSC are the following: Plenary, Executive Committee, Specialist Teams, Audit Committee, Executive Management Committee, Ethics and Risk Management Committee, Information Technology Steering Committee, Budget Committee and supply chain structures such as the Bid Evaluation Committee and Bid Adjudication Committee. In addition to these, supplementary structures, such as the Management Committee and the Provincial Directors' Forum have been established 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 October 2020. Additional external strategic risks were added in the updated Top Ten Strategic Risk Register in line with the Strategic Risk Assessment conducted at the Strategic Planning Session held at the meeting:

Outcome Goal	Risk Description
A strong & well-functioning PSC	Poorly managed governance structures and lack of monitoring of decisions taken
An improved service delivery culture in the Public Service	Extended critical workforce unavailability and compromised critical resources impacting capacity, service delivery and access to service delivery points due to emerging risk events (e.g.Covid-19)
Sound leadership practices in the Public Service	Government leadership's credibility deficit in promoting ethic Sound leadership practices in the Public Service al leadership conduct in the Public Service

The Strategic Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis.

The Ethics and Risk Management Committee was chaired by the Deputy Director-General: Integrity and Anti-Corruption. 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 Office has a Risk Coordinator (at senior management 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 Deputy Director-General: Integrity and Anti-Corruption, to oversee the institutionalising 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:

As at 30 April 2020, there were 44 SMS members on the staff establishment of the OPSC, and 43 submitted their financial disclosure forms by the due date. One was submitted after the due date. The employee provided a statement under oath regarding the omission and apologised for the oversight. As at 31 August 2020, the compulsory report on actions taken for non-compliance with corrective action was submitted to the DPSA and receipt was acknowledged.

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:

As at 31 July 2020, 111 employees who are classified as “other designated employees” were employed by the OPSC and 100% of the employees submitted their financial disclosure forms by the due date. A report on the scrutiny of the forms was approved to the DG in September 2020.

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.

All employees (SMS and Non-SMS) are advised to apply for remunerative work outside the Public Service when they contemplate doing so. As at 31 March 2021, 16 employees had permission to perform remunerative work outside the Public Service.

Members of different committees responsible for SCM had to declare and sign a 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. Health Safety and Environmental Issues

The PSC has a Committee that is responsible for Occupational, Health and Safety (OHS) issues and there is an approved OHS Policy in place. The PSC believes that a safe and hazard free working environment is one of the most important factors in promoting the commitment and unquestionable performance of employees.

7. Portfolio Committees

There were no issues on the PSC's performance or functioning that were raised by any Portfolio Committee during the 2020/2021 financial year. However, over the years Parliamentary Committees have made recommendations on the nature of projects that the PSC should consider in order to assist Parliament in its political oversight function over Departments. During the 2020 Budgeting Review and Recommendation Report (BRRR) process, the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evacuation (PSA/PME) and the SCOA have made a number of recommendations on projects that the PSC should undertake. The National Assembly adopted these recommendations as resolutions of Parliament and they are as follows:

PARLIAMENT RESOLUTIONS/ RECOMMENDATIONS	COMMENT
The PSC should investigate reasons causing delays in closing disciplinary cases in the Public Service as the situation cost government million of Rands, whilst suspended officials are idling at home	The PSC has engaged with the DPSA on the role of the Technical Assistance Unit (TAU) in dealing with such matters and it was confirmed that the TAU is currently monitoring issues related to suspensions and disciplinary matters. The PSC will await a report from the DPSA on the outcome of the process they have initiated in monitoring the management of discipline (which includes suspensions).
Monitoring Government Departments' spending on COVID-19 related activities	The PSC does not have the capability or the infrastructure to monitor government's spending as the function resides with National Treasury. The PSC has received information from the National Treasury on monthly expenditure in relation to the Covid-19 response for all votes/ Departments up to November 2020. The information received will be analysed.
To conduct a Study on negligence and the state of the public Health system caused by the health professionals in Hospitals	The PSC has engaged the Department of Health who is investigating the matter to establish what the investigation's terms of reference is to avoid duplication.

PARLIAMENT RESOLUTIONS/ RECOMMENDATIONS	COMMENT
Regarding the Framework on Thusong Service Centres, the Committee recommended that service level agreements (SLAs) be signed between the Department of Cooperative Governance and Traditional Affairs (CoGTA), as the policy sponsor of these centres and other relevant transversal Departments looking after oversight in the Public Service, as well as those that render services in the centres	The PSC has advised that COGTA, with the assistance of DPSA identifies the relevant Departments that render services at Thusong Service Centre. Furthermore, COGTA develops the SLAs for signature with such Departments. The DPSA should support COGTA since they have been the custodian of Thusong service centers. This will also assist COGTA as they assume this task.
Undertake a comprehensive research study into the critical skills capacity shortages in all structures of government and report accordingly to Parliament.	The DPSA has confirmed that a toolkit for skills audits has been developed. The DPSA is still preparing to train Departments on the implementation of the tool because each Department is expected to conduct its own audit and then share the results with the DPSA. Once the implementation process has started, DPSA will be able to share the results with the PSC to enable the PSC to formulate its independent opinion and propose recommendations.
Assess whether those employed with or without the necessary qualifications are able to perform their duties optimally	The PSC will conduct a brief assessment on this matter. Due to capacity constraints, the scope and focus of the assessment is still to be determined.

These projects have been included in the Annual Performance Plan for the 2021/22 financial year. Consequently, these resolutions would put pressure on the already strained financial and human resource capacity of the PSC.

Over the years, the PSC has 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 2020/21 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on forty-nine (49) occasions (9 times in Parliament and 40 times in the provincial legislatures). The Covid-19 pandemic did not deter the PSC from fulfilling its reporting and accountability responsibilities to both Parliament and the provincial legislatures.

8. SCOPA Resolutions

There were no issues raised by the 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 has been outsourced to BDO during the 2020/21 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, which is outsourced, 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, the Audit Committee of the PSC shall comprise four (4) independent members and during the 2020/21 financial year, the total number of members that served in the Committee was three 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	
Mr AS Simelane	B Com (Hons), MBA	External	1-April-14	31-Mar-20	1	0	1	1	3/4
Mr Lesedi Mere	B Com (Acc); MBA	External	11-Nov-19	10-Nov-22	1	1	1	1	4/4
Ms LM Vilakazi	LLB, Dip: Corporate Law	External	1-Feb-20	31-Jan-23	1	1	1	1	4/4

12. Audit Committee Report

As Chairperson of the Audit Committee, it is my pleasure to present our report for the financial year ended 31 March 2021.

Audit Committee Responsibility

The Audit Committee report that has been compiled complied with our responsibilities arising from Section 38(1) (a)(ii) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee also confirms 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

Given the impact of Covid-19 pandemic on operations of the organization, the contracted Internal Auditors were granted special permission by the Audit Committee to complete their work in terms of the approved Internal Audit Plan until 31 March 2021. The extension of the timelines was to allow them to complete the work that they should have completed by 31 December 2020 but due to the COVID-19, their operations were affected. 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 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. The weaknesses and deficiencies that were identified were brought to the attention of the Accounting Officer and senior management and these were addressed. 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 AG. 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. An Audit Tracking Schedule had been introduced to track management action to address both internal and external audit findings and these have helped the PSC to strengthen its mechanisms to address internal control deficiencies and strengthen internal controls within the PSC.

During the 2020/2021 financial year, the internal auditors completed the following activities and reviews and the Audit Committee approved the reports of the reviews:

- a) OPSC Internal Audit Plan 2020/21 FY
- b) Finance Management Review
- c) SCM Review
- d) Final Follow-Up Review
- e) Quarterly Audit of Predetermined Objectives (AOPI) Reviews (Q2 & Q3 of 2020/21 FY)
- f) Mpumalanga Provincial Office Review
- g) North West Provincial Office Review
- h) Northern Cape Provincial Office
- i) COVID-19 Compliance Review
- j) Review of Internal Audit & Audit Committee Charters
- k) Review of the Integrity and Anti-Corruption Branch
- l) Review of the Leadership and Management Practices Branch
- m) Review of the Chief Directorate: People Management Practices

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 was 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 Accounting Officer, senior management and employees. Furthermore, the Audit Committee wishes to express its appreciation to the Accounting Officer, 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.



Mr Lesedi Mere

Chairperson of the Audit Committee

Public Service Commission

31 August 2021

13. B-BBEE Compliance Performance Information

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

Has the PSC applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences concessions other authorisations in respects of economic activity in terms of any law?	No	This is not applicable to the PSC
Developing and implementing a preferential procurement policy?	No	The PSC implements the preferential procurement policy developed by the National Treasury
Determining qualification criteria for the sale of state-owned enterprises?	No	This is not applicable to the PSC
Developing criteria for entering into partnerships with the private sector?	No	This is not applicable to the PSC
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	This is not applicable to the PSC



PART D

HUMAN RESOURCE MANAGEMENT

1. Introduction

The Human Resource Management functions plays an important role in contributing to the achievement of the strategic objectives and mandate of the PSC. In view of that, efforts are made to ensure that HR functions, particularly Recruitment and Selection, Performance Management, Employee Health and Wellness and Training and Development of employees are implemented.

2. Overview of Human Resources

2.1 Status of Human Resources in the OPSC

The number of posts on the establishment of the OPSC decreased in the 2020/2021 reporting year from 291 (of which 17 were employees employed additional to the establishment) to 284 in the 2020/2021 reporting year (of which 10 were employees employed additional to the establishment), 261 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 2021, the OPSC had a total of 10 employees employed additional to the establishment, included in the total number of 261 employees. The OPSC vacancy rate of 7% for the 2019/2020 increased to 8% in the 2020/2021 financial year. The vacancy rate on salary levels 1 to 12 increased from 6% in the 2019/2020 reporting period to 8% in the 2020/2021 reporting period whilst the vacancy rate on SMS level increased from 10% in the 2019/2020 reporting period to 12% in the 2020/2021 reporting period (Table 3.2.1). The increase in the vacancy rate between the two financial years may be attributed to the Lockdown levels that were implemented following the National State of Disaster. Recruitment and selection processes came to a halt during the higher Lockdown levels. The PSC re-organised itself to manage the recruitment and selection processes under alternate working conditions.

There were 2 posts out of a total of 274 posts subjected to job evaluation during the period under review. One (1) post on salary level 5 and one (1) post on salary level 16 were job evaluated and remained on the same salary level. The OPSC's staff turnover rate decreased from 16% (2019/2020) to 15% in the reporting period (Table 3.5.1).

Internal "promotions" decreased from five (5) in the 2019/2020 reporting period to three (3) in respect of employees appointed to higher posts in the 2020/2021 reporting period. Three (3) employees were appointed in posts on a higher salary level within the OPSC during the reporting period with one (1) employee on salary levels 13 to 16, one (1) employee on salary levels 9 to 12 and one (1) employee on salary levels 6 to 8 (Table 3.5.5). It should be indicated that most of the recruitment during the reporting period was at salary levels 3 to 5 (2 employees) equating to 6%, and salary levels 6 to 8 (2 employees) at 3% of the 17 employees employed by the OPSC (Table 3.5.1).

Out of a total of 44 terminations (Table 3.5.3), 70% were as a result of contracts that expired, 16% due to resignations and 7% attributed to employees being transferred to other Departments within the Public Service. One (1) employee retired in the reporting period, with one (1) being dismissed and one (1) being discharged (Table 3.5.3).

Table 3.6.1 reflects that the staff profile of the OPSC is as follows: 53% Black females, 35% Black males, 2% Coloured females, 2% Coloured males, 2% Indian females, 0.4% Indian males, 3% White females and 3% White males. A 53% representatively of females at SMS level (salary levels 13 to 16) was achieved compared to the previous reporting period of 50%.

An awareness campaign focussed on 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 1.96% in the 2019/2020 reporting period to 1.99% in the 2020/2021 reporting period.

For the period 1 January 2020 to 31 December 2020, a total of 1 374 days were utilised for sick leave, compared to the 2 137 days utilised for sick leave in the 2019 calendar year. The number of staff members that used sick leave came to 255 (Table 3.10.1) and reflects an average of 6 days sick leave – compared to the average of 8 days sick leave per employee who used sick leave in 2019.

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 21 working days each. Most of the employees using incapacity leave during the period were in the salary levels 9 to 12 category (66.7%). During the 2020 leave cycle, a total of 5 558 working days annual leave taken by 315 employees – with each employees averaging 18 days (Table 3.10.3), which is less in comparison to the previous financial year (reporting 21 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. Three (3) employees utilised capped leave days in the 2020 leave cycle and one (1) employees' capped leave credits were paid out due to retirement. Zero employees' annual leave credits of the 2019 leave cycle was paid out due to not being able to use these credits as a result of operational requirements.

2.2 Human Resources Priorities for the year under review and the impact of these

In this fast-changing environment, the demand for hard and soft skills continue to rapidly evolve. The weight that training and development carry positively aid a variety of components needed in the PSC. Training maximizes the development of the existing workforce ensuring employees are happy, engaged and motivated and attracts highly skilled talent to remain equipped for the future.

The workplace skills plan prioritises training in line with the strategic priorities of the PSC i.e. to address the following skills: mediation, research methodology, and monitoring and evaluation skills. Training and development programmes have also put emphasis on management development to enhance the OPSC's leadership capability. In equipping employees with appropriate skills, a total of 260 employees' training needs were identified (Table 3.13.1). The OPSC provided 123 training opportunities to employees throughout the year (Table 3.13.2). 50% of this training was presented to both females and males employed in the OPSC. Particular focus was placed on training in mediation skills, as the PSC is moving towards the implementation of alternative dispute resolution mechanisms in resolving grievances and complaints due to the benefits in relation to cost, flexibility, confidentiality, expediency and expertise. It also assists in resolving complex grievances and complaints, and has a positive impact on avoiding formal court proceedings.

In addition to the above, the total number of bursary holders at the under-graduate and post-graduate levels is 43, covering public administration, human resources management, risk management, and the legal field.

2.3 Workforce planning and key strategies to attract and recruit a skilled and capable workforce

The following key strategies will be put in place:

- a) To strengthen the organisational structure and assessment of employee utilisation in the PSC through the Institutional Practice Review - doing things differently.
- b) To strengthen the capacity of employees in the PSC through Human Resource Development Interventions which are aligned to the strategic objectives of the OPSC.
- c) To enhance employee health and wellness in the workplace.
- d) To strengthen the Employee Wellness Programme (EWP) and promote awareness of the programme.
- e) Maintain a vacancy rate of below 10%.
- f) To ensure that women consist of at least 50% of staff employed at SMS level.
- g) To ensure employment of PWDs preferably at SMS level.

2.4 Employee Performance Management

The OPSC has approved Performance Management and Development System Policies applicable to all employees. Employee performance management includes activities which ensure that the strategic and operational objectives of the PSC are consistently being met in an effective and efficient manner. All employees are required to complete a performance agreement before 31 May each year. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery. The performance management process requires that a mid-year review and an annual assessment is conducted, and that the operational targets and achievements linked to the performance agreement be monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance.

During the year under review, the OPSC achieved a 98% 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, which was extended to 31 July 2020 by the DPSA, due to the national lockdown on COVID-19 with effect from 26 March 2020.

121 employees in the OPSC received performance bonuses for the performance cycle 2020/2021 out of 251 eligible employees (20 SMS and 101 employees below the SMS level) compared to the 139 employees who received performance awards in the previous performance cycle (2019/2020).

The breakdown of the performance rewards were awarded as follows: 50% of staff members on salary levels 1 to 2; 59% of staff members on salary levels 3 to 5; 55% of staff members on salary levels 6 to 8; 41% of staff members on salary levels 9 to 12, and 47% of SMS members (Tables 3.8.2 and 3.8.4).

2.5 Employee Wellness Programmes

- a) The PSC is committed to promoting quality of work-life balance and the creation of a conducive work environment for its employees. Employee wellness issues significantly affect the productivity of the workforce and it is imperative that this is addressed. In the year under review,
- b) The annual individual usage of the core counselling and advisory services rate of 16.6% was above the sector average of 6.9%. The majority of referrals to the EAP were of an informal nature, which means that employees are taking their own initiative in making contact with the service.
- b) All individuals that used counselling and advisory services during the period under review made contact with the ICAS through the OPSC dedicated toll free line and call back. Professional Counselling provided was Telephonically, LiveChat, COVID-19 face to face Online and Face-to-Face.

The following promotional activities and engagements were undertaken by ICAS during the reporting periods:

- Mental Health Awareness
- Employee Wellness Programme promotional
- Financial awareness
- Self-Care Awareness
- Holiday Safety tips
- Health awareness
- Gender Based Violence awareness
- Persons with Disability Awareness
- Health and Safety COVID-19 awareness

2.6 Human Resources Challenges faced by the OPSC, as well as future human resources plans/ goals

The utilisation and quality of human resources is a critical factor for the OPSC to deliver on its mandate, by deriving optimal value from its human resources. The optimal utilisation of human resources must ensure that employees contribute directly to effective organisational performance, which in turn will restore trust and faith in the PSC. The protracted understaffing within the OPSC as a result of the number of posts that had to be abolished in recent years due to cuts by National Treasury of the compensation of employees' budget, the increased demands from stakeholders for additional unplanned activities not provided for in the Annual Performance Plan and the growth in compliance requirements from various Departments without concomitant resources have had a substantive impact on capacity within the OPSC. This situation was exacerbated by challenges faced in the timeous filling of posts, largely due to the impact of COVID-19 on completing selection processes. In light of this, the OPSC did not make desirable progress in terms of meeting its HR objectives and selected employees are experiencing work overload.

Fast-paced technological developments, worsened by the need to work remotely during COVID-19, also necessitate the upskilling of employees for current and future technological demands. The current systems for managing HR planning information are inadequate and PERSAL is generally seen as a system that is not ideal for HR information management. There is a need for a uniform integrated HR information management system to address this challenge.

The environment in which the Office operates is not static and is changing necessitating key strategic changes that had an impact on human resources decision making. Data collection and analysis on HR is critical and more must be done to identify risks, challenges and best practice methods for implementation.

"A skilled workforce in identified areas" has been identified as an outcome indicator during the MTEF, however, the lack of funding for training and development interventions aligned to the strategic objectives of the PSC poses a serious challenge for the PSC

Notwithstanding various mitigating strategies, the OPSC has also experienced constraints in recruiting persons with disabilities and women especially at SMS level.

3. Human Resources Oversight Statistics

3.1 Personnel Related Expenditure

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

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

Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2020 to 31 March 2021

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure	Professional and special services expenditure	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
			(R'000)	(R'000)		
Programme 1	121,638	68,561	1,078	3,533	56	672
Programme 2	47,271	46,101	-	-	98	789
Programme 3	38,544	37,159	-	16	96	832
Programme 4	53,703	51,131	-	63	95	774
Theft and losses	-	-	-	-	-	-
TOTAL	261,156	202,952	1,078	3,612	78	748

Table 3.1.2 - Personnel costs by salary band for the period 1 April 2020 to 31 March 2021

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)	2,035	1	12	170
Skilled (Levels 3-5)	8,966	4	34	264
Highly skilled production (Levels 6-8)	24,903	12	62	402
Highly skilled supervision (Levels 9-12)	92,246	45	100	922
Senior and top management (Levels 13-16)	72,578	36	43	1,688
Contract (Levels 1-2)	877	0.43	5	175
Contract (Levels 3-5)	911	0.45	4	228
Contract (Levels 6-8)	-	-	-	-
Contract (Levels 9-12)	436	0.21	1	436
Contract (Levels 13-16)	-	-	-	-
TOTAL	202,952	100	261	778

Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2020 to 31 March 2021

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	58,500	29%	118	0.06%	1,561	1%	2,246	1%
Programme 2	40,655	20%	-	-	375	0.18%	887	0.44%
Programme 3	32,545	16%	-	-	421	0.21%	993	0.49%
Programme 4	44,462	22%	-	-	959	0.47%	1,233	1%
TOTAL	176,162	87%	118	0.06%	3,316	2%	5,359	3%

Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2020 to 31 March 2021

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	1,454	1%	-	0.00%	122	0.06%	287	0.14%
Skilled (Levels 3-5)	6,835	3%	72	0.04%	505	0.25%	755	0.37%
Highly skilled production (Levels 6-8)	19,324	10%	28	0.01%	995	0.49%	1,769	1%
Highly skilled supervision (Levels 9-12)	81,189	40%	18	0.01%	832	0.41%	1,848	1%
Senior management (Levels 13-16)	64,617	32%	-	-	862	-	700	0.34%
Contract (Levels 1-2)	877	0.43%	-	-	-	-	-	-
Contract (Levels 3-5)	911	0.45%	-	-	-	-	-	-
Contract (Levels 6-8)	519	0.26%	-	-	-	-	-	-
Contract (Levels 9-12)	436	-	-	-	-	-	-	-
Contract (Levels 13-16)	-	-	-	-	-	-	-	-
Contract Other	-	-	-	-	-	-	-	-
Periodical remuneration	-	-	-	-	-	-	-	-
Abnormal appointment	-	-	-	-	-	-	-	-
TOTAL	176,162	87%	118	0.06%	3,316	2%	5,359	3%

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 2021

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Programme: 1	98	88	10	4
Programme: 2	56	56	0	3
Programme: 3	51	44	14	0
Programme: 4	69	63	9	3
TOTAL	274	251	8	10

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2021

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	5
Skilled (Levels 3-5)	35	34	3	4
Highly skilled production (Levels 6-8)	66	62	6	0
Highly skilled supervision (Levels 9-12)	111	100	10	1
Senior management (Levels 13-16)	49	43	12	0
TOTAL	274	251	8	10

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2021

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	5
Receptionist	1	1	0	0
Communication and information related	3	3	0	0
Finance and economics related	1	1	0	0
Financial and related professionals	6	5	17	0
Financial clerks	4	4	0	1
HOD	1	0	100	0
Human resources & organisation development related	75	69	8	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Human resources clerks	6	6	0	0
Human resources related	28	25	11	0
Information technology	1	1	0	1
Other communication related	0	0	0	0
Library related personnel	1	0	100	0
Driver	1	1	0	0
Logistical support personnel	2	2	0	1
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	0
Other information technology personnel	4	4	0	0
Others occupations	0	0	0	0
Secretaries	41	39	5	0
Security officers	11	11	0	0
Senior managers	48	42	13	0
TOTAL	274	251	8	10

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 2021

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
DG	1	0	0	1	100
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
TOTAL	49	43	88	6	12

Table 3.3.2 – SMS posts information as at 30 September 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
DG	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	34	94	2	6
TOTAL	49	46	94	3	6

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2020 to 31 March 2021

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
DG/HoD	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	1	0	0
TOTAL	1	0	0

Table 3.3.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2020 to 31 March 2021**Reasons for vacancies not advertised within six months**

On 26 March 2020, the country went into various lockdown alert levels, which impacted negatively on the time-frame for the filling of all posts in the OPSC, as meetings could not be held to conduct short-listing and travel was for the most part restricted in its entirety or limited within provinces. The PSC's Business Continuity Plan, dated 17 March 2020, also suspended non-essential meetings, provided that no interviews with stakeholders should be undertaken and suspended non-essential travel. In addition, all potential candidates did not have access to the necessary technology to allow for virtual interviews and a virtual selection process would not have allowed adequate control over the technical exercises to be completed by candidates prior to interviews to measure their competencies for the various posts.

It should also be kept in mind that compliance measures in the Public Service that were time bound had been extended to take into consideration the impact of COVID-19, e.g. the tabling of Annual Reports, the signing of Performance Agreements, moderation of performance appraisals.

Reasons for vacancies not filled within twelve months

On 26 March 2020, the country went into various lockdown alert levels, which impacted negatively on the time-frame for the filling of all posts in the OPSC, as meetings could not be held to conduct short-listing and travel was for the most part restricted in its entirety or limited within provinces. The PSC's Business Continuity Plan, dated 17 March 2020 also suspended non-essential meetings, provided that no interviews with stakeholders should be undertaken and suspended non-essential travel. In addition, all potential candidates did not have access to the necessary technology to allow for virtual interviews and a virtual selection process would not have allowed adequate control over the technical exercises to be completed by candidates prior to interviews to measure their competencies for the various posts.

It should also be kept in mind that compliance measures in the Public Service that were time bound had been extended to take into consideration the impact of COVID-19, e.g. the tabling of Annual Reports, the signing of Performance Agreements, moderation of performance appraisals.

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 2020 to 31 March 2021

Reasons for vacancies not advertised within six months

None, as the reasons for the delays were not within the control of employees.

Reasons for vacancies not filled within twelve months

None, as the reasons for the delays were not within the control of employees.

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 2020 to 31 March 2021

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	1	3	0	0	0	0
Highly skilled production (Levels 6-8)	66	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	111	0	0	0	0	0	0
SMS Band A	36	0	0	0	0	0	0
SMS Band B	9	0	0	0	0	0	0

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
SMS Band C	3	0	0	0	0	0	0
SMS Band D	1	1	100	0	0	0	0
TOTAL	274	2	1	0	0	0	0

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 2020 to 31 March 2021

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

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 2020 to 31 March 2021

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				0
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 2020 to 31 March 2021

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

Total number of employees whose remuneration exceeded the grade determined by job evaluation	0
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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 2020 to 31 March 2021

Salary band	Number of employees at beginning of period - April 2020	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	12	1	1	8
Skilled (Levels 3-5)	33	2	1	3
Highly skilled production (Levels 6-8)	61	2	2	3
Highly skilled supervision (Levels 9-12)	106	1	5	5
SMS Band A	32	1	2	6
SMS Band B	8	0	0	0
SMS Band C	3	0	0	0
SMS Band D	1	0	1	100
Contracts	31	10	31	100
TOTAL	287	17	43	15

Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2020 to 31 March 2021

Critical occupation	Number of employees at beginning of period – April 2020	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	12	1	1	8
Skilled	33	2	1	3
Highly skilled production	61	2	2	3
Highly skilled supervision	106	1	5	5
SMS	44	1	3	7
Contracts	31	10	31	100
TOTAL	287	17	43	15

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 2020 to 31 March 2021

Termination type	Number	% of total resignations
Death	0	0
Resignation	7	16
Expiry of contract	31	70
Dismissal – operational changes	0	0
Dismissal – misconduct	1	2
Dismissal – inefficiency	0	0
Discharged	1	2
Retirement	1	2
Transfer to other Departments	2	5
Other	0	0
TOTAL	43	100
Total number of employees who left as a % of total employment	15	

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2020 to 31 March 2021

Occupation	Employees as at 1 April 2020	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	12	0	0	7	58
Skilled	33	0	0	26	79
Highly skilled production	61	1	2	47	77
Highly skilled supervision	106	1	1	93	88
Senior management	44	1	2	32	73
TOTAL	256	3	1	205	80

Table 3.5.5 - Promotions by salary band for the period 1 April 2020 to 31 March 2021

Salary band	Employees as at 1 April 2020	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	12	0	0	7	58
Skilled (Levels 3-5)	33	0	0	26	79
Highly skilled production (Levels 6-8)	61	1	2	47	77
Highly skilled supervision (Levels 9-12)	106	1	1	93	88
Senior management (Levels 13-16)	44	1	2	32	73
TOTAL	256	3	1	205	80

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 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	17	2	0	2	17	2	1	2	43
Professionals (Levels 9 – 12)	41	1	1	5	44	1	1	6	100
Technicians and associate professionals (Levels 6 – 8)	15	1	0	0	45	0	1	0	62
Clerks (Levels 3 – 5)	13	0	0	0	18	2	1	0	34
Elementary occupations (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
TOTAL	88	4	1	7	134	5	4	8	251
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	1	0	0	0	2	0	0	0	3
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)	41	1	1	5	44	1	1	6	100
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	15	1	0	0	45	0	1	0	62

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making (Levels 3 – 5)	13	0	0	0	18	2	1	0	34
Unskilled and defined decision making (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
TOTAL	88	4	1	7	134	5	4	8	251
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.3 - Recruitment for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	2	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	2	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	5	0	0	0	6
Unskilled and defined decision making	2	0	0	0	4	0	0	0	6
TOTAL	3	0	0	0	14	0	0	0	17
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 - Promotions for the period 1 April 2020 to 31 March 2021

Occupational band	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	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	1
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
TOTAL	1	0	0	0	2	0	0	0	3
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 - Terminations for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	0	0	0	0	0	1
Senior management	1	0	0	0	1	0	0	0	2
Professionally qualified and experienced specialists and mid-management	10	0	0	0	6	0	0	0	16
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	5	0	0	0	5
Semi-skilled and discretionary decision making	3	0	0	0	5	0	0	0	8
Unskilled and defined decision making	6	0	0	0	5	0	0	0	11
TOTAL	21	0	0	0	22	0	0	0	43
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 - Disciplinary action for the period 1 April 2020 to 31 March 2021

Male				Female				Total
African	Coloured	Indian	White	African	Coloured	Indian	White	
4	0	0	0	0	0	0	1	5

Table 3.6.7 – Skills development for the period 1 April 2020 to 31 March 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	26	2	1	1	25	1	0	1	57
Professionally qualified and experienced specialists and middle management (Level 9-12)	26	0	0	0	21	1	0	4	52
Skilled technical, junior management and supervisors (Level 6-8)	4	0	0	0	2	1	0	0	7
Semi-skilled workers (Level 3-5)	0	0	0	0	0	0	0	0	0
Elementary occupations (Level 1-2)	0	0	0	0	0	0	0	0	0
TOTAL	56	2	1	1	48	3	0	5	116
Employees with disabilities	0	0	0	0	0	0	0	0	0

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 2020

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
DG	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	8	7	88
Salary Level 13	36	32	32	100
TOTAL	49	44	43	98

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2020

Reasons
One (1) official was placed on precautionary suspension with effect from 11 June 2020

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2020

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 2020 to 31 March 2021

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African					
Male	42	87	48	536	13
Female	62	132	47	872	14

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
Asian					
Male	0	1	0	0	0
Female	4	4	100	56	14
Coloured					
Male	3	4	75	38	13
Female	3	5	60	49	16
White					
Male	4	6	67	88	22
Female	4	7	57	78	20
Employees with a disability	1	5	20	11	11
TOTAL	123	251	49	1 728	122

Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2020 to 31 March 2021

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Level 1-2)	6	12	50	41	7	0.02%
Skilled (Level 3-5)	19	34	56	176	9	0.09%
Highly skilled production (Level 6-8)	34	62	55	457	13	0.23%
Highly skilled supervision (Level 9-12)	46	100	46	722	16	0.36%
TOTAL	105	208	50	1 396	13	0.69%

Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2020 to 31 March 2021

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	22	43	51	332	15
Professionally qualified and experienced specialists and middle management (Levels 9-12)	46	100	46	722	16
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	34	62	55	457	13
Semi-skilled and discretionary decision making (Levels 3-5)	19	34	56	176	9
Unskilled and defined decision making (Levels 1-2)	6	12	50	41	7
TOTAL	127	251	48	1 728	14

Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2020 to 31 March 2021

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee	
Band A (Level 13)	15	32	47	215	14	0.11%
Band B (Level 14)	5	8	63	86	17	0.04%
Band C (Level 15)	2	3	67	32	16	0.02%
Band D (Level 16)	-	-	-	-	-	-
TOTAL	22	43	47	333	14	0.14%

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 2020 to 31 March 2021

Salary band	1 April 2019		31 March 2020		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

Salary band	1 April 2019		31 March 2020		Change	
	Number	% of total	Number	% of total	Number	% change
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Table 3.9.2 – Foreign workers by major occupation for the period 1 April 2020 to 31 March 2021

Major occupation	1 April 2019		31 March 2020		Change	
	Number	% of total	Number	% of total	Number	% change
Senior Management	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

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 2020 to 31 December 2020

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)	49	59.20	10	4.40	5	27
Skilled (Levels 3-5)	176	71	26	11.60	7	172
Highly skilled production (Levels 6-8)	311	68.50	51	22.70	6	453
Highly skilled supervision (Levels 9-12)	509	72.10	80	35.60	6	1 607
Senior management (Levels 13-16)	264	87.90	31	13.80	9	1 150
Contract (Levels 1-2)	17	88.20	6	2.70	3	9
Contract (Levels 3-5)	12	25	7	3.10	2	11
Contract (Levels 6-8)	4	0	3	1.30	1	5
Contract (Levels 9-12)	21	23.80	10	4.40	2	66
Contract (Levels 13-16)	11	100	1	0.40	11	64
TOTAL	1 374	72.80	225	100	6	3 564

Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2020 to 31 December 2020

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	10	100	1	33.3	10	20
Highly skilled supervision (Levels 9-12)	53	100	2	66.7	27	187
Senior management (Levels 13-16)	0	0	0	0	0	0
TOTAL	63	100	3	100	21	207

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 2020 to 31 December 2020

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	212	13	16
Skilled (Level 3-5)	598	33	18
Highly skilled production (Level 6-8)	1 220	64	19
Highly skilled supervision (Level 9-12)	2 221	108	21
Senior management (Level 13-16)	962	48	20
Contract (Levels 1-2)	35	10	4
Contract (Levels 3-5)	48	9	5
Contract (Levels 6-8)	24	4	6
Contract (Levels 9-12)	105	15	7
Contract (Levels 13-16)	133	11	12
TOTAL	5 558	315	18

Table 3.10.4 – Capped leave for the period 1 January 2020 to 31 December 2020

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 2020
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	21
Highly skilled production (Level 6-8)	0	0	0	45
Highly skilled supervision (Level 9-12)	3	1	3	28
Senior management (Level 13-16)	18	2	9	44
TOTAL	21	3	7	37

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

Table 3.10.5 – Leave pay-outs for the period 1 April 2020 to 31 March 2021

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay outs for 2020/21 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay outs on termination of service for 2020/21	181	1	181
Current leave pay outs on termination of service for 2020/21	1 552	45	80
TOTAL	1 733	46	37

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	Key steps taken to reduce the risk
None	Raising awareness to educate the employees through information brochures on HIV/AIDS and STI's.

Table 3.11.2 – Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide required information)

Question	Yes	No	Details, if yes
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 PSR, 2016? If so, provide her/his name and position	√		Mr DC Ndondlolozi, Director: People Management Practices

Question	Yes	No	Details, if yes
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: People Development, Labour Relations and Special Projects, has two (2) specific employees to promote the health and well-being of employees. The annual budget for promoting health and well-being of employees is R290 000.00.
Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	√		Encourage and assist employees to overcome personal problems affecting their work performance negatively. Provide an effective framework for wellness promotion and preventative services. 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. Enhance and maintain high productivity levels of all employees. Establish a working relationship with other Departments and stakeholders who are involved in employee wellness. Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors. Allow supervisors to manage their human resources in an objective and consistent manner.
Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the PSR, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent		√	Safety, Health, Environment, Risk and Quality Committee and Security Management Committee Mr DC Ndlondlolozi - Employer Representative Ms M Mahuma - Employer Representative Ms O Mathabela - Employer Representative Mr J Matobela - Employer Representative Mr J Joubert - Employer Representative Mr M Seekaro - North West Provincial Office Ms Z Chauke - Gauteng Provincial Office Ms J Krugel – Northern Cape Office Ms A Ngwamba - Mpumalanga Provincial Office Mr A Chauke- Limpopo Provincial Office Ms M Slier - Western Cape Provincial Office Mr N Liwani – Eastern Cape Office Ms LNS Ntomane – Free State Provincial Office Mr SG Mpangevu – KwaZulu-Natal Provincial Office Ms P Sehabane – PSA Representative Mr TJ Nzimande - NEHAWU

Question	Yes	No	Details, if yes
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	√		HIV/AIDS and TB Management policy; Wellness Management policy.
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	√		Conduct an Integrated Health Risk assessment and management to improve chronic disease management and measuring of the impact on employee health and productivity; Implement Health and Productivity Policy, compile an operational plan for the roll-out of HIV/AIDS and TB activities; Provide opportunity counselling and testing wherein privacy and confidentiality is assured; Create awareness through posters, exhibitions on behaviour that tend to increase the risk for transmission of HIV/AIDS; and Conduct TB screening and HIV/AIDS testing.
Does the Department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	√		Employees were encouraged to undergo Voluntary Counselling and Testing.
Has the Department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	√		The OPSC utilise the following measures to evaluate the impact of its health promotion: Monthly and Quarterly reports; Reports on Integrated wellness programme; Annual Report; and System Monitoring Tool.

3.12 Labour Relations

Table 3.12.1 – Collective agreements for the period 1 April 2020 to 31 March 2021

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 2020 to 31 March 2021

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	2	33
Final written warning	2	33

Outcomes of disciplinary hearings	Number	% of total
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	2	33
Not guilty	0	0
Case withdrawn	0	0
TOTAL	6	100

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2020 to 31 March 2021

Type of misconduct	Number	% of total
Failure to comply with the policy	2	33
Nepotism, misrepresentation and bringing the OPSC into disrepute by breaching Chapter 2 of the PSR	1	17
Theft of Cartridges	1	17
Insubordination and insolent behaviour	1	17
Failure to carry out assigned tasks	1	16
TOTAL	6	100

Table 3.12.4 - Grievances lodged for the period 1 April 2020 to 31 March 2021

Grievances	Number	% of total
Number of grievances resolved	10	59
Number of grievances not resolved	7	41
Total number of grievances lodged	17	100

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2020 to 31 March 2021

Disputes	Number	% of total
Number of disputes upheld	2	50
Number of disputes dismissed	2	50
Total number of disputes lodged	4	100

Table 3.12.6 - Strike actions for the period 1 April 2020 to 31 March 2021

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 2020 to 31 March 2021

Number of people suspended	3
Number of people whose suspension exceeded 30 days	3
Average number of days suspended	203
Cost (R'000) of suspensions	1 906

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 2020 to 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	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	22	0	32	1	33
	Male	22	0	32	1	33
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	52	0	38	5	43
	Male	54	0	25	7	32
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	45	0	41	12	53
	Male	16	0	25	2	27
Semi-skilled and discretionary decision making (Levels 3-5)	Female	19	0	12	0	12
	Male	14	0	13	1	14
Unskilled and defined decision making (Levels 1-2)	Female	10	0	6	3	9
	Male	2	0	2	2	4
Sub Total	Female	148	0	129	21	150
	Male	108	0	97	13	110
TOTAL		256	0	226	34	260

Table 3.13.2 - Training provided for the period 1 April 2020 to 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	22	0	14	1	15
	Male	22	0	15	4	19
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	52	0	37	2	39
	Male	54	0	36	1	37
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	45	0	4	3	7
	Male	16	0	2	3	5
Semi-skilled and discretionary decision making (Levels 3-5)	Female	19	0	1	0	1
	Male	14	0	0	0	0
Unskilled and defined decision making (Levels 1-2)	Female	10	0	0	0	0
	Male	2	0	0	0	0
Sub Total	Female	148	0	56	6	62
	Male	108	0	53	8	61
TOTAL		256	0	109	14	123

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 2020 to 31 March 2021

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

3.15 Utilisation of Consultants

The following tables relate to information on the utilisation of consultants in the organisation. In terms of the PSR “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 2020 to 31 March 2021

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Appointment of a service provider to facilitate focus group discussion to assist with the implementation of proposed intervention for the OPSC for a period of three (3) months	3	90	R394 320.00
Appointment of a service provider to facilitate the strategic planning session	1	3	R347 817.50
Appointment of an attorney to provide legal service to the OPSC	1	12.25	R499 800.00 (R1 700.00 per hour)
Information Technology Assessment	7	94	R754 952.91
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
4	12	199.25	R1 996 890.41

Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2020 to 31 March 2021

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 facilitate focus group discussion to assist with the implementation of proposed intervention for the OPSC for a period of three (3) months	100	100	3
Appointment of a service provider to facilitate the strategic planning session	100	51	1
Appointment of an attorney to provide legal service to the OPSC	100	100	1
Information Technology Assessment	Government component of the National Treasury	60	7

Table 3.15.3 - Report on consultant appointments using donor funds for the period 1 April 2020 to 31 March 2021

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
Appointment of a service provider to implement an electronic document and record management system for the Chief Directorate: Professional Ethics for 24 months	4	65	R1 138 408.00

Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
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 2020 to 31 March 2021

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 record management system for the Chief Directorate: Professional Ethics for 24 months	100	100	4

3.16 Severance Packages

Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2020 to 31 March 2021

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by the PSC
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
TOTAL	0	0	0	0





PART E: **ANNUAL FINANCIAL** **STATEMENTS**

1. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO. 12: PUBLIC SERVICE COMMISSION

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Public Service Commission, set out on pages 131 to 216, which comprise the appropriation statement, statement of financial position as at 31 March 2021, statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Public Service Commission as at 31 March 2021, and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standard (MCS) as prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

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

Other matter

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

Unaudited supplementary schedules

7. The supplementary information set out on pages 212 to 217 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of 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 the MCS and the requirements of the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
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 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 programmes 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 Department's approved performance planning documents. 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 do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the Department’s annual performance report for the year ended 31 March 2021:

Programmes	Pages in the annual performance report
Programme 4 – integrity and anti-corruption	74 – 84

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 matters

17. I draw attention to the matters below.

Achievement of planned targets

18. Refer to the annual performance report on pages 49 to 84 for information on the achievement of planned targets for the year and management’s explanations provided for the overachievement of targets.

Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of programme 4 – integrity and anti-corruption. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

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

22. 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.
23. 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 on it.
24. 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.
25. 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

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

Other reports

27. I draw attention to the following engagements 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. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
28. At the request of the state president of the Republic, an independent party was appointed to investigate an allegation of possible recruitment process misconduct by an employee of the Department. The investigation was concluded and resulted in the dismissal of the employee.

Auditor-General

Pretoria

10 August 2021

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

PART E:

ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2021

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Appropriation per programme									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. Administration	130,515	-	(1,918)	128,597	121,638	6,959	94.6%	128,603	125,719
2. Leadership and Management Practices	43,805	-	3,503	47,308	47,272	36	99.9%	49,693	48,991
3. Monitoring and Evaluation	42,624	-	(2,242)	40,382	38,542	1,840	95.4%	42,363	42,313
4. Integrity and Anti-Corruption	56,836	-	657	57,493	53,704	3,789	93.4%	57,570	57,506
TOTAL	273,780	-	-	273,780	261,156	12,624	95.4%	278,229	274,529
Reconciliation With Statement of Financial Performance									
ADD									
Departmental receipts				844				650	
Aid assistance				-				-	
Actual Amounts Per Statement of Financial Performance (Total Revenue)				274,624				278,879	
ADD									
Aid assistance					1,138				-
Actual Amounts Per Statement of Financial Performance (Total Expenditure)					262,294				274,529

Appropriation per economic classification									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	272,247	-	(4,744)	267,503	254,841	12,662	95.3%	268,702	264,744
Compensation of employees	215,025	-	-	215,025	202,952	12,073	94.4%	212,866	212,736
Salaries and wages	187,402	590	1,939	189,931	179,597	10,334	94.6%	189,879	189,778
Social contributions	27,623	(590)	(1,939)	25,094	23,355	1,739	93.1%	22,987	22,958
Goods and services	57,222	-	(4,744)	52,478	51,889	589	98.9%	55,828	52,003
Administrative fees	218	(41)	-	177	175	2	98.9%	235	235
Advertising	-	79	-	79	80	(1)	101.3%	234	208
Minor Assets	238	176	-	414	414	-	100.0%	939	937
Audit costs: External	5,396	(2,597)	(803)	1,996	1,994	2	99.9%	3,974	3,973
Bursaries: Employees	638	399	-	1,037	1,037	-	100.0%	754	754
Catering	6	107	2	115	117	(2)	101.7%	455	450
Communication	5,173	(496)	(774)	3,903	3,800	103	97.4%	4,581	4,249
Computer services	7,650	148	(19)	7,779	7,775	4	99.9%	5,273	6,728
Consultants: Business advisory services	4,581	1,542	(2,405)	3,718	3,612	106	97.1%	4,326	2,867
Legal services	165	2,280	-	2,445	2,445	-	100%	112	112
Contractors	234	(205)	-	29	29	-	100.0%	2,363	117
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	301	(101)	103	303	293	10	96.7%	362	290
Consumables supplies	3,532	(1,370)	(909)	1,253	1,241	12	99.0%	839	796
Consumable: Stationery, printing and office supplies	1,406	347	(75)	1,678	1,576	102	93.9%	2,521	2,442
Operating leases	20,431	692	600	21,723	21,714	9	100.0%	19,888	19,327
Property payments	3,048	(244)	246	3,050	3,045	5	99.8%	3,498	3,391

Appropriation per economic classification									
2020/21								2019/20	
	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
Travel and subsistence	1,728	(563)	(69)	1,096	896	200	81.8%	3,810	3,557
Training and development	1,989	(314)	(641)	1,034	1,078	(44)	104.3%	443	443
Operating payments	476	160	-	636	556	80	87.4%	1,162	1,068
Venues and facilities	-	1	-	1	1	-	100.0%	37	37
Rental and hiring	12	-	-	12	11	1	91.7%	22	22
Interest and rent on land	-	-	-	-	-	-	-	8	5
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	8	5
Transfers and subsidies	498	-	1,479	1,977	1,976	1	99.9%	2,692	2,690
Foreign governments and international organisations	-	-	90	90	90	-	100.0%	-	-
Households	498	-	1,389	1,887	1,886	1	99.9%	2,692	2,690
Social benefits	498	-	1,389	1,887	1,886	1	99.9%	2,692	2,690
Payments for capital assets	1,035	-	3,265	4,300	4,295	5	99.9%	6,835	6,824
Buildings and other fixed structures	-	-	19	19	19	-	100.0%	129	129
Buildings	-	-	19	19	19	-	100.0%	129	129
Machinery and equipment	1,035	-	3,246	4,281	4,276	5	99.9%	5,932	5,921
Other machinery and equipment	1,035	-	3,246	4,281	4,276	5	99.9%	5,932	5,921
Software & other intangible assets	-	-	-	-	-	-	-	774	774
Payments for financial assets	-	-	-	-	43	(43)	-	-	271
TOTAL	273,780	-	-	273,780	261,156	12,624	95.4%	278,229	274,529

PROGRAMME 1: ADMINISTRATION									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme									
1. Public Service Commission	24,612	(5)	(1,325)	23,282	17,901	5,381	76.9%	20,689	20,584
2. Management	13,875	3,272	796	17,934	17,934	9	99.9%	15,830	15,823
3. Peoples Management Practices	20,813	(271)	2,878	23,420	23,352	68	99.7%	70,561	68,411
4. Chief Financial Officer	49,128	(2,996)	(4,982)	41,150	39,650	1,500	96.4%	-	-
5. Property Management	22,087	-	715	22,802	22,801	1	100.0%	21,523	20,901
TOTAL:	130,515	-	(1,918)	128,597	121,638	6,959			
Current payments	129,211	-	(5,932)	123,279	116,233	7,001	94.3%	121,483	118,332
Compensation of employees	76,170	-	(1,052)	75,118	68,561	6,557	91.3%	72,052	71,983
Salaries and wages	65,038	171	724	65,933	60,179	5,754	91.3%	64,027	63,960
Social contributions	11,132	(171)	(1,776)	9,185	8,382	803	91.3%	8,025	8,023
Goods and services	53,041	-	(4,880)	48,161	47,672	444	99.1%	49,423	46,344
Administrative fees	218	(41)	-	177	175	2	98.9%	235	235
Advertising	-	40	-	40	41	(1)	102.5%	102	102
Minor assets	237	175	-	412	412	-	100.0%	937	935
Audit costs: External	5,396	(2,597)	(803)	1,996	1,994	2	99.9%	3,974	3,973
Bursaries: Employees	638	399	-	1,037	1,037	-	100.0%	754	754
Catering: Departmental activities	3	98	-	101	104	(3)	103.0%	320	315
Communication (G&S)	3,747	(404)	(656)	2,687	2,630	57	97.9%	3,184	2,995
Computer services	7,650	148	(19)	7,779	7,775	4	99.9%	5,248	6,728
Consultants: Business and advisory services	4,501	1,542	(2,405)	3,638	3,533	105	97.1%	4,238	2,755
Legal services	165	2,280	-	2,445	2,445	-	100.0%	112	112

Contractors	231	(216)	-	15	15	-	100.0%	2,302	108
Fleet services (incl. government motor transport)	54	(24)	-	30	29	1	96.7%	92	90
Consumable supplies	3,443	(1,408)	(908)	1,127	1,127	-	100.0%	646	643
Consumable: Stationery, print and office supplies	721	103	(163)	661	583	78	88.2%	1,765	1,757
Operating leases	19,900	695	600	21,195	21,195	-	100.0%	19,273	18,713
Property payments	2,647	(222)	115	2,540	2,539	1	100.0%	2,837	2,773
Travel and subsistence	1,051	(409)	-	642	489	153	76.2%	2,338	2,292
Training and development	1,989	(314)	(641)	1,034	1,078	(44)	104.3%	443	443
Operating payments	438	155	-	593	505	88	85.2%	589	589
Venues and facilities	-	-	-	-	-	-	-	12	13
Rental and hiring	12	-	-	12	11	1	91.7%	22	22
Interest and rent on land	-	-	-	-	-	-	-	8	5
Interest	-	-	-	-	-	-	-	8	5
Transfers and subsidies	459	-	680	1,138	1,138	1	99.9%	475	475
Foreign governments and Int isations	-	-	90	90	90	-	100.0%	-	-
Households	459	-	590	1,048	1,048	1	99.9%	475	475
Social benefits	459	-	590	1,048	1,048	1	99.9%	475	475
Payments for capital assets	845	-	3,334	4,179	4,179	-	100.0%	6,645	6,641
Buildings and other fixed structures	-	-	19	19	19	-	100.0%	129	129
Buildings	-	-	19	19	19	-	100.0%	129	129
Machinery and equipment	845	-	3,315	4,160	4,160	-	100.0%	5,742	5,738
Other machinery and equipment	845	-	3,315	4,160	4,160	-	100.0%	5,745	5,738
Software and other intangible assets	-	-	-	-	-	-	-	774	774
Payment for financial assets	-	-	-	-	43	(43)	-	-	271
TOTAL	130,515	-	(1,918)	128,597	121,638	6,959	94.6%	128,603	125,719

PROGRAMME 1.1: PUBLIC SERVICE COMMISSION									
	2020/21						Expenditure as % of final appropriation	2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance		Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payments	24,543	(5)	(1,577)	22,961	17,581	5,380	76.6%	20,379	20,274
Compensation of employees	23,399	(5)	(1,577)	21,817	16,579	5,238	76.0%	18,426	18,377
Salaries and wages	21,402	(108)	(1,577)	19,717	14,885	4,832	75.5%	16,865	16,815
Social contributions	1,997	103	-	2,100	1,694	406	80.7%	1,561	1,562
Goods and services	1,144	-	-	1,144	1,002	142	87.6%	1,945	1,892
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Audit costs: External	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	3	58	-	61	61	-	100.0%	129	126
Communication (G&S)	448	(197)	-	251	232	19	92.4%	241	235
Consultants: Business and advisory services	-	348	-	348	348	-	100.0%	-	-
Contractors	-	-	-	-	-	-	-	66	65
Agency and support/outsourced services	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government and motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	1	-	-	1	5	(4)	500.0%	2	1
Consumable: Stationery, printing and office supplies	43	17	-	60	48	12	80.0%	48	43
Property Payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	648	(226)	-	422	307	115	72.7%	1,453	1,416

PROGRAMME 1.1: PUBLIC SERVICE COMMISSION									
	2020/21							2019/20	
	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	R'000
Operating Payments	1	-	-	1	-	-	100.0%	6	6
Venue and facilities	-	-	-	-	-	-	-	-	-
Interest and rend on land	-	-	-	-	-	-	-	8	5
Interest (Incl interest on unitary payments (PPP))	-	-	-	-	-	-	-	8	5
Rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies	69	-	252	321	320	1	99.7%	310	310
Households	69	-	252	321	320	1	99.7%	310	310
Social benefits	69	-	252	321	320	1	99.7%	310	310
Total	24,612	(5)	(1,325)	23,282	17,901	5,381	76.9%	20,689	20,584

SUB PROGRAMME 1.2 MANAGEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	13,854	3,276	366	17,496	17,487	9	99.9%	15,808	15,797
Compensation of employees	13,216	10	366	13,592	13,588	4	100.0%	14,582	14,578
Salaries and wages	11,347	251	366	11,964	11,962	2	100.0%	12,948	12,945
Social contributions	1,869	(241)	-	1,628	1,626	2	99.9%	1,634	1,633
Goods and services	638	3,266	-	3,904	3,899	5	99.9%	1,226	1,219
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	25	-	25	26	(1)	104.0%	24	24
Minor assets	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	2	-	2	3	(1)	150.0%	42	42
Communication (G&S)	258	(21)	-	237	235	2	99.2%	311	308
Consultants: Business and advisory services	-	1,052	-	1,052	1,052	-	100.0%	185	185
Legal services	165	2,280	-	2,445	2,445	-	100.0%	112	112
Contractors	-	-	-	-	-	-	-	1	2
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-	5	5
Consumable: Stationery, printing and office supplies	49	12	-	61	59	2	96.7%	61	60
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	166	(85)	-	81	78	3	96.3%	476	473
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	1	-	1	1	-	100.0%	9	8
Venues and facilities	-	-	-	-	-	-	-	-	-
Rental and hiring	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	430	430	430	-	100.0%	6	6

SUB PROGRAMME 1.2 MANAGEMENT									
2020/21								2019/20	
	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
Foreign governments and international organisations	-	-	90	90	90	-	100.0%	-	-
Households	-	-	340	340	340	-	100.0%	6	6
Social benefits	-	-	340	340	340	-	100.0%	6	6
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	21	(4)	-	17	17	-	100.0%	16	20
Machinery and equipment	21	(4)	-	17	17	-	100.0%	16	20
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	21	(4)	-	17	17	-	100.0%	16	20
Software and other Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	13,875	3,272	796	17,943	17,934	9	99.9%	15,830	15,823

SUB PROGRAMME 1.3: PEOPLES MANAGEMENT PRACTICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	20,452	(271)	3,111	23,292	23,224	68	99.7%	63,773	61,360
Compensation of employees	16,572	11	3,769	20,352	20,564	(212)	101.0%	39,044	39,028
Salaries and wages	13,898	(68)	3,678	17,508	17,726	(218)	101.2%	34,214	34,200
Social contributions	2,674	79	91	2,844	2,838	6	99.8%	4,830	4,828
Goods and services	3,880	(282)	(658)	2,940	2,660	280	90.5%	24,729	22,332
Administrative fees	-	-	-	-	-	-	-	235	235
Advertising	-	-	-	-	-	-	-	78	78
Minor assets	-	-	-	-	-	-	-	937	935
Audit costs: External	-	-	-	-	-	-	-	3,974	3,973
Bursaries: Employees	638	399	-	1,037	1,037	-	100.0%	754	754
Catering: Departmental activities	-	35	-	35	36	(1)	102.9%	149	147
Communication (G&S)	91	8	-	99	64	35	64.6%	2,632	2,452
Computer services	-	-	-	-	-	-	-	5,248	6,728
Consultants: Business and advisory services	329	17	(17)	329	226	103	68.7%	4,053	2,570
Legal services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	2,235	41
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	92	90
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Medical suppliers	-	-	-	-	-	-	-	-	-
Consumable supplies	273	(239)	-	34	31	3	91.2%	639	637
Consumable: Stationery printing and office supplies	144	21	-	165	106	59	64.2%	1,656	1,654

SUB PROGRAMME 1.3: PEOPLES MANAGEMENT PRACTICES									
	2020/21							2019/20	
	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
Training and development	1,989	(445)	(641)	903	948	(45)	105.0%	443	443
Operating payments	307	(59)	-	248	160	88	64.5%	574	572
Venues and facilities	-	-	-	-	-	-	-	12	13
Rental and hiring	-	-	-	-	-	-	-	22	22
Transfers and subsidies	361	-	(233)	128	128	-	100.0%	159	159
Households	361	-	(233)	128	128	-	100.0%	159	159
Social benefits	361	-	(233)	128	128	-	100.0%	159	159
Payments for capital assets	-	-	-	-	-	-	-	6,629	6,621
Buildings and other fixed structures	-	-	-	-	-	-	-	129	129
Buildings	-	-	-	-	-	-	-	129	129
Machinery and equipment	-	-	-	-	-	-	-	5,726	5,718
Other machinery and equipment	-	-	-	-	-	-	-	5,726	5,718
Software and other Intangible assets	-	-	-	-	-	-	-	774	774
Payments for financial assets	-	-	-	-	-	-	-	-	271
TOTAL	20,813	(271)	2,878	23,420	23,352	68	99.7%	70,561	68,411

SUB PROGRAMME 1.4: CHIEF FINANCIAL OFFICER									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	48,275	(3,000)	(8,547)	36,728	35,185	1,543	95.8%	-	-
Compensation of employees	22,983	(16)	(3,610)	19,357	17,830	1,527	92.1%	-	-
Salaries and wages	18,391	96	(1,743)	16,744	15,606	1,138	93.2%	-	-
Social contributions	4,592	(112)	(1,867)	2,613	2,224	389	85.1%	-	-
Goods and services	25,292	(2,984)	(4,937)	17,371	17,355	16	99.9%	-	-
Administrative fees	218	(41)	-	177	175	2	98.9%	-	-
Advertising	-	15	-	15	15	-	100.0%	-	-
Minor assets	237	175	-	412	412	-	100.0%	-	-
Audit costs: External	5,396	(2,597)	(803)	1,996	1,994	2	99.9%	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	3	-	3	4	(1)	133.3%	-	-
Communication (G&S)	2,950	(194)	(656)	2,100	2,099	1	100.0%	-	-
Computer services	7,650	148	(19)	7,779	7,775	4	99.9%	-	-
Consultants: Business and advisory services	4,172	125	(2,388)	1,909	1,907	2	99.9%	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	231	(216)	-	15	15	-	100.0%	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	54	(24)	-	30	28	2	93.3%	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-

SUB PROGRAMME 1.4: CHIEF FINANCIAL OFFICER									
2020/21								2019/20	
	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
Operating leases	260	-	-	260	260	-	100.0%	-	-
Property payments	200	473	-	673	673	-	100.0%	-	-
Travel and subsistence	128	(79)	-	49	52	(3)	106.1%	-	-
Training and development	-	131	-	131	130	1	99.2%	-	-
Operating payments	130	213	-	343	343	-	100.0%	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
Rental and hiring	12	-	-	12	11	1	91.7	-	-
Transfers and subsidies	29	-	231	260	260	-	100.0%	-	-
Households	29	-	231	260	260	-	100.0%	-	-
Social benefits	29	-	231	260	260	-	100.0%	-	-
Payments for capital assets	824	4	3,334	4,162	4,162	-	100.0%	-	-
Buildings and other fixed structures	-	-	19	19	19	-	100.0%	-	-
Buildings	-	-	19	19	19	-	100.0%	-	-
Machinery and equipment	824	4	3,315	4,143	4,143	-	100.0%	-	-
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	824	4	3,315	4,143	4,143	-	100.0%	-	-
Software and other Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	43	(43)	-	-	-
TOTAL	49,128	(2,996)	(4,982)	(41,150)	39,649	1,501	96.4%	-	-

SUB PROGRAMME 1.5: PROPERTY MANAGEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	22,087	-	715	22,802	22,801	1	100.0%	21,523	20,901
Goods and services	22,087	-	715	22,802	22,801	1	100.0%	21,523	20,901
Operating leases	19,640	695	600	20,935	20,935	-	100.0%	18,992	18,433
Property payments	2,447	(695)	115	1,867	1,866	1	99.9%	2,531	2,468
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
TOTAL	22,087	-	715	22,802	22,801	1	100.0%	21,523	20,901

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Labour Relations Improvement	13,678	55	1,143	14,876	14,865	11	99.9%	15,640	15,244
Leadership and Human Resource Reviews	9,252	(49)	140	9,343	9,337	6	99.9%	9,340	9,195
Programme Management: Leadership and Management Practices	20,875	(6)	2,220	23,089	23,070	19	99.9%	24,713	24,552
TOTAL:	43,805	-	3,503	47,308	47,272	36	99.9%	49,693	48,991
Current payments	43,740	-	3,459	47,199	47,164	35	99.9%	49,039	48,341
Compensation of employees	42,700	-	3,419	46,119	46,101	18	100.0%	46,701	46,683
Salaries and wages	37,370	257	3,419	41,046	41,030	16	100.0%	41,750	41,741
Social contributions	5,330	(257)	-	5,073	5,071	2	100.0%	4,951	4,942
Goods and services	1,040	-	40	1,080	1,063	17	98.4%	2,338	1,658
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	26	-
Minor Assets	1	1	-	2	2	-	100.0%	1	1
Catering: Departmental activities	2	-	2	4	4	-	100.0%	76	77
Communication	404	(24)	-	380	376	4	98.9%	464	347
Consultants: Business and advisory services	-	-	-	-	-	-	-	16	16
Legal services	-	-	-	-	-	-	-	-	-
Contractors	-	2	-	2	2	-	100.0%	55	2
Fleet services	37	(30)	-	7	6	1	85.7%	76	6

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	17	10	1	28	26	2	92.9%	86	50
Consumable: Stationery printing and office supplies	180	132	37	349	346	3	99.1%	317	258
Operating leases	174	17	-	191	191	-	100.0%	202	202
Property payments	91	(41)	-	50	49	1	98.0%	189	146
Travel and subsistence	120	(58)	-	62	56	6	90.3%	511	322
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	14	(9)	-	5	5	-	100.0%	317	229
Venues and facilities	-	-	-	-	-	-	-	2	2
Transfers and subsidies	2	-	73	75	75	-	100.0%	592	591
Households	2	-	73	75	75	-	100.0%	592	591
Social benefits	2	-	73	75	75	-	100.0%	592	591
Payments for capital assets	63	-	(29)	34	33	1	97.1%	62	59
Machinery and equipment	63	-	(29)	34	33	1	97.1%	62	59
Other machinery and equipment	63	-	(29)	34	33	1	97.1%	62	59
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	43,805	-	3,503	47,308	47,272	36	99.9%	49,693	48,991

SUB PROGRAMME 2.1: LABOUR RELATIONS IMPROVEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	13,678	55	1,082	14,815	14,804	11	99.9%	15,640	15,244
Compensation of employees	13,542	1	1,082	14,625	14,618	7	100.0%	15,063	15,055
Salaries and wages	12,057	40	1,082	13,179	13,173	6	100.0%	13,636	13,632
Social contributions	1,485	(39)	-	1,446	1,445	1	99.9%	1,427	1,423
Goods and services	136	54	-	190	186	4	97.9%	577	189
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	9	9
Communication (G&S)	101	-	-	101	100	1	99.0%	186	81
Consultants: Business and advisory services	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	53	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-	15	8
Consumable: Stationery printing and office supplies	27	60	-	87	85	2	97.7%	94	43
Operating leases	-	-	-	-	-	-	-	42	-
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	8	(6)	-	2	1	1	50.0%	138	48
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	-	-	-	-	-	40	-

SUB PROGRAMME 2.1: LABOUR RELATIONS IMPROVEMENT									
2020/21								2019/20	
	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
Venues and facilities	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	61	61	61	-	100.0%	-	-
Households	-	-	61	61	61	-	100.0%	-	-
Social benefits	-	-	61	61	61	-	100.0%	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	13,678	55	1,143	14,876	14,865	11	99.9%	15,640	15,244

SUB PROGRAMME 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9,252	(49)	140	9,343	9,337	6	99.9%	9,340	9,195
Compensation of employees	9,073	6	140	9,219	9,214	5	99.9%	9,089	9,081
Salaries and wages	8,044	28	140	8,212	8,206	6	99.9%	8,112	8,108
Social contributions	1,029	(22)	-	1,007	1,008	(1)	100.1%	977	973
Goods and services	179	(55)	-	124	123	1	99.2%	251	114
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	26	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	16	16
Communication (G&S)	71	(18)	-	53	52	1	98.1%	62	53
Consultants: Business and advisory services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	1	1
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-	3	3
Consumable: Stationery printing and office supplies	66	2	-	68	68	-	100.0%	14	8
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	31	(28)	-	3	3	-	100.0%	129	33
Training and development	-	-	-	-	-	-	-	-	-

SUB PROGRAMME 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS									
2020/21								2019/20	
	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
Households	-	-	-	-	-	-	-	-	-
Social benefits	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	9,252	(49)	140	9,343	9,337	6	99.9%	9,340	9,195

SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	20,810	(6)	2,237	23,041	23,023	18	99.9%	24,059	23,902
Compensation of employees	20,085	(7)	2,197	22,275	22,269	6	100.0%	22,549	22,547
Salaries and wages	17,269	189	2,197	19,655	19,651	4	100.0%	20,002	20,001
Social contributions	2,816	(196)	-	2,620	2,618	2	99.9%	2,547	2,546
Goods and services	725	1	40	766	754	12	98.4%	1,510	1,355
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Minor Assets	1	1	-	2	2	-	100.0%	1	1
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	2	-	2	4	4	-	100.0%	51	52
Communication (G&S)	232	(6)	-	226	224	2	99.1%	216	213
Consultants Business and advisory services	-	-	-	-	-	-	-	16	16
Contractors	-	2	-	2	2	-	100.0%	1	1
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	37	(30)	-	7	6	1	85.7%	76	6
Consumable supplies	17	10	1	28	26	2	92.9%	68	39
Consumable: Stationery printing and office supplies	87	70	37	194	193	1	99.5%	209	207
Operating leases	174	17	-	191	191	-	100.0%	202	202
Property payments	91	(41)	-	50	49	1	98.0%	147	146

SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES									
	2020/21							2019/20	
	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
Travel and subsistence	81	(24)	-	57	52	5	91.2%	244	241
Operating payments	3	2	-	5	5	-	100.0%	277	229
Venues and facilities	-	-	-	-	-	-	-	2	2
Transfers and subsidies	2	-	12	14	14	-	100.0%	592	291
Households	2	-	12	14	14	-	100.0%	592	591
Social benefits	2	-	12	14	14	-	100.0%	592	591
Payments for capital assets	63	-	(29)	34	33	1	97.1%	62	59
Machinery and equipment	63	-	(29)	34	33	1	97.1%	62	59
Other machinery and equipment	63	-	(29)	34	33	1	97.1%	62	59
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	20,875	(6)	2,220	23,089	23,070	19	99.9%	24,713	24,552

PROGRAMME 3: MONITORING AND EVALUATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Governance Monitoring	9,590	4	(227)	9,367	8,982	385	95.9%	9,171	9,158
Service Delivery and Compliance Evaluations	10,325	-	(1,175)	9,150	8,549	601	93.4%	9,977	9,971
Programme Management: Monitoring and Evaluation	22,709	(4)	(840)	21,865	21,011	854	96.1%	23,215	23,184
TOTAL:	42,624	-	(2,242)	40,382	38,542	1,840	95.4%	42,363	42,313
Economic classification									
Current payments	42,530	-	(2,429)	40,101	38,263	1,838	95.4%	41,822	41,775
Compensation of employees	41,265	-	(2,367)	38,898	37,159	1,739	95.5%	40,470	40,453
Salaries and wages	36,564	(266)	(2,204)	34,094	32,966	1,128	96.7%	36,077	36,067
Social contributions	4,701	266	(163)	4,804	4,193	611	87.3%	4,393	4,386
Goods and services	1,265	-	(62)	1,203	1,104	99	91.8%	1,352	1,322
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	25	-	25	25	-	100.0%	67	67
Minor assets	-	-	-	-	-	-	-	1	1
Catering: Departmental activities	-	1	-	1	1	-	100.0%	36	36
Communication (G&S)	406	27	(4)	429	391	38	91.1%	371	364
Consultants: Business and advisory services	16	-	-	16	16	-	100.0%	16	16
Contractors	-	3	-	3	3	-	100.0%	-	1

PROGRAMME 3: MONITORING AND EVALUATION									
2020/21								2019/20	
	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
Operating leases	221	(91)	-	130	130	-	100.0%	141	141
Property payments	41	(2)	-	39	38	1	97.4%	36	36
Travel and subsistence	258	(41)	(52)	165	132	33	80.0%	361	349
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	2	14	-	16	16	-	100.0%	14	12
Venues and facilities	-	-	-	-	-	-	-	4	3
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	31	-	204	235	236	(1)	100.4%	477	476
Households	31	-	204	235	236	(1)	100.4%	477	476
Social benefits	31	-	204	235	236	(1)	100.4%	477	476
Payments for capital assets	63	-	(17)	46	44	2	95.7%	64	62
Machinery and equipment	63	-	(17)	46	44	2	95.7%	64	62
Other machinery and equipment	63	-	(17)	46	44	2	95.7%	64	62
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	42,624	-	(2,242)	40,382	38,543	1,839	95.4%	42,363	42,313

SUB PROGRAMME 3.1: GOVERNANCE MONITORING									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9,590	4	(227)	9,367	8,857	510	94.6%	9,137	9,124
Compensation of employees	9,440	4	(165)	9,279	8,772	507	94.5%	9,026	9,019
Salaries and wages	8,696	(268)	(165)	8,263	7,859	404	95.1%	8,142	8,137
Social contributions	744	272	-	1,016	913	103	89.9%	884	882
Goods and services	150	-	(62)	88	85	3	96.6%	111	105
Administrative fees	-	-	-	-	-	-	-	14	14
Advertising	-	-	-	-	-	-	-	-	-
Minor assets	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	-	-
Communication (G&S)	71	-	(4)	67	65	2	97.0%	59	58
Consultants: Business and advisory services	-	-	-	-	-	-	-	-	-
Consumable supplies	1	-	(1)	-	-	-	-	1	-
Consumable: Stationery, printing and office supplies	19	7	(5)	21	20	1	95.2%	5	4
Property payments	-	-	-	-	-	-	-	(1)	-
Travel and subsistence	59	(7)	(52)	-	-	-	-	33	29
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	-	-	-	-	-	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	125	(125)	-	34	34
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-

SUB PROGRAMME 3.1: GOVERNANCE MONITORING									
2020/21								2019/20	
	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
Households	-	-	-	-	125	(125)	-	34	34
Social benefits	-	-	-	-	125	(125)	-	34	34
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	9,590	4	(227)	9,367	8,982	385	95.9%	9,171	9,158

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	10,325	-	(1,175)	9,150	8,466	684	92.5%	9,967	9,961
Compensation of employees	10,180	-	(1,175)	9,005	8,355	650	92.8%	9,839	9,837
Salaries and wages	8,917	-	(1,012)	7,905	7,543	362	95.4%	8,959	8,959
Social contributions	1,263	-	(163)	1,100	812	288	473.8%	880	878
Goods and services	145	-	-	145	111	34	76.6%	128	124
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	25	-	25	25	-	100.0%	24	24
Minor assets	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	2	1
Communication (G&S)	69	(9)	-	60	49	11	81.7%	51	49
Consultants: Business and advisory services	-	-	-	-	-	-	-	16	16
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	26	2	-	28	25	3	89.3%	28	27
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	50	(29)	-	21	1	20	4.8%	4	4
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	11	-	11	11	-	100.0%	3	3
Venues and facilities	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	83	(83)	-	10	10

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2020/21								2019/20	
	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
Households	-	-	-	-	83	(83)	-	10	10
Social benefits	-	-	-	-	83	(83)	-	10	10
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	10,325	-	(1,175)	9,150	8,549	601	93.4%	9,977	9,971

SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	22,615	(4)	(1,027)	21,584	20,940	644	97.0%	22,718	22,690
Compensation of employees	21,645	(4)	(1,027)	20,614	20,032	582	97.2%	21,605	21,597
Salaries and wages	18,951	2	(1,027)	17,926	17,564	362	98.0%	18,976	18,971
Social contributions	2,694	(6)	-	2,688	2,468	220	91.8%	2,629	2,626
Goods and services	970	-	-	970	908	62	93.6%	1,113	1,093
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	29	29
Minor assets	-	-	-	-	-	-	-	1	1
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	1	-	1	1	-	100.0%	34	35
Communication (G&S)	266	36	-	302	277	25	91.7%	261	257
Consultants: Business and advisory services	16	-	-	16	16	-	100.0%	-	-
Contractors	-	3	-	3	3	-	100.0%	-	1
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	152	6	-	158	152	6	96.2%	154	153
Consumable supplies	34	13	-	47	37	10	78.7%	36	35
Consumable: Stationery, printing and office supplies	89	36	-	125	119	7	94.4%	81	77
Operating leases	221	(91)	-	130	130	-	100.0%	141	141
Property payments	41	(2)	-	39	38	1	97.4%	37	36

SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
	2020/21						2019/20		
	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
Travel and subsistence	149	(5)	-	144	131	13	91.0%	324	316
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	2	3	-	5	5	-	100.0%	11	9
Venues and facilities	-	-	-	-	-	-	-	4	3
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	31	-	204	235	27	208	11.5%	433	432
Households	31	-	204	235	27	208	11.5%	433	432
Social benefits	31	-	204	235	27	208	11.5%	433	432
Payments for capital assets	63	-	(17)	46	44	2	95.7%	64	62
Machinery and equipment	63	-	(17)	46	44	2	95.7%	64	62
Other machinery and equipment	63	-	(17)	46	44	2	95.7%	64	62
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	22,709	(4)	(840)	21,865	21,011	854	96.1%	23,215	23,184

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Public Administration Investigations	12,521	518	506	13,545	12,055	1490	89.0%	15,433	15,422
Professional Ethics	21,599	11	(138)	21,472	20,360	1,112	94.8%	20,397	20,368
Programme Management: Integrity and Anti-Corruption	22,716	(529)	289	22,476	21,289	1,187	94.7%	21,740	21,716
TOTAL:	56,836	-	657	57,493	53,704	3,789	93.4%	57,570	57,506
Economic classification									
Current payments	56,766	-	158	56,924	53,137	3,787	93.3%	56,358	56,296
Compensation of employees	54,890	-	-	54,890	51,131	3,759	93.2%	53,643	53,617
Salaries and wages	48,430	428	-	48,858	45,422	3,436	93.0%	48,025	48,010
Social contributions	6,460	(428)	-	6,032	5,709	323	94.6%	5,618	5,607
Goods and services	1,876	-	158	2,034	2,006	28	98.6%	2,715	2,679
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	14	-	14	14	-	100.0%	39	39
Minor assets	-	-	-	-	-	-	-	-	-
Audit costs: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	1	8	-	9	8	1	88.9%	23	22
Communication	616	(95)	(114)	407	403	4	99.0%	562	543
Computer services	-	-	-	-	-	-	-	25	-

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
	2020/21							2019/20	
	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
Consultants: Business and advisory services	64	-	-	64	63	1	98.4%	56	80
Infrastructure and planning services	-	-	-	-	-	-	-	-	-
Contractors	3	6	-	9	9	-	100.0%	6	6
Fleet services	58	(53)	103	108	107	1	99.1%	40	41
Consumable supplies	37	15	(1)	51	51	-	100.0%	70	68
Consumable: Stationery, printing and office supplies	371	67	56	494	484	10	98.0%	325	319
Operating leases	136	71	-	207	198	9	95.7%	272	271
Property payments	269	21	131	421	419	2	99.5%	436	436
Travel and subsistence	299	(55)	(17)	227	219	8	96.5%	600	594
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	22	-	-	22	30	(8)	136.4%	242	241
Venues and Facilities	-	1	-	1	1	-	-	19	19
Transfers and subsidies	6	-	522	528	528	-	100.0%	1,148	1,148
Households	6	-	522	528	528	-	100.0%	1,148	1,148
Social benefits	6	-	522	528	528	-	100.0%	1,148	1,148
Payments for capital assets	64	-	(23)	41	39	2	95.1%	64	62
Machinery and equipment	64	-	(23)	41	39	2	95.1%	64	62
Other machinery and equipment	64	-	(23)	41	39	2	95.1%	64	62
Software and other intangible assets	-	-	-	-	-	-	-	-	-
TOTAL	56,836	-	657	57,493	53,704	3,789	93.4%	57,570	57,506

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12,521	518	-	13,039	11,549	1,490	88.6%	14,368	14,357
Compensation of employees	12,365	518	-	12,883	11,395	1,488	88.4%	14,149	14,140
Salaries and wages	11,041	808	-	11,849	10,362	1,487	87.5%	13,021	13,018
Social contributions	1,324	(290)	-	1,034	1,033	1	99.9%	1,128	1,122
Goods and services	156	-	-	156	154	2	98.7%	219	217
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	14	-	14	14	-	100.0%	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Audit costs: External	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	-	-
Communication	77	(12)	-	65	64	1	98.5%	60	47
Consultants: Business and advisory services	-	-	-	-	-	-	-	16	16
Computer services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	1	1
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	-	1	-	1	1	-	100.0%	-	-
Consumable: Stationery, printing and office supplies	57	16	-	73	74	(1)	101.4%	64	65

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
	2020/21							2019/20	
	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
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	22	(19)	-	3	1	2	33.3%	78	88
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	-	-	-	-	-	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	506	506	506	-	100.0%	1,065	1,065
Households	-	-	506	506	506	-	100.0%	1,065	1,065
Social benefits	-	-	506	506	506	-	100.0%	1,065	1,065
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	12,521	518	506	13,545	12,055	1,490	89.0%	15,433	15,422

SUB PROGRAMME 4.2: PROFESSIONAL ETHICS									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	21,599	11	(138)	21,472	20,360	1,112	94.8%	20,317	20,288
Compensation of employees	21,020	11	-	21,031	19,932	1,099	94.8%	19,854	19,843
Salaries and wages	18,647	(6)	-	18,641	17,673	968	94.8%	17,633	17,625
Social contributions	2,373	17	-	2,390	2,259	131	94.5%	2,221	2,218
Goods and services	579	-	(138)	441	428	13	97.1%	463	445
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	14	14
Minor assets	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	1	-	1	1	-	100.0%	5	5
Communication	248	(53)	(117)	78	76	2	97.4%	230	228
Consultants: Business and advisory services	64	-	-	64	63	1	98.4%	40	40
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	2	-	(1)	1	1	-	100.0%	-	-
Consumable: Stationery, printing and office supplies	118	52	(3)	167	157	10	94.0%	56	52
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	125	-	(17)	108	108	-	100.0%	54	43
Training and development	-	-	-	-	-	-	-	-	-

SUB PROGRAMME 4.2: PROFESSIONAL ETHICS									
2020/21							2019/20		
	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
Operating payments	22	-	-	22	22	-	100.0%	64	63
Venues and facilities	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	80	80
Households	-	-	-	-	-	-	-	80	80
Social benefits	-	-	-	-	-	-	-	80	80
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	21,599	11	(138)	21,472	20,360	1,112	94.8%	20,397	20,368

SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	22,646	(529)	296	22,413	21,228	1,185	94.7%	21,673	21,651
Compensation of employees	21,505	(529)	-	20,976	19,804	1,172	94.4%	19,640	19,634
Salaries and wages	18,742	(374)	-	18,368	17,387	981	94.7%	17,371	17,367
Social contributions	2,763	(155)	-	2,608	2,417	191	92.7%	2,269	2,267
Goods and services	1,141	-	296	1,437	1,424	13	99.1%	2,033	2,017
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	25	25
Minor assets	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	1	7	-	8	7	1	87.5%	18	17
Communication (G&S)	291	(30)	3	264	263	1	99.6%	272	268
Computer services	-	-	-	-	-	-	-	25	-
Consultants: Business and advisory services	-	-	-	-	-	-	-	-	24
Contractors	3	6	-	9	9	-	100.0%	5	5
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	58	(53)	103	108	107	1	99.1%	40	41
Consumable supplies	35	14	-	49	49	-	100.0%	70	68
Consumable: Stationery, printing and office supplies	196	(1)	59	254	253	1	99.6%	205	202
Operating leases	136	71	-	207	198	9	95.7%	272	271
Property payments	269	21	131	421	419	2	99.5%	436	436

SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
2020/21								2019/20	
	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
Travel and subsistence	152	(36)	-	116	110	6	94.8%	468	463
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	-	-	8	(8)	-	178	178
Venues and facilities	-	1	-	1	1	-	100.0%	19	19
Transfers and subsidies	6	-	16	22	22	-	100.0%	3	3
Households	6	-	16	22	22	-	100.0%	3	3
Social benefits	6	-	16	22	22	-	100.0%	3	3
Payments for capital assets	64	-	(23)	41	39	2	95.1%	64	62
Machinery and equipment	64	-	(23)	41	39	2	95.1%	64	62
Other machinery and equipment	64	-	(23)	41	39	2	95.1%	64	62
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	22,716	(529)	289	22,476	21,289	1,187	94.7%	21,740	21,716

1. 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	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Administration	128,597	121,637	6,960	5.41%
The variance was due to vacant posts which includes vacancies for Commissioners.				
Leadership and Management Practices	47,308	47,272	36	0.08%
The variance was within the norm.				
Monitoring and Evaluation	40,382	38,543	1,839	4.55%
The variance was due to vacant posts.				
Integrity and Anti-Corruption	57,493	53,704	3,789	6.59%
The variance was due to vacant posts.				

4.2 Per economic classification:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Current payment:	267,503	254,841	12,662	4.73%
Compensation of employees	215,025	202,952	12,073	5.61%
Goods and services	52,478	51,889	589	1.12%
Interest and rent on land	-	-	-	-
Transfers and subsidies:	1,977	1,977	-	-
Foreign payments	90	90	-	-
Households	1,887	1,887	-	-
Payments for capital assets:	4,300	4,295	5	0.12%
Buildings and other fixed structures	19	19	-	-
Machinery and equipment	4,281	4,276	5	0.12%
Intangible assets	-	-	-	-
Payments for financial assets	-	43	(43)	-

The variance was due to vacant posts.

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
REVENUE			
Annual appropriation	1	273,780	278,229
Departmental revenue	2	844	650
Aid assistance	3	-	-
TOTAL REVENUE		274,624	278,879
EXPENDITURE			
Current expenditure			
Compensation of employees	4	202,952	212,736
Goods and services	5	51,889	52,003
Interest and rent on land	6	-	5
Aid assistance	3	1,138	-
Total current expenditure		255,979	264,744
Transfers and subsidies	8	1,977	2,690
Expenditure for capital assets			
Tangible capital assets	9	4,295	6,050
Software and other intangible assets	9	-	774
Total expenditure for capital assets		4,295	6,824
Payment for financial assets	7	43	271
TOTAL EXPENDITURE		262,294	274,529
SURPLUS FOR THE YEAR		12,330	4,350
Reconciliation of Net Surplus for the year			
Voted Funds	13	12,624	3,700
Departmental Revenue	14	844	650
Aid Assistance	3	(1,138)	-
SURPLUS FOR THE YEAR		12,330	4,350

	Note	2020/21	2019/20
		R'000	R'000
ASSETS			
Current assets			
Cash and cash equivalents	10	14,788	6,011
Prepayments and advances	11	14,596	5,732
Receivables	12	177	222
		15	57
Non-Current Assets			
Receivables	12	463	505
TOTAL ASSETS		15,251	6,516
LIABILITIES			
Current liabilities			
Voted funds to be surrendered to the Revenue Fund	13	14,673	5,628
Departmental revenue to be surrendered to the Revenue Fund	14	12,624	3,700
Payables	15	556	256
Aid assistance unutilised	3	1,352	393
		141	1,279
Non-Current Liabilities			
Payables	16	-	297
		-	297
TOTAL LIABILITIES		14,673	5,925
NET ASSETS		578	591
Represented by:			
Recoverable revenue		578	591
TOTAL		578	591

<i>Note</i>	2020/21	2019/20
	R'000	R'000
Recoverable revenue		
Opening balance	591	930
Transfers	(13)	(339)
Irrecoverable amounts written off	30	231
Debts recovered (included in Departmental receipts)	(190)	(1,004)
Debts raised	147	434
Closing balance	578	591
TOTAL	578	591

	Note	2020/21	2019/20
		R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		274,624	278,879
Annual appropriated funds received	1	273,780	278,229
Departmental revenue received	2	802	558
Interest received	2	42	92
Aid assistance	3	-	-
Increase in working capital		1,046	406
Surrendered to Revenue Fund		(4,244)	(1,135)
Current payments		(255,979)	(264,739)
Interest paid	6	-	(5)
Payment for financial assets	7	(43)	(271)
Transfers and subsidies paid	8	(1,977)	(2,690)
Net cash flow available from operating activities	17	13,427	10,445
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	(4,295)	(6,824)
Decrease in non-current receivables		42	359
Net cash flows from investing activities		(4,253)	(6,465)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in net assets		(13)	(339)
Decrease in non-current payables		(297)	(49)
Net cash flows from financing activities		(310)	(388)
Decrease in cash and cash equivalents		8,864	3,592
Cash and cash equivalents at the beginning of the period		5,732	2,140
Cash and cash equivalents at end of period	18	14,596	5,732

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 interim 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

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). 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.

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. 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.

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. 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 Immovable capital assets

Immovable assets reflected in the asset register of the Department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

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

Additional information on immovable assets not reflected in the assets register is provided in the notes to Financial Statements.

14.2 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 accurately, 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) are 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.

14.3 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

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 policies have been effected by management and are applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the Department must restate the opening balances

of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

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

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the Department 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.

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.

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of 2020 Appropriation Act.

	2020/21			2019/20	
	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	128,597	128,597	-	128,603	128,603
Leadership and Management Practices	47,308	47,308	-	49,693	49,693
Monitoring and Evaluation	40,382	40,382	-	42,363	42,363
Integrity and Anti-Corruption	57,493	57,493	-	57,570	57,570
TOTAL	273,780	273,780	-	278,229	278,229

Note	2020/21	2019/20
	R'000	R'000
2. Departmental Revenue		
Sales of goods and services other than capital assets	121	117
Interest, dividends and rent on land	42	92
Transactions in financial assets and liabilities	681	441
Transfer received	-	-
Departmental revenue collected	844	650
2.1 Sales of goods and services other than capital assets		
Sales of goods and services produced by the Department		
	121	117
Sales by market establishment	55	54
Other sales	66	63
Sales of scrap, waste and other used current goods	-	-
TOTAL	121	117
2.2 Interest, dividends and rent on land and buildings		
Interest	42	92
TOTAL	42	92
2.3 Transactions in financial assets and liabilities		
Receivables	148	300
Other Receipts including Recoverable Revenue	533	141
TOTAL	681	441

Note	2020/21	2019/20
	R'000	R'000
3. Aid assistance		
Opening balance	1,279	1,279
Prior period error	-	-
As restated	1,279	1,279
Transferred from statement of financial performance	(1,138)	-
Closing balance	141	1,279

**The PSC received through the Criminal Assets Recovery Account (CARA) funding from the Department of Justice and Constitutional Development on 14 June 2018 to implement National Anti-Corruption Forum (NACF) activities. As at 31 March 2021, R3.6 million was spent.*

3.1 Analysis of balance by source

CARA	141	1,279
TOTAL	141	1,279

3.2 Analysis of balance

Aid assistance unutilised	141	1,279
TOTAL	141	1,279

** The balance of R141 000 from CARA funds has been earmarked by the OPSC for computer equipment to staff members in the National Anti-Corruption Unit*

3.3 Aid assistance expenditure per economic classification

Current	1,138	-
TOTAL	1,138	-

Note	2020/21	2019/20
	R'000	R'000
4. Compensation of Employees		
4.1 Salaries and Wages		
Basic salary	141,654	147,442
Performance award	1,728	3,016
Service Based	196	214
Compensative/circumstantial	290	859
Other non-pensionable allowances	35,729	38,247
TOTAL	179,597	189,778
4.2 Social contributions		
Employer contributions		
Pension	17,967	17,995
Medical	5,359	4,935
Bargaining council	29	28
TOTAL	23,355	22,958
TOTAL COMPENSATION OF EMPLOYEES	202,952	212,736
Average number of employees	283	296

5. Goods and services

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
Administrative fees		175	235
Advertising		80	208
Assets less than R5,000	5.1	414	937
Bursaries (employees)		1,037	754
Catering		117	450
Communication		3,800	4,249
Computer services	5.2	7,775	6,728
Consultants, contractors and agency/outsourced services		3,612	2,867
Legal services		2,445	112
Contractors		29	117
Audit cost – external	5.3	1,995	3,973
Fleet services		293	290
Consumables	5.4	2,817	3,238

Operating leases		21,714	19,327
Property payments	5.5	3,045	3,391
Rental and hiring		11	22
Travel and subsistence	5.6	895	3,557
Venues and facilities		1	37
Training and staff development		1,078	443
Other operating expenditure	5.7	556	1,068
TOTAL		51,889	52,003

5.1 Minor assets

Tangible assets			
Machinery and equipment		414	937
TOTAL		414	937

5.2 Computer services

Note	2020/21 R'000	2019/20 R'000
SITA computer services	4,463	4,102
External computer service providers	3,312	2,626
TOTAL	7,775	6,728

5.3 Audit cost - external

Regulatory audits	2,013	3,274
Computer audits	(18)	699
TOTAL	1,995	3,973

5.4 Consumables

Consumable supplies	1,241	796
Uniform and clothing	133	115
Household supplies	816	427
Building material and supplies	17	27
Communication accessories	97	34
IT consumables	69	178
Other consumables	109	15
Stationery, printing and office supplies	1,576	2,442
TOTAL	2,817	3,238

5.5 Property payments

Municipal services	1,866	2,469
Property maintenance & repairs	135	171
Other	1,044	751
TOTAL	3,045	3,391

Note	2020/21	2019/20	
	R'000	R'000	
5.6 Travel and subsistence			
Local	894	3,420	
Foreign	1	137	
TOTAL	895	3,557	
5.7 Other operating expenditure			
Professional bodies, membership and subscription fees	-	122	
Resettlement costs	22	398	
Other	534	548	
TOTAL	556	1,068	
6. Interest and Rent on land			
Interest paid	-	5	
TOTAL	-	5	
7. Payment for financial assets			
Material losses through criminal conduct			
Theft	7.3	13	23
Other material losses written off	7.1	-	17
Debts written-off	7.2	30	231
TOTAL		43	271
7.1 Other material losses written off			
Nature of losses			
Call out fee		-	1
Computer equipment		-	16
TOTAL		-	17

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
7.2 Debts written off			
Recoverable revenue written off			
Staff debts		30	231
TOTAL		30	231
7.3 Details of theft			
Nature of theft			
Computer equipment		13	23
TOTAL		13	23
8. Transfers and subsidies			
Foreign governments and international organisations	<i>Annex 1A</i>	90	-
Households	<i>Annex 1B</i>	1,887	2,690
TOTAL		1,977	2,690
9. Expenditure for Capital Assets			
Tangible assets			
Buildings and other fixed structures	28.3	19	129
Machinery and equipment	28.3	4,276	5,921
Intangible assets			
Software	29	-	774
TOTAL		4,295	6,824

9.1 Analysis of funds utilised to acquire capital assets – 2020/21

Tangible assets
Buildings and other fixed structures
Machinery and equipment
Intangible assets
Software
TOTAL

<i>Note</i>	2020/21	2019/20
	R'000	R'000

Voted Funds	Aid assistance	TOTAL
R'000	R'000	R'000
	-	-
19	-	19
4,276	-	4,276
-	-	-
-	-	-
4,295	-	4,295

9.2 Analysis of funds utilised to acquire capital assets – 2019/20

Tangible assets
Buildings and other fixed structures
Machinery and equipment
Intangible assets
Software
TOTAL

Voted Funds	Aid assistance	TOTAL
R'000	R'000	R'000
	-	-
129	-	129
5,921	-	5,921
-	-	-
774	-	774
6,824	-	6,824

<i>Note</i>	2020/21	2019/20
	R'000	R'000
9.3 Finance lease expenditure included in Expenditure for capital assets		
Finance lease expenditure included in Expenditure for capital assets		
Tangible assets		
Machinery and equipment	345	415
TOTAL	345	415
10. Cash and cash equivalents		
Consolidated Paymaster General Account	14,546	5,682
Cash on hand	50	50
TOTAL	14,596	5,732
11. Prepayments and Advances		
Advances paid (Not expensed)	11.1 177	222
TOTAL	177	222

11.1 Advances paid (Not expensed)

Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Amount as at 31 March 2021
	R'000	R'000	R'000	R'000	R'000

National Departments	11	222	(45)	-	-	177
Total		222	(45)	-	-	177

Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Amount as at 31 March 2020
	R'000	R'000	R'000	R'000	R'000

National Departments	11		(134)	-	356	222
Total			(134)	-	356	222

Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Amount as at 31 March 2021
	R'000	R'000	R'000	R'000	R'000

11.2 Advances paid (Expensed)

Other Institutions		-	(138)	-	138	-
Total		-	(138)	-	138	-

Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Amount as at 31 March 2020
	R'000	R'000	R'000	R'000	R'000

National Departments	11	-	-	-	222	222
Total		-	-	-	222	222

12. Receivables

	<i>Note</i>	2020/21			2019/20		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	12.1	-	-	-	51	-	51
Recoverable expenditure	12.2	1	-	1	6	-	6
Staff debt	12.3	14	463	477	-	505	505
Other receivables		-	-	-	-	-	-
TOTAL		15	463	478	57	505	562

<i>Note</i>	2020/21	2019/20
	R'000	R'000

12.1 Claims recoverable

Provincial Departments

TOTAL*Annexure 3*

-	51
-	51

12.2 Recoverable expenditure (disallowance accounts)

Telephone Control Acc: CL

SAL: Tax debt

TOTAL

1	-
-	6
1	6

12.3 Staff debts

Salary

Bursary

Other

Tax debt

TOTAL

62	10
381	444
34	30
-	21
477	505

<i>Note</i>	2020/21	2019/20	
	R'000	R'000	
13. Voted funds to be surrendered to the Revenue Fund			
Opening balance	3,700	432	
Transfer from Statement of Financial Performance (as restated)	12,624	3,700	
Voted funds not requested/not received	-	-	
Paid during the year	(3,700)	(432)	
CLOSING BALANCE	12,624	3,700	
14. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance	256	309	
Transfer from Statement of Financial Performance	844	650	
Paid during the year	(544)	(703)	
CLOSING BALANCE	556	256	
15. Payables – Current			
Clearing accounts	15.1	1,352	392
Other payables	15.2	-	1
TOTAL		1,352	393
15.1 Clearing accounts			
SAL: GEHS Refund Control Acc: CL		-	26
SAL: Income Tax: CL		1,130	366
SAL: Pension Fund: CL		222	-
TOTAL		1,352	392
Other payables			
Sal: Deduction Disallow Acc		-	1
TOTAL		-	1

16. Payables – non-current

	Note	2020/21				2019/20
		One to two years	Two to three years	More than three years	Total	Total
		R'000	R'000	R'000	R'000	R'000
Advances received	16.1	-	-	-	-	297
TOTAL		-	-	-	-	297

Note	2020/21	2019/20
	R'000	R'000

16.1 Advances Received

National Departments

<i>Annexure 5B</i>	-	297
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17. Net Cash Flow Available from operating activities

Net surplus as per Statement of Financial Performance

12,330	4,350
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Add back non cash/cash movements not deemed operating activities

1,097	6,095
-------	-------

(Increase)/Decrease in receivables

42	405
----	-----

Increase in prepayments and advances

45	(222)
----	-------

Increase in payables – current

959	223
-----	-----

Expenditure on capital assets

9.7	4,295	6,824
-----	-------	-------

Surrenders to Revenue Fund

(4,244)	(1,135)
---------	---------

Voted funds not requested/ not received

-	-
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Net cash flow generated by operating activities

13,427	10,445
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18. Reconciliation of Cash and Cash Equivalents for Cash flow Purposes

Consolidated Paymaster General account

Cash on hand

Investments (Domestic)

TOTAL

2020/21

R'000

14,546

50

-

14,596

2019/20

R'000

5,682

50

-

5,732**19. Contingent liabilities and contingent assets****Contingent liabilities**

Claims against the Department

TOTAL

* Salary increases for 2020/21 disputed by Labour.

Annex 2

850

850

4,250

4,250

Capital Commitments

Machinery and Equipment

TOTAL COMMITMENTS

195

195

3,222

3,222

*Included in the capital commitments amount are the contractual and once-off orders.

*Finance leases are excluded as it is disclosed in the Lease commitments note.

21. Accruals and Payables not recognised**21.1 Accruals**

Listed by economic classification

	2020/21			2019/20
	30 Days	30+ Days	Total	Total
	R'000	R'000	R'000	R'000
Goods and services	2,674	-	2,674	1,071
Transfers and Subsidies	-	-	-	-
Capital Assets	47	-	47	-
TOTAL	2,721	-	2,721	1,071

Listed by programme level

Programme 1: Administration			2,597	874
Programme 2: Leadership and Management Practices			53	37
Programme 3: Monitoring and Evaluation			30	101
Programme 4: Integrity and Anti-Corruption			41	59
			2,721	1,071

21.2 Payables

Goods and services	103	-	103	56
Payment for Capital Assets	-	-	-	-
TOTAL	103	-	103	56

Note	2020/21	2019/20
	R'000	R'000
Listed by programme level		
Programme 1: Administration	99	51
Programme 2: Leadership and Management Practices	-	-
Programme 3: Monitoring and Evaluation	-	3
Programme 4: Integrity and Anti-Corruption	4	2
TOTAL	103	53
Included in the above totals are the following:		
Confirmed balances with other Departments	Annexure 4 2,127	-
TOTAL	2,127	-
22. Employee benefits		
Leave entitlement	12,320	6,898
Service bonus (Thirteenth cheque)	4,798	5,055
Performance awards	1,061	1,717
Capped leave commitments	4,671	4,911
Other (Long service awards)	251	-
TOTAL	23,101	18,581

*Included in the total leave entitlement is negative annual leave of 37.10 days, which amounts to R91 234.70.

23. Lease commitments**23.1 Operating leases expenditure**

2020/21	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	16,567	95	16,662
Later than 1 year and not later than 5 years	-	16,822	198	17,020
Later than 5 years	-	-	-	-
Total lease commitments	-	33,389	293	33,682
2019/20				
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	-	-	-	-
Total lease commitments	-	52,604	356	52,960

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

23.2 Finance lease expenditure

2020/21	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	586	586
Later than 1 year and not later than 5 years	-	-	908	908
Total lease commitments	-	-	1,494	1,494
2019/20				
Not later than 1 year	-	-	81	81
Later than 1 year and not later than 5 years	-	-	-	-
Total lease commitments	-	-	81	81

- Leasing of photocopy equipment according to the Transversal Contract RT3-2018 for a period of 36 months.
- A total of 23 Machines are leased for a three-year period with different escalation rates and no renewal options applicable.
- Lease contracts of 10 buildings range from three year period to five years with escalation applicable on anniversary. Renewal option is only applicable upon request.
- Two vehicles are leased from Free State and Western Cape Provincial Governments respectively for a fixed period of 5 years and the amount is calculated based on a daily tariff with no escalations applicable.

24. Irregular expenditure**24.1 Reconciliation of irregular expenditure**

	Note	2020/21	2019/20
		R'000	R'000
Opening Balance		1,666	979
Prior period error		-	-
As restated		1,666	979
Add: Irregular expenditure relating to prior year	24.2	868	555
Add: Irregular expenditure – relating to current year	24.2	-	132
Less: Prior year amounts condoned	24.3	-	-
Closing balance		2,534	1,666
Analysis of closing balance			
Current year		-	132
Prior year		2,534	1,534
TOTAL		2,534	1,666

**Analysis of closing balances for prior year restated.*

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

Incident	Disciplinary steps taken/criminal proceedings	2020/21
		R'000
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.	Warning letters to be issued.	674
Video Conference Solution	No Staff staff to be disciplined. SITA delayed with the procurement process, even after the Accounting Officers of SITA and OPSC has agreed on October 2019 deadline.	194
TOTAL		868

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

**Although the Public Service Commission's budget for the 2020/21 financial year was appropriated directly from the National Revenue Fund under Vote 12, it was introduced in Parliament by the Minister of Public Service and Administration (MPSA). As a result the Public Service Commission is regarded as a related party to all other Institutions that fall under the MPSA.*

26. Key management personnel

	<i>No. of Individuals</i>	2020/21	2019/20
		R'000	R'000
Political Office Bearers *	13	16,439	18,645
Officials:			
Level 15 to 16	4	6,870	7,061
Level 14	9	11,522	12,061
Family members of Key management personnel	-	-	-
TOTAL		34,831	37,767

**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

Government Employees Pension Fund Liability (GEPF)	885	228
TOTAL	885	228

**Additional financial obligation in respect of members where the granted benefits for these members were in excess of those in accordance with the Rules of the Fund. The Public Service Commission will be required to reimburse the GEPF, in terms of Section 17(4) of the Government Employees Pension Law, 1996, an amount equal to their portion of the total additional financial obligation arising from former members who received such a benefit.*

27.1 Reconciliation of movement in provisions – 2020/21

	Provision 1	Provision 2	Total Provisions
	R'000	R'000	R'000
Opening balance	228	-	228
Increase in provision	885	-	885
Settlement in provision	(228)	-	(228)
Change in provision due to change in estimation of inputs	-	-	-
Closing balance	885	-	885

27.2 Reconciliation of movement in provisions – 2019/20

Opening balance	115	-	115
Increase in provision	5	228	233
Settlement in provision	(120)	-	(120)
Closing balance	-	228	228

28. Movable Tangible Capital Assets**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021**

	Opening balance	Value Adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT					
Computer equipment	14,893	-	524	(301)	15,116
Furniture and office equipment	10,256	147	499	(78)	10,824
Other machinery and equipment	2,686	(132)	2,908	(45)	5,417
TOTAL MOVABLE TANGIBLE ASSETS	27,835	15	3,931	(424)	31,357

Movable Tangible Capital Assets under investigation

	Number	Value
		R'000
Machinery and equipment	14	106

* Included in the above total of movable tangible capital assets as per the asset register are two (2) stolen assets, four (4) missing assets and eight (8) were not verified. All the above-mentioned assets were still under investigation at year-end.

28.1 Additions**ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021**

	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
MACHINERY AND EQUIPMENT				
Computer equipment	524	-	-	524
Furniture and office equipment	499	-	-	499
Other machinery and equipment	3,253	(345)	-	2,908
TOTAL	4,276	(345)	-	3,931

28.2 Disposals**DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021**

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT				
Computer equipment	-	301	301	-
Furniture and office equipment	-	78	78	-
Other machinery and equipment	-	45	45	-
TOTAL	-	424	424	-

28.3 Movement for 2019/20 26.**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
MACHINERY AND EQUIPMENT					
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
Total Movable Tangible Capital Assets	26,115	-	5,506	3,786	27,835

28.4 Minor assets**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021**

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	-	1	7,057	-	7,058
Value adjustment	-	-	2	-	2
Additions	-	-	414	-	414
Disposals	-	-	(232)	-	(232)
TOTAL MINOR ASSETS	-	1	7,241	-	7,242
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost	-	1	4,929	-	4,930
TOTAL NUMBER OF MINOR ASSETS	-	1	4,934	-	4,935

Minor Capital Assets under investigation

Number	Value R'000
4	8

Machinery and equipment

* Included in the above total of minor assets, as per the asset register, are assets that were not verified during the year-end. Therefore, they are all under investigation.

Minor assets

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

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	179	1	6,530	-	6,710
Prior period error	-	-	-	-	-
Additions	-	-	937	-	937
Disposals	(179)	-	(410)	-	(589)
TOTAL	-	1	7,057	-	7,058
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost	-	1	4,942	-	4,943
TOTAL	-	1	4,947	-	4,948

28.5 Movable assets written off**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2021**

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	13	-	13
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	13	-	13

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

Assets written off	-	-	39	-	39
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	39	-	39

29. Intangible Capital Assets**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021**

	Opening balance	Value adjustment	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Software	3,957	-	-	-	3,957
TOTAL INTANGIBLE CAPITAL ASSETS	3,957	-	-	-	3,957

29.1 Movement for 2019/20

MOVEMENT IN INTANGIBLE 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
Software	5,386	-	774	2,203	3,957
TOTAL	5,386	-	774	2,203	3,957

30. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES					
Other fixed structures	4,139	-	19	-	4,158
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	4,139	-	19	-	4,158

30.1 Additions

ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS FOR YEAR ENDED 31 MARCH 2021

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Total
	R'000		R'000	R'000
BUILDING & OTHER FIXED				
Other Fixed structures	19	-	-	19
TOTAL	19	-	-	19

30.2 Immovable Tangible Capital Assets

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

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

31. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

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

32. COVID 19 Response Expenditure

	Notes	2020/21 R'000	2019/20 R'000
	<i>Annexure 6</i>		
Goods and services		1,238	-
Expenditure for capital Assets		49	-
TOTAL		1,287	-

*The expenditure incurred included both National and Provincial Offices. It was done in order to ensure that health and safety of Commissioners and staff is prioritized in view of the pandemic.

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appreciation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Association of African Public Services Commissions (AAPSComs)	-	-	90	90	90	100%	-
TOTAL	-	-	90	90	90	-	-

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appreciation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Retirement and resignation benefits	498	-	1,389	1,887	1,886	100%	2,692
TOTAL	498	-	1,389	1,887	1,886	-	2,692

ANNEXURE 1C

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2020/21	2019/20
		R'000	R'000
Received in kind PBros Holdings	Uniforms	-	1
TOTAL		-	1

ANNEXURE 1D

STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE	REVENUE	EXPENDI-TURE	PAID BACK ON/BY 31 MARCH	CLOSING BALANCE
		R'000	R'000	R'000	R'000	R'000
Received in cash Criminal Assets Recovery Account (CARA)	National Anti- Corruption Forum (NACF)	1,279	-	1,138	-	141
TOTAL		1,279	-	1,138	-	141

ANNEXURE 1E

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)	2020/21	2019/20
	R'000	R'000
Made in kind		
Computer equipment (13 CPU, 6 Laptops, 3 Printers, 1 scanner and 2 servers)	372	-
Office furniture and equipment (3 chair, 2 desk, 1 shredder, 1 reception counter, 1 switchboard and 1 projector)		
The following were the recipients of the above items:		
Indalo Electronic Recyclers, Khotso Taole Secondary School, FS e-Waste Association of SA , Mothotlung Secondary, West end Primary, ST Barnabas Anglican, Boitumelo and Neolet Foundation		
3 Cabinet, 3 Scanners, 2 Recorder, 3 Switchboard, ,1 Tv's, and 2 Vacuum cleaner		
Computer equipment (25 CPU, 84 Notebooks, 3 Monitor, 9 Printers,7 Switches and 15 Servers)	-	37
The following were the recipients of the above items:		
Qobo Recycling CC, Thabo Myane Foundation, Siphumelele Senior Phase School, Tumelong Mission, Anglican Church, Monde Primary School ,Ngwane IT Recycling Child Line KZN, St George Home, Laerschool		
TOTAL	372	37

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2021

NATURE OF LIABILITY	Opening Balance 01 April 2020	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance 31 March 2021
	R'000	R'000	R'000	R'000	R'000
Application for review of the Public Service Commission Report on the Department of Public Works. High Court Case No: JR2495/19	500	-	(300)	-	200
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	-	(500)	-	500
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
Mduduzi Jacob Shabangu vs MEC for Health and 6 others. PSC is cited as the third respondent therefore from a claim of R12 million for damages against all the respondents the PSC may have to pay an estimated R1.7 million. However the contingent liability will depend on how the court apportions the liability. No invoice received yet. Case no 500/21.	-	-	-	-	-
TOTAL	4,250	-	(3,400)	-	850

ANNEXURE 3

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
DepartmentS						
Province of the Eastern Cape Public Works and Infrastructure	-	51	-	-	-	51
TOTAL	-	51	-	-	-	51

ANNEXURE 4

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
Departments						
Department of Justice & Constitutional Development	2,127	-	-	-	2,127	-
TOTAL	2,127	-	-	-	2,127	-

ANNEXURE 5A

INTER-ENTITY ADVANCE PAID

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
Departments						
National School of Government	-	-	177	222	177	222
TOTAL	-	-	177	222	177	222

ANNEXURE 5B

INTER-ENTITY ADVANCES RECEIVED

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL Department Non-current Department of Public Service and Administration	-	-	-	297	-	297
TOTAL	-	-	-	297	-	297

ANNEXURE 6

COVID 19 RESPONSE EXPENDITURE

Per Quarter and in Total

Expenditure per economic classification	2020/21					2019/20
	Q1	Q2	Q3	Q4	TOTAL	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and Services	466	367	157	248	1,238	-
Consult: Business & Advisory Services	-	-	-	90	90	-
Minor Assets	56	26	2	10	94	-
Consumable Supplies	324	210	53	69	656	-
Training and Development	-	-	-	4	4	-
Property Payments	86	131	102	75	394	-
Expenditure for capital Assets	-	-	-	49	49	-
Machinery and Equipment	-	-	-	49	49	-
TOTAL COVID 19 RESPONSE EXPENDITURE	466	367	157	297	1,287	-

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