

ANNUAL REPORT 2021/22 FINANCIAL YEAR

professional ethics accountable public development-oriented administration practices

TOUNGING VALUES

impartial efficient, economic fostering transparency and effective use of resources representative public administration openness service



PUBLIC SERVICE COMMISSION

VOTE NO. 12

ANNUAL REPORT

2021/22 FINANCIAL YEAR

RP: 322/2022

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TABLE OF CONTENTS

PA	ART A: GENERAL INFORMATION	5	4.	PERFORMANCE INFORMATION BY PROGRAMME	44
1.	DEPARTMENT GENERAL INFORMATION	6		4.1 PROGRAMME 1: ADMINISTRATION	44
2.	LIST OF ABBREVIATIONS/ACRONYMS	7		4.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES	51
3.	FOREWORD BY THE CHAIRPERSON	8		4.3 PROGRAMME 3: MONITORING AND EVALUATION	60
4.	REPORT OF THE ACCOUNTING OFFICER	11		4.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION	67
5.	STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY		5	TRANSFER OF PAYMENTS	80
	FOR THE ANNUAL REPORT	17		5.1 Transfer payments to public entities	80
6.	STRATEGIC OVERVIEW	18		5.2 Transfer payments to all organisations other than public entities	80
7.	LEGISLATIVE AND OTHER MANDATES	18	6	CONDITIONAL GRANTS	80
8.	ORGANISATIONAL STRUCTURE	26		6.1 Conditional grants and earmarked funds paid	80
9.	ENTITIES REPORTING TO THE COMMISSION	27		6.2 Conditional grants and earmarked funds received	80
			7	DONOR FUNDS	80
PA	ART B: PERFORMANCE INFORMATION	29	8	CAPITAL INVESTMENT	81
1.	AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES	30		8.1 Capital investment, maintenance and asset management plan	81
2.	OVERVIEW OF DEPARTMENTAL PERFORMANCE	30			
	2.1 Service Delivery Environment	30	PA	ART C: GOVERNANCE	83
	2.2 Service Delivery Improvement Plan	31	1.	INTRODUCTION	84
	2.3 Organisational Environment	38	2.	RISK MANAGEMENT	84
	2.4 Key Policy Developments and Legislative Changes	39	3.	FRAUD AND CORRUPTION	84
3.	ACHIEVEMENT OF PSC IMPACTS AND OUTCOMES	40	4.	MINIMISING CONFLICT OF INTEREST	85

5. CODE OF CONDUCT	85	PART D: HUMAN RESOURCE MANAGEMENT	93
6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES	85	1. INTRODUCTION	94
7. PORTFOLIO COMMITTEES	86	2. OVERVIEW OF HUMAN RESOURCES	94
8. SCOPA RESOLUTIONS	88	3. HUMAN RESOURCES OVERSIGHT STATISTICS	98
9. PRIOR MODIFICATIONS TO AUDIT REPORTS	88		
10. INTERNAL CONTROL UNIT	88	PART E: FINANCIAL INFORMATION	131
11. INTERNAL AUDIT AND AUDIT COMMITTEES	88	1. AUDITOR GENERAL REPORT	132
12. AUDIT COMMITTEE REPORT	89	2. ANNUAL FINANCIAL STATEMENTS	138
13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION	91		







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

Name of facility	Physical Address	Postal Address
Mpumalanga	Allied Building, 5th Floor, 34 Brown Street, Nelspruit	Private Bag X11303
	Tel: (013) 755 4070	Nelspruit
	Fax: (013) 752 5814	1200
Northern Cape	Woolworths Building, 1st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301	Private X 5071 Kimberley
	Tel: (053) 832 6222	8300
Limpopo	Fax: (053) 832 6225 Popo Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783	
	Fax: (015) 291 4683	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

Acronyms	Description	
4IR	Fourth Industrial Revolution	
AGSA	Auditor-General of South Africa	
APSD	Africa Public Service Day	
APP	Annual Performance Plan	
B-BBEE	Broad-Based Black Economic Empowerment	
CF	Citizens Forum	
CoGTA	Cooperative Governance and Traditional Affairs	
CVPs	Constitutional Values and Principles	
DDM	District Development Model	
DG	Director-General	
DPSA	Department of Public Service and Administration	
DPWI	Department of Public Works and Infrastructure	
EA	Executive Authority	
FDF	Financial Disclosure Framework	
GEPF	Government Employee Pension Fund	
HDI	Historically Disadvantaged Individuals	
HOA	Home Owners Allowance	
HoD	Head of Department	
IACD	International Anti-corruption Day	
ID	Identity Document	
IGCMS	Integrated Grievance and Complaints Management System	
IPR	Institutional Practice Review	
IT	Information Technology	
MPSA	Minister for Public Service and Administration	
MTSF	Medium Term Strategic Framework	

Acronyms	Description	
NACH	National Anti-Corruption Hotline	
NDP	National Development Plan	
OHS	Occupational Health and Safety	
OPSC	Office of the Public Service Commission	
PFMA	Public Finance Management Act	
PPE	Personal Protective Equipment	
PSR	Public Service Regulations	
PWDs	People with Disabilities	
SAPS	South African Police Service	
SASSA	South African Social Security Agency	
SCM	Supply Chain Management	
SMS	Senior Management Service	
SOP	Standard Operating Procedure	
TR	Treasury Regulation	

3. FOREWORD BY THE CHAIRPERSON



The Public Service Commission (PSC) as a Chapter 10 institution derives its mandate from section 196 of the Constitution of the Republic of South Africa which clearly outlines the powers and functions of the PSC. The PSC contributes to Priority one of the Medium Term Strategic Framework of

the 2019-2024 cycle which is aimed at building a capable, ethical and developmental state. Priority one has created a shift in discourse and renewed vigour for change in the Public Service towards capability, professionalism and public servant leadership. The PSC has taken cognisance of the changing policy environment and the urgency to reconfigure the Public Service and has played an instrumental role in strengthening and revising the National Implementation Framework on the Professionalisation of the Public Service. The National Implementation Framework on the Professionalisation of the Public Service is seen by some as a potential game changer or at the very least the catalyst for systematic change in the organisation, capacity, capability and ethos of the public sector as a whole. It is a laudable project and hope abounds that it will find the necessary resonance. In the period under review, the Public Service Act Amendment Bill and the Public Administration Management Act Amendment Bill were published for comment and the PSC drafted submissions in this regard to ensure that the proposed amendments are in line with the changing policy environment.

The PSC has successfully contributed to the necessary shift in discourse while undergoing its own internal change of leadership during the period under review through the completion of terms of some Commissioners and the appointment of an Acting Chairperson. Despite this transition, the PSC ably set out the path for its strategic repositioning that is in line with building a capable, ethical and developmental state.

During the year under review, the PSC focused on the following strategic programmes:

The PSC produced the report on the Effectiveness of Continuous Employee Development in the Public Service. The objectives of the study were to assess the use of the skills levy by departments, to identify and assess the influence of the Fourth Industrial Revolution (4IR) and other factors on the selection of training programmes, and assess the efficiency and effectiveness of human resource development processes, propose interventions and alternatives to improve continuous employee development in the Public Service. The findings of the report include, amongst others, challenges with the implementation of policies. Budget limitations were identified as an underlying challenge related to the implementation of Human Resource Development (HRD) policies and programmes as well as the general lack of compliance and capacity of HRD Units. The Coronavirus-19 (Covid-19) pandemic added to these challenges as the necessary tools of trade and sufficient data to access the internet limited those working from home. This also made online training difficult.

On a positive note, there has been a firm movement toward online training and development initiatives such as webinars, online seminars and self-paced online courses provided by private training providers as well as the National School of Government. This is illustrated by the number of service providers who are trying to align their training approaches to accommodate online training.

The PSC further produced a report on the Ethics in Recruitment and Selection processes in the Public Service to gain a deeper understanding of ethical violations experienced during the recruitment and selection processes in the Public Service. Amongst others, the findings of the study indicated that unethical practices have contributed negatively to the effectiveness of departments and are characterised by senior managers' covert and overt tendencies of not adhering to recruitment and selection policies and regulations as well as the failure to uphold a high standard of professional ethics. This represents a concern as ethics and professionalisation of the Public Service are part of the central pillars in pursuit of a capable and developmental state.

The PSC played an active role in the Ministerial Task Team on Professionalising the Public Service in which its contributions in the various work streams culminated in the revised National Framework Towards the Professionalisation of the Public Sector. The PSC's participation in the ongoing professional task team seeks to ensure the synergy between the Framework on the Professionalisation of the Public Service, the National Development Plan and the rights, values and principles in the Constitution. It is anticipated that this will lead to the amendment of various pieces of legislation and will create the foundation upon which a capable, ethical and developmental Public Service can be built.

The PSC undertook a study on public participation in the mining and agriculture sectors and it was discovered that where public participation occurs, it was compliance-driven rather than achieving both the instrumental and intrinsic value of participation. In respect of the mining sector, the PSC found that while participation was entrenched in legislation and other policies, the central role played by mining companies in driving public participation processes potentially subjugates the voice of the communities. This undermines trust between communities, mining companies and the government. Therefore, departments must build relationships that will assist to strengthen trust through the full involvement of communities in public participation as well as decision-making processes. Public participation must be conducted in the predominant language of the communities.

The PSC's Citizens Forum is a distinctly South African method of engaging citizens and focuses on improving service delivery as well as addressing challenges that are facing the communities. It has proven to be the best method of engaging with the communities and gives the government a better understanding of what is happening on the ground. In October 2021, a Citizens Forum was held at Link Location in Mthatha which was aimed at empowering community members with knowledge on how to access government services. The PSC in partnership with the Department of Employment and Labour, the Department of Home Affairs and the Independent Electoral Commission

of South Africa converged on the day. More than 1000 people were able to receive government and non-governmental services on the day.

In supporting the National Development Plan and building a capable and developmental state, the PSC produced a report to facilitate greater dialogue on building the capacity and capability of the Public Service. Due to the existing weaknesses that were identified, it was agreed that there was a need to strengthen the operations of the government to improve service delivery. The report made proposals on the need for rigorous prioritisation of policies, building partnerships as well as institutional capacity building.

The PSC further conducted a study on the assessment of various support mechanisms established across the government to address both social and economic challenges that were created by the COVID-19 pandemic. This study sought, amongst others, to determine the extent of the mitigating interventions to ensure that there were lessons learnt to improve the government's response in confronting future pandemics. The study found that whilst the COVID-19 mitigating mechanisms implemented were relevant, the main challenge across departments relates to whether the services reached the intended beneficiaries. Furthermore, the need for swift decision-making and spending left little room for evidence-based decision-making and transparency within and between government departments. People residing in rural and peri-urban areas encountered far greater challenges in accessing the special COVID-19 Social Relief of Distress grant than those living in urban areas. Most grant applications required the use of digital or technological applications, and this made access very difficult for people without digital access and smartphones.

In terms of its constitutional mandate, the PSC is empowered to monitor and evaluate financial misconduct as determined by the Public Finance Management Act of 1999. The PSC compiled the "Overview Report on Financial Misconduct for the 2020/21 Financial Year". This report provided an overview

of completed disciplinary proceedings on financial misconduct for the 2020/21 financial year; it also provided an overview of consequence management in respect of unauthorised, irregular, fruitless and wasteful expenditure.

The PSC hosted a successful ethical leadership seminar on 30 July 2021 under the theme "Ethical Leadership at a time of crisis which was aimed at creating awareness of the importance of leading with integrity during unprecedented times. On 09 December 2021, the PSC commemorated the International Anti-Corruption Day under the theme "Corruption-free future starts today, it starts with me". The event was attended by the delegation from the United Nations, United Development Organisation, University of South Africa, Minister of Public Service and Administration, Ahmed Kathrada Foundation, National Youth Development Agency and Youth in Action. These are the institutions that continue to play a critical role in terms of advocating against corruption.

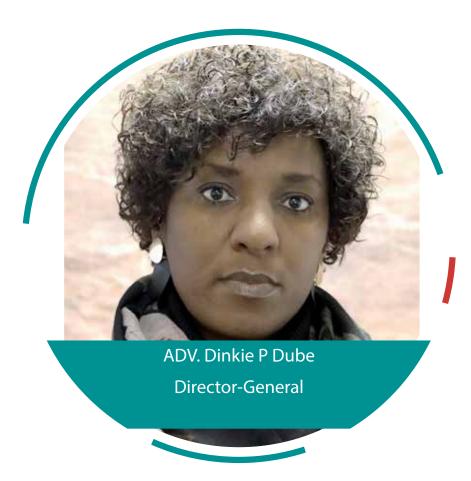
In conclusion, I would like to take this opportunity on behalf of the PSC, to thank the previous Chairperson, Advocate Richard Sizani for the role that he played in steering the PSC to deliver on its mandate for the 2021/22 financial year. Equally important, all Commissioners and the Office of the Public Service Commission (OPSC) under the capable leadership of the Director-General, Adv. Dinkie P. Dube, for the role that they have played in ensuring that the PSC delivers on its strategic agenda.

PROFESSOR S. FIKENI

CHAIRPERSON: PUBLIC SERVICE COMMISSION

DATE 20-09-2022

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 2021/22 financial year. The results in this Annual Report validate the commitment of the PSC Leadership, Senior Managers and employees in the execution of the PSC's constitutional mandate.

OVERVIEW OF THE OPERATIONS OF THE OFFICE OF THE PUBLIC SERVICE COMMISSION

During the period under review, the PSC achieved 95.6% of the planned annual targets (22 of 23). This level of performance would not have been possible without the commitment and dedication demonstrated by the collective leadership of the PSC and the employees. A brief discussion on the operations of the OPSC is as follows:

Programme 1: Administration

This Programme covers all the functions of the PSC that supports its core business such as 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 under programme 1.

The PSC achieved an unqualified audit opinion with no findings in the 2021/22 financial year, the third consecutive year in achieving such a milestone. This is due to the commitment of all PSC employees who are committed to ensuring that "every day is a clean audit." Other reasons for having achieved a clean audit are ascribed to adherence to the policies and implementation of the internal control process. During the 2021/22 financial year, the National Treasury approved an application for condoning irregular expenditure amounting to R2 087 721.80 that was as a result of failure to procure

according to the procurement prescripts for the maintenance and support of Voice over Internet Protocol telephone and switchboard system with Vox Telecommunications (Pty) Ltd. This was a three-year contract (from January 2019 to December 2021) and the contract amount was R2 411 701.

The Integrated Grievance and Complaints Management System (IGCMS), which is an automated case management system, posed system challenges during the period under review. Efforts were underway at year-end to address these challenges which included system development capacity.

The number of posts on the establishment of the OPSC decreased in the 2021/22 reporting year from 284 (of which 10 were employees employed additionally to the establishment) to 251 (of which 5 were employees employed additionally to the establishment) and 246 of these were filled posts. The PSC has placed particular focus on the speedy filling of vacant posts through the review of its Recruitment and Selection Standard Operating Procedures, which were implemented with effect from 1 November 2021, as well as the review of its Delegations of Authority from the Executive Authority to the Head of Department including levels to enhance speedy decision-making.

The PSC witnessed an increase in disputes including litigious responses with escalating legal fees and costs regarding the outcome of investigations into grievances and complaints. During the 2020/21 financial year, the PSC addressed thirteen litigations in court. In the 2021/22 financial year, the PSC dealt with twenty-two cases and thirteen of these cases are still ongoing.

The PSC held media briefings to release the Quarterly Bulletin titled: The Pulse of the Public Service, focusing on, amongst others:

- Professionalisation of the Public Service;
- Effectiveness of continuous employee development in enhancing capacity and service delivery in the Public Service;

- Non-payment of government suppliers within 30 days by departments;
 and
- Evolution of Thusong Service Centers for Integrated Service Delivery.

During the reporting period, the PSC hosted an Operational Review Seminar which was aimed at identifying operational challenges/inefficiencies, proposing solutions, simplifying the PSC's standard investigation report to ensure that the reports produced are clearly understood and lastly developing a Quality Assurance Peer Review mechanism for implementation in the 2022/23 financial year which will provide for self-assessment of the PSC's products before publication.

Programme 2: Leadership and Management Practice

The PSC is mandated to promote sound labour relations as well as to resolve grievances of +/- 1,2 million public servants employed in the Public Service. The year under review showed a decline in the number of grievances lodged by public servants with national and provincial departments, as well as the PSC. The decrease in the number of grievances can be attributed to reduced contact between employees and supervisors due to hybrid working arrangements brought about by the COVID-19 pandemic. Furthermore, the PSC concluded fewer grievances because of reduced capacity as a result of employees' illnesses and delays in accessing information from departments and aggrieved employees due to hybrid work arrangements.

The PSC completed two research reports on leadership and human resource management practices, initiated two additional studies, conducted information sharing and capacity development sessions and contributed to the ongoing policy discussions, reviews and debates through submissions and participation on various platforms. Furthermore, the PSC had an engagement with the Government Employee Pension Fund (GEPF), National Treasury and

Pension Ombudsman to deliberate on challenges experienced by former public servants in accessing their pensions and was aimed at devising strategies to expedite the processing of these benefits.

Programme 3: Monitoring and Evaluation

The 8th Continental Africa Public Service Day (APSD) was celebrated on 23-24 June 2021 under the theme: "Constructing the Africa We Want through embracing an ethical culture that underpins purpose-driven leadership". The Department of Public Service and Administration (DPSA) in collaboration with the PSC held a dialogue, virtually, on Government Frontline Service Delivery Monitoring as part of APSD activities. The dialogue was aimed at, amongst others, creating a mutual understanding between different institutions mandated to monitor, evaluate and improve frontline service delivery. It further focused on the mechanisms to implement and execute the respective mandates of both the PSC and the DPSA, identify the gaps in these individual mechanisms and their alignment.

The PSC in partnership with the National Planning Commission and the United Nations Development Programme signed an agreement on a joint programme to contribute toward the government's effort to build state capability over the next five years. The programme aims to influence the development of South African public administration practices and to make the public service much more responsive, effective and development-oriented. The programme consists of three inter-related projects which are:

- Professionalisation of policy analysts/ planners;
- Strengthen the capacity of the public service to use data and evidence in planning and implementation; and
- Building strong and dynamic institutions built through improved public administration processes.

The PSC's visibility has been enhanced by swiftly intervening and resolving complaints/requests from the public. This also demonstrated to the citizens that they still have recourse to hold officials accountable and to embed a caring and professional culture in the Public Service.

Most importantly, the intervention and resolution of a highly sensitive matter by the South African Police Service (SAPS) Forensic Services, delay in the issuance of a client's higher learning certificate, South African Social Security Agency (SASSA's) non-payment of COVID relief funds and Department of Military Veterans' delay to finalise a client's application for dependants scholarship, restored human dignity to the affected clients in their time of dire need amid the pandemic.

Similarly, in October 2021, the PSC in partnership with the departments of Employment and Labour and Home Affairs as well as the Independent Electoral Commission of South Africa, held a service delivery community engagement at Link Location, Ncise Administrative Area and Mthatha in the Eastern Cape Province. The engagement was another vehicle for ensuring that the PSC continues its initiative of improving service delivery.

Programme 4: Integrity and Anti-Corruption

On the 9th of December 2021, the PSC commemorated the International Anti-Corruption Day under the theme "Corruption-free future starts today, it starts with me". The event was attended by the delegation from the United Nations, United Development Organisation, University of South Africa, Minister of Public Service and Administration, Ahmed Kathrada Foundation, National Youth Development Agency and Youth in Action. This is one of the anticorruption initiatives that the PSC continues to use as a platform to advocate for the eradication of corruption in the Public Service.

OVERVIEW OF THE FINANCIAL RESULTS

Table 1: Departmental receipts

		2021/22			2020/21		
Departmental receipts	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	117	(2)	115	121	(6)	
Interest, dividends and rent on land	14	17	(3)	55	42	13	
Sale of capital assets	0	37	(37)	0	0	0	
Financial transactions in assets and liabilities	90	227	(137)	411	681	(270)	
Total	219	398	(179)	581	844	(263)	

The revenue received was from the parking fees, the commission received on insurance and garnishee orders, proceeds on the 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. 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

		2021/22			2020/21		
Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	
Administration	134,559	121,947	12,612	128,597	121,637	6,960	
Leadership and Management Practices	49,773	49,728	45	47,308	47,272	36	
Monitoring and Evaluation	44,267	41,668	2,599	40,382	38,543	1,839	
Integrity and Anti-Corruption	57,672	52,428	5,244	57,493	53,704	3,789	
Total	286,271	265,771	20,500	273,780	261,156	12,624	

The final appropriation budget for the PSC for the 2021/21 financial year was R273.8 million and actual spending amounted to R261.2 million which represents 95.4 per cent. For the year under review, the final appropriated budget was R286.3 million and actual spending amounted to R265.8 million or 92.8 per cent of the budget.

The spending variance between the final appropriation and the actual expenditure was mainly due to vacant posts that drove underspending on the Compensation of Employees. On Goods and Services, there was underspending due to reasons attributed to savings generated on operational costs as a result of the Commissioner's vacant post and rotational work during the COVID-19 pandemic.

Unauthorised, fruitless and wasteful expenditure

No unauthorised, fruitless and wasteful expenditure was incurred during the period under review ending 31 March 2022.

The 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 2021/22 financial year.

Discontinued activities/activities to be discontinued

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

New or proposed activities

No adjustments were made to the Annual Performance Plan for the 2021/22 financial year.

Supply Chain Management

A total of three bids were listed in the Procurement Plan for the 2021/22 financial year. The progress is as follows:

- Appointment of a Travel and Accommodation Management Company to conduct travel and accommodation arrangements for 36 months.
- A request was made to SITA, as a mandatory service provider, for the
 procurement of the following service, the appointment of a service provider
 for the supply, delivery and installation of a new Voice over Internet Protocol
 (VoIP) System, VoIP Maintenance of the solution for 36 months and the bid
 was not awarded by the end of the financial year.
- Procurement of an asset bar-coding system including maintenance and support for 24 months was not advertised and as a result, it was not awarded by the year-end.

Upon application for condonation with the Office of the Chief Procurement Officer at the National Treasury, condonation approval to regularise irregular expenditure contract amount of R 2 411 701 was secured.

Gifts and donations received in kind from non-related parties

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

Exemptions and deviations received from National Treasury

No exemption from the PFMA or Treasury Regulations (TR) 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 reporting date.

On 25 April 2022, a letter of demand was served on the OPSC from the Attorneys of one of the OPSC employees in which the employee is alleging damages and making a claim amounting to R 6 366 675.00.

The claim is still in the process of investigation. This claim is reported for noting and the PSC will defend its rights at the appropriate forum.

Other Matters

There were no other material facts or circumstances to be reported.

Acknowledgements, Appreciation and Conclusion

I would like to thank the PSC for the confidence it showed in me to serve as the Accounting Officer of the OPSC during the period under review. Furthermore, I would like to thank the members of the PSC under the leadership of the Chairperson, Professor Somadoda Fikeni, for availing of their knowledge and wisdom.

I would also like to thank all the PSC stakeholders for their continued support and cooperation. My gratitude also goes to the Audit Committee, under the leadership of Mr L Mere, for providing guidance and ensuring that the PSC remains the custodian of good governance in the Public Service as well as exemplary in the manner it conducts and manages its financial resources.

To Team PSC, thank you for your unwavering support and commitment to 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.

ADV. DINKIE P. DUBE

ACCOUNTING OFFICER

OFFICE OF THE PUBLIC SERVICE COMMISSION

DATE: 28 September 2022

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 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 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 2022.

Yours faithfully

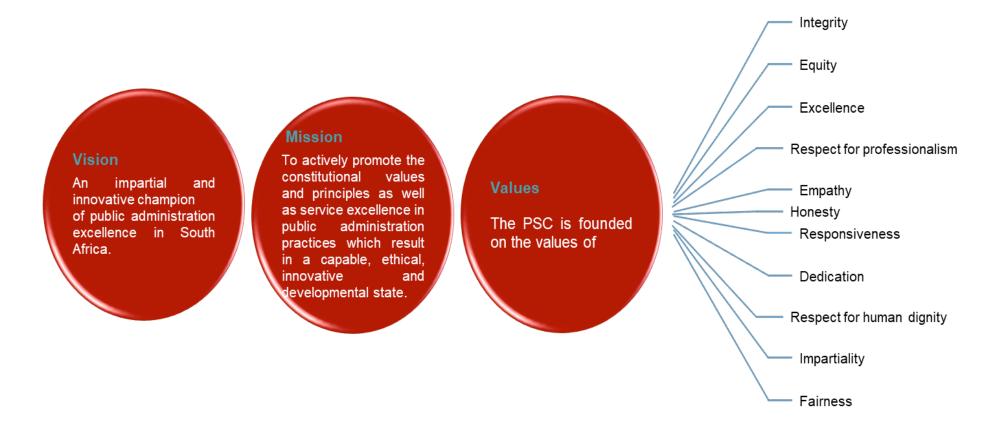
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ADV. DINKIE P. DUBE

ACCOUNTING OFFICER

DATE: 28 September 2022

6. STRATEGIC OVERVIEW



7. I FGISLATIVE AND OTHER MANDATES

Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Section 196 of the Constitution, 1996, 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:

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

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



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 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 findings 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)
investigate and evaluate the application of personnel and public administration practices and report to the relevant Executive Authority (EA) and legislature;	
investigate grievances of employees in the Public Service concerning official acts or omissions and recommend appropriate remedies;	
monitor and investigate adherence to applicable procedures in the Public Service; and	
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 as 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:

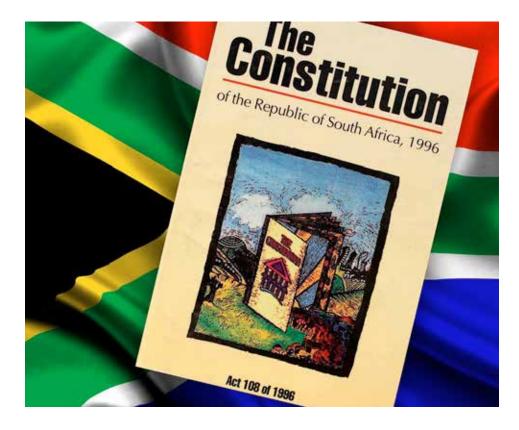
Table 4: Key responsibilities

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:
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.	Constitution: 196 (4) (f)
Call upon and administer oath/accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry.	PSC Act: 10 (2) (b)
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the Public Service Act.	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35
Front reads	Evaluate the organisation, administration and personnel practices of the Public Service.	Constitution: 196 (4) (b)
Evaluate	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)
	The additional powers or functions prescribed by an Act of Parliament.	Constitution: 196 (4) (g)
Exercise/perform functions	The powers and the duties entrusted to it by the Constitution, the PSC Act and the Public Service Act. Its powers and perform its functions without fear, favour or prejudice.	
Inspect	Departments and other organisational components in the Public Service.	PSC Act: 9

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION		
	The organisation, administration and 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.			
Investigate	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)		
	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35		
legua divactione	Aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195.			
Issue directions	Contemplated in Section 196 (4) (d) of the Constitution to ensure compliance with the Public Service Act.	Public Service Act: 5 (8) (a)		
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		
	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relates.	PSC Act: 11 (a)		
Make rules	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.			
	On how 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 how be kept.			
M - 5	The organisation, administration and personnel practices of the Public Service.			
Monitor	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.			

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS			
Promote	Values and principles, as set out in Section 195, throughout the Public Service.	Constitution: 196 (4) (a)		
	values una principies, as set out in section 193, unoughout the rubile service.			
Propose measures	Measures to ensure effective and efficient performance within the Public Service.			
·		196 (4) (c) Constitution:		
D	Appropriate remedies regarding the investigation of grievances of employees in the Public Service			
Recommend	That an EA acts in terms of a particular provision(s) of the Public Service Act or any other law.	196 (4) (f) Public Service Act: 35		
	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)		
		Constitution:		
	To the relevant EA and legislature on the application of personnel and public administration practices.			
	At least once a year to the National Assembly.			
	At least once a year in respect of its activities in a province, to the legislature of that province.			
Report	The PSC is responsible for reporting on the level of compliance as well as trends in financial misconduct in the Public Service.			
	As part of conducting its oversight work, the PSC also reports to Parliament. The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the Department of Public Service and Administration and the PSC on the outcome, including –			
	(a) the name and rank of the official against whom the proceedings were instituted;			
	(b) the charges, indicating the financial misconduct the official is alleged to have committed;			
	(c) the findings; (d) any sanction imposed on the official; and			
			(e) any further action to be taken against the official, including criminal charges or civil proceedings.	
	Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry.		
Julimons				
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF	PSR, 2016, Chapter 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". The PSC operates in terms of the PSC Act, 1997². The Act provides for the regulation of the PSC about:

- 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).

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

Policy Mandates

The strategic focus of the PSC focuses 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 concerning the MTSF is to contribute to "Building a capable, ethical and developmental State" as espoused in Priority one 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, 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 summonsing 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 summonsing of witnesses in 2002. The rules provide for the process that should be followed when a person is summoned 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 their 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.

8. ORGANISATIONAL STRUCTURE

Members of the Public Service Commission:



Prof. S Fikeni Chairperson of the Public Service Commission



Dr. MS Leballo (Commissioner, North West)



Adv. RK Sizani (Chairperson) term expired on 31 January 2022



Dr. WH Boshoff (Commissioner, Free State)



Mr. L Goosen (Commissioner, Western Cape)



Dr. TB Luthuli (Commissioner National Office) term expired on 15 January 2022



Ms. LV Sizani (Commissioner, Eastern Cape)



Mr. A Gxoyiya (Commissioner, Northern Cape)



Ms. PC Nzimande (Commissioner National Office) term expired on 31 January 2022



Mr. MR Sekonya (Commissioner, Limpopo)

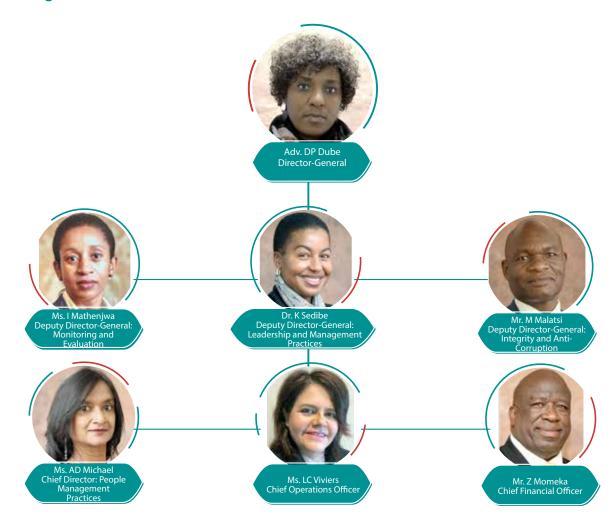


Ms. Y Bacus (Commissioner, KwaZulu-Natal), with effect from 1 November 2021



Mr. MH Seloane (Commissioner, Gauteng), term expired on 28 February 2022

Members of the Executive Management of the OPSC:



9. ENTITIES REPORTING TO THE COMMISSION

There are no entities reporting to the PSC.

PSC AT A GLANCE











Complaints
409 (254 were
closed
155 in progress)



Grievances
558 cases
157 carried over
from 2020/21



NACH
1 563 case files
were generated



Inspections
9 Reports were
produced



PART B: PERFORMANCE INFORMATION

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 132 - 137 of the Report of the AGSA, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

As South Africa continues to navigate the trying times due to the economic downturn, the continuous fight against the COVID-19 pandemic and the looting that took place in KwaZulu-Natal and Gauteng in July 2021 added more pressure to the already shrinking economy. These are some of the major events that have negatively impacted the spending of the government where resources had to be deviated to assist in the restoration of the affected provinces. Furthermore, the State Capture Commission chaired by Chief Justice Raymond Zondo has revealed the dangers of fraud and corruption. It is under these difficult moments that the PSC is more than ever before expected to shield the public service from acts of fraud and corruption by

thoroughly implementing its Constitutional Mandate. The PSC is expected to promote constitutional values and principles as enshrined in chapter 10 of the Constitution of the Republic of South Africa. The implementation of this important mandate had to be conducted under a shrinking budgetary allocation to the PSC due to the challenges alluded to above.

During the year under review, the PSC in line with the Covid-19 regulations had to allow employees to work from home in order to control the spread of COVID-19. For the year under review, the PSC had planned to implement 23 annual targets. A total of 22 annual targets have been achieved, with programmes two, three and four achieving all of their annual targets. The Administration Programme experienced some challenges in the area of paying service providers within the targeted time frame of 7 -14 working days. The PSC was not able to achieve 100% of the payment of invoices within 7-14 working days. The reason for the non-achievement of this important target was due to amongst others employees getting infected with COVID-19. With the easing of the COVID -19 restrictions, the PSC decided that employees must return to the office on a full-time basis. Additionally, the PSC decided to revise the measurement of payment of invoices from 7-14 working days to a measurement of paying suppliers within 30 working days as per the National Treasury Regulations.

The PSC further conducted several ad-hoc projects to support the Commission in its operations. This has seen the PSC stepping up in terms of ensuring that the footprint of the PSC was seen and felt within various structures of government such as the Portfolio Committee and Provincial Legislatures.

2.2 Service Delivery Improvement Plan

Table 1: Main services provided and standards

Main Services	Beneficiaries	Current/ Actual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	Public servantsGovernment departments	75% (As at 31 March 2021, there were 677 grievances registered and 511 (75%) were concluded)	65%	As at 31 March 2022, 558 grievances were registered on the database and 407 (73%) were concluded. Of the 407, 335 (82%) were concluded within 30 and 45 working days of receipt of all relevant information.
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	National and provincial legislaturesPublic servantsGovernment departmentsPublic	69% (As at 31 March 2021, there were 334 complaints on the database, of which 230 (69%) were finalised and 104 were in progress.	60%	As at 31 March 2022, there were 409 complaints on the database, of which 254 (62%) were finalised and 155 (38%) were in progress.

Table 2: Batho Pele arrangements with beneficiaries

Main Services	Current/Actual Arrangement	Desired 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	
	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	Informal mediation was used	
	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification	Informal mediation was used	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements	
	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 within 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof	85% of grievances were acknowledged within 48 hours of receipt thereof by the Chief Directorate due to the 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 the level of service was received.	
	Assist the aggrieved employee in completing the Grievance Form	Assist the 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 are 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/ Heads of Departments (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 558 grievances had been lodged at the National Office and Provincial Offices of the PSC	
	Information			
	Aggrieved employee and Executive Authority (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	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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 the status of investigation regularly.	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
	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 the 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 the 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 the implementation of recommendations	Follow up on the implementation of recommendations	Follow up on the 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

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Value for money		
	Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances	From the 558 grievances registered on the PSC's database, 407 (73%) were concluded in consultation with departments and aggrieved employees and following the 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 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 558 grievances lodged, 496 were for levels 2 - 12 of which 369 (74%) were concluded in the year under review. Of the 369 concluded cases, 307 (83%) 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 558 grievances lodged, 62 were for SMS members of which 38 (61%) were concluded in the year under review. Of the 38 concluded cases, 28 (74%) cases were finalised within 45 working days
Investigations conducted	Consultation		
either of its own accord or on receipt of any complaints lodged and requests made	Liaise with complainant during the investigation	Liaise with complainant during the investigation	Investigators liaised with complainants during investigations, where necessary, e.g. where additional information was required
	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Investigators and/or Commissioners liaised with all relevant departments during investigations
	Submit provisional investigation report to the EA/HoD for comment	Submit provisional investigation report to the EA/HoD for comment	Provisional investigation reports were submitted to EAs and/or HoDs for comment
	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	All EAs and/or HoDs were provided with an opportunity to comment within 30 days from date of receipt of the provisional report. In some cases, responses were not received from EAs and/or Heads of Department within the stipulated time frame

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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
	Complaints Rules may be circulated to stakeholders upon request	Complaints Rules may be circulated to stakeholders upon request	upon request. With regard to mode of receipt, complaints are received via post, e-mail, short message service, fax, telephone or in
	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	person and are lodged in any official language (As at 31 March 2022, there were 409 complaints on the database, of which 254 (62%) were finalised and 155 (38%) were in progress)
	Complaints can be lodged at the National Office or any Provincial Office	Complaints can be lodged at the National Office or any Provincial Office	
	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
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	where they are contactable
	Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form	
	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

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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 complainant's 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 the date of receipt of complaint that the PSC will not investigate it.	
	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	Desired Arrangement	Actual Achievements
	Follow up on implementation of recommendations and the issuing of directions.	Follow up on implementation of recommendations and the issuing of directions.	
	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.	As at 31 March 2022, there were 409 complaints on the database, of which 254 (62%) were finalised and 155 (38%) were in progress

Table 3: Service delivery information tool

Current/Actual Information Tools	Desired Information Tools	Actual Achievements
In order to ensure wider accessibility, the PSC reports are distributed to stakeholders.	In order to ensure wider accessibility, the 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.		All complaints handled during the reporting period that were lodged were recorded on a database and responded to within the allocated time frames.

Table 4: 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 2021/22 financial year, six of the fourteen posts of Commissioner were vacant. The details of these positions are as follows:



- a) Four posts at national level, 1 vacant from 25 April 2019 and 3 becoming vacant in January 2022
- b) Two posts at provincial level:
- Mpumalanga, vacant from 1 April 2019; and
- Gauteng, vacant from 28 February 2022

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. The vacancies 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. To ensure that service delivery was not

affected as a result of the vacant positions, Commissioners were assigned as Caretaker Commissioners for Mpumalanga and Gauteng provinces. The PSC is grateful to these Commissioners for accepting the additional responsibility to ensure the execution of the PSC's mandate in these provinces.

With effect from 1 October 2021, Adv Dinkie P. Dube was appointed as Director-General (DG) of the Office of the PSC. Adv Dube is an Advocate of the High Court with an LLM, LLB and BA from the University of Witwatersrand. Overall, she has 20 years of experience in the public sector in various investigative bodies, and extensive experience in complaints handling, dispute resolution and investigations. She has been employed in various Institutions Supporting Democracy, such as the Public Protector, Independent Communication Authority of South Africa, South African Human Rights Commission and Commission for Gender Equality.

Ms I Mathenjwa, Deputy Director-General: Monitoring and Evaluation, acted as Director-General for the first six months of the reporting period. She has done the PSC proud in steering its office during this period.

Other critical positions that were filled during the financial year include the Chief Director: People Management Practices and Director: Planning, Monitoring and Reporting. In addition, the extensive list of compliance requirements regarding 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 the PSC's reports, placing strain on our limited capacity in the PSC's Litigation and Legal Services Directorate which consist of only two officials. This has been compounded by the extensive work done during the period under review to amend the Business Case for the Institutional Practice Review, conduct the Socio-Economic Impact Assessment on the Bill and finalisation of the Sixth Draft PSC Bill.

The ergonomics of some provincial offices are not conducive to the occupational health and safety (OHS) of employees. The support from the Department of Public Works and Infrastructure (DPWI) has been inadequate and has forced the PSC to allow more employees 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 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.



2.4 Key Policy Developments and Legislative Changes

2.4.1 PSC Amendment Bill

The PSC has been engaged in an Institutional Practice Review (IPR) process over the past decade in respect of the efficacy, desirability and legal compatibility of an independent constitutional institution being supported by a Public Service department. The need for the IPR emanated from discussions within the PSC which revealed that the PSC's stakeholders are of the view that the independence of the PSC is not best served by the OPSC being a Public Service department. The PSC is supported by a national department headed by a Director-General, who is also an Accounting Officer in terms of the Public Service Act and the Public Finance Management Act. The National Development Plan (NDP) specifies that there is potential for the OPSC's status as a Public Service department to compromise the PSC's independence. A comprehensive amendment of the PSC Act will be necessary to address some of the constraints to the independence of the PSC. Other legislation having a bearing on the work of the PSC will also need to be amended.

The PSC engaged with the DPSA on the Business Case for the 'Repositioning of the Office of the Public Service Commission from a Department to a Secretariat to strengthen the PSC governance and impact as well as the Expansion of the mandate of the PSC to include Local Government and Public Entities and the draft PSC Bill. The PSC Bill was also consulted extensively with the former Ministers for Public Service and Administration, DPSA officials and The Presidency in respect of the Socio-Economic Impact Assessment required in this regard.

The PSC subsequently submitted the sixth draft of the PSC Bill to the Office of the Chief State Law Advisor and a legal opinion in March 2022 was provided in support of the PSC Bill 2022. The PSC Bill was supported subject to minor amendments which were subsequently considered.

3. ACHIEVEMENT OF PSC IMPACTS AND OUTCOMES

The progress presented below is sourced from the approved strategic plan for the period 2020 -2025, including aspects of the amended strategic plan during the 2021 planning cycle.

Table 5: Report on five-year Strategic Plan: Outcome 1

OUTCOME 1	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
An improved service delivery culture in the Public Service	% increase in departmental compliance with CVP's	10% increase against baseline	For the 2021/22 Financial Year (FY) the PSC focused on creating a common understanding among departments through departmental engagements that provide a snapshot of the performance of departments against a selection of performance indicators to measure compliance with the Constitutional Values and Principles (CVPs).
An improved service delivery culture in the Public Service	% compliance with financial disclosure framework by SMS members in the Public Service	98%	The PSC has scrutinised 100% of disclosure forms submitted by the HoDs.

Table 6: Report on five-year Strategic Plan: Outcome 2

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT		
Sound leadership practices in the Public Service	Percentage of investigations on grievances of employees on salary levels 2-12 concluded within 30 working days from the date of receipt of all relevant information.	Medium Term Target in the APP: 60%	As at 31 March, 558 grievances were registered on the database of which 496 were for levels 2-12. Of the 496 cases, 369 (74%) were concluded. O the 369, 307 (83%) were concluded within 30 working days of receipt of all relevant information.		
	Percentage of investigations on grievances of SMS members concluded within 45 working days from the date of receipt of all relevant information.	Medium Term Target in the APP: 60%	The 558 cases on the database included 62 SMS cases, of which 38 (61%) were concluded, with 28 (74%) of those being concluded within 45 days of receipt of relevant information.		

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
	Public-service professionalization is enhanced through the effective implementation of HRM prescripts.	Year 1: 10 has been removed from the APP Year 2: 10 has been removed from the APP Years 3 -5: 30 (10 per year depending on extent/ magnitude of lockdown).	Although strategic engagements were not included in the APP due to the uncertainty created by the COVID-19 pandemic, the PSC managed to convene several engagements. Specifically, in May 2021, a webinar was convened to discuss the PSC's draft report on the Effectiveness of Continuous Employee Development in the Public Service and to solicit additional inputs to tighten the final report. The webinar was attended by national and provincial departments as well as representatives of universities and professional associations. In addition, ten (10) information sharing and capacity-building workshops were convened for national and provincial departments to deliberate on the draft findings and recommendations from the Ethics in recruitment and selection processes in the Public Service report. Feedback from the workshops was incorporated into the final report.
	Ethics Management Framework institutionalized in the Public Service	Year 1-2: Conduct ethics survey with remaining government clusters (social, economic and governance) Year 2-3: Conduct feedback sessions on departments already surveyed to	The purpose of the study was to identify the strength and weaknesses of the measures the departments have put in place to promote a high standard of professional ethics particularly in compliance with Regulations 22 and 23 of the Public Service Regulation (PSR) 2016. In the financial year 2021/22, the study focused on Economic, Investment, Employment and
		promote ethics Year 3: Develop compliance standards on ethics	Infrastructure Development, Governance, State Capacity and Institutional Development, Financial and Administration Services, and Central Government Administration Clusters. A total of 95 national and provincial departments took part in the study.
		Year 4-5: Monitor the implementation of the standards	

Table 6: Report on five-year Strategic Plan: Outcome 3

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	These reports include in-app graphs and states generated for reporting purposes. The database views on IGCMS used for the in-app graphs and statistics have been accessible to the Examples of products generated using					
		Statistics generated are accurate and reliable						
	% implementation of PSC recommendations by departments	60% (cumulative)						
			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

Table 6: Report on five-year Strategic Plan: Outcome 4

OUTCOME 4	OUTCOME INDICATOR	FIVE YEAR TARGET (CUMULATIVE)	PROGRESS
A strong & well- functioning PSC	% implementation of decisions of Plenary, EXCO, MANCO	80%	The overall performance of 63% implementation of decisions taken at Plenary, EXCO and MANCO has been achieved. • Plenary made 105 decisions and 67 of these decisions were implemented (64%) • EXCO took 4 decisions and currently work is progressing well to achieve these decisions. • MANCO took 18 decisions and 11 of these decisions were implemented (61%)
	A skilled workforce in identified areas	Year 1: Conduct skills audit and develop a training plan aligned to identified areas Year 2 to Year 5: 50% implementation of training plan	A total number of 148 employees attended Skills Training Programmes during the year under review, this translated to 56% (148/251). In addition, the Terms of Reference for the Skills Training Programme are in the process of being finalised to align with the revised vision and mission of the PSC. During the year under review, a skills audit was conducted with the IT staff. IT has proven to be a key enabler in ensuring business continuity. This was proven during the hard lockdown when Covid-19 first broke out. It is therefore imperative to ensure that the PSC has a capable IT Team to support business continuity. Through the SMS competency assessment outcomes, training needs continue to be identified for new SMS joining the PSC. Another criterion used to identify skills gaps are the performance development plans of staff. During the previous financial year, a total number of 115 staff attended short training programmes and 34 officials were awarded bursaries. Lastly, training has been taking place and bursaries have been awarded since the beginning of the 6th Administration.

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



Table 7: Outcomes, outputs, output indicators, targets and actual achievements for Programme 1

	Programme 1: Administration							
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
A strong & well- functioning PSC	Unqualified audit outcome opinion	Unqualified audit outcome opinion obtained	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	None	None
	Percentage of valid invoices paid within 7-14 working days of receipt	Percentage of valid invoices paid within 7-14 working days of receipt by March 2022	100%	99.97% (3 683 of 3 684 valid invoices paid within 30 days of receipt)	100%	88% A cumulative total of (4567 of 5192) of valid invoices were paid within 14 days of receipt.	(12%)	 The entire SCM Directorate was either infected or exposed to Covid-19. This necessitated office closure for about two weeks. Unfortunately, the payment process chain was impacted negatively. The OCFO had set a very high standard, a reduction of payment days from 30 to 14 days was a challenge to meet.
	Promotion of Access to Information Act, Section 15 Notice submitted	Promotion of Access to Information Act, Section 15 Notice submitted to DoJCD by March 2022	PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD	Section 15 Notice of PAIA submitted to DoJCD in March 2021	Section 15 Notice of PAIA submitted to DoJCD in March 2022	Achieved	None
	Percentage of B-BBEE suppliers appointed	Percentage of B-B-BBEE suppliers appointed by March 2022	58%	62%	40%	62% B-BBEE suppliers were appointed for the period under review	Target exceeded by 22%: due to the majority of service providers selected were 100% B-BBEE compliant	None

	Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations	
	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 the DG in ensuring that administrative, including secretarial, liaison and logistical support is provided for 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 her duties as demanded by relevant pieces of legislation.

The Directorate: Planning, Monitoring and Reporting is mandated to coordinate strategic management within the office. This work starts with organising a high-level Strategic Planning Session wherein the Chairperson provides the marching orders for the year ahead. This is preceded by the development of the PSC Annual Performance Plan (APP) and or the amendments to the Strategic Plan where necessary. These planning documents must be implemented following the approval by the Chairperson for tabling in Parliament in March of each year. The Directorate is also assigned the responsibility of monitoring and reporting on the implementation of the planning documents. Quarterly reports are analysed, consolidated and tabled at various forums within the OPSC following approval by the Accounting Officer. During the year under review, the PSC monitored the implementation of the APP and produced reports that were submitted to the Department of Planning, Monitoring and Evaluation as well as the National Treasury within stipulated timeframes.

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 on human resources in the PSC under Part D of the Annual Report.

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 PSC continued to compile and release its quarterly bulletin, the Pulse of the Public Service through the media briefings as part of a broader strategy to increase its visibility. Media statements on various public service matters were issued as and when necessary. For instance, the following were some of the media statements issued during the reporting period:

- Call for Public Servants to uphold the Constitutional Values and Principles in the conduct
- Killing of whistle-blowers an attack on the professionalization of the Public Service
- Collaboration between the PSC, National Planning Commission, the National School of Government and the United Nations Development Programme regarding efforts to build State Capability

- Role of the PSC in lifestyle audit project
- COVID-19 pandemic, July unrest and implications for the Public Service
- Commemoration of International Anti-Corruption Day

The community outreach programme is a conduit that the PSC uses to unlock government services with the view to assist the community. For example, during the reporting period, the PSC in the Eastern Cape in partnership with the Department of Employment and Labour, Home Affairs and the Independent Electoral Commission of South Africa hosted a service delivery community engagement at the Link Location in Mthatha.

The Unit: Security Services provide 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 results of the vetting process from the State Security Agency remain a challenge as responses take too long. 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. Nonetheless, Office Accommodation remains a challenge in the department, especially in Provinces. The OPSC is dependent



on the Department of Public Works and Infrastructure. Some Provincial Offices are not fully conducive in respect of Occupational Health and Safety. However, where possible, attempts are made to ensure that officials feel safe and secure. The state of records management is in dire need of improvement and migration to electronic systems.

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 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 reporting period 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 Directorate: Supply Chain Management uses the Logistical Information System for procurement.

Linking performance with budgets

Table 8: Sub-programme expenditure

		2021/22		2020/2021				
Sub- Programme Name	Final Actual Appropriation Expenditure		(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure		
	R′000	R′000	R′000	R′000	R′000	R′000		
PSC	19,828	18,663	1,165	23,282	17,901	5,381		
Management	16,428	16,150	278	17,943	17,934	9		
People Management Practices	28,528	24,922	3,606	23,420	23,352	68		
Chief Financial Officer	46,266	38,930	7,336	41,150	39,649	1,501		
Property Management	23,509	23,282	227	22,802	22,801	1		
Total	134,559	121,947	12,612	128,597	121,637	6,960		

Strategy to overcome areas of underperformance

One target outlined in the APP was not met, namely the 100% payment of valid invoices paid within 7-14 working days of receipt. In order to overcome underperformance, the Management has since decided that the measurement must be on payment of suppliers within 30 days following the receipt of an invoice.

Reporting on the Institutional Response to the COVID-19 Pandemic

ABusiness 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, including organised labour. The Committee agreed on Standard Operating Procedures on suspected or positive cases.

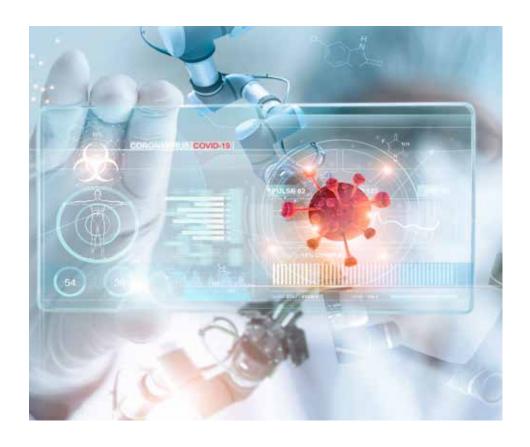


Table 9: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries	Disaggregation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention (R'000)	Contribution to the Outputs in the APP	Immediate outcomes
Administration	PPE to ensure the health & safety of	Commissioners & employees at	Commissioners:	Commissioners and employees	422	422	Ensure health and safety of employees	Health and safety of employees is
	employees	national & provincial level within each Programme	Office of the DG:	of the OPSC			to deliver on APP	prioritized in line with the COVID-19 Business Continuity Plan
			COO:				and Operational Plan targets	
			CD: PMP:				Plan targets	
			CD: CFO:					
Leadership &			LMP:		0	0		
Management Practices			NC Office:					
ractices			GP Office:					
			LP Office:					
Monitoring &			M&E:		0	0		
Evaluation			WC Office:					
			FS Office:					
			NW Office:					
Integrity & Anti-			IAC:		0	0		
Corruption			EC Office:					
			MP Office					
			KZN Office:					

4.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES



Dr K Sedibe Deputy Director-General: 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

Table 10: Outcomes, outputs, output indicators, targets and actual achievements for Programme 2

		Progra	amme 2: Leader	ship and Manage	ement Practice			
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
Sound management and leadership practices in the public service	Employer employee relations governance improved through investigation and conclusion of grievances referred to the PSC by EAs and employees in the Public Service.	Percentage of grievances finalised within 30 days (for levels 2-12) of receipt of all relevant information	84%	76%	65%	83%	The target was exceeded by 18%, although in absolute terms, the PSC concluded fewer cases than in 2020/2021 and previous two financial years	Revised targets due to continued impact of COVID-19 and fewer grievances being referred to the PSC
	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	92%	86%	65%	74%	Target exceeded by 9%, although in absolute terms, the PSC concluded fewer cases than in 2020/2021 and previous two financial years	Revised targets due to continued impact of COVID-19 and fewer grievances being referred to the PSC
	Reports on leadership and human resource management practices.	Number of reports on leadership and human resource management practices.	2	3	2	2	None	None

	Programme 2: Leadership and Management Practice											
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations				
	Monitoring the management of grievances and efficiency of the grievance procedure in the Public Service and provide advice to departments.	Number of reports on the management of grievances in the Public Service produced.	3	3	3	3	None	None				
	Improved sound labour relations in the Public Service.	Number of grievance communique produced.	2	2	2	2	None	None				

The Sub-programme: Labour Relations Improvement contributes toward the improvement of sound labour relations in the Public Service by investigating referred grievances that could not be resolved between departments and their employees and making recommendations, monitoring grievance management by national and provincial departments, and providing advice to employees and departments.

Sound labour relations is, to a large extent, dependent on compliance with applicable prescripts as well as effective leadership and management. Unfortunately, prescripts and internalised management practices are more reliant on some level of predictability in a stable but changing environment. The onset and prolonged fight against COVID-19 in the past 24 months has highlighted weaknesses with the 'familiar and known' prescripts and practices and has also had an impact on the labour relations environment, as demonstrated by, amongst others, protracted negotiations over conditions of service and litigation between the employer and Public Service employees. Specifically, the

negative impact of COVID-19 on the economy and job losses will heighten tensions between the employer and employees in the medium term due to the lack of agreement on mechanisms to enhance productivity without increasing the wage bill, and simultaneously neutralise the negotiation power-base of each party, thus resulting in increasing reliance on the courts to resolve public sector labour relations matters.



Equally, although remote and hybrid work arrangements formed an integral part of measures to reduce the spread of COVID-19, not all employees were permitted to adopt these new ways of working. This meant that employees whose services can only be rendered at the place of work, such as cleaners, security guards and operators of transversal systems that cannot be accessed remotely, had to report for duty daily. The non-application of the hybrid approach to some employees has contributed to views that the system promotes unfairness and inequality, especially in the absence of well thought and properly negotiated norms and frameworks. In addition, the lack of a system to determine the cost-benefit analysis of the hybrid system on the employer and employees resulted in some employees being provided with specialist tools of trade such as laptops and data allowances to facilitate remote working, whereas employees who reported for duty daily were not provided with such tools of trade and yet they were expected to receive urgent communication from the employer. While the PSC does not have the mandate to set norms or to intervene in negotiations and litigation processes, it is better positioned to advise on, and advocate for, what is in the best interest of employees, especially in respect of the government's obligation to deliver on its mandate, whilst adhering to the constitutional values and principles.

As such, the PSC engaged with various departments to ensure that compliance with the COVID-19 regulations does not have an adverse effect on the recipients of government services and to explore strategies to enhance the efficient use

of government resources, especially on matters related to short-term contract appointments and discipline management in the Public Service. In addition, the PSC published two volumes of the Grievances Management Communique to provide advice to departments and employees on how to enforce arbitration awards and labour court orders, how to minimise grievances and how to improve supervisor/supervisee relationships. In addition to its advisory and advocacy role, the PSC continued to play a critical role in investigating referred grievances that could not be resolved between departments and their employees and making recommendations.

As illustrated in Figure 1 below, during the 2021/22 financial year, the PSC had 558 grievance cases registered on its database, which is a 17,6% reduction when compared with the 2020/2021 statistics and a 30,8% reduction from the 2019/2020 figures. The decrease in the number of grievances referred to the PSC is consistent with a decrease in the number of grievances lodged at departments. According to the PSC's Grievance Management Factsheet for the period 01 April 2020 to 31 March 2021, 7399 grievances were reported by national and provincial departments, which represents a 27,6% decrease from 10216 grievances reported for the 2019/2020 financial year. The decrease in the number of grievances lodged with departments and those referred to the PSC can be attributed to reduced contact between employees and supervisors due to hybrid working arrangements.

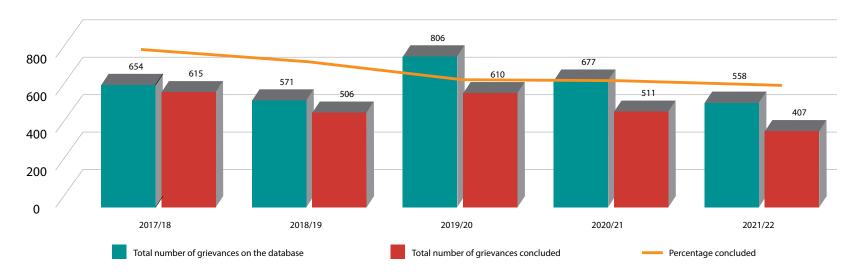


Figure 1: Trend analysis of grievances referred to the PSC between 2017/18 and 2021/22

Similar to the 2020/2021 financial year, the PSC continued to engage with aggrieved employees and departments mostly telephonically and via emails during investigations due to hybrid and rotational work arrangements and to ensure compliance with the COVID-19 lockdown measures. However, as the lockdown measures were being relaxed, a gradual introduction of a face-to-face consultation with the aggrieved employees was also introduced. The majority of grievances were resolved through internal resolution and/or withdrawal by the aggrieved following the intervention of the PSC, whereas few were dealt with through full-scale investigations. Delays were encountered in finalizing cases due to the inaccessibility of departmental representatives and aggrieved employees, as well as capacity constraints within the Office of the PSC as several employees were directly affected by COVID-19 and some had to deal with repeated instances of bereavement. As depicted in Figure 2 below, these challenges resulted in the PSC concluding 407 (73%) of the 558 cases registered in its database, which is a decrease in absolute numbers

and percentages when compared to the 511 (75%) and 610 (76%) grievances completed in the 2020/2021 and 2019/2020 financial years.

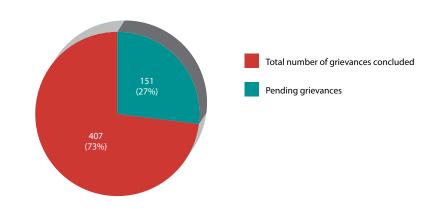
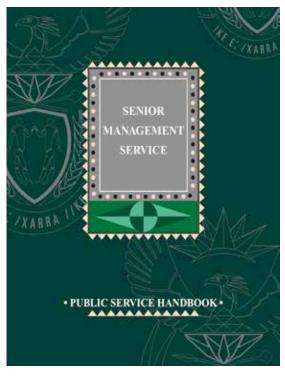


Figure 2: Number of grievances concluded and those that are pending

Similarly, of the 7399 grievances reported by national and provincial departments for the 2020/2021 financial year, 3661 (49,5%) remained pending, whereas, for the April to September 2021 six-month period, departments reported 4091 grievances, of which 2528 (61,8%) were concluded. ensure the effective resolution of grievances within departments, the Free State PSC Office and the Central of Technology University conducted a workshop on conciliation, mediation, negotiation and arbitration for labour relations officers from



all 12 provincial departments, while the Northern Cape PSC Office conducted a workshop on sexual harassment in the workplace for the Northern Cape Department of Education. In partnership with the Commission for Conciliation, Mediation and Arbitration, one workshop on workplace bullying was conducted for the Limpopo Provincial Treasury and Department of Transport. In Gauteng, the PSC Office made a presentation regarding grievance management for the Democratic Nursing Organisation of South Africa and another presentation was made to the newly appointed hospital Chief Executive Officers regarding compliance with legislation to ensure sound administrative action. The Western Cape PSC Office conducted workshops for labour relations and human resource officers at the Department of the Premier and Department of Health respectively to deal with grievance trends in the province and lessons learnt.

Presentations on the PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service, 2016, as well as the PSC 'Rules for Dealing with Grievances of Members of the Senior Management Service (SMS), including Heads of Departments' (Chapter 10 of the SMS Handbook) were made to all Mpumalanga provincial departments, the Northern Cape Department of Health and shop stewards from the national Department of Basic Education

The PSC will continue to engage with the DPSA on various labour relations matters and will also convene several strategic engagements and capacity building workshops for departments to address selected topical issues such as discipline management, performance management and unfair treatment.

The Sub-programme: Leadership and Human Resource Reviews contribute toward effective leadership and human resources management through research, advocacy, capacity building sessions and issuing of recommendations, directions and provision of advice. As such, during the reporting period, the PSC completed two research studies, initiated two additional studies, conducted information sharing and capacity development sessions and contributed towards ongoing policy discussions, reviews and debates through submissions and participation on various platforms.

The PSC's final report on the Effectiveness of Continuous Employee Development in the Public Service, which is accessible through the website (www.psc.gov.za), was preceded by a Webinar that was attended by national and provincial departments and representatives of several universities and professional associations. The purpose of the Webinar was to discuss the draft findings and recommendations and to use the outcome of the Webinar to strengthen the report. The findings and recommendations of the study will assist departments to develop and/or review their training and development policies in response to the current environment, especially, skills development

and the provision of systems and technological infrastructure to facilitate the adoption of the Fourth Industrial Revolution (4IR) platforms in order to support operations and service delivery. In preparation for the finalisation of the report on Ethics in Recruitment and Selection processes in the Public Service, the PSC convened information sharing and capacity building workshops for national and provincial departments to deliberate on the draft findings of the report with human resource managers and practitioners as well as labour relations practitioners, and to solicit additional inputs in order to strengthen the findings and recommendations. The engagements with departments highlighted the shortcomings of human resource managers and practitioners, circumstances that result in inconsistent and unethical practices and the need for a policy review in respect of recruitment, selection and employee transfer practices in order to contribute towards the realisation of a high standard of professional ethics in the Public Service. Work in this area was also complemented through the contributions made in the drafting of the Manual on Unlawful Instructions and Handling Ethical Dilemmas in the work place and a presentation on the role of ethics officers in ensuring a values driven Public Service at the Life-Style Audit Indaba in March 2022. The PSC also finalised an oversight report on the matching and placement of employees who were affected by the National Macro Organisation of Government for submission to the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evaluation. In addition, a draft report on the enablers and inhibitors of the senior managers' performance in the Public Service was produced and will be consulted on with stakeholders during the 2022/2023 financial year and the proposal to conduct an in-depth study on the impact of remote and hybrid working arrangements on employee productivity and service delivery was approved.

In response to a request from the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evaluation, the PSC made

a presentation on its findings, lessons and observations from various studies on recruitment selection practices Public Service, as as the impact of the Senior Management Service (SMS) competency framework appointing competent and capable candidates. The clarified the presentation importance of recruitment and selection, including competency assessment, in professionalising the Public Service. The PSC collaborate continued to with the National School of Government through various submissions, including, detailed inputs on the Draft Framework on the Professionalisation of



the Public Service, participation in the professionalisation work streams and on-going presentations on the Role of Accounting Officers in the Public Services as expressed in Law to selected Heads of Department as part of the Executive Leadership Support Programme: Etella. The Etella presentations will assist Accounting Offices in discharging their duties, whilst taking into consideration the underpinning constitutional values and principles, legislative imperatives, relevant procedures and their own administrative and moral obligations as leaders. Submissions were also made to the DPSA on the Public Service Amendment Bill and the Public Administration Management

Bill to ensure alignment between these prescripts and the Framework on the Professionalisation of the Public Service. With respect to employment equity, the PSC continued to collaborate with the Commission for Employment Equity, Government Pension Administration Agency, GEPF and Government Employee Pension Ombudsman (GEPO) through structured engagements.

Other additional deliverables by the Branch include the following:

- A concise paper in support of the launch of the Association of Former Directors-General in September 2021;
- A paper on *Public Service Human Resource Management and Development Practices: Alignment to the Professionalisation Framework* as part of the PSC's involvement in the Ministerial Task Team on Professionalisation of the Public Service:
- A paper on 'Professionalisation of the Public Service A Constitutional Imperative', presented at the 25th anniversary of the Constitution in September 2021,
- A paper on Reclaiming and Building a Capable, Ethical, Professional and Developmental State for a public lecture that took place in March 2022; and
- A concise speech in support of the Future of Work Indaba which was held in March 2022.
- The PSC notes that the relaxation of the COVID-19 lockdown stages during the 2021/2022 financial year has facilitated the gradual shift from remote and hybrid working to office-based working arrangements for many people, including public servants, in spite of calls for the need to fast-track the adoption of the fourth industrial revolution (4IR) and to learn from COVID-19. The PSC's preliminary assessment has revealed that the return to normality or office-based work in the Public Service is influenced by many factors, including amongst others, mixed views about the effectiveness or ineffectiveness of hybrid work arrangements especially from external

stakeholders' perspectives, non-availability of instruments to effectively manage and measure employee productivity as well as the general lack of readiness to institutionalise hybrid working arrangements because of the design of existing organisational structures, occupations, legislation and other secondary prescripts as well as internalised management practices. Therefore, efforts to institutionalise the 'new normal' has major reform and transformation implications and requires a lot of preparation, trial and error, honest collaboration between the employer, employees and various stakeholder groups as well as inputs from the recipients of government services. In the Public Service, the leadership and management required to achieve the right balance between operational efficiency, responsiveness to stakeholders, service delivery effectiveness and public service reform should be innovative, agile, transparent, exemplary and accountable. The PSC will contribute towards the ongoing debates about public administration reform, including the transition from normality to the 4IR and hybrid system, through its ongoing studies on professionalisation and public administration reform in the Public Service and the impact of remote and hybrid working arrangements on employee productivity and service delivery in order to influence policy development and review, organisational design and systems as well as human resource management and leadership practices.

Notwithstanding the fact that the 2021/22 targets were reduced during the 2020/2021 financial year following the onset of the COVID-19 pandemic, the Programme achieved all the annual targets that were set for the year under review and has further delivered on additional tasks in response to emerging priorities and requests from stakeholders. The gradual easing and subsequent termination of the national state of disaster have enabled the PSC to increase the annual targets for the 2022/2023 financial year.

Strategy to overcome areas of under-performance

None

Linking performance with budgets

Table 11: Sub-programme expenditure

		2021/22		2020/2021			
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	
	R'000	R′000	R′000	R′000	R'000	R′000	
Labour Relations Improvement	16,056	16,042	14	14,876	14,865	11	
Leadership and Human Resource Reviews	9,537	9,527	10	9,343	9,337	6	
Programme Manager: LMP	24,180	24,159	21	23,089	23,070	19	
Total	49,773	49,728	45	47,308	47,272	36	



4.3 PROGRAMME 3: MONITORING AND EVALUATION



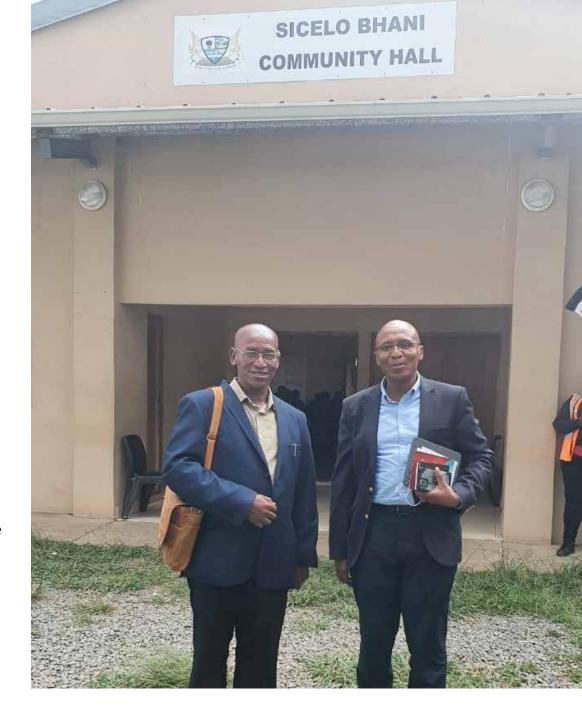
Ms. I Mathenjwa Deputy Director-General: Monitoring and Evaluation

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

Table 12: Outcomes, outputs, output indicators, targets and actual achievements for Programme 3

			Programme	3: Monitoring a	nd Evaluation			
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
An improved service delivery culture in the Public Service	Reports on changed public administration practices	Number of evaluation reports on the impact of changed practices	12 qualitative evaluation reports	25 quantitative evaluation reports	2	2	None	None
	Report on the implementation of service standards at selected facilities	Number of inspection reports on the implementation of service standards at selected facilities	New indicator	8	9	9	None	None
	Approved Section 196 (4) (e) Report produced by 31 March 2022	Number of approved Section 196 (4) (e)	-	1	1	1	None	None
	Report on selected service delivery processes/areas in Public Service	Number of report on selected service delivery processes/ areas produced	New indicator	New indicator	1	1	None	None
	Approved State of the Public Service Report produced by 30 September 2021	Number of approved State of the Public Service Report produced	New indicator	New indicator	1	1	None	None

	Programme 3: Monitoring and Evaluation										
Outco	ome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations		
		CVP engagements held	Number of CVP promotional engagements held	58	26	5	21	Target exceeded by 16	Due to the continued need to intensify a culture of professionalised, ethical and responsiveness through the embedding of the CVPs by the Public Service and compliance with the CVPs and holding Government accountable.		

The **Sub Programme: Governance Monitoring:** Establishing sound and good governance in the Public Service remains one of the key focus area of this programme. Good governance converges around principles such as accountability, participation, and responsiveness to the needs of the people, transparency and the rule of law. Section 195 of the South African Constitution outlines the principles governing public administration and how good governance ought to look like. To give effect to this work, the sub-programme has delved into the evaluation of the constitutional principles and a particular focus was given to the principles of "public participation" and "development orientation" during 2021/22 financial year. The purpose was to determine department's application of these principles with the overall aim of effecting changes to public administration practices.

In respect of public participation, the PSC found that when it occurs, it was still compliance-driven rather than achieving both the instrumental and intrinsic value of participation. Given the relatively well-developed public participation legal and policy framework in the country, the conclusion is surprising and

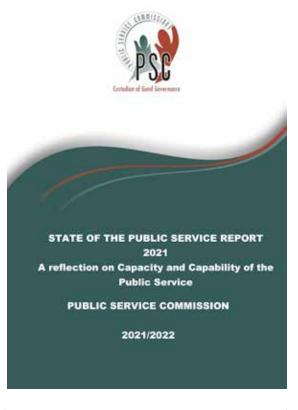
points to a greater need to focus on institutionalising public participation in the public sector, especially in the context of rising disaffection with government as evidenced by the high levels of protests. Communities were sometimes disempowered by public participation processes which were mostly pitched at informing and consultation rather than the involvement, collaboration and empowerment. Therefore, State organs must develop trust relationships with communities that they serve, conduct public participation in predominant languages of the communities and involve communities in decision making.

In relation to "development orientation", the PSC found that South African planning system has evolved over time however, the challenges of poverty, unemployment and inequality persist to be a huge challenge facing the people. Though most planning tools provide a frame, South Africa is still stuck in institutional fundamentalism with constraints placed by the necessary legal requirements that limit the creative thinking and in contrast with the transformation agenda. For instance, the short-medium term planning instruments tend to be geared towards reporting and auditing rather than

resolution of development problems. For the most part, the translation of the National Development Plan is yet to deliver the major reductions in poverty, unemployment, and inequality. The study argues that all public officials and public servants must be capacitated with an understanding and knowledge of what constitutes a development-oriented public administration to ensure that policies are implemented and developmental priorities achieved beyond the individual mandates of departments. Furthermore, the study recommends that institutions that play an administrative role are seen as active participants of the developmental agenda to enable service delivery agencies to achieve developmental goals, notwithstanding the role of statutory bodies such as institutions supporting democracy.

The 2021 State of the Public Service Report aims to facilitate greater dialogue on building capacity of the public service. The PSC has found that there are pockets of good and poor capacity and capability, which is neither unexpected nor remarkable. Analysis at a more granular level reveals a lot of variability between these opposite ends. Within this complexity, the report makes several findings on the state of the capacity and capability of the public service which have weakened over time, varies widely, with major deficiencies in many departments and specialisation existing side-by-side with pockets of strength and excellence. Inefficiencies in resource allocation and poor conversion of resources into outcomes in the public service are both a cause and manifestation of capacity and capability challenges. The report makes proposals on the need to stringent prioritisation between multiple policy priorities, use of partnerships as a mechanism for augmenting and/or building state capacity and the need to build institutional capability mechanisms such as the service ethos and policy certainty.

During the financial year under review, engagements were held with various Executive **Authorities** such the Ministers of a Ministers of a) Agriculture, Development and Rural Reform, Minister Land **Employment** of and Labour, Minister of Human Settlement. Minister Sport, Arts and Culture, Minister of Higher Education, Science and Innovation; and Minister of Department of Cooperative Governance Traditional Affairs and (CoGTA). The purpose of the engagements was largely to provide the PSC's assessment



of the performance of the portfolios under these Ministries, highlight areas of urgent attention and build working rapport.

The PSC data warehouse has maintained 100% updates on NACH data sets. Generated reports are published using Power-BI and are accessible through SharePoint. These reports include in-app graphs for reporting purposes. Examples of products generated using the Data Warehouse includes Departmental Profiles (presentations) used by Commissioners to engage with a department that provides a snapshot of how a department is performing against selected indicators to measure compliance with the CVPs and Public

Service Profile presentations which provide a snapshot of the State of the Public Service focused on selected indicators to measure compliance with the CVPs. Internal stakeholders were connected to Power-BI for access to executive reports online.

The Sub Programme: Service Delivery and Compliance Evaluations annually conducts announced and unannounced inspections of service delivery sites to evaluate service delivery from the perspective of citizens and identify service delivery challenges that can be addressed immediately. For 2021/22 financial year, the sub programme conducted unannounced inspections at selected Home Affairs service sites across the nine provinces at 58 sites to assess the level of accessibility and the extent to which services have been modernised to ensure the eradication of backlogs and long gueues. During these inspections, the PSC found that although the Home Affairs footprint enables the majority of citizens to access its services, the challenges experienced are mainly long queues and poor quality services. Many citizens at the visited offices in the Eastern Cape, Gauteng, KwaZulu-Natal, North West and Northern Cape travelled long distances to access services due to the non-availability of facilities within their neighbourhoods, the facilities not adequately capacitated, unavailability of certain services such as smart Identity Documents (IDs) and passports and the perception that offices in cities often provided efficient services. Further to this, the PSC found that the only automated services in the Department of Home Affairs were the issuance of Smart IDs and passports and these were provided at modernised offices only, which constituted to 81% of the inspected facilities.

The PSC participated in a visit to the Waterberg District Municipality 2021, as part of the partnership between the United Nations and the CoGTA initiative to support the implementation of the District Development Model (DDM). As part of the visit, the PSC conducted inspections at the Vaalwater and Mapela Thusong Service Centre. The PSC highlighted the need to harness coordination

and collaboration in the Public Service as critical levers of change in building state capacity and ensuring improved responsiveness envisioned by the DDM. In addition, 30 announced and unannounced inspections were conducted in schools, health facilities and Police Stations.

The PSC's Citizens Forum (CF) is a distinctly South African method of engaging citizens and focuses on the delivery of a particular programme at a given point. It involves the government working with citizens to propose practical measures to improve service delivery. In October 2021, a CF was held at Link Location in Mthatha, aimed at empowering community members with knowledge and information on how and where to access these much needed services. The PSC in partnership with various departments and institutions such as the Departments of Employment and Labour, Home Affairs and Independent Electoral Commission of South Africa converged on the day and more than 1000 people received various government and non-government services.

The PSC further conducted a study on the assessment of various support mechanisms established across government to address both social and economic challenges that were created by the COVID-19 Pandemic. This study sought amongst others to determine the extent of the mitigating interventions to ensure that there were lessons learnt to improve government's response in confronting future Pandemics.



This study found that the COVID-19 mitigating mechanisms implemented were relevant, although several challenges were encountered. The main challenge across institutions relates to whether or not resources and/or assistance reached the intended beneficiaries. Furthermore, the need for swift decision-making and spending left little room for evidence-based decision making and transparency within and between government departments. The implementation of the COVID-19 Temporary Employee/Employer Relief Scheme was hampered by long-standing systemic operational and capacity challenges that undermined its effectiveness. Sometimes delaying payments to the point when businesses were forced to close down due to a lack of timely support. People residing in rural and peri-urban areas encountered far greater challenges in accessing the special COVID-19 Social Relief of Distress grant than those living in urban areas. Most grant applications required the use of digital or technological applications, and this made access very difficult for people without ready access to smart or feature cell phones, computers, data and digital literacy to access the internet.



The PSC continued to monitor the performance of departments in terms of payment of invoices of suppliers within the 30-day timeframe as per the relevant prescripts. Quarterly monitoring articles produced were published in the PSC's PULSE to highlight the plight of Small Medium and Micro Enterprises who, despite being contracted by departments to provide key services grappled with having their invoices paid on time. These interventions include, for example, a highly sensitive matter of the SAPS Forensic Services to release a forensic analysis report to enable a grieving family to bury their loved one, the issuance of a matric certificate, payments of the SASSA COVID relief funds and the finalisation of a Department of Military Veteran's application for dependants scholarship.

As the PSC continued with the promotion of the constitutional values and principles, it held 26 engagements for the period under review, through its active participation in dialogues and webinars hosted as part of the 2021

APSD and the Public Service Month to create a common understanding of the values and principles and the practical adherence in the daily duties of public servants, in particular for frontline service delivery. Furthermore, during these engagements the PSC highlighted the importance of collaboration through finding solutions to streamline, align and coordinate the various initiatives and creating opportunities for all the institutions to share the wealth of knowledge collected through the different mechanisms so that they can put meaning to

the principle of effective and efficient government and value for money in this participatory approach to improve service delivery to the citizens. These engagements were at national and provincial departmental levels as well with the focus on the practical application of the values and principles within the context of the department, and the department's compliance against these values and principles.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.

Linking performance with budgets

Table 13: Sub-programme expenditure

		2021/22		2020/2021			
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	
	R′000	R'000	R'000	R'000	R′000	R′000	
Governance Monitoring	9,255	9,024	231	9,367	8,982	385	
Service Delivery and Compliance Evaluations	9,478	9,471	7	9,150	8,549	601	
Programme Manager: M&E	25,534	23,173	2,361	21,865	21,012	853	
Total	44,267	41,668	2,599	40,382	38,543	1,839	

4.4 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



Table 14: Outcomes, outputs, output indicators, targets and actual achievements for Programme 4

			Programme 4:	Integrity and A	nti-Corruptior	1		
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
Sound management and leadership practices in the public service	Finalised public administration investigations ³	Percentage of public administration investigations finalised within 90 working days upon receipt of all relevant information ⁴	96%	94%	60%	93%	Target exceeded by 33%	 Emanating from an audit conducted in 2021/22, only those complaints investigated by the PSC is reported on and considered when calculating the percentage investigations finalised within 90 working days upon receipt of all relevant information The implementation of strict monitoring and control measures, including a Case Closure Checklist. Regular interaction and follow-ups made with departments in instances where information requested was outstanding.
	Report on trends analysis on financial misconduct conducted	Number of overview reports on financial misconduct produced	1	1	1	1	None	None

³ Cases are concluded through the delegations to the Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC.

⁴ Cases concluded include cases carried forward from the previous financial year and those received in the year under review

			Programme 4:	Integrity and A	nti-Corruptio	n		
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
	Referral of NACH cases	Percentage of NACH cases referred within 7 days of receipt of case report	100%	100%	80%	100% 1563 out of 1563 (100%) cases were referred within 7 working days	Target exceed by 20%	The target was exceeded due to the following interventions: Provision of adequate training for staff Close monitoring of compliance with timeframes
	Report on trends analysis on closure of NACH cases conducted	Number of reports on closure of NACH cases produced	1	1	1	1	None	None
	Report on trends analysis on Financial Disclosure Framework conducted	Number of reports on Financial Disclosure Framework produced	1	1	1	1	None	None
	Research reports on professional ethics	Number of research reports on professional ethics	1	1	1	1	None	None
	Improved professional ethics in the Public Service	Number of articles on the promotion of professional ethics produced	New indicator	4	4	4	None	None

The Sub-programme: Public Administration Investigations undertakes investigations into personnel and public administration practices. Complaints regarding alleged unethical conduct and irregularities are investigated by the PSC, and reports containing findings with regard to compliance to norms and standards and recommended corrective action are issued to Executive Authorities. These reports do not only provide valuable information to Parliament and Provincial Legislatures in performing their oversight responsibilities, but also serve as vehicles through which best practice is promoted in the Public Service.

In order to ensure consistency and a uniform approach by all investigating officers, Standard Operating Procedures (SOPs) for the handling of complaints lodged with the PSC have been developed. The aim of the SOPs is to standardise the handling of complaints lodged with the PSC, and to ensure that all complaints are handled by investigating officers at the National and Provincial offices of the PSC in an efficient and effective manner. The SOPs is being reviewed and amended on a continuous basis in order to accommodate changing demands and revised processes.



Considering the limited investigative capacity available to the PSC, and with due regard to Covid-19 related challenges experienced during the reporting period, the PSC continued to actively pursue the promotion of good governance and the promotion of professional ethical conduct of public servants by conducting investigations into personnel and public administration practices. These investigations emanated from complaints lodged with the PSC by members of the public, public servants and whistle-blowers. Various mechanisms are at the disposal of complainants to lodge complaints with the PSC and include completing Annexure A of the PSC Rules on Conducting Investigations, by means of letters and emails to the PSC, contacting the NACH Call Centre telephonically, verbally in person (i.e. walk-ins), via social media platforms or via the PSC's website. In addition, matters are also referred to the PSC by institutions such as the Public Protector or Auditor-General whilst requests for investigations are received from, among others, Executing Authorities and committees of Parliament / Provincial Legislatures. Furthermore, in accordance with its constitutional mandate the PSC also conducts personnel and public administration investigations of own accord.

As at 31 March 2022, there were 409 complaints on the database of which 254 (62%) were finalised and the remaining 155 cases (38%) were in progress. Out of the 255 complaints finalised, 184 cases were handled in terms of Early Resolution (e.g. matters not falling within the ambit of the mandate of the PSC, vague and frivolous allegations or service delivery related complaints that were resolved within days upon receipts) and the remaining 70 cases were investigated by the PSC. Of the 70 cases investigated, 65 complaints (93%) were finalised within 90 working days upon receipt of all relevant information and documents.

In line with recent trends, during the reporting period the demand for investigations increased in comparison to the previous years. The complexity of investigations has also intensified whilst the capacity of investigating officers to focus on investigations was negatively impacted by the need for them to spend substantial time defending challenged reports or providing evidence during disciplinary hearings, as well as preparing investigation files for audit

purposes. However, with due regard to the PSC's dedicated investigating officers, effectively and efficiently performing their investigative duties, the PSC continued to exceed its annual performance targets. A year on year comparative analysis of the achievement of the annual performance targets in respect of the finalisation of investigations is as follows:

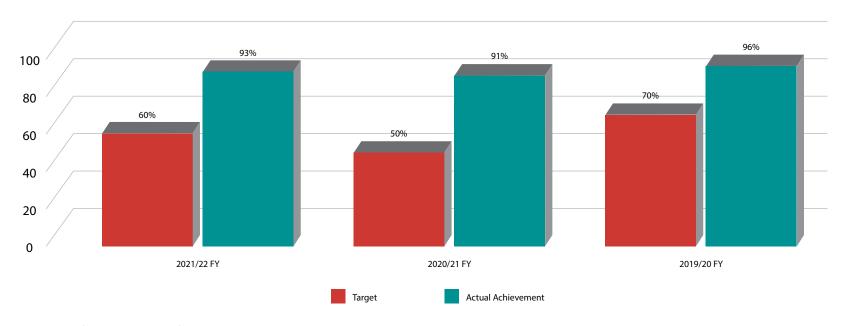


Figure 3: Comparative analysis of the achievement of annual targets

Figure 1: below reflects that the total number of complaints handled in the 2021/22 financial year (409) is 22.5% higher as compared to those handled in the 2020/2021 financial year (334). Out of the 409 complaints handled, the PSC finalised 255 (62%) cases (the remaining 155 (38%) cases were pending as at 31 March 2022). However, the percentage of cases finalised in the 2021/22 financial year (62%) is slightly lower as compared to the 2020/2021 financial

year when 68.9% of cases were concluded. As was the case previously, this trend is ascribed to the Covid-19 national lockdown that has affected the finalisation of the investigation of complaints since most departments were partially closed and employees were required to perform their respective duties and responsibilities remotely.

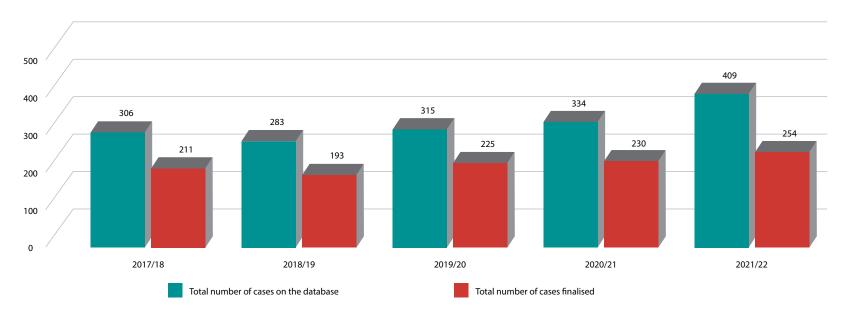


Figure 4: Trends analysis of complaints registered on the PSC database over a five-year period

Further to the above, the complaints handled in the 2021/22 financial year predominantly related to irregularities regarding human resource and procurement practices. In the 2021/22 financial year, complaints relating to personnel practices (i.e. functions and activities executed to provide a service to employees such as recruitment, selection, appointment, transfer and other career management objectives aimed at enhancing the well-being and effectiveness of public servants) increased slightly to 201 cases compared to 185 in the 2020/21 financial year. Emanating from investigations into the regularity of appointments, and in instances where allegations were found to be substantiated, the PSC made recommendations to Executive Authorities to facilitate the institution of disciplinary action and approach the Court to rectify such irregular appointments. As a result, applications have been made to the Court to set aside irregular appointments, investigating officers of the PSC

have been requested to testify in disciplinary hearings and in one instance the institution of action is being challenged by the affected employee in Court.

It has also been observed that complaints relating to Public Administration Practices (i.e. functions and activities executed to provide effective and efficient services such as financial management, supply chain management (SCM) processes and service delivery) has increased from 149 cases in the 2020/21 financial year to 208 in 2021/22. 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. Statistics relating to the afore-mentioned is graphically illustrated as follows:

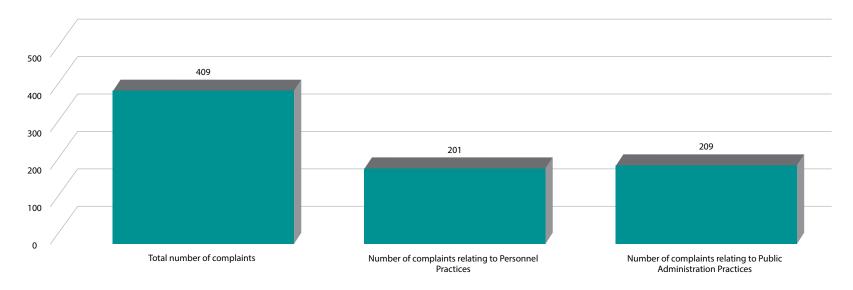


Figure 5: Number of complaints handled in 2021/22 relating to Personnel and Public Administration Practices, respectively

Resulting 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;
- an Executive Authority indicated to the PSC that the relevant National department is in the process of implementing discipline against the affected employees in line with the applicable Labour Relations policies and legislation;
- an implicated employee at a National department is currently challenging the matter in Court:
- a number of service delivery related matters were resolved, including assisting a complainant with receiving her late husband's Unemployment Insurance Fund payout;

- the importance of adhering to the Public Service's regulatory framework when executing administrative duties was emphasized;
- employees were made aware that unethical conduct has implications; and
- efficiency and effectiveness of service delivery, as well as a high standard of professional ethics in the Public Service, was improved through consequence management.

During the 2021/22 financial year, a comprehensive review into the handling of complaints was conducted by the PSC. Subsequent to the comprehensive review, a report was drafted and tabled in Parliament.

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 Financial Disclosure Framework (FDF) for senior managers and the NACH. At the end of 2021/22 financial year, the PSC received in total 9690 (98%) of the 9899 financial disclosure forms that were expected as at the due date of 31 May 2021. A comparison of the overall submission by the national and provincial departments for the past five (5) financial years is illustrated in Table 14 and Figure 6 below.

Table 15: Trends analysis of submission of financial disclosure forms

FINANCIAL YEAR	NO. OF MEMBERS	SMS	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
2020/2021	9899		9690	209	98
2019/2020	10032		9792	240	98
2018/2019	10135		9834	301	97
2017/2018	10242		9713	529	95
2016/2017	10257		10104	153	99

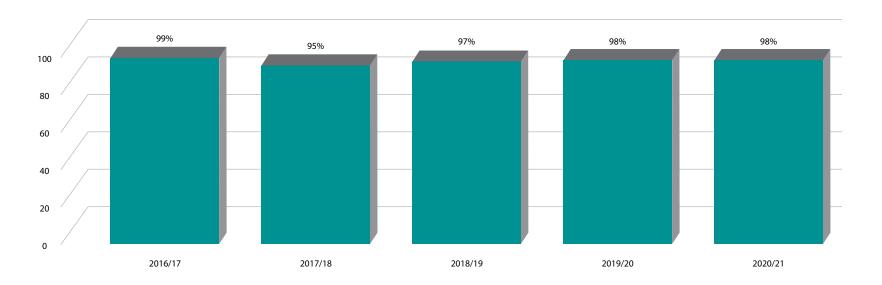


Figure 6: Trends analysis on submission of financial disclosure forms

The table shows that as at the due date of 31 May 2021, the PSC received 98% of the financial disclosure forms. After the decline during the 2017/2018 financial year, there is visible upward trend up to 2020/20221 financial year. This may be attributed to the active engagement that the PSC had with SMS members, HoDs and EAs.

The PSC scrutinised the financial disclosure forms of the SMS members in terms of Regulation 21(1) of the PSR, 2016. The scrutiny was conducted on **9899** SMS members in the national and provincial departments including government components. The financial interests of the SMS members whose financial disclosure forms were not received by the due date of 31 May 2021 and those that did not disclose their financial interests were also scrutinised. The scrutiny focused specifically on the extent to which the SMS members complied with the requirement to disclose their directorships in companies

and other business entities, immovable properties and motor vehicles. To this end, the PSC verified the interests disclosed in the financial disclosure forms against the data obtained from the databases of the CIPC, Deeds Registry and eNaTIS. A comparative analysis was also conducted on financial interests for the 2019/2020 and 2020/2021 financial years. This was done to determine the extent to which SMS members complied with the requirement to disclose all of their financial interests over two years.

The scrutiny of the financial disclosure forms revealed that there are still SMS members in both the national and provincial departments who failed to disclose their interests in private and public companies. This is contravention of Regulation 19 of the PSR, 2016. The extent of non-disclosure of directorships in companies is shown in table below.

Table 16: The extent of non-disclosure of directorship in companies during the 2020/2021 and 2019/2020 financial years

	Number of	Non-Disclosure of directorship/companies				Number of SMS	Number	Number of SMS
	SMS Members with directorship	DGS/ HODS	Deputy Director DIRECTORS- GENERAL	Chief Director	Directors	Members who did not disclose directorships in companies in 2020/2021 financial year	of SMS Members who are repeat offenders	Members who did not disclose directorships in 2019/2020 financial year
National Departments	798	3	30	80	263	376	29	364
Government Components	13	1	0	5	4	10	0	11
Eastern Cape	63	1	0	6	17	24	24	38
Free State	35	0	1	1	2	4	4	47
Gauteng	163	2	4	10	29	45	9	61
KwaZulu-Natal	24	0	0	2	21	23	0	11
Limpopo	99	1	1	4	18	24	24	25
Mpumalanga	36	0	0	5	12	17	1	6

	Number of	Non-Disclosure of directorship/companies				Number of SMS	Number	Number of SMS	
	SMS Members with directorship	DGS/ HODS	Deputy Director DIRECTORS- GENERAL	Chief Director	Directors	Members who did not disclose directorships in companies in 2020/2021 financial year	of SMS Members who are repeat offenders	Members who did not disclose directorships in 2019/2020 financial year	
Northern Cape	76	0	1	5	16	22	0	8	
North West	108	0	0	1	30	31	31	48	
Western Cape	76	0	0	0	5	5	5	1	
Overall total for provinces	680	4	7	34	150	195	98	257	
Grand total	1491	8	37	119	417	581	127	621	

Table 16 above shows that during the 2020/2021 financial year, the Public Service had a total number of 1491 SMS members with interests in companies. It was found that 581 (39%) of these SMS members did not disclose their financial interest in companies/directorships. This is in contravention of Regulation 19 of the PSR, 2016. The majority of these SMS members were in national departments, with 376 (i.e. 47% of all SMS members in the national departments who have interests in companies). The provincial departments had 195 cases (i.e. 29% of all SMS members in the provincial departments who have interests in companies). Among the SMS members who fail to disclose their financial interest in directorships and companies, are three (3) Directors-General (DGs) in national departments, one (1) HoD in the national government

Complaints lodge with the National ANT-corruption Hotline during the 2021/22 financial

During the 2021/22 financial year, a combined total of **1563** complaints were lodged with NACH as shown in Table 16 below. Of the **1563** complaints lodged, **1350** complaints were lodged through the Call Centre and **179** complaints were lodged through email, **7** through fax, **9** through post, **6** through website and **12** through walk-ins.

Table 17: Methods used by whistle-blowers to report complaints during the 2021/22 financial year as at 31 March 2022

Methods of reporting complaints	2021/22
Call Centre	1350
E-mail	179
Fax	7
Post	9
Website	6
Walk in	12
TOTAL	1563



The NACH provides for the reporting of complaints by anonymous whistle-blowers and identified whistle-blowers. Of the whistle-blowers who have reported complaints through the NACH during the 2021/22 financial year, 847 (54%) out of 1563 whistle-blowers provided their contact details while 716 (46%) out of 1563 whistle-blowers preferred to remain anonymous. There has been a notable change in the reporting trends as more whistle-blowers are now opting to provide their details compared to the previous financial years where the majority of whistle-blowers chose to remain anonymous. This may be due to increased awareness of legislation relating to the protection of whistle-blowers such as the Protected Disclosures Act, 2000, thus instilling confidence in the process and outcomes of blowing the whistle. In South Africa the Protected Disclosures Act of 2000 makes provision for procedures in terms of which employees in both the public and private sector who disclose information of unlawful or corrupt conduct by their employers or

fellow employees, are protected from occupational detriment. The purpose of the Act is to encourage honest employees to raise their concerns and report wrongdoing within the workplace without fear.

NACH received **602 (2.6%)** cases in the 2004/2005 financial year. The number is slightly lower as compared to other financial years because the Hotline was implemented in the middle of the year. However, there was a notable increase in the number of cases reported through the NACH in the 2008/2009 financial year by **1857 (8%)**. In the 2012/2013 financial year, the number dropped to **1063 (4.5%)** cases. The reporting of cases picked up to **2160 (10%)** in the 2013/2014 financial year. The increase in the number of cases reported is likely to be as a result of the massive marketing of the NACH during March 2013 as well as March 2014 through radio, television, newspapers, billboards, pamphlets, buses and taxis which was done for R5 million. The number dropped again in the 2015/2016 financial year to **1547 (7%)** whilst the number increased to **1856 (8%)** in the 2016/2017 financial year. The foregoing was largely as a result of the fact that the NACH was operating 24/7 from 2004 to 31 December 2016 and was outsourced to a third party.

On 01 January 2017, the NACH was managed in-house from 08h00 to 16h30 which is 8hrs. At this point, the NACH received 882 (4%) cases. The number picked up in the 2018/2019 and 2019/2020 financial years to 1076 (5%) and 1591 (7%) respectively. During the 2020/2021 financial year, the number of cases dropped significantly to 872 (4%). The decline was due to the Covid-19 national lockdown that has affected the smooth operation of the Call Centre facility, particularly in July and August 2020. In the 2021/22 financial year, the number increased to 1563 (6.2%) cases. The increase is mainly due to media reports on State Capture Commission's investigation on alleged corruption as well as the Special Investigation Unit investigation into the procurement of Personal Protection Equipment (PPEs).

Complaints lodged with the NACH from 1 September 2004 to 31 March 2022

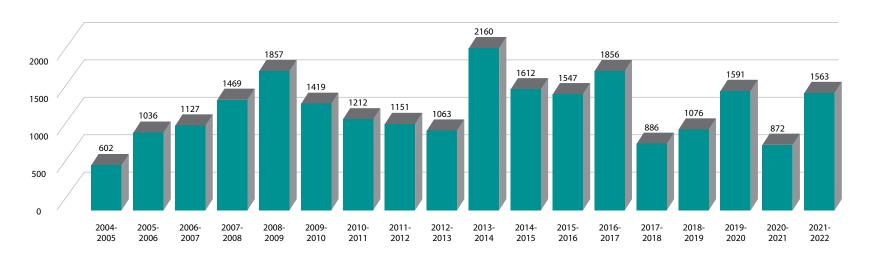


Figure 7: Complaints received since the inception of the NACH in September 2004 to 31 March 2022

Furthermore, the arrangement for the operation of the NACH from 08h00 to 16h30 (8 hours per day) has created a severe challenge on the effectiveness of the NACH as the facility is limiting members of the public to report corruption after hours in the presence of the Call Centre agents. The PSC took the decision for the NACH to operate 8 hours due to lack of adequate funding. As the NACH is a designated single hotline through which corruption in the Public Service should be reported anonymously, it remains significant that it must be adequately resourced to enable people to report 24/7.

The outlook on the overall number of complaints received suggests that there is a significant improvement in the reporting of complaints through the NACH. A considerable number of alleged perpetrators were arrested by the Hawks relating to SASSA 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 the public confidence and trust in reporting acts of corruption in the Public Service.

The PSC undertook to conduct a study on the assessment of the extent of leadership commitment by Heads of Departments and Executive Authorities in promoting ethics within the public service. This is a three years' study, which had commenced in 2019/2020 and was concluded 2021/22 financial year. The purpose of the study was to identify the strength and weaknesses of the measures the departments have put in place to promote a high standard of professional ethics particularly in compliance with Regulations 22 and 23 of the Public Service Regulation (PSR) 2016. In the financial year 2021/22, the study focused on the Economic, Investment, Employment and Infrastructure

Development, Governance, State Capacity and Institutional Development, Financial and Administration Services, and Central Government Administration Clusters. A total of 95 national and provincial departments took part in the study.

On the 30 July 2021 the PSC hosted a successful ethical leadership seminar that granted everyone an opportunity of rejuvenating his/her commitment to serving the people of South Africa and the continent with diligence and ethical behaviour. This is because the process of reigniting the service to humanity cannot be complete without checking the extent of the collective moral compass. This is why the theme of the seminar was "Ethical Leadership at a time of crisis: lead with integrity". Brown and Trevino characterise ethical leaders as "honest, caring and principled individuals who make fair and balanced decisions". Leaders are role models, and employees naturally follow their lead.

This is particularly true in times of crisis, which by its nature creates uncertainty, stress, chaos, and fear amongst the people. The seminar took place during the time when the country was grabbling with the Commission of Inquiry into State Capture and many other commissions that laid bare widespread corruption within our state institutions.

The International Anti-Corruption Day was held on 9 December 2021 in order to raise public awareness on the impact of corruption, the challenges it poses to the stability of a society and mobilise various watchdog institutions to continue to advocating against corruption. Corruption affects all countries worldwide and it weakens the foundation of democratic institutions, stunting economic development, undermining the rule of law, and eroding the quality of life for all citizens.



Strategy to overcome areas of under performance

All targets outlined in the APP were delivered and exceeded

Table 18: Linking performance with budgets

		2021/22		2020/2021			
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	
	R'000	R'000	R′000	R′000	R′000	R′000	
Public Administration Investigation	11,672	9,517	2,155	13,545	12,055	1,490	
Professional Ethics	21,563	20,404	1,159	21,472	20,360	1,112	
Programme Manager: IAC	24,437	22,507	1,930	22,476	21,289	1,187	
Total	57,672	52,428	5,244	57,493	53,704	3,789	

TRANSFER OF PAYMENTS.

5.1 Transfer payments to public entities

There were no transfer payments to public entities.

5.2 Transfer payments to all organisations other than public entities

There were no transfer payments to other organisations other than public entities.

CONDITIONAL GRANTS

6.1 Conditional grants and earmarked funds paid

There were no conditional grants and earmarked funds paid.

6.2 Conditional grants and earmarked funds received

There were no conditional grants and earmarked funds received.

7. DONOR FUNDS

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

8. CAPITAL INVESTMENT

8.1 Capital investment, maintenance and asset management plan

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

All official assets of the PSC were captured in the Asset Register in accordance with the minimum requirements as set by National Treasury and the two biannual assets verification conducted.







PART C: GOVERNANCE

1. INTRODUCTION

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, IT Strategic Committee, Audit Committee, Executive Management Committee, Ethics and Risk Management Committee, Information Technology Steering Committee, IT 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.

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 September 2021. 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 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 Ethics Management 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), to the NACH and Audit Committee. 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 2021, there were 44 SMS members on the staff establishment of the OPSC, and 44 submitted their financial disclosure forms by the due date. Therefore, the OPSC had a 100% compliance rate. The Executive Authority signed off the report on the scrutiny of financial disclosures of SMS members on 29 June 2021.

Implementation of MPSA Directive in respect of other designated employees:

The OPSC has 104 employees classified as "other designated employees" and 104 submitted their financial disclosure forms by the due date. Therefore, the OPSC had a 100% compliance rate. A comprehensive report was submitted to the Accounting Officer on 30 September 2021.

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 2022, 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, and employees, through the signing of an agreement, 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 2021/22 financial year. During the 2021 Budgeting Review and Recommendation Report process, the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evaluation made the recommendations in respect of the PSC. These recommendations were adopted and agreed to by the National Assembly and became House Resolutions that required PSC to respond to:

Table 1: Portfolio Committee resolutions

PARLIAMENT RESOLUTIONS/ RECOMMENDATIONS	COMMENT			
The PSC in collaboration with the Minister for Public Service and Administration (MPSA) Minister should fast track the finalisation of the draft Public Service Commission Amendment Bill, which aims at strengthening the independence of the Commission through operating with its own administration outside of the Public Service Act. The Bill should be tabled timeously to Parliament, to allow the Committee ample time to process it.	Service and Administration, as well as the Presidency on the Socio-Economic Impact Ass System, which is being finalized. In addition, Office of the Chief State Law Advisor in March 2022 certification.			
The PSC should begin to engage with the Presidency and Parliament on the mechanisms to be used to measure individual Commissioners performance. Performance mechanisms should address and assist Parliament as well as Provincial legislatures on the "renewable one additional term of a commissioner" as stipulated in Section 196(10). Since each commissioner is responsible for a specific focus area, it would be easy for Parliament to assess performance on a yearly basis from reports issued and engagements with Parliament on such issues. However, this assessment must be structured properly	 Public Service Commission (PSC). Key provisions relevant to the question at hand provide as follows: (a) Section 196(1) of the Constitution provides that there is a single PSC for the Republic. (b) Section 196 (4)(e) of the Constitution provides that 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 			
	(c) Section 196 (5) of the Constitution provides that the PSC is accountable to the National Assembly.			
	(d) Section 196 (6) of the Constitution provides that the PSC must, in terms of subsection (4)(e), report at least once a year to the National Assembly, and in respect of its activities in a province, to the legislature of that province.			
	(e) Section 196 (7) of the Constitution provides that PSC has the following 14 commissioners appointed by the President:			
	i. five commissioners approved by the National Assembly; and			
	ii. one commissioner for each province nominated by the Premier of the province			

PARLIAMENT RESOLUTIONS/ RECOMMENDATIONS	COMMENT			
	Commissioners are envisaged to form part of a single PSC, and required to follow the same polices and decision making processes of the PSC. Given the above, the PSC reports annually to the National Assembly on its activities in terms of section 196 (4)(e) of the Constitution, 1996, as a single entity.			
	Commissioners are appointed in terms of section 196 (7) of the Constitution and not in terms of the Public Service Act and therefore not accountable to the Minister for the Public Service and Administration. The PSC's budget is appropriated through the Minister. The National Assembly is regarded as the employer and responsible for the performance of the PSC.			
	It is also worth mentioning that during discussions on the legislative process around the Public Service Commission Amendment Act, 2019, the Portfolio Committee on Public Service and Administration/Performance Monitoring & Evaluation agreed that Parliament should set the criteria for renewal and the assessment of the performance of Commissioners and that it is not a function of the PSC. The PSC did provide input on this to the Chairperson of the Portfolio Committee in November 2021.			
The PSC should prioritise the payment of valid invoices within the regulated period of 30 days. The PSC should commit to its undertaking to pay all valid invoices within 7- 14 days				
	However, given the impact of Covid-19 on the operations of the PSC it has not been possible to reach the 100% target. In this regard, the high Covid-19 infection rate as well as shortage of staff have resulted in the non-achievement of this target.			
The PSC should urgently improve on its Senior Management Service vacancy rate at 12 per cent, as this affects the strategic and policy component of the institution, as well as service delivery	As at 28 February 2022, the PSC's total vacancy rate was below 10%. The vacancy rate at Senior Management Service level has remained at 12% due to the turnover of employees at this level. The PSC has placed particular focus on the speedy filling of vacant posts through the review of its Recruitment and Selection Standard Operating Procedures, which were implemented with effect from 1 November 2021. Consideration has also been given to the appointment of contract capacity to mitigate the impact of the vacancies on its operations.			
The PSC should strengthen existing mechanisms by being proactive in investigating suspected corrupt officials using information received from	The PSC has made provision in its Annual Performance Plan for the 2022/23 financial year to conduct own accord investigations as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996.			
the Anti-Corruption Hotline and Financial Disclosure Forms. The PSC should recommend to the Department of Public Service and Administration once investigations are concluded that officials who are found to be corrupt, especially regarding doing business with the State, cannot work for the public service again	In instances where the PSC identifies non-compliance with the prevailing prescripts by employees in the Public Service during investigations or the scrutiny of financial disclosures, such non-compliance is brought to the attention of the relevant Executive Authority to take corrective action. In the latter regard, it should be noted that in terms of the Disciplinary Code and Procedures for the Public Service, discipline is a management function. In addition, any findings of alleged corruption are referred to the relevant law enforcement agencies for further investigation.			

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 2021/22 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on (64) occasions (7 times in Parliament and 57 times in 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 Lunika Inc. during the 2021/22 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 much 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 2021/22 financial year, the total number of members that served in the Committee was four (4) and their details and attendance of meetings are reflected in Table 2 below.

Table 2: Audit Committee Members & Meeting Attendance

Nama	Qualifications	Internal/	Contract	Contract	Meetings Attended				Total
Name	Qualifications	External	Start Date	Expiry Date	1	2	3	4	iotai
Mr L Mere	B Com (Acc); MBA	External	11-Nov-19	10-Nov-22	1	1	1	1	4/4
Ms LM Mtshali	LLB, Dip: Corporate Law	External	01-Feb-20	31-Jan-23	1	1	1	1	4/4
Mr A Latchu	BSc (IT), HSc, MSc, Dip, MCSE, MCSD, MCDBA, MCSA	External	01-Mar-22	28-Feb-25	N/A			1	1/1
Ms TD Ndlovu	B Com (Acc), Hons in BAC,	External	01-Mar-22	28-Feb-25	N/A			1	1/1

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 2022.

Audit Committee Responsibility

The Audit Committee report that has been compiled 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

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 brought to the attention of the Accounting Officer and senior management were supported with remedial and corrective actions with set timelines and action owners. The work of the Internal Auditors and its reports are first tabled to senior management, followed by the Director General and finally to the Audit Committee. 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 2021/22 financial year, the internal auditors completed the following activities and reviews and was approved by the Audit Committee:

- OPSC Internal Audit Plan 2021/22 FY
- Financial Controls
- 2020/21 Annual financial Statements
- SCM Review
- Quarterly Audit of Predetermined Objectives (AOPI) Reviews (Q1 & Q2 of 2021/22 FY and Q3 & Q4 of 2020/21 FY)
- Information Technology review
- People management (Human Resources) review
- Operational Review: Monitoring & Evaluation
- Operational Review: leadership & Management Practices
- Review of Internal Audit & Audit Committee Charters

From the reviews conducted by Internal Audit, there were 4 reports that were rated as requires improvements and these related to the two (2) Audit of Predetermined Objectives review, the Financial control review and the Operational Review relating to leadership & Management Practices. In addition the Information technology reviews was rated as unsatisfactory due to a number of key control breakdowns within the general control environment and is being prioritised as a matter of urgency by the PSC management.

The findings identified by both the Internal and External are being tracked in the Audit Tracking Schedule that was in place to track progress in addressing these findings. Except for the results of the Information technology audit 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

DATE: 28 September 2022

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.

Table 3: B-BBEE Compliance

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 or other authorisations in respect 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 function plays an important role in contributing to the achievement of the strategic objectives and the mandate of the PSC. In view of that, efforts are made to ensure that the 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

Provide commentary on the following:

- The status of human resources in the department.
- Human resource priorities for the year under review and the impact of these.
- Workforce planning and key strategies to attract and recruit a skilled and capable workforce.
- Employee performance management.
- Employee wellness programmes.
- Highlight achievements and challenges faced by the department, as well as future human resource plans/goals.

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 284 (of which 10 were employees employed additional to the establishment) to 251 in the 2021/22 reporting year (of which

5 were employees employed additional to the establishment), 246 of these were filled posts.

For the year under review, critical SMS posts were filled, and the target of 50% women in the SMS in the Office was achieved. The vacancy rate was 10.2%.

As at 31 March 2022, the OPSC had a total of 5 employees employed additional to the establishment, included in the total number of 251 employees. The OPSC vacancy rate of 8% for the 2020/2021 increased to 10% in the 2021/22 financial year. The vacancy rate on salary levels 1 to 12 increased from 8% in the 2020/2021 reporting period to 9% in the 2021/22 reporting period whilst the vacancy rate on SMS level increased from 12% in the 2020/2021 reporting period to 14% in the 2021/22 reporting period (Table 3.2.2).

There were 50 posts out of a total of 274 posts subjected to job evaluation during the period under review. Six (6) posts on salary level 6 were upgraded, 39 posts on salary levels 10 and 12, downgraded respectively, two (2) posts on salary level 13 were job evaluated and remained on the same salary level, two (2) posts on salary level 14 were job evaluated and remained on the same salary level 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 15% (2020/2021) to 11% in the reporting period (Table 3.5.1).

Internal "promotions" increased from three (3) in the 2020/2021 reporting period to four (4) in respect of employees appointed to higher posts, accelerated grade progression and grade progression in the 2021/22 reporting period. One (1) employee was appointed in a higher post within the OPSC during the reporting period with two (2) employees who grade progressed from salary level 6 to 7 and with one (1) employee who accelerated grade progressed from salary level 5 to 6 (Table 3.5.5). It should be indicated that most of the recruitment during

the reporting period was at salary levels 9 to 12 (5 employees) equating to 5%, and salary levels 3 to 5 (3 employees) at 9% of the 26 employees employed by the OPSC (Table 3.5.1).

Out of a total of 29 terminations (Table 3.5.3), 45% were as a result of contracts that expired, 16% due to resignations and 17% attributed to employees being transferred to other departments within the Public Service. Two (2) employees retired in the reporting period, with 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, 36% Black males, 2% Coloured females, 2% Coloured males, 1% Indian females, 0.4% Indian males, 3% White females and 2% White males. A 50% representatively of females at SMS level (salary levels 13 to 16) decreased as compared to the previous reporting period of 53%.

The OPSC met 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 1.99% in the 2020/2021 reporting period to 2.03% in the 2021/22 reporting period.

For the period 1 January 2021 to 31 December 2021, a total of 1 004 days were utilised for sick leave, compared to the 1 374 days utilised for sick leave in the 2020 calendar year. The number of staff members that used sick leave came to 162 (Table 3.10.1) and reflects an average of 6 days sick leave used, which remained the same as sick leave days per employee who used for the 2020 leave cycle.

It needs to be noted that 2022 is the first year of the three-year sick leave cycle (2022 – 2025) and Table 3.10.2 reflects the number of employees who used incapacity leave as 17, using an average of 23 working days each. Most of the employees using incapacity leave during the period were in the salary levels 9 to 12 category (47%). During the 2021 leave cycle, a total of 6 284 working days annual leave taken by 385 employees – with each employees averaging 22 days (Table 3.10.3), which is more in comparison to the previous financial year (reporting 18 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 2021 leave cycle and two (2) employees' capped leave credits were paid out due to retirement. One (1) employees' annual leave credits for the 2021 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

The OPSC has in the past experienced an increased staff turnover resulting in an exodus of five (5) SMS members in the last financial year who left the Office due to promotions to other Public Service departments, retirement and resignations. The Office is aiming to fill the vacant posts within the required time of 12 months by ensuring effective management of vacancies and retention of critical skills. The Retention Policy is under review to address retention of critical skills. The OPSC prioritise employment of women at SMS level and people with disabilities (PWDs) preferable at SMS levels. As at 31 March 2022, the OPSC had 50% representation of women at SMS level and 2.03% representation of PWDs.

In equipping employees with appropriate skills, a total of 64 employees' training needs were identified (Table 3.13.1). The OPSC provided 94 training opportunities to employees throughout the year (Table 3.13.2). 52% of this training was presented females and 48% to males employed in the OPSC.

In addition to the above, the total number of bursary holders at the undergraduate and post-graduate levels is 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 ensure that the post establishment of the OPSC is corresponding with the functions that must be performed in support of the PSC.
- b) To ensure that suitably trained personnel for higher level posts are available when needed particularly targeting MMS members for advancement to SMS levels.
- c) To ensure that gender imbalances are addressed.
- d) To ensure that employment of people with disabilities is increased.
- e) To ensure that a culture of good performance is promoted in the OPSC.
- f) To ensure that the wellness of employees in the workplace and their personal life is improved.

- g) To ensure that competent employees with scarce or critical skills are recruited and retained.
- h) To maintain a vacancy rate of below 10%.
- To ensure that women consist of at least 50% of staff employed at SMS level.
- j) To ensure that adequate funds are allocated for training and development.

2.4 Employee Performance Management

The OPSC has approved policies in respect of employees on salary levels 2-12 and Senior Management Services members. The policies have been reviewed to incorporate the revised Moderation Committee for employees at the Provincial Offices in order to ensure consistency. Employee performance management includes activities which ensure that the strategic and operational objectives of the PSC are consistently being met in effective and efficient manner. All employees are required to submit a performance agreement on 30 April of each year.

During the year under review, the OPSC achieved 95% submission rate in respect of the Performance Agreements (PAs) for all employees by the due date of 30 April 2021 as reflected in Table 3.7.1 due to the fact that some of the employees were on a prolonged leave of absence.

The Moderation Committee in respect of the SMS members recommended that 17 out of 39 eligible SMS members be awarded Cash Bonuses. The Moderation Committee for employees on salary levels 2 to 12 recommended that 89 out of 203 employees be awarded Merit Award for the 2020/21 financial year.

2.5 Employee Wellness Programmes

The PSC is committed to promoting a work-life balance and to create a conducive work environment for its employees to enhance productivity. During the year under review the annual individual usage of the core counselling and advisory services rate of 12,6% was above the sector rate of 6.2%. During the period under review the most commonly utilised services was professional counselling wherein the majority of referrals to ICAS were of an informal or voluntary in nature as most employees contacted the service provider directly. One Trauma counselling was held for all employees in one of the Provincial Offices.

All individual that used counselling and advisory services during the period under review made contact with ICAS through OPSC dedicated toll free line and call back. Professional counselling was provided telephonically and face to face.

The following Promotional activities and engagements were undertaken by ICAS during the reporting period:

- (a) Occupational Health and Safety Tips.
- (b) Employee Wellness: Workplace Safety.
- (c) Financial Wellness.
- (d) Lowering Cancer Risk Booklet.
- (e) Sexually Transmitted Infections.
- (f) Promotion of Condom use.

- (g) What causes employees to steal.
- (h) Combating Diabetes.
- (i) Kidney Awareness.
- (j) Suicide Prevention Awareness.
- Environmental Health Awareness.

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

The ability to recruit suitable and highly quality talent into the OPSC yields positive results in the achievement of the HR objectives which contributes to the delivery of the mandate of the OPSC. The impact of COVID-19 and lack of automation of systems for managing applications and recruitment processes are some of the factors impeding the timeous filling of vacant posts. The inability to retain people with critical skills led to the exit of several SMS members in the past and has a negative effect on the organisational performance. The OPSC has also experienced constraints in recruiting people with disabilities particularly at SMS level. The Directorate: People Management Practices in conjunction with managers need to respond to the challenges of recruiting the required skills, automation of systems that are still manual, keeping employees gainfully employed, ensuring a productive and healthy workforce intend on delivering on the mandate of the PSC. The finalisation of disciplinary cases within the prescribed timeframes, filling of vacant posts, the underutilization of the EHW programme by employees remain challenges which the OPSC is addressing.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel Related Expenditure

Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2021 to 31 March 2022

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and Personnel special services expenditure as a % of expenditure (R'000) total expenditure		Average personnel cost per employee (R'000)
Programme 1	121 947	67 439	374	2 112	55	766
Programme 2	49 728	48 345	-	-	97	930
Programme 3	41 668	39 238	-	219	94	835
Programme 4	52 428	49 731	-	38	95	843
TOTAL	265 771	204 753	374	2 369	77	832

Table 3.1.2 - Personnel costs by salary band for the period 1 April 2021 to 31 March 2022

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)	2 216	1.08	12	185
Skilled (Levels 3-5)	9 705	4.74	33	294
Highly skilled production (Levels 6-8)	25 803	12.60	62	416
Highly skilled supervision (Levels 9-12)	87 841	42.90	97	906
Senior and top management (Levels 13-16)	74 236	36.26	42	1 768
Contract (Levels 1-2)	570	0.28	6	95
Contract (Levels 3-5)	876	0.43	5	175
Contract (Levels 6-8)	31	0.02	1	31
Contract (Levels 9-12)	3 475	1.70	6	579
Contract (Levels 13-16)	0	0	0	0

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Periodical remuneration	0	0	0	0
Abnormal appointment	0	0	0	0
TOTAL	204 753	100.00	264	776

Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2021 to 31 March 2022

Programme	Salaries		Over	time	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		Medical aid as a % of personnel costs
Programme 1	57 192	27.93	534	0.26	1 575	0.77	2 236	1.09
Programme 2	42 910	20.96	0	0	381	0.19	921	0.45
Programme 3	34 440	16.82	0	0	434	0.21	1 020	0.50
Programme 4	42 392	20.70	0	0	971	0.47	1 178	0.58
TOTAL	176 934	86.41	534	0.26	3 361	1.64	5 355	2.62

Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2021 to 31 March 2022

	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
Salary band	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)	1 600	0.78	-	0.00	142	0.07	283	0.14
Skilled (Levels 3-5)	7 085	3.46	214	0.10	532	0.26	809	0.40
Highly skilled production (Levels 6-8)	20 281	9.91	183	0.09	1 070	0.52	1 835	0.90
Highly skilled supervision (Levels 9-12)	77 787	37.99	137	0.07	818	0.40	1 851	0.90
Senior management (Levels 13-16)	65 448	31.96	0	0	799	0.39	577	0.28
Contract (Levels 1-2)	537	0.26	0	0	0	0	0	0

	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
Salary band	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Contract (Levels 3-5)	834	0.41	0	0	0	0	0	0
Contract (Levels 6-8)	31	0.02	0	0	0	0	0	0
Contract (Levels 9-12)	3 331	1.63	0	0	0	0	0	0
Contract (Levels 13-16)	0	0	0	0	0	0	0	0
Periodical remuneration	0	0	0	0	0	0	0	0
Abnormal appointment	0	0	0	0	0	0	0	0
TOTAL	176 934	86.41%	534	0.26%	3 361	1.64%	5 355	2.62%

3.2 Employment and Vacancies

Table 3.2.1 Employment and vacancies by programme as on 31 March 2022

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	1
Programme 2	56	52	7	2
Programme 3	50	47	6	0
Programme 4	70	59	16	2
TOTAL	274	246	10	5

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2022

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	2
Skilled (Levels 3-5)	34	33	3	1
Highly skilled production (Levels 6-8)	67	62	7	1
Highly skilled supervision (Levels 9-12)	111	97	13	1
Senior management (Levels 13-16)	49	42	14	0
TOTAL	274	246	10	5

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2022

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	4	3	25	0
Cleaner	13	12	8	2
Receptionist	1	1	0	0
Communication and information related	3	3	0	0
Finance and economics related	1	0	100	0
Financial and related professionals	6	5	17	0
Financial clerks	4	4	0	0
HoD	1	1	0	0
Human resources & organisation development related	75	67	11	1
Human resources clerks	6	6	0	0
Human resources related	28	24	14	1
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	0	100	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Driver	1	1	0	0
Logistical support personnel	2	2	0	0
Material recording and transport clerks	13	13	0	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	6	14	0
Other information technology personnel	4	4	0	0
Others occupations	0	0	0	0
Secretaries	41	38	7	0
Security officers	11	11	0	1
Senior managers	48	41	15	0
TOTAL	274	246	10	5

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 2022

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
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	7	78	2	22
Salary Level 13	36	31	86	5	14
TOTAL	49	42	86	7	14

Table 3.3.2 – SMS posts information as at 30 September 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	9	100	0	0
Salary Level 13	36	30	83	6	17
TOTAL	49	42	86	7	14

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2021 to 31 March 2022

	Advertising	Filling of posts				
SMS level	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	2	0	1			
Salary Level 13	2	0	2			
TOTAL	4	0	3			

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 2021 to 31 March 2022

Reasons for vacancies not advertised within six months

The post of Director: CIRAS has been evaluated, approval for the JE results has not been granted yet.

Reasons for vacancies not filled within twelve months

On 1 August 2020 the web-enabled Evaluation Job Evaluation system was terminated and when the posts of Director: PSCS and Chief Director: Governance Monitoring their Job Evaluation was older than 60 calendar months and in the absence of a JE system the OPSC could not evaluate the post but had to rely on benchmarks, the delay in finding the benchmarks is the reason the filling of the posts delayed.

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 2021 to 31 March 2022

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 2021 to 31 March 2022

	Number of posts	Number of jobs	% of posts	Posts u	ograded	Posts downgraded	
Salary band	on approved establishment	evaluated	evaluated by salary band	Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	13	0	0	0	0	0	0
Skilled (Levels 3-5)	34	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	67	6	9	6	9	0	0
Highly skilled supervision (Levels 9-12)	111	39	35	1	1	38	34
SMS Band A	36	2	6	0	0	0	0
SMS Band B	9	2	22	0	0	0	0
SMS Band C	3	0	0	0	0	0	0
SMS Band D	1	1	100	0	0	0	0
TOTAL	274	50	18	7	3	38	14

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 2021 to 31 March 2022

Gender	African	Asian	Coloured	White	Total		
Female	4	0	0	0	4		
Male	1	0	0	0	1		
TOTAL	5	0	0	0	5		
Employees with disabilities	Employees with disabilities						

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 2021 to 31 March 2022

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None				
Total number of employees whose s				
Percentage of total employed				

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 2021 to 31 March 2022

Gender	African	Asian	Coloured	White	Total
Female	3	0	0	1	4
Male	1	0	0	0	1
TOTAL	4	0	0	1	5
Employees with disabilities	0	0	0	0	0
Total number of employees	0				

3.5 Employment Changes

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

Table 3.5.1 - Annual turnover rates by salary band for the period 1 April 2021 to 31 March 2022

Salary band	Number of employees at beginning of period - April 2021	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	12	2	0	0
Skilled (Levels 3-5)	34	3	2	6
Highly skilled production (Levels 6-8)	62	1	1	2
Highly skilled supervision (Levels 9-12)	99	5	7	7
SMS Band A	32	2	3	9
SMS Band B	8	1	2	25
SMS Band C	3	0	0	0
SMS Band D	0	1	0	0
Contracts	5	11	14	280
TOTAL	255	26	29	11

Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2021 to 31 March 2022

Critical occupation	Number of employees at beginning of period – April 2021	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	12	2	0	0
Skilled	34	3	2	6
Highly skilled production	62	1	1	2
Highly skilled supervision	99	5	7	7
SMS	43	4	5	12
Contracts	5	11	14	280
TOTAL	255	26	29	11

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 2021 to 31 March 2022

Termination type	Number	% of total resignations
Death	0	0
Resignation	8	28
Expiry of contract	13	45
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged	1	3
Retirement	2	7
Transfer to other Departments	5	17
Other	0	0
TOTAL	29	100

Termination type	Number	% of total resignations
Total number of employees who left as a % of total employment	1	1

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2021 to 31 March 2022

Occupation	Employees as at 1 April 2021	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	0	0
Skilled	34	0	0	0	0
Highly skilled production	62	4	6	0	0
Highly skilled supervision	99	0	0	0	0
Senior management	43	0	0	0	0
TOTAL	250	4	2	0	0

Table 3.5.5 - Promotions by salary band for the period 1 April 2021 to 31 March 2022

Salary band	Employees as at 1 April 2021	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	0	0
Skilled (Levels 3-5)	34	0	0	0	0
Highly skilled production (Levels 6-8)	62	4	6	0	0
Highly skilled supervision (Levels 9-12)	99	0	0	0	0
Senior management (Levels 13-16)	43	0	0	0	0
TOTAL	250	4	2	0	0

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 2022

Occupational estadowy		Ma	ale		Female				Total
Occupational category	African	Coloured	Indian	White	African	Coloured	Indian	White	iotai
Legislators, senior officials and managers (Levels 13 – 16)	18	2	0	1	16	2	1	2	42
Professionals (Levels 9 – 12)	39	1	1	5	44	1	0	6	97
Technicians and associate professionals (Levels 6 – 8)	16	1	0	0	44	0	1	0	62
Clerks (Levels 3 – 5)	14	0	0	0	16	2	1	0	33
Elementary occupations (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
TOTAL	89	4	1	6	130	5	3	8	246
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 2022

Occupational bond		Ma	le			Fem	ale		Total
Occupational band	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	1	0	0	0	3	0	0	0	4
Senior management (Levels 13 – 14)	17	2	0	1	13	2	1	2	38
Professionally qualified and experienced specialists and mid- management (Levels 9 – 12)	39	1	1	5	44	1	0	6	97
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	16	1	0	0	44	0	1	0	62
Semi-skilled and discretionary decision making (Levels 3 – 5)	14	0	0	0	16	2	1	0	33
Unskilled and defined decision making (Levels 1 – 2)	2	0	0	0	10	0	0	0	12
TOTAL	89	4	1	6	130	5	2	8	246
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.3 - Recruitment for the period 1 April 2021 to 31 March 2022

Occupational band		Ma	ale			Ferr	nale		Total
Occupational band	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	1	0	0	0	1
Senior management	2	0	0	0	0	0	1	0	3
Professionally qualified and experienced specialists and mid- management	6	0	0	1	1	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	1	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	6	0	0	0	7
Unskilled and defined decision making	2	0	0	0	3	0	0	0	5
TOTAL	12	0	0	1	12	0	1	0	26
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.4 - Promotions for the period 1 April 2021 to 31 March 2022

O annuational band		Ma	ale			Fem	nale		Total
Occupational band	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	0	0	0	0	0
Professionally qualified and experienced specialists and mid- management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	2	0	0	0	4
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	2	0	0	0	0	2	0	0	4
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.5 - Terminations for the period 1 April 2021 to 31 March 2022

Occupational band		Ma	ale		Female				Total
Occupational band	African	Coloured	Indian	White	African	Coloured	Indian	White	iotai
Top management	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	1	2	0	1	0	5
Professionally qualified and experienced specialists and mid- management	7	0	0	1	4	0	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	2	0	0	0	4	0	0	0	6
Unskilled and defined decision making		0	0	0	4	0	0	0	5
TOTAL	12	0	0	2	14	0	1	0	29
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.6 - Disciplinary action for the period 1 April 2021 to 31 March 2022

	Ma	ale		Female				Total	
African	Coloured	Indian	White	African	African Coloured Indian White				
4	0	0	0	0	0	0	1	5	

Table 3.6.7 – Skills development for the period 1 April 2021 to 31 March 2022

Occupational estaman		Ma	le		Female				Total
Occupational category	African	Coloured	Indian	White	African	Coloured	Indian	White	iotai
Senior officials and managers (Level 13-16)	4	0	0	1	4	0	0	0	9
Professionally qualified and experienced specialists and middle management (Level 9-12)	15	0	0	2	20	2	0	4	43
Skilled technical, junior management and supervisors (Level 6-8)	0	0	0	0	5	0	0	0	5
Semi-skilled workers (Level 3-5)	2	0	0	0	4	0	0	0	6
Elementary occupations (Level 1-2)	0	0	0	0	0	0	0	0	0
TOTAL	21	0	0	3	33	2	0	4	63
Employees with disabilities	0	0	0	1	0	0	0	0	1

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 2021

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	9	7	78
Salary Level 13	36	32	29	91
TOTAL	49	45	40	89

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2021

Reasons

Two (2) SMS members could not sign the performance agreements as they were on approved prolonged leave with effect from 1 April 2021.

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2021

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 2021 to 31 March 2022

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	28	88	32	304	11
Female	60	128	47	517	9
Asian					
Male	0	1	0	0	0
Female	1	3	33	6	6
Coloured					
Male	3	4	75	36	12

Race and gender		Beneficiary profile		C	Cost
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
Female	1	5	20	17	17
White					
Male	6	5	120	85	14
Female	5	7	71	56	11
Employees with a disability	2	5	40	28	14
TOTAL	106	246	43	1 049	10

Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2021 to 31 March 2022

		Beneficiary profile		Co	Total cost on a 0/ of	
Salary band	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	Total cost as a % of the total personnel expenditure
Lower skilled (Level 1-2)	9	12	75	27	3	0.01
Skilled (Level 3-5)	15	33	45	72	5	0.04
Highly skilled production (Level 6-8)	14	62	23	104	7	0.05
Highly skilled supervision (Level 9-12)	51	97	53	556	11	0.27
TOTAL	89	204	44	759	9	0.37

Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2021 to 31 March 2022

		Beneficiary profile	2	Cost		
Critical occupation	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)	17	42	41	290	17	
Professionally qualified and experienced specialists and middle management (Levels 9-12)	51	97	53	556	11	
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	14	62	23	104	7	
Semi-skilled and discretionary decision making (Levels 3-5)	15	33	46	72	5	
Unskilled and defined decision making (Levels 1-2)	9	12	75	27	3	
TOTAL	106	246	43	1 049	10	

Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2021 to 31 March 2022

		Beneficiary profile		Co	Total cost as a % of	
Salary band	Number of beneficiaries	Number of employees	% of total within salary bands			the total personnel expenditure
Band A (Level 13)	11	31	35	175	16	0.50
Band B (Level 14)	5	7	71	93	19	0.80
Band C (Level 15)	1	3	33	21	21	0.10
Band D (Level 16)	0	1	0	0	0	0
TOTAL	17	42	41	290	17	0.40

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 2021 to 31 March 2022

Calamiband	1 Apı	ril 2021	31 Ma	rch 2022	Cha	Change	
Salary band	Number	% of total	Number	% of total	Number	% change	
Lower skilled (Levels 1-2)	0	0	0	0	0	0	
Skilled (Levels 3-5)	0	0	0	0	0	0	
Highly skilled production (Levels 6-8)	0	0	0	0	0	0	
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0	
Senior management (Levels 13-16)	0	0	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 2021 to 31 March 2022

Major occupation 1 April 2019		31 Mar	ch 2020	Change		
Major occupation	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 2021 to 31 December 2021

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)	44	89	10	6	4	24
Skilled (Levels 3-5)	162	83	24	15	7	155
Highly skilled production (Levels 6-8)	231	79	41	25	6	328
Highly skilled supervision (Levels 9-12)	342	84	51	31	7	1 141
Senior management (Levels 13-16)	189	95	28	17	15	915
Contract (Levels 1-2)	24	92	4	3	6	13
Contract (Levels 3-5)	11	64	3	2	4	10
Contract (Levels 6-8)	0	0	0	0	0	0
Contract (Levels 9-12)	1	0	1	1	1	3
Contract (Levels 13-16)	0	0	0	0	0	0
TOTAL	1 004	85	162	100	6	2 589

Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2021 to 31 December 2021

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)
Contract (Levels 1 – 2)	4	100	1	6	4	2
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	10	100	1	6	10	10
Highly skilled production (Levels 6-8)	98	100	4	23	25	125
Highly skilled supervision (Levels 9-12)	141	100	8	47	18	459
Senior management (Levels 13-16)	134	100	3	18	45	565
TOTAL	387	100	17	100	23	1 161

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 2021 to 31 December 2021

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	208	12	17
Skilled (Level 3-5)	739	35	21
Highly skilled production (Level 6-8)	1 486	63	24
Highly skilled supervision (Level 9-12)	2 460	103	24
Senior management (Level 13-16)	1 288	57	40
Contract (Levels 1-2)	34	5	7
Contract (Levels 3-5)	35	4	9
Contract (Levels 6-8)	0	0	0
Contract (Levels 9-12)	34	6	6
Contract (Levels 13-16)	0	0	0
TOTAL	6 284	285	22

Table 3.10.4 – Capped leave for the period 1 January 2021 to 31 December 2021

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 2021
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	14
Highly skilled production (Level 6-8)	0	0	0	45
Highly skilled supervision (Level 9-12)	0	0	0	26
Senior management (Level 13-16)	23	3	8	41
TOTAL	23	3	8	35

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 2021 to 31 March 2022

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	171	1	171
Capped leave pay outs on termination of service for 2020/21	592	2	296
Current leave pay outs on termination of service for 2020/21	711	22	32
TOTAL	1 474	25	59

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	To educate all employee and create awareness on HIV/AIDS, Sexually Transmitted Infections as well as TB through articles as part of prevention and awareness initiative.		
	a) Webinar by Gems: Preventing & Managing Chronic Conditions.		
	b) Hygiene awareness		
	Sexual Health: Hepatitis awareness articles		
	d) World Aids Day Commemoration articles		
	e) Educational Topic on World Aids Day Commemoration		
	f) Sexual Health: STI & Condom Week awareness		

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
1.	Has the department designated a member of the SMS to implement the provisions contained in Part 3 Regulation 55 (2) (c) of Chapter 4 of the PSR, 2016? If so, provide her/his name and position	√		Mr DC Ndlondlolozi, Director: People Management Practices
2.	Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		The Sub-Directorate: People Development, Labour Relations and Special Projects, has two (2) specific employees to promote the health and wellbeing of employees. The annual budget for promoting health and wellbeing of employees is R316 000.
3.	Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this	√		a) Provide employee professional counselling and trauma debriefing when there's a need.
	Programme			b) To enhance workplace health education and productivity.
				c) Enhancing implementation of work life balance.
				d) Promotion of employee wellness programmes.
				e) Provide Capacity Building to management and employees on behavioural problems in the workplace.
				f) Provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee I order to enhance and sustain the quality of life.
				g) Prevent unnecessary absenteeism and presentism caused by social, physical and psychological factors.

	Question	Yes	No	Details, if yes
4.	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		√	Safety, Health, Environment, Risk and Quality Committee and Security Management Committee
	of the committee and the stakeholder(s) that they represent			Mr DC Ndlondlolozi – Chairperson
				Ms MM Mahuma – Employer Representative
				Ms OC Msimanga – Employers 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 M Slier – Western Cape Provincial Office
				Mr N Liwani – Eastern Cape Office
				Ms N Ntomane – Free-State Provincial Office
				Mr S Mpangeva – KwaZulu-Natal Provincial Office
				Ms P Sehahabane – PSA Representative
				Mr T Nzimande – NEHAWU Representative
5.	Has the department reviewed its employment policies and practices to ensure	√		HIV/AIDS and TB Management policy
	that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed			a) Ensure implementation of Behavioural Change Models and HIV/AIDS knowledge programmes to mitigate the risk of HIV/AIDS as preventative initiatives.

	Question	Yes	No	Details, if yes
6.	6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures √	√		a) Employees living with HIV shall have the same rights and obligations as all employees and will be protected against any form of discrimination.
				b) Existing HR policies shall be adjusted in a manner that renders them non- discriminatory against employees living with HIV.
			,	c) Confidentiality regarding the HIV status of any employee shall be maintained at all times.
				d) Care and support of the affected and infected employees.
7.	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 during wellness screening campaign in partnership with the service provider as part of prevention initiatives. 72 employees tested in December 2021 and know their status.
a)	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 implementation of the employee health and wellness programme and the impact.	
				a) Employee Wellness Programme Quarterly Report
				b) Integrated Employee Health and Wellness Reporting tool (Quarterly & Annual report)
				c) Employee Health and Wellness Systems Monitoring Tool.

3.12 Labour Relations

Table 3.12.1 – Collective agreements for the period 1 April 2021 to 31 March 2022

Total number of collective agreements	None

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 2021 to 31 March 2022

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	1	10
Verbal warning	0	0
Written warning	7	70
Final written warning	1	10
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	1	10
Not guilty	0	0
Case withdrawn	0	0
TOTAL	10	100

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2021 to 31 March 2022

Type of misconduct	Number	% of total
Failure to comply with the policy	0	0
Nepotism, misrepresentation and bringing the OPSC into disrepute by breaching Chapter 2 of the PSR	1	100
Theft of Cartridges	0	0
Insubordination and insolent behaviour	0	0
Failure to carry out assigned tasks	0	0
TOTAL	1	100

Table 3.12.4 - Grievances lodged for the period 1 April 2021 to 31 March 2022

Grievances	Number	% of total
Number of grievances resolved	1	50
Number of grievances not resolved	1	50
Total number of grievances lodged	2	100

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2021 to 31 March 2022

Disputes	Number	% of total
Number of disputes upheld	5	50
Number of disputes dismissed	5	50
Total number of disputes lodged	10	100

Table 3.12.6 - Strike actions for the period 1 April 2021 to 31 March 2022

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 2021 to 31 March 2022

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	198
Cost (R'000) of suspensions	653

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 2021 to 31 March 2022

		Number of	Training needs identified at start of reporting period			
Occupational category	Gender	Number of employees as at 1 April 2021	Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	22	0	18	0	18
	Male	21	0	17	0	17
Professionally qualified and experienced specialists and	Female	51	0	5	0	5
middle management (Levels 9-12)	Male	48	0	4	0	4
Skilled technical and academically qualified workers, junior	Female	45	0	6	0	6
management, supervisors, foreman and superintendent (Levels 6-8)	Male	17	0	6	0	6
Semi-skilled and discretionary decision making (Levels 3-5)	Female	21	0	4	0	4
	Male	13	0	4	0	4
Unskilled and defined decision making (Levels 1-2)	Female	10	0	0	0	0
	Male	2	0	0	0	0
Sub Total	Female	149	0	33	0	33
	Male	101	0	31	0	31
TOTAL		250	0	64	0	64

Table 3.13.2 - Training provided for the period 1 April 2021 to 31 March 2022

Occupational category				Training provided withi	n the reporting period	
	Number of employees as at 1 April 2021	Learner-ships	Skills programmes & other short courses	Other forms of training	Total	
Senior management (Levels 13-16)	Female	22	0	4	2	6
	Male	21	0	5	2	7
Professionally qualified and experienced	Female	51	0	26	4	30
specialists and middle management (Levels 9-12)	Male	48	0	15	4	19
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	45	0	5	13	18
	Male	17	0	0	4	4
Semi-skilled and discretionary decision	Female	21	0	5	1	6
making (Levels 3-5)	Male	13	0	2	2	4
Unskilled and defined decision making	Female	10	0	0	0	0
(Levels 1-2)	Male	2	0	0	0	0
Sub Total	Female	149	0	40	20	60
	Male	101	0	22	12	34
TOTAL		250	0	62	32	94

3.14 Injury on Duty

Table 3.14.1 - Injury on duty for the period 1 April 2021 to 31 March 2022

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:

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

Table 3.15.1 - Report on consultant appointments using appropriated funds for the period 1 April 2021 to 31 March 2022

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Information Technology Assessment	7	94	754 952.91
Assessment of the disbursement/distribution of funds and support by Government to mitigate the effect of COVID-19 pandemic	11	120	300 002.23
Provision of support and maintenance service for the Integrated Grievance and Complaints Management System	1	90	331 198.90
Total number of projects	Total individual Consultants	Total Duration (work days)	Total Contract value in Rand
	19	304	1 386 156.04

Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2021 to 31 March 2022

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Information Technology Assessment	Government Component of National Treasury	60	7
Assessment of the disbursement/ distribution of funds and support by Government to mitigate the effect of COVID-19 pandemic	Government Entity		
Provision of support and maintenance service for the Integrated Grievance and Complaints Management System	71	40	1

Table 3.15.3 - Report on consultant appointments using donor funds for the period 1 April 2021 to 31 March 2022

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
Not Applicable	0	0	0

Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
Not Applicable	0	0	0

Table 3.15.4 – Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2021 to 31 March 2022

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Not Applicable	0	0	0

3.16 Severance Packages

Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2021 to 31 March 2022

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: FINANCIAL INFORMATION

AUDITOR GENERAL REPORT

Report of the Auditor-General to Parliament on Vote no. 12: Office of the Public Service Commission

Report on the audit of the financial statements

Opinion

- I have audited the financial statements of the Public Service Commission (PSC) set out on pages 138 to 223, which comprise the appropriation statement, statement of financial position as at 31 March 2022, the 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 PSC as at 31 March 2022, 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

- 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 224 to 233 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 annual performance report

- 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 material findings on the usefulness and reliability of the reported performance information against predetermined objectives presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
- 13. I performed procedures to evaluate the usefulness and reliability of the reported performance information on selected performance indicators in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice.
- 14. I performed the procedures in accordance with the AGSA audit methodology. This engagement is not an assurance engagement. Accordingly, I do not express an opinion or an assurance conclusion.
- 15. My procedures address the usefulness and reliability of the reported performance information on the selected performance indicators, 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.

- 16. I performed procedures to determine whether the reported performance was consistent with the approved performance planning documents.

 I performed further procedures to determine whether the selected performance 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.
- 17. I selected the following material performance indicators contained in Integrity and Anti-corruption programme presented in the department's annual performance report for the year ended 31 March 2022 set out on pages 67 to 80. I selected the indicators that measure the department's performance on its primary mandated functions and which are of significant national, community or public interest.

Performance indicators: Programme 4 - Integrity and Anti-corruption

Percentage of public administration investigations finalised within 90 working days upon receipt of all relevant information

Number of overview reports on financial misconduct produced

Percentage of NACH cases referred within 7 days of receipt of cases

Number of reports on the closure of NACH cases produced

18. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected material performance indicators.

Other matter

19. I draw attention to the matters below.

Achievement of planned targets

20. Refer to the annual performance report on pages 67 to 80 for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets.

Report on compliance with legislation

- 21. 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 applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
- 22. I performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA audit methodology. This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
- 23. I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and adequately available to report in an understandable manner. The selection is done through an established AGSA process. The selected legislative requirements are as follows:

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

Legislation	Sections or regulations
Preferential Procurement regulations (PPR), 2017	Regulations 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; Regulations 6.1; 6.2; 6.3; 6.5; 6.6; 6.8; Regulations 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulations 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004 (PRECCA)	Section 34(1)
Public Service regulations (PSR), 2016	Regulations 18(1); 18(2); 25(1)(e)(i) and (iii)
State Information Technology Agency Act 88 of 1998 (SITA)	Section 7(3)
NT SCM Instruction Note 05 of 2009/10	Par 3.3
NT SCM Instruction Note 04 of 2015/16	Par 3.4
NT SCM Instruction Note 03 of 2016/17	Par 8.1; 8.2; 8.3; 8.5
NT SCM Instruction Note 4A of 2016/17	Par 6
NT SCM Instruction Note 07 of 2017/18	Par 4.3
NT SCM Instruction note 03 of 2019/20 [Annexure A - FIPDM]	Par 5.5.1(vi); 5.5.1(x)
NT SCM Instruction Note 08 of 2019/20	Par 3.1.1; 3.6; 3.7.2; 3.7.6(i) - (iii)
NT SCM Instruction Note 03 of 2020/21	Par 3.6; 3.7; 5.1(i); 6.1; 6.3
NT SCM Instruction Note 05 of 2020/21	Par 3.2; 3.7; 4.3; 4.6; 4.8; 4.9; 5.3
Erratum NT SCM Instruction Note 05 of 2020/21	Par 1; 2
Second Amendment to NT SCM Instruction Note 05 of 2020/21	Par 1
NT Instruction Note 11 of 2020/21	Par 3.1; 3.4(b); 3.9
NT SCM Instruction Note 02 of 2021/22	Par 3.2.1; 3.2.4(a); 3.3.1; 4.1
SCM Practice Note 8 of 2007/08	Par 3.3.1; 3.3.3; 3.4.1; 3.5
SCM Practice Note 7 of 2009/10	Par 4.1.2

24. I did not identify any material findings on compliance with the selected legislative requirements.

Other information

- 25. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the accounting officers' report, and the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that has been specifically reported in this auditor's report.
- 26. My opinion on the financial statements and material findings on the reported performance information and compliance with legislation does not cover the other performance information and I do not express an audit opinion or any form of assurance conclusion on it.
- 27. 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 material indicators in the scoped-in programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- 28. If based on the work I have performed, I conclude that there is a material misstatement in the other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

29. 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 deficiencies in internal control.

Auditor General

Pretoria

31 July 2022



Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

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

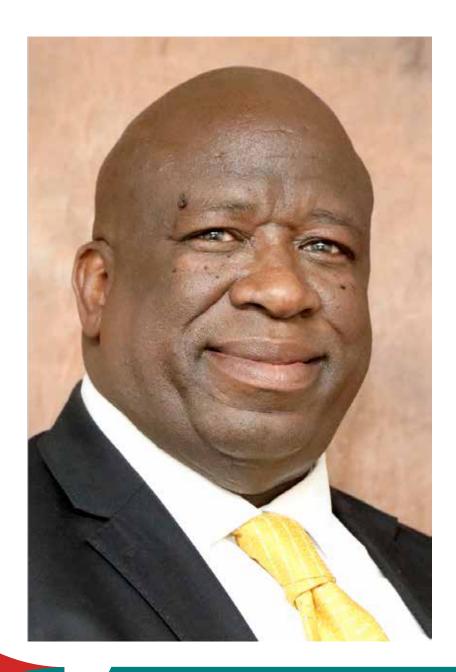
- 2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, 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 Office 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.
- I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.



ANNUAL FINANCIAL STATEMENTS

Appropriation Statement	139 - 177
Notes to the Appropriation Statement	178 -180
Statement of Financial Performance	181
Statement of Financial Position	183
Statement of Changes in Net Assets	184
Cash Flow Statement	185
Notes to the Annual Financial Statements (including Accounting policies):	187 - 223
Annexures	224 - 233

	Appropriation per programme											
		2021/22								2020/21		
		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		
Pro	gramme											
1.	Administration	135 943	-	(1 384)	134 559	121 947	12 612	90,6%	128 597	121 637		
2.	Leadership and Management Practices	48 872	-	901	49 773	49 728	45	99,9%	47 308	47 272		
3.	Monitoring and Evaluation	43 877	-	390	44 267	41 668	2 599	94,1%	40 382	38 543		
4.	Integrity and Anti-Corruption	57 579	-	93	57 672	52 428	5 244	90,9%	57 493	53 704		
TO	TAL	286 271	-	-	286 271	265 771	20 500	92,8%	273 780	261 156		
Red	conciliation with Statement of Finar	ncial Performance										
Ad	d:											
De	partmental receipts				398				844			
NR	F Receipts				-				-			
Aid	Aid assistance								-			
		286 669				274 624						
Ad	d:											
Aid	assistance		130				1 138					
Act	rual amounts per Statement of Fina		265 901				262 294					

Appropriation per economic classification									
	2021/22						2020	/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	284 294	-	(3 345)	280 949	260 444	20 505	92,7%	267 503	254 841
Compensation of employees	216 505	-	_	216 505	204 753	11 752	94,6%	215 025	202 952
Salaries and wages	193 853	(1 828)	(762)	191 263	180 830	10 433	94,5%	189 931	179 597
Social contributions	22 652	1 828	762	25 242	23 923	1 319	94,8%	25 094	23 355
Goods and services	67 789	-	(3 345)	64 444	55 691	8 753	86,4%	52 478	51 889
Administrative fees	224	(2)	-	222	173	49	77,9%	177	175
Advertising	224	18	15	257	189	68	73,5%	79	80
Minor assets	893	(139)	(503)	251	219	32	87,3%	414	414
Audit costs: External	5 630	(64)	-	5 566	5 090	476	91,4%	1 996	1 994
Bursaries: Employees	666	131	-	797	797	-	100,0%	1 037	1 037
Catering: Departmental activities	346	(15)	(10)	321	180	141	56,1%	115	117
Communication (G&S)	5 895	(387)	(622)	4 886	3 615	1 271	74,0%	3 903	3 800
Computer services	9 220	(292)	(37)	8 891	8 643	248	97,2%	7 779	7 775
Consultants: Business and advisory services	3 630	786	(710)	3 706	2 369	1 337	63,9%	3 718	3 612
Legal services	3 570	(127)	-	3 443	3 442	1	100,0%	2 445	2 445
Contractors	424	8	(329)	103	102	1	99,0%	29	29
Fleet services (including government motor transport)	600	37	(39)	598	334	264	55,9%	303	293
Consumable supplies	1 250	422	(4)	1 668	1 016	652	60,9%	1 253	1 241
Consumable: Stationery, printing and office supplies	3 051	(42)	(81)	2 928	1 496	1 432	51,1%	1 678	1 576

Vote 12

Appropriation per economic classification										
	2021/22							2020/21		
	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	21 310	(84)	58	21 284	21 312	(28)	100,1%	21 723	21 714	
Property payments	4 658	474	(402)	4 730	4 166	564	88,1%	3 050	3 045	
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	
Travel and subsistence	2 898	(386)	(216)	2 296	1 470	826	64,0%	1 096	896	
Training and development	2 390	(666)	-	1 724	374	1 350	21,7%	1 034	1 078	
Operating payments	910	328	(465)	773	704	69	91,1%	636	556	
Venues and facilities	-	-	-	-	-	-	-	1	1	
Rental and hiring	-	-	-	-	-	=	-	12	11	
Transfers and subsidies	502	-	1 431	1 933	1 933	-	100,0%	1 977	1 977	
Foreign governments and international organisations	30	-	-	30	30	-	100,0%	90	90	
Households	472	-	1 431	1 903	1 903	-	100,0%	1 887	1 887	
Social benefits	472	-	1 431	1 903	1 903	-	100,0%	1 887	1 887	
Payments for capital assets	1 475	-	1 914	3 389	3 383	6	99,8%	4 300	4 295	
Buildings and other fixed structures	-	-	-	-	-	-	-	19	19	
Buildings	-	-	-	-	-	-	-	19	19	
Machinery and equipment	1 475	-	1 914	3 389	3 383	6	99,8%	4 281	4 276	
Other machinery and equipment	1 475	-	1 914	3 389	3 383	6	99,8%	4 281	4 276	
Payment for financial assets	-	-	-	-	11	(11)	-	-	43	
TOTAL	286 271	-	-	286 271	265 771	20 500	92,8%	273 780	261 156	

PROGRAMME 1: ADMINISTRATION									
	2021/22						2020	/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R′000	R′000	R′000	R′000	R′000	R′000	%	R′000	R′000
Sub programme									
1. Public Service Commission	19 841	97	(110)	19 828	18 663	1 165	94,1%	23 282	17 901
2. Management	16 180	248	-	16 428	16 150	278	98,3%	17 943	17 934
3. Corperate Services	28 976	(448)	-	28 528	24 922	3 606	87,4%	23 420	23 352
4. Property Management	24 283	(306)	(468)	23 509	23 282	227	99,0%	22 802	22 801
5. Chief Financial Officer	46 663	409	(806)	46 266	38 930	7 336	84,1%	41 150	39 649
TOTAL	135 943	-	(1 384)	134 559	121 947	12 612	90,6%	128 597	121 637
Economic classification									
Current payments	134 164	-	(3 650)	130 514	117 897	12 617	90,3%	123 279	116 277
Compensation of employees	71 346	-	-	71 346	67 439	3 907	94,5%	75 118	68 561
Salaries and wages	63 420	(575)	-	62 845	59 302	3 543	94,4%	65 933	60 179
Social contributions	7 926	575	-	8 501	8 137	364	95,7%	9 185	8 382
Goods and services	62 818	-	(3 650)	59 168	50 458	8 710	85,3%	48 161	47 716
Administrative fees	224	(2)	-	222	173	49	77,9%	177	175
Advertising	198	4	-	202	135	67	66,8%	40	41
Minor assets	893	(139)	(504)	250	218	32	87,2%	412	412
Audit costs: External	5 630	(64)	-	5 566	5 090	476	91,4%	1 996	1 994
Bursaries: Employees	666	131	-	797	797	-	100,0%	1 037	1 037
Catering: Departmental activities	314	(29)	(6)	279	145	134	52,0%	101	104

	PROGRAMME 1: ADMINISTRATION											
				2021/22				2020	/21			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure			
	R′000	R'000	R′000	R′000	R′000	R′000	%	R′000	R′000			
Communication (G&S)	4 227	(266)	(598)	3 363	2 100	1 263	62,4%	2 687	2 630			
Computer services	9 220	(292)	(37)	8 891	8 643	248	97,2%	7 779	7 775			
Consultants: Business and advisory services	3 592	652	(795)	3 449	2 113	1 336	61,3%	3 638	3 533			
Legal services	3 570	(127)	-	3 443	3 442	1	100,0%	2 445	2 445			
Contractors	400	1	(329)	72	72	-	100,0%	15	15			
Fleet services (including government motor transport)	367	(47)	-	320	56	264	17,5%	30	28			
Consumable supplies	1 114	459	-	1 573	926	647	58,9%	1 127	1 127			
Consumable: Stationery, printing and office supplies	2 206	36	(35)	2 207	792	1 415	35,9%	661	583			
Operating leases	20 775	10	-	20 785	20 780	5	100,0%	21 195	21 195			
Property payments	4 223	311	(544)	3 990	3 432	558	86,0%	2 540	2 539			
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-			
Travel and subsistence	1 998	(262)	(347)	1 389	592	797	42,6%	642	489			
Training and development	2 390	(666)	-	1 724	374	1 350	21,7%	1 034	1 078			
Operating payments	811	290	(455)	646	578	68	89,5%	593	505			
Rental and hiring	-	-	-	-	-	-	-	12	11			
Transfers and subsidies	502	-	363	865	864	1	99,9%	1 139	1 138			
Foreign governments and international organisations	30	-	-	30	30	-	100,0%	90	90			

for the year ended 31 March 2022

	PROGRAMME 1: ADMINISTRATION											
				2021/22				2020/21				
	Adjusted Appropriation	Appropriation of Funds Appropriation Expenditure as % of final appropriation							Actual Expenditure			
	R′000	R′000	R′000	R′000	R'000	R′000	%	R'000	R′000			
Households	472	-	363	835	834	1	99,9%	1 049	1 048			
Social benefits	472	-	363	835	834	1	99,9%	1 049	1 048			
Payments for capital assets	1 277	-	1 903	3 180	3 175	5	99,8%	4 179	4 179			
Buildings and other fixed structures	-	-	-	-	-	-	-	19	19			
Buildings	-	-	-	-	-	-	-	19	19			
Machinery and equipment	1 277	-	1 903	3 180	3 175	5	99,8%	4 160	4 160			
Other machinery and equipment	1 277	-	1 903	3 180	3 175	5	99,8%	4 160	4 160			
Payment for financial assets		-			11	(11)	-		43			
TOTAL	135 943	-	(1 384)	134 559	121 947	12 612	90,6%	128 597	121 637			

	SUB PROGRAMME: 1.1: PUBLIC SERVICE COMMISSION												
				2021/22				2020	/21				
	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	19 841	(111)	(473)	19 257	18 093	1 164	94,0%	22 961	17 581				
Compensation of employees	17 882	(111)	-	17 771	17 253	518	97,1%	21 817	16 579				
Salaries and wages	16 228	(154)		16 074	15 678	396	97,5%	19 717	14 885				
Social contributions	1 654	43		1 697	1 575	122	92,8%	2 100	1 694				
Goods and services	1 959	-	(473)	1 486	840	646	56,5%	1 144	1 002				
Administrative fees				-		-	-	-					
Advertising				-		-	-	-					
Minor assets				-		-	-	-					
Audit costs: External				-		-	-	-					
Bursaries: Employees				-		-	-	-					
Catering: Departmental activities	74	46	(6)	114	87	27	76,3%	61	61				
Communication (G&S)	474	(30)	(85)	359	252	107	70,2%	251	232				
Computer services				-		-	-	-					
Consultants: Business and advisory services	-	-	-	-	-	-	-	348	348				
Legal services				-		-	-	-					
Contractors				-		-	-	-					
Fleet services (including government motor transport)				-		-	-	-					
Consumable supplies	-	-	_	_	_	-	_	1	5				

		SUB PROG	RAMME: 1.1	: PUBLIC SERVICE	COMMISSION				
				2021/22				2020	/21
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R′000	R′000	R′000	R′000	R′000	R′000	%	R′000	R′000
Consumable: Stationery, printing and office supplies	69	(3)	(35)	31	24	7	77,4%	60	48
Operating leases	-			-		-	-	-	
Property payments	-			-		-	-	-	
Transport provided: Departmental activity	-			-		-	-	-	
Travel and subsistence	1 267	(14)	(347)	906	401	505	44,3%	422	307
Training and development	-			-		=	-	-	
Operating payments	75	1		76	76	-	100,0%	1	1
Rental and hiring				-		-	-	-	
Transfers and subsidies	-	208	363	571	570	1	99,8%	321	320
Foreign governments and international organisations				-		-	-	-	
Households	-	208	363	571	570	1	99,8%	321	320
Social benefits		208	363	571	570	1	99,8%	321	320
Payments for capital assets	-	-	-	-	-	-	-	-	_
Buildings and other fixed structures	-	-	-	-	-	-	_	-	_
Buildings				-		-	-	-	
Machinery and equipment	-	-	-	-	-	-	_	-	_
Other machinery and equipment				-		=	-	-	
Payment for financial assets	-	-	-	-		_	-	-	-
Total	19 841	97	(110)	19 828	18 663	1 165	94,1%	23 282	17 901

APPROPRIATION STATEMENT for the year ended 31 March 2022

	SUB PROGRAMME: 1.2: MANAGEMENT										
				2021/22				2020	/21		
	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	16 128	111	-	16 239	15 961	278	98,3%	17 496	17 487		
Compensation of employees	11 608	111	-	11 719	11 713	6	99,9%	13 592	13 588		
Salaries and wages	10 208	93		10 301	10 297	4	100,0%	11 964	11 962		
Social contributions	1 400	18		1 418	1 416	2	99,9%	1 628	1 626		
Goods and services	4 520	-	_	4 520	4 248	272	94,0%	3 904	3 899		
Administrative fees	-	-	-	-	-	-	-	-	-		
Advertising	26	25	-	51	51	-	100,0%	25	26		
Minor assets	-		-	-		-	-	-			
Audit costs: External	-		-	-		-	-	-			
Bursaries: Employees	-		-	-		-	-	-			
Catering: Departmental activities	115	(78)	-	37	27	10	73,0%	2	3		
Communication (G&S)	313	9	-	322	245	77	76,1%	237	235		
Computer services	-	-	-	-	-	-	-	-	-		
Consultants: Business and advisory services	-	352	-	352	353	(1)	100,3%	1 052	1 052		
Legal services	3 570	(127)	-	3 443	3 442	1	100,0%	2 445	2 445		
Contractors	-	-	-	-		-	-	-			
Fleet services (including government motor transport)	-		-	-		-	-	-			
Consumable supplies	-	3	_	3	3	-	100,0%				

	SUB PROGRAMME: 1.2: MANAGEMENT										
				2021/22				2020	/21		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure		
Economic classification	R′000	R′000	R′000	R'000	R′000	R′000	%	R′000	R′000		
Consumable: Stationery, printing and office supplies	72	13	-	85	41	44	48,2%	61	59		
Operating leases	-		-	-		-	-	-			
Property payments	-		-	-		-	-	-			
Transport provided: Departmental activity	-		-	-		-	-	-			
Travel and subsistence	424	(210)	-	214	73	141	34,1%	81	78		
Training and development	-		-	-		-	-	-			
Operating payments	-	13	-	13	13	-	100,0%	1	1		
Rental and hiring	-		-	-		-	-	-			
Transfers and subsidies	30	137	-	167	167	-	100,0%	430	430		
Foreign governments and international organisations	30		-	30	30	=	100,0%	90	90		
Households	-	137	-	137	137	-	100,0%	340	340		
Social benefits		137	-	137	137	-	100,0%	340	340		
Payments for capital assets	22	-	-	22	22	-	100,0%	17	17		
Buildings and other fixed structures	-	-	_	-	-	-	-	-	-		
Buildings			-	-		-	-	-			
Machinery and equipment	22	-	_	22	22	-	100,0%	17	17		
Other machinery and equipment	22		-	22	22	-	100,0%	17	17		
Payment for financial assets	-	_				_		-			
Total	16 180	248	-	16 428	16 150	278	98,3%	17 943	17 934		

	SUB PROGRAMME: 1.3: CORPORATE SERVICES												
				2021/22				2020)/21				
	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	28 504	-	-	28 504	24 898	3 606	87,3%	23 292	23 224				
Compensation of employees	23 439	-	-	23 439	22 306	1 133	95,2%	20 352	20 564				
Salaries and wages	20 569	(356)		20 213	19 231	982	95,1%	17 508	17 726				
Social contributions	2 870	356		3 226	3 075	151	95,3%	2 844	2 838				
Goods and services	5 065	-	-	5 065	2 592	2 473	51,2%	2 940	2 660				
Administrative fees	3	(2)	-	1		1	-	-	-				
Advertising	126	(60)	-	66	-	66	-	-	-				
Minor assets	-		-	-		-	-	-					
Audit costs: External	-		-	-		-	-	-					
Bursaries: Employees	666	131	-	797	797	-	100,0%	1 037	1 037				
Catering: Departmental activities	125	1	-	126	29	97	23,0%	35	36				
Communication (G&S)	106	22	-	128	125	3	97,7%	99	64				
Computer services	-		-	-		-	-	-					
Consultants: Business and advisory services	344	20	-	364	215	149	59,1%	329	226				
Legal services	-		-	-		_	-	-					
Contractors	-		-	_		-	_	_					
Fleet services (including government motor transport)	-		-	-		-	-	-					
Consumable supplies	516	(20)	-	496	56	440	11,3%	34	31				

		SUB PF	ROGRAMME	: 1.3: CORPORATI	E SERVICES				
				2021/22				2020	/21
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R′000	R′000	R′000	R′000	R′000	R′000	%	R′000	R'000
Consumable: Stationery, printing and office supplies	625	44	-	669	630	39	94,2%	165	106
Operating leases	-			-	-	-	-	-	
Property payments	-	271		271	-	271	-	-	
Transport provided: Departmental activity	-			-		-	-	-	
Travel and subsistence	98	(12)		86	55	31	64,0%	90	52
Training and development	2 390	(666)		1 724	374	1 350	21,7%	903	948
Operating payments	66	271		337	311	26	92,3%	248	160
Rental and hiring	-			-		-	-	-	
Transfers and subsidies	472	(448)	_	24	24	-	100,0%	128	128
Foreign governments and international organisations				-		-	-	-	
Households	472	(448)	-	24	24	-	100,0%	128	128
Social benefits	472	(448)		24	24	=	100,0%	128	128
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings				-		-	-	-	
Machinery and equipment	-	-	_	-	-	-	-	-	-
Other machinery and equipment				-		-	-	-	
Payment for financial assets	-	-	_	-	-	_	-	-	-
Total	28 976	(448)	-	28 528	24 922	3 606	87,4%	23 420	23 352

	SUB PROGRAMME: 1.4: PROPERTY MANAGEMENT											
				2021/22				2020	/21			
Adjusted Appropriation of Funds Virement Appropriation Appropriation Appropriation Appropriation Actual Expenditure as % of final appropriation									Actual Expenditure			
Economic classification	R′000	R′000	R′000	R′000	R′000	R′000	%	R′000	R′000			
Current payments	24 283	(306)	(468)	23 509	23 282	227	99,0%	22 802	22 801			
Goods and services	24 283	(306)	(468)	23 509	23 282	227	99,0%	22 802	22 801			
Operating leases	20 504	11		20 515	20 515	-	100,0%	20 935	20 935			
Property payments	3 779	(317)	(468)	2 994	2 767	227	92,4%	1 867	1 866			
Transfers and subsidies	-	-	-	-	-	-	-	-	-			
Payments for capital assets	-	_	_	_	-	-	-	_	-			
Payment for financial assets	-	-	-	-	-	-	-	-	-			
Total	24 283	(306)	(468)	23 509	23 282	227	99,0%	22 802	22 801			

	SUB PROGRAMME: 1.5: CHIEF FINANCIAL OFFICER										
				2021/22				2020	/21		
	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	45 408	306	(2 709)	43 005	35 663	7 342	82,9%	36 728	35 184		
Compensation of employees	18 417	-	-	18 417	16 167	2 250	87,8%	19 357	17 830		
Salaries and wages	16 415	(158)		16 257	14 096	2 161	86,7%	16 744	15 606		
Social contributions	2 002	158		2 160	2 071	89	95,9%	2 613	2 224		
Goods and services	26 991	306	(2 709)	24 588	19 496	5 092	79,3%	17 371	17 354		
Administrative fees	221			221	173	48	78,3%	177	175		
Advertising	46	39		85	84	1	98,8%	15	15		
Minor assets	893	(139)	(504)	250	218	32	87,2%	412	412		
Audit costs: External	5 630	(64)		5 566	5 090	476	91,4%	1 996	1 994		
Bursaries: Employees	-			-		-	-	-			
Catering: Departmental activities	-	2		2	2	-	100,0%	3	4		
Communication (G&S)	3 334	(267)	(513)	2 554	1 478	1 076	57,9%	2 100	2 099		
Computer services	9 220	(292)	(37)	8 891	8 643	248	97,2%	7 779	7 775		
Consultants: Business and advisory services	3 248	280	(795)	2 733	1 545	1 188	56,5%	1 909	1 907		
Legal services	-			-		-	-	-			
Contractors	400	1	(329)	72	72	-	100,0%	15	15		
Fleet services (including government motor transport)	367	(47)		320	56	264	17,5%	30	28		
Consumable supplies	598	476		1 074	867	207	80,7%	1 092	1 091		

	SUB PROGRAMME: 1.5: CHIEF FINANCIAL OFFICER											
				2021/22				2020	/21			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure			
Economic classification	R′000	R′000	R′000	R'000	R'000	R′000	%	R'000	R'000			
Consumable: Stationery, printing and office supplies	1 440	(18)		1 422	97	1 325	6,8%	375	370			
Operating leases	271	(1)		270	265	5	98,1%	260	260			
Property payments	444	357	(76)	725	665	60	91,7%	673	673			
Transport provided: Departmental activity	-			-		-	-	-	-			
Travel and subsistence	209	(26)		183	63	120	34,4%	49	52			
Training and development	-			-		-	-	131	130			
Operating payments	670	5	(455)	220	178	42	80,9%	343	343			
Rental and hiring	-			-		-	-	12	11			
Transfers and subsidies	-	103	-	103	103	-	100,0%	260	260			
Foreign governments and international organisations				-		-	-	-				
Households	-	103	-	103	103	-	100,0%	260	260			
Social benefits		103		103	103	-	100,0%	260	260			
Payments for capital assets	1 255	-	1 903	3 158	3 153	5	99,8%	4 162	4 162			
Buildings and other fixed structures	-	-	-	-	-	-	-	19	19			
Buildings				-		-	-	19	19			
Machinery and equipment	1 255	-	1 903	3 158	3 153	5	99,8%	4 143	4 143			
Other machinery and equipment	1 255		1 903	3 158	3 153	5	99,8%	4 143	4 143			
Payment for financial assets				-	11	(11)	-	-	43			
Total	46 663	409	(806)	46 266	38 930	7 336	84,1%	41 150	39 649			

	PRO	OGRAMME :	2: LEADERS	HIP AND MANAG	EMENT PRACTI	CES			
				2021/22				2020	/21
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R′000	R′000	R′000	R'000	R′000	R′000	%	R'000	R'000
Sub programme									
1. Labour Relations Improvement	16 082	(84)	58	16 056	16 042	14	99,9%	14 876	14 865
2. Leadership and Human Resource Reviews	9 555	35	(53)	9 537	9 527	10	99,9%	9 343	9 337
3. Programme Management: Leadership and Management Practices	23 235	49	896	24 180	24 159	21	99,9%	23 089	23 070
TOTAL	48 872	-	901	49 773	49 728	45	99,9%	47 308	47 272
Economic classification Current payments	48 806	_	703	49 509	49 465	44	99,9%	47 199	47 164
Compensation of employees	47 485	_	878	48 363	48 345	18	100,0%	46 119	46 101
Salaries and wages	43 159	30	116	43 305	43 291	14	100,0%	41 046	41 030
Social contributions	4 326	(30)	762	5 058	5 054	4	99,9%	5 073	5 071
Goods and services	1 321	_	(175)	1 146	1 120	26	97,7%	1 080	1 063
Minor assets	-	-	-	-	-	-	-	2	2
Catering: Departmental activities	12	5	(4)	13	11	2	84,6%	4	4
Communication (G&S)	507	(11)	(26)	470	466	4	99,1%	380	376
Contractors	-	_	_	-	-	-	-	2	2
Fleet services (including government motor transport)	48	(1)	(39)	8	9	(1)	112,5%	7	6

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES											
				2021/22				2020	/21		
	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	2	(4)	15	14	1	93,3%	28	26		
Consumable: Stationery, printing and office supplies	269	(50)	(47)	172	164	8	95,3%	349	346		
Operating leases	182	4	-	186	186	-	100,0%	191	191		
Property payments	63	80	-	143	143	-	100,0%	50	49		
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-		
Travel and subsistence	209	(36)	(44)	129	117	12	90,7%	62	56		
Training and development	-	-	-	-	-	-	-	-	-		
Operating payments	14	7	(11)	10	10	-	100,0%	5	5		
Transfers and subsidies	-	-	201	201	201	-	100,0%	75	75		
Households	-	-	201	201	201	-	100,0%	75	75		
Social benefits	-	-	201	201	201	-	100,0%	75	75		
Other transfers to households	-	-	-	-	-	-	-	-	-		
Payments for capital assets	66	-	(3)	63	62	1	98,4%	34	33		
Machinery and equipment	66	-	(3)	63	62	1	98,4%	34	33		
Other machinery and equipment	66	-	(3)	63	62	1	98,4%	34	33		
Payment for financial assets	-	-	-	-	-	-	-	-	-		
TOTAL	48 872	-	901	49 773	49 728	45	99,9%	47 308	47 272		

	SUB PROGRAMME: 2.1: LABOUR RELATIONS IMPROVEMENT											
				2021/22				2020	/21			
	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	16 082	(84)	(24)	15 974	15 960	14	99,9%	14 815	14 804			
Compensation of employees	15 904	(84)	-	15 820	15 810	10	99,9%	14 625	14 618			
Salaries and wages	14 648	(286)		14 362	14 355	7	100,0%	13 179	13 173			
Social contributions	1 256	202		1 458	1 455	3	99,8%	1 446	1 445			
Goods and services	178	-	(24)	154	150	4	97,4%	190	186			
Minor assets				-		-	-	-				
Catering: Departmental activities		1	(1)	-		-	-	-				
Communication (G&S)	132	2		134	132	2	98,5%	101	100			
Contractors				-		-	-	-				
Fleet services (including government motor transport)				-		-	-	-				
Consumable supplies				-		-	-	-				
Consumable: Stationery, printing and office supplies	37	(3)	(14)	20	18	2	90,0%	87	85			
Operating leases	-			-		-	-	-				
Property payments	-			-		-	-	-				
Transport provided: Departmental activity	-			-		-	_	-				
Travel and subsistence	9		(9)	-		-	-	2	1			
Training and development				-		-	-	-				
Operating payments				-		-	-	-				
Transfers and subsidies	-	-	82	82	82	_	100,0%	61	61			

	SUB PROGRAMME: 2.1: LABOUR RELATIONS IMPROVEMENT												
				2021/22				2020/21					
	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	-	-	82	82	82	-	100,0%	61	61				
Social benefits			82	82	82	-	100,0%	61	61				
Other transfers to households				-		-	-	-					
Payments for capital assets	-	-	-	-	-	-	-	-	-				
Machinery and equipment	-	_	-	-	-	-	-	-	-				
Other machinery and equipment				-		-	-	-					
Payment for financial assets				-		-	-	-					
Total	16 082	(84)	58	16 056	16 042	14	99,9%	14 876	14 865				

SUB PROGRAMME: 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS												
				2021/22				2020	/21			
	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	9 555	35	(53)	9 537	9 527	10	99,9%	9 343	9 337			
Compensation of employees	9 401	34	-	9 435	9 431	4	100,0%	9 219	9 214			
Salaries and wages	8 522	(109)		8 413	8 409	4	100,0%	8 212	8 206			
Social contributions	879	143		1 022	1 022	-	100,0%	1 007	1 008			
Goods and services	154	1	(53)	102	96	6	94,1%	124	123			
Minor assets				-		-	-	-				
Catering: Departmental activities	2			2	2	-	100,0%	-				
Communication (G&S)	88	1	(4)	85	84	1	98,8%	53	52			
Contractors				-		-	-	-				
Fleet services (including government motor transport)				-		-	-	-				
Consumable supplies				-		-	-	-				
Consumable: Stationery, printing and office supplies	29	2	(20)	11	9	2	81,8%	68	68			
Operating leases	-			-		-	-	-				
Property payments	-			-		-	-	-				
Transport provided: Departmental activity	-			-		-	-	-				
Travel and subsistence	24	(2)	(18)	4	1	3	25,0%	3	3			
Training and development	-			-		-	-	-				
Operating payments	11		(11)	-		-	-	-				
Transfers and subsidies	-	-	-	_	-	_	-	-	-			

SUB PROGRAMME: 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS											
				2021/22				2020	/21		
	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				-		-	-	-			
Other transfers to households				-		-	-	-			
Payments for capital assets	-	-	-	-	-	-	-	-	-		
Machinery and equipment	-	-	-	-	-	-	-	-	-		
Other machinery and equipment				_		-	-	-			
Payment for financial assets							-				
Total	9 555	35	(53)	9 537	9 527	10	99,9%	9 343	9 337		

SUB PROGRAMME: 2.3: PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES										
				2021/22				2020	/21	
	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	23 169	49	780	23 998	23 978	20	99,9%	23 041	23 023	
Compensation of employees	22 180	50	878	23 108	23 104	4	100,0%	22 275	22 269	
Salaries and wages	19 989	425	116	20 530	20 527	3	100,0%	19 655	19 651	
Social contributions	2 191	(375)	762	2 578	2 577	1	100,0%	2 620	2 618	
Goods and services	989	(1)	(98)	890	874	16	98,2%	766	754	
Minor assets				-		-	-	2	2	
Catering: Departmental activities	10	4	(3)	11	9	2	81,8%	4	4	
Communication (G&S)	287	(14)	(22)	251	250	1	99,6%	226	224	
Contractors				-		-	-	2	2	
Fleet services (including government motor transport)	48	(1)	(39)	8	9	(1)	112,5%	7	6	
Consumable supplies	17	2	(4)	15	14	1	93,3%	28	26	
Consumable: Stationery, printing and office supplies	203	(49)	(13)	141	137	4	97,2%	194	193	
Operating leases	182	4		186	186	-	100,0%	191	191	
Property payments	63	80		143	143	-	100,0%	50	49	
Transport provided: Departmental activity	-			-		-	-	-		
Travel and subsistence	176	(34)	(17)	125	116	9	92,8%	57	52	
Training and development	-			-		-	-	-		
Operating payments	3	7		10	10	-	100,0%	5	5	
Transfers and subsidies	-	-	119	119	119	-	100,0%	14	14	

SUB PROGRAMME: 2.3: PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES											
				2021/22				2020/21			
	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	-	-	119	119	119	-	100,0%	14	14		
Social benefits			119	119	119	-	100,0%	14	14		
Other transfers to households				-		-	-	-			
Payments for capital assets	66	-	(3)	63	62	1	98,4%	34	33		
Machinery and equipment	66	-	(3)	63	62	1	98,4%	34	33		
Other machinery and equipment	66		(3)	63	62	1	98,4%	34	33		
Payment for financial assets				-		-	-	-			
Total	23 235	49	896	24 180	24 159	21	99,9%	23 089	23 070		

	PROGRAMME 3: MONITORING AND EVALUATION												
					2021/22				2020	/21			
		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			
Sul	b programme												
1.	Governance Monitoring	8 701	(91)	645	9 255	9 024	231	97,5%	9 367	8 982			
2.	Service Delivery and Compliance Evaluations	9 289	73	116	9 478	9 471	7	99,9%	9 150	8 549			
3.	Programme Management: Monitoring and Evaluation	25 887	18	(371)	25 534	23 173	2 361	90,8%	21 865	21 012			
TO	TAL	43 877	-	390	44 267	41 668	2 599	94,1%	40 382	38 543			
Eco	onomic classification												
Cu	rrent payments	43 811	-	(108)	43 703	41 104	2 599	94,1%	40 101	38 263			
Co	mpensation of employees	42 199	-	(378)	41 821	39 238	2 583	93,8%	38 898	37 159			
Sã	alaries and wages	38 471	(675)	(378)	37 418	34 874	2 544	93,2%	34 094	32 966			
Sc	ocial contributions	3 728	675	-	4 403	4 364	39	99,1%	4 804	4 193			
Go	ods and services	1 612	-	270	1 882	1 866	16	99,1%	1 203	1 104			
Α	dvertising	26	-	14	40	40	-	100,0%	25	25			
C	atering: Departmental activities	10	7	-	17	16	1	94,1%	1	1			
C	ommunication (G&S)	427	62	-	489	488	1	99,8%	429	391			
	onsultants: Business and advisory ervices	8	126	84	218	218	-	100,0%	16	16			
C	ontractors	20	1	_	21	21	-	100,0%	3	3			

PROGRAMME 3: MONITORING AND EVALUATION											
				2021/22				2020	/21		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure		
	R'000	R′000	R′000	R'000	R'000	R'000	%	R′000	R'000		
Fleet services (including government motor transport)	104	90	-	194	194	-	100,0%	158	152		
Consumable supplies	38	(31)	-	7	5	2	71,4%	47	37		
Consumable: Stationery, printing and office supplies	213	(45)	-	168	164	4	97,6%	174	163		
Operating leases	217	(86)	-	131	131	-	100,0%	130	130		
Property payments	60	(14)	-	46	44	2	95,7%	39	38		
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-		
Travel and subsistence	404	(125)	172	451	446	5	98,9%	165	132		
Training and development	-	-	-	-	-	-	-	-	-		
Operating payments	85	15	-	100	99	1	99,0%	16	16		
Transfers and subsidies	-	-	491	491	491	-	100,0%	235	236		
Households	-	-	491	491	491	-	100,0%	235	236		
Social benefits	-	-	491	491	491	-	100,0%	235	236		
Payments for capital assets	66	-	7	73	73	-	100,0%	46	44		
Machinery and equipment	66	-	7	73	73	-	100,0%	46	44		
Other machinery and equipment	66	-	7	73	73	-	100,0%	46	44		
TOTAL	43 877	-	390	44 267	41 668	2 599	94,1%	40 382	38 543		

SUB PROGRAMME: 3.1: GOVERNANCE MONITORING												
				2021/22				2020	/21			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure			
Economic classification	R′000	R′000	R′000	R′000	R'000	R′000	%	R′000	R′000			
Current payments	8 701	(91)	186	8 796	8 565	231	97,4%	9 367	8 857			
Compensation of employees	8 497	(24)	-	8 473	8 243	230	97,3%	9 279	8 772			
Salaries and wages	7 823	(248)	-	7 575	7 346	229	97,0%	8 263	7 859			
Social contributions	674	224		898	897	1	99,9%	1 016	913			
Goods and services	204	(67)	186	323	322	1	99,7%	88	85			
Advertising			14	14	14	-	100,0%	-				
Catering: Departmental activities		4		4	4	-	100,0%	-				
Communication (G&S)	78	8		86	86	-	100,0%	67	65			
Consultants: Business and advisory services				-		-	-	-				
Contractors				_		=	-	-				
Fleet services (including government motor transport)				-		-	-	-				
Consumable supplies	1	(1)		-		=	-	-	-			
Consumable: Stationery, printing and office supplies	36	(20)		16	15	1	93,8%	21	20			
Operating leases				-		-	-	-				
Property payments				_		-	-	-				
Transport provided: Departmental activity				_		-	-	-				
Travel and subsistence	89	(58)	172	203	203	-	100,0%	-				
Training and development				-		-	-	-				

SUB PROGRAMME: 3.1: GOVERNANCE MONITORING												
				2021/22				2020	/21			
	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				-		-	-	-				
Transfers and subsidies	-	_	459	459	459	-	100,0%	_	125			
Households	-	-	459	459	459	-	100,0%	-	125			
Social benefits			459	459	459	-	100,0%	-	125			
Payments for capital assets	-	_	-	-	-	-	-	-	-			
Machinery and equipment	-	-	-	-	-	-	-	-	-			
Other machinery and equipment				_		-	-	-				
Total	8 701	(91)	645	9 255	9 024	231	97,5%	9 367	8 982			

	SUB PROGRAMME: 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS												
				2021/22				2020	/21				
	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	9 289	73	84	9 446	9 439	7	99,9%	9 150	8 466				
Compensation of employees	9 121	24	-	9 145	9 140	5	99,9%	9 005	8 355				
Salaries and wages	8 314	(56)	-	8 258	8 257	1	100,0%	7 905	7 543				
Social contributions	807	80		887	883	4	99,5%	1 100	812				
Goods and services	168	49	84	301	299	2	99,3%	145	111				
Advertising	-	-	-	-	-	-	-	25	25				
Catering: Departmental activities	2	1	-	3	2	1	66,7%	-	-				
Communication (G&S)	61	7	-	68	68	-	100,0%	60	49				
Consultants: Business and advisory services	-	66	84	150	150	-	100,0%	-	-				
Contractors	-			-		-	-	-	-				
Fleet services (including government motor transport)	-			-		-	-	-	-				
Consumable supplies	-	1	-	1	1	-	100,0%	-	-				
Consumable: Stationery, printing and office supplies	25	21	-	46	46	-	100,0%	28	25				
Operating leases	-		-	-		-	-	-					
Property payments	_		_	-		-	-	-					
Transport provided: Departmental activity	_		-	-		-	-	-					
Travel and subsistence	56	(47)	-	9	9	-	100,0%	21	1				
Training and development	-			-		-	-	-					

	SUB PROGRAMME: 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS										
				2020/21							
	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	24			24	23	1	95,8%	11	11		
Transfers and subsidies	-	-	32	32	32	-	100,0%	-	83		
Households	-	-	32	32	32	-	100,0%	-	83		
Social benefits	-	-	32	32	32	-	100,0%	-	83		
Payments for capital assets	-	-	-	-	-	-	-	-	-		
Machinery and equipment	-	-	-	-	-	-	-	-	-		
Other machinery and equipment				-		-	-	_			
Total	9 289	73	116	9 478	9 471	7	99,9%	9 150	8 549		

	SUB PROGRAMME: 3.3: PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
				2021/22				2020	/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
Economic classification	R′000	R′000	R′000	R'000	R′000	R′000	%	R′000	R'000	
Current payments	25 821	18	(378)	25 461	23 100	2 361	90,7%	21 584	20 940	
Compensation of employees	24 581	-	(378)	24 203	21 855	2 348	90,3%	20 614	20 032	
Salaries and wages	22 334	(371)	(378)	21 585	19 271	2 314	89,3%	17 926	17 564	
Social contributions	2 247	371		2 618	2 584	34	98,7%	2 688	2 468	
Goods and services	1 240	18	-	1 258	1 245	13	99,0%	970	908	
Advertising	26			26	26	-	100,0%	-		
Catering: Departmental activities	8	2		10	10	-	100,0%	1	1	
Communication (G&S)	288	47		335	334	1	99,7%	302	277	
Consultants: Business and advisory services	8	60		68	68	-	100,0%	16	16	
Contractors	20	1		21	21	-	100,0%	3	3	
Fleet services (including government motor transport)	104	90		194	194	-	100,0%	158	152	
Consumable supplies	37	(31)		6	4	2	66,7%	47	37	
Consumable: Stationery, printing and office supplies	152	(46)		106	103	3	97,2%	125	118	
Operating leases	217	(86)		131	131	-	100,0%	130	130	
Property payments	60	(14)		46	44	2	95,7%	39	38	
Transport provided: Departmental activity	-			-		-	-	-		
Travel and subsistence	259	(20)		239	234	5	97,9%	144	131	
Training and development	-			-		-	-	-		
Operating payments	61	15		76	76	-	100,0%	5	5	

SUB PROGRAMME: 3.3: PROGRAMME MANAGEMENT: MONITORING AND EVALUATION										
				2021/22				2020/21		
	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	
Transfers and subsidies	-	-	-	-	-	-	-	235	28	
Households	-	-	-	-	-	-	-	235	28	
Social benefits				-		-	-	235	28	
Payments for capital assets	66	-	7	73	73	-	100,0%	46	44	
Machinery and equipment	66	-	7	73	73	-	100,0%	46	44	
Other machinery and equipment	66		7	73	73	-	100,0%	46	44	
Total	25 887	18	(371)	25 534	23 173	2 361	90,8%	21 865	21 012	

	PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION										
				2021/22				2020	/21		
	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	11 676	(5)	1	11 672	9 517	2 155	81,5%	13 545	12 055		
2. Professional Ethics	21 581	(131)	113	21 563	20 404	1 159	94,6%	21 472	20 360		
3. Programme Management: Integrity and Anti-Corruption	24 322	136	(21)	24 437	22 507	1 930	92,1%	22 476	21 289		
TOTAL	57 579	-	93	57 672	52 428	5 244	90,9%	57 493	53 704		
Economic classification											
Current payments	57 513	-	(290)	57 223	51 978	5 245	90,8%	56 924	53 137		
Compensation of employees	55 475	-	(500)	54 975	49 731	5 244	90,5%	54 890	51 131		
Salaries and wages	48 803	(608)	(500)	47 695	43 363	4 332	90,9%	48 858	45 422		
Social contributions	6 672	608	-	7 280	6 368	912	87,5%	6 032	5 709		
Goods and services	2 038	-	210	2 248	2 247	1	100,0%	2 034	2 006		
Advertising	-	14	1	15	14	1	93,3%	14	14		
Minor assets	-	-	1	1	1	-	100,0%	-	-		
Catering: Departmental activities	10	2	-	12	8	4	66,7%	9	8		
Communication (G&S)	734	(172)	2	564	561	3	99,5%	407	403		
Computer services	-	-	-	-	-	-	-	-	-		
Consultants: Business and advisory services	30	8	1	39	38	1	97,4%	64	63		
Contractors	4	6	=	10	9	1	90,0%	9	9		

		PROGRAM	ME 4: INTE	GRITY AND ANTI-	-CORRUPTION				
				2021/22				2020	/21
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R′000	R′000	R'000	R'000	R'000	R′000	%	R'000	R′000
Fleet services (including government motor transport)	81	(5)	-	76	75	1	98,7%	108	107
Consumable supplies	81	(8)	-	73	71	2	97,3%	51	51
Consumable: Stationery, printing and office supplies	363	17	1	381	376	5	98,7%	494	484
Operating leases	136	(12)	58	182	215	(33)	118,1%	207	198
Property payments	312	97	142	551	547	4	99,3%	421	419
Travel and subsistence	287	37	3	327	315	12	96,3%	227	219
Operating payments	-	16	1	17	17	-	100,0%	22	30
Venues and facilities	-	-	-	-	-	-	-	1	1
Transfers and subsidies	-	-	376	376	377	(1)	100,3%	528	528
Households	-	-	376	376	377	(1)	100,3%	528	528
Social benefits	-	-	376	376	377	(1)	100,3%	528	528
Payments for capital assets	66	-	7	73	73	-	100,0%	41	39
Machinery and equipment	66	-	7	73	73	-	100,0%	41	39
Other machinery and equipment	66	-	7	73	73	-	100,0%	41	39
Payment for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	57 579	-	93	57 672	52 428	5 244	90,9%	57 493	53 704

	SUB P	ROGRAMM	E: 4.1: PUBL	IC ADMINISTRAT	ION INVESTIGA	ATIONS			
				2021/22				2020	/21
	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	11 676	(5)	-	11 671	9 5 1 5	2 156	81,5%	13 039	11 549
Compensation of employees	11 539	-	-	11 539	9 383	2 156	81,3%	12 883	11 395
Salaries and wages	8 955	(36)	-	8 919	7 633	1 286	85,6%	11 849	10 362
Social contributions	2 584	36		2 620	1 750	870	66,8%	1 034	1 033
Goods and services	137	(5)	-	132	132	-	100,0%	156	154
Advertising				-		-	-	14	14
Minor assets				-		-	-	-	
Catering: Departmental activities		1		1	1	-	100,0%	-	
Communication (G&S)	89	(16)		73	73	-	100,0%	65	64
Computer services				-		-	-	-	
Consultants: Business and advisory services				-		-	-	-	
Contractors				-		-	-	-	
Fleet services (including government motor transport)				-		-	-	-	
Consumable supplies		1		1	1	-	100,0%	1	1
Consumable: Stationery, printing and office supplies	22	26		48	49	(1)	102,1%	73	74
Operating leases				-		_	-	-	
Property payments				-		-	-	-	
Travel and subsistence	26	(17)		9	8	1	88,9%	3	1

	SUB PROGRAMME: 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS										
				2020/21							
	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				-		-	-	-			
Venues and facilities				-		-	-	-			
Transfers and subsidies	-	-	1	1	2	(1)	200,0%	506	506		
Households	-	-	1	1	2	(1)	200,0%	506	506		
Social benefits			1	1	2	(1)	200,0%	506	506		
Payments for capital assets	-	-	-	-	-	-	-	-	-		
Machinery and equipment	-	-	-	-	-	-	-	-	-		
Other machinery and equipment				_		-	-	-			
Payment for financial assets				-		-	-	-			
Total	11 676	(5)	1	11 672	9 5 1 7	2 155	81,5%	13 545	12 055		

		SUB PR	OGRAMME:	4.2: PROFESSIO	NAL ETHICS				
				2021/22				2020	/21
	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	21 581	(131)	3	21 453	20 294	1 159	94,6%	21 472	20 360
Compensation of employees	21 071	-	-	21 071	19 919	1 152	94,5%	21 031	19 932
Salaries and wages	19 126	(325)		18 801	17 673	1 128	94,0%	18 641	17 673
Social contributions	1 945	325		2 270	2 246	24	98,9%	2 390	2 259
Goods and services	510	(131)	3	382	375	7	98,2%	441	428
Advertising		14	1	15	14	1	93,3%	-	
Minor assets				-		-	-	-	
Catering: Departmental activities				-		-	-	1	1
Communication (G&S)	295	(159)		136	135	1	99,3%	78	76
Computer services	-			-		-	-	-	
Consultants: Business and advisory services	30			30	30	-	100,0%	64	63
Contractors				-		-	-	-	
Fleet services (including government motor transport)				-		-	-	-	
Consumable supplies	1	(1)		-		-	-	1	1
Consumable: Stationery, printing and office supplies	154	29	1	184	182	2	98,9%	167	157
Operating leases	-			_		-	_	-	
Property payments	-			-		-	-	-	
Travel and subsistence	30	(14)	1	17	14	3	82,4%	108	108

	SUB PROGRAMME: 4.2: PROFESSIONAL ETHICS										
				2021/22				2020/21			
	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		
Venues and facilities				-		-	-	-			
Transfers and subsidies	-	-	110	110	110	-	100,0%	-	-		
Households	-	-	110	110	110	-	100,0%	-	-		
Social benefits			110	110	110	-	100,0%	-			
Payments for capital assets	-	-	-	-	_	-	-	-	-		
Machinery and equipment	-	-	-	-	-	-	-	-	-		
Other machinery and equipment				-		-	-	-			
Payment for financial assets				-		-	-	-			
Total	21 581	(131)	113	21 563	20 404	1 159	94,6%	21 472	20 360		

	SUB PROGRAMME: 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
				2021/22				2020	/21	
	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	24 256	136	(293)	24 099	22 169	1 930	92,0%	22 413	21 228	
Compensation of employees	22 865	-	(500)	22 365	20 429	1 936	91,3%	20 976	19 804	
Salaries and wages	20 722	(247)	(500)	19 975	18 057	1 918	90,4%	18 368	17 387	
Social contributions	2 143	247		2 390	2 372	18	99,2%	2 608	2 417	
Goods and services	1 391	136	207	1 734	1 740	(6)	100,3%	1 437	1 424	
Advertising	-			-		-	-	-		
Minor assets	-		1	1	1	-	100,0%	-		
Catering: Departmental activities	10	1		11	7	4	63,6%	8	7	
Communication (G&S)	350	3	2	355	353	2	99,4%	264	263	
Computer services	-			-		-	-	-		
Consultants: Business and advisory services	-	8	1	9	8	1	88,9%	-		
Contractors	4	6		10	9	1	90,0%	9	9	
Fleet services (including government motor transport)	81	(5)		76	75	1	98,7%	108	107	
Consumable supplies	80	(8)		72	70	2	97,2%	49	49	
Consumable: Stationery, printing and office supplies	187	(38)		149	145	4	97,3%	254	253	
Operating leases	136	(12)	58	182	215	(33)	118,1%	207	198	
Property payments	312	97	142	551	547	4	99,3%	421	419	
Travel and subsistence	231	68	2	301	293	8	97,3%	116	110	

	SUB PROGRAMME: 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION										
				2021/22				2020	/21		
	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	-	16	1	17	17	-	100,0%	-	8		
Venues and facilities	-			-		-	-	1	1		
Transfers and subsidies	-	-	265	265	265	-	100,0%	22	22		
Households	-	-	265	265	265	-	100,0%	22	22		
Social benefits			265	265	265	-	100,0%	22	22		
Payments for capital assets	66	-	7	73	73	-	100,0%	41	39		
Machinery and equipment	66	_	7	73	73	-	100,0%	41	39		
Other machinery and equipment	66		7	73	73	-	100,0%	41	39		
Payment for financial assets				-		-	-	-			
Total	24 322	136	(21)	24 437	22 507	1 930	92,1%	22 476	21 289		

NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2022

Vote 12

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

Detail of these transactions can be viewed in the note on Transfers and subsidies and Annexures to the Annual Financial Statements (AFS).

2. Detail of specifically and exclusively appropriated amounts voted:

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

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

4.1 Per Programme

Final Appropriation	Actual Expenditure	Variance	Variance as a % of Appropriation
R′000	R'000	R'000	%

Administration 134 559 121 947 12 612 9.37%

The spending variance between the budget and actual expenditure was due to vacant posts that include vacancies of the Commissioners which drove underspending on Compensation of Employees. On Goods and Services there was underspending due to reasons attributed to savings generated on operational cost. The savings on operational costs were generated as a result of rotational working arrangements during Covid-19.

Leadership and Management Practices49 77349 728450.09%

The variance was within the norm

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2022

4.1 Per Programme

Final Appropriation	Actual Expenditure	Variance	Variance as a % of Appropriation
R′000	R′000	R′000	%
44 267	41 668	2 599	5.87%

Monitoring and Evaluation

The spending variance between the budget and actual expenditure was due to vacant posts that include vacancies of the Commissioners which drove underspending on Compensation of Employees. On Goods and Services there was underspending due to reasons attributed to savings generated on operational cost. The savings on operational costs were generated as a result of rotational working arrangements during Covid-19

Integrity and Anti-Corruption

57 672

52 428

5 244

9.09%

The spending variance between the budget and actual expenditure was due to vacant posts that include vacancies of the Commissioners which drove underspending on Compensation of Employees. On Goods and Services there was underspending due to reasons attributed to savings generated on operational cost. The savings on operational costs were generated as a result of rotational working arrangements during Covid-19

(11)

Variance

Vote 12

Variance as a % of

Appropriation

Per economic classification:

Payments for financial assets

	R'000	R'000	R'000	%
Current payment:	280 949	260 445	20 504	7.30%
Compensation of employees	216 505	204 753	11 752	5.43%
Goods and services	64 444	55 692	8 752	13.58%
Interest and rent on land	-	-	-	-
Transfers and subsidies:	1 933	1 933	-	-
Foreign payments	30	30	-	-
Households	1 903	1 903	-	-
Payments for capital assets:	3 389	3 382	7	0.21%
Buildings and other fixed structures	-	-	-	-
Machinery and equipment	3 389	3 382	7	0.21%
Intangible assets	-	-	-	-

Final Appropriation

Actual Expenditure

11

The spending variance between the budget and actual expenditure was due to vacant posts that include vacancies of the Commissioners which drove underspending on Compensation of Employees. On Goods and Services there was underspending due to reasons attributed to savings generated on operational cost. The savings on operational costs were generated as a result of rotational working arrangements during Covid-19

STATEMENT OF FINANCIAL PERFORMANCE for the year ended 31 March 2022

	Note	2021/22	2020/21
		R′000	R'000
REVENUE			
Annual appropriation	1	286,271	273,780
Departmental revenue	2	398	844
Aid assistance	3	-	-
TOTAL REVENUE		286,669	274,624
EXPENDITURE			
Current expenditure			
Compensation of employees	4	204,753	202,952
Goods and services	5	55,691	51,889
Interest and rent on land	6	-	-
Aid assistance	3	6	1,138
Total current expenditure		260,450	255,979
Transfers and subsidies	8	1,933	1,977
Expenditure for capital assets			
Tangible capital assets	9	3,507	4,295
Software and other intangible assets	9	-	-
Total expenditure for capital assets		3,507	4,295
Payment for financial assets	7	11	43
TOTAL EXPENDITURE		265,901	262,294
SURPLUS FOR THE YEAR		20,768	12,330

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2022

Annual Financial Statements for the year 2021/22 $\,$

Vote 12

	Note	2021/22	2020/21
		R'000	R'000
Reconciliation of Net Surplus for the year			
Voted Funds	13	20,500	12,624
Departmental Revenue	14	398	844
Aid Assistance	3	(130)	(1,138)
SURPLUS FOR THE YEAR		20,768	12,330

Annual Financial Statements for the year 2021/22

Vote 12

STATEMENT OF FINANCIAL POSITION as at 31 March 2022

	Note	2021/22	2020/21
		R'000	R'000
ASSETS			
Current assets		20,818	14,788
Cash and cash equivalents	10	19,912	14,596
Prepayments and advances	11	756	177
Receivables	12	150	15
Non-Current Assets		463	463
Receivables	12	463	463
TOTAL ASSETS		21,281	15,251
LIADULTIES.			
LIABILITIES		20.601	14.672
Current liabilities	1.2	20,691	14,673
Voted funds to be surrendered to the Revenue Fund	13	20,500	12,624
Departmental revenue to be surrendered to the Revenue Fund	14	53	556
Payables	15	127	1,352
Aid assistance unutilised	3	11	141
Non-Current Liabilities		<u>-</u>	-
Payables	16	_	_
TOTAL LIABILITIES		20,691	14,673
NET ASSETS		590	578
Donge control by			
Represented by: Recoverable revenue		590	578
TOTAL		590	578
		350	

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2022

Annual Financial Statements for the year 2021/22

Vote 12

Recoverable revenue	9
---------------------	---

Opening balance

Transfers

Irrecoverable amounts written off

Debts recovered (included in departmental receipts)

Debts raised

Closing balance

TOTAL

Note	2021/22	2020/21
	R′000	R'000
	578	591
	12	(13)
7.2	(11)	30
	(207)	(190)
	230	147
	590	578
	590	578

CASH FLOW STATEMENT for the year ended 31 March 2022

	Note	2021/22	2020/21
		R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		286,632	274,624
Annual appropriated funds received	1	286,271	273,780
Departmental revenue received	2	344	802
Interest received	2	17	42
Aid assistance	3	-	-
Increase in working capital		(1,939)	1,046
Surrendered to Revenue Fund		(13,525)	(4,244)
Current payments		(260,450)	(255,979)
Interest paid	6	(200,730)	(233,717)
Payment for financial assets	7	(11)	(43)
Transfers and subsidies paid	8	(1,933)	(1,977)
Net cash flow available from operating activities	16	8,774	13,427
		- Chil	10,111
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	(3,507)	(4,295)
Proceeds from sale of capital assets		37	-
Decrease in non-current receivables			42
Net cash flows from investing activities		(3,470)	(4,253)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in net assets		12	(13)
Decrease in non-current payables		-	(297)
Net cash flows from financing activities		12	(310)

Annual Financial Statements for the year 2021/22

CASH FLOW STATEMENT for the year ended 31 March 2022

Vote 12

Increase in cash and cash equivalents
Cash and cash equivalents at the beginning of the period
Cash and cash equivalents at end of period

Note	2021/22	2020/21
	R′000	R'000
	5,316	8,864
	14,596	5,732
17	19,912	14,596

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. Foreign currency translation

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

6. Comparative information

6.1 Prior period comparative information

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

6.2 Current year comparison with budget

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

7. Revenue

7.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

7.2 Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the 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.

7.3 Accrued departmental revenue

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

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

The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

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

8. Expenditure

8.1 Compensation of employees

8.1.1 Salaries and Wages

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

8.1.2 Social Contributions

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

ACCOUNTING POLICIES for the year ended 31 March 2022

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

8.2 Other expenditure

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

8.3 Accruals and payables not recognised

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

8.4 Leases

8.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. The operating lease commitments are recorded in the notes to the financial statements.

8.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

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

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

9. Aid Assistance

9.1 Aid assistance received

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

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

9.2 Aid assistance paid

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

10. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

11. Prepayments and advances

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

Prepayments and advances are initially and subsequently measured at cost.

12. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

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

13. 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.

14. Payables

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

15. Capital Assets

15.1 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.

ACCOUNTING POLICIES for the year ended 31 March 2022

15.2 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.

15.3 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.

16. Provisions and Contingents

16.1 Provisions

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

16.2 Contingent liabilities

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

a. 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.

b. Capital commitments

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

17. 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.

18. Fruitless and wasteful expenditure

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

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

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

19. Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the 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.

20. 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.

21. Events after the reporting date

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

22. 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.

23. 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 Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

24. Related party transactions

Related party transactions within the Minister's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.

25. Employee benefits

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

for the year ended 31 March 2022

Annual Appropriation

Annual Appropriation

Included are funds appropriated in terms of 2021 Appropriation Act.

	2021/22			2020/21	
	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	134,559	134,559	-	128,597	128,597
Leadership and Management Practices	49,773	49,773	-	47,308	47,308
Monitoring and Evaluation	44,267	44,267	-	40,382	40,382
Integrity and Anti-Corruption	57,672	57,672	=_	57,493	57,493
TOTAL	286,271	286,271	-	273,780	273,780

	Note	2021/22	2020/21
		R′000	R'000
2. Departmental Revenue			
Sales of goods and services other than capital assets	2.1	117	121
Interest, dividends and rent on land	2.2	17	42
Sales of capital assets	2.3	37	-
Transactions in financial assets and liabilities	2.4	227	681
Transfer received		-	-
Departmental revenue collected		398	844

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

R000 R000		Note	2021/22	2020/21
Sales of goods and services produced by the department 117 121 Sales by market establishment 65 55 Other sales 52 66 Sales of scrap, waste and other used current goods - - TOTAL 117 121 2.2 Interest, dividends and rent on land and buildings 17 42 Interest 17 42 TOTAL 17 42 2.3 Sales of capital assets 37 - Machinery and equipment 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities 207 148 Receivables 207 148 Other Receipts including Recoverable Revenue 20 533			R'000	R'000
Sales by market establishment 65 55 Other sales 52 66 Sales of scrap, waste and other used current goods - - TOTAL 117 121 Interest, dividends and rent on land and buildings 17 42 TOTAL 17 42 2.3 Sales of capital assets 37 - Machinery and equipment 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities 207 148 Receivables 207 148 Other Receipts including Recoverable Revenue 20 533	2.1 Sales of goods and services other than capital assets			
Other sales 52 66 Sales of scrap, waste and other used current goods - - TOTAL 117 121 Interest, dividends and rent on land and buildings 17 42 TOTAL 17 42 2.3 Sales of capital assets 37 - Machinery and equipment 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities 207 148 Other Receipts including Recoverable Revenue 20 533	Sales of goods and services produced by the department		117	121
Sales of scrap, waste and other used current goods - <t< td=""><td>Sales by market establishment</td><td></td><td>65</td><td>55</td></t<>	Sales by market establishment		65	55
TOTAL 117 121 2.2 Interest, dividends and rent on land and buildings 17 42 TOTAL 17 42 2.3 Sales of capital assets 37 - Machinery and equipment 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities Receivables 207 148 Other Receipts including Recoverable Revenue 209 533	Other sales		52	66
2.2 Interest, dividends and rent on land and buildings Interest 17 42 TOTAL 17 42 2.3 Sales of capital assets Tangible assets 37 - Machinery and equipment 37 - TOTAL 37 - TOTAL 37 - Cother Receivables 207 148 Other Receipts including Recoverable Revenue 20 533	Sales of scrap, waste and other used current goods		-	
Interest 17 42 TOTAL 17 42 2.3 Sales of capital assets 37 - Tangible assets 37 - Machinery and equipment 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities 207 148 Other Receivables 20 533	TOTAL		117	121
TOTAL 2.3 Sales of capital assets Tangible assets Machinery and equipment TOTAL 2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 17 42 42 42 42 42 42 42 42 42 42	2.2 Interest, dividends and rent on land and buildings			
2.3 Sales of capital assets Tangible assets Machinery and equipment TOTAL 37 - TOTAL 37 - 2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 20 533	Interest		17	42
Tangible assets Machinery and equipment TOTAL 2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 37 - 2.7 148 207 148 205 337 205 338	TOTAL		17	42
Machinery and equipment TOTAL 2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 37 - 29 148 20 533	2.3 Sales of capital assets			
TOTAL 2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 37 207 148 20 533	Tangible assets		37	-
2.4 Transactions in financial assets and liabilities Receivables Other Receipts including Recoverable Revenue 207 148 209 533	Machinery and equipment		37	-
Receivables 207 148 Other Receipts including Recoverable Revenue 20 533	TOTAL		37	-
Other Receipts including Recoverable Revenue 20 533	2.4 Transactions in financial assets and liabilities			
	Receivables		207	148
TOTAL 227 681	Other Receipts including Recoverable Revenue		20	533
	TOTAL		227	681

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Vote 12

	Note	2021/22	2020/21
		R′000	R′000
3. Aid assistance			
Opening balance		141	1,279
Prior period error		<u> </u>	-
As restated		141	1,279
ransferred from statement of financial performance	,	(130)	(1,138)
Closing balance		11	141
CARA		11	14¹
CARA		11	141
OTAL		11	141
2 Analysis of balance			
id assistance unutilised		11	141
OTAL		11	141
3 Aid assistance expenditure per economic classification			
Current		6	1,138
Capital	1	124	-
OTAL		130	1,138

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Note

2021/22

2020/21

	Note	2021/22	2020/21
		R'000	R′000
4. Compensation of Employees			
4.1 Salaries and Wages			
Basic salary		138,724	141,654
Performance award		1,131	1,728
Service Based		400	196
Compensative/circumstantial		1,114	290
Other non-pensionable allowances	_	39,461	35,729
TOTAL		180,830	179,597
4.2 Social contributions			
Employer contributions			
Pension		18,538	17,967
Medical		5,355	5,359
UIF		2	-
Bargaining council		28	29
TOTAL		23,923	23,355
TOTAL COMPENSATION OF EMPLOYEES	-	204,753	202,952
Average number of employees	-	271	283

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Note	2021/22	2020/21
	R'000	R'000
	173	175
	189	80
5.1	219	414
	797	1,037
	180	117
	3,615	3,800
5.2	8,643	7,775
	2,369	3,612
	3,442	2,445
	102	29
5.3	5,090	1,995
	334	293
5.4	2,512	2,817
	21,312	21,714
5.5	4,166	3,045
	-	11
5.6	1,470	895
	-	1
	374	1,078
5.7	704	556
	55,691	51,889

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

	Note	2021/22	2020/21
		R′000	R′000
5.1 Minor assets			
Tangible assets			
Machinery and equipment		219	414
TOTAL		219	414
5.2 Computer services			
SITA computer services		4,679	4,463
External computer service providers		3,964	3,312
TOTAL		8,643	7,775
5.3 Audit cost - external			
Regulatory audits		4,656	2,013
Computer audits		434	(18)
TOTAL		5,090	1,995

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

	Note	2021/22	2020/21
		R′000	R′000
S			
		1,016	1,241
ing		173	133
		296	816
5		27	17
		40	97
		143	69
		337	109
		1,496	1,576
		2,512	2,817
		2,765	1,866
		138	135
		1,263	1,044
		4,166	3,045
		1,470	894
			1
		1,470	895

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Vote 12

Debts written-off

TOTAL

	Note	2021/22	2020/21
		R′000	R′000
.7 Other operating expenditure			
Professional bodies, membership and subscription fees		17	
Resettlement costs		112	2
Other		575	53
TOTAL		704	55
audit Committee	4	93	
	ı	93	
	, i	93	
. Interest and Rent on land	· 		
TOTAL	, 		
interest and Rent on land			
iotal Interest and Rent on land			
TOTAL Interest and Rent on land Interest paid TOTAL			

30 **43**

11

7.1

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

	Note	2021/22	2020/21
		R'000	R'000
7.1 Debts written off			
Recoverable revenue written off			
Staff debts	1	-	30
TOTAL		-	30
7.2 Details of theft			
Nature of theft			
Computer equipment		11	13
TOTAL		11	13
8. Transfers and subsidies			
Foreign governments and international organisations	Annex 1A	30	90
Households	Annex 1B	1,903	1,887
TOTAL		1,933	1,977
9. Expenditure for Capital Assets			
Tangible assets			
Buildings and other fixed structures	27.1	-	19
Machinery and equipment	27.1	3,507	4,276
Intangible assets			
Software	28.1	<u>-</u>	
TOTAL		3,507	4,295

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Vote 12

9.1 Analysis of funds utilised to acquire capital assets – 2021/22

	Voted Funds	Aid assistance	TOTAL
	R′000	R′000	R'000
Tangible assets	-	-	-
Buildings and other fixed structures	-	-	-
Machinery and equipment	3,383	124	3,507
Intangible assets	-	-	-
Software			
TOTAL	3,383	124	3,507

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

	votea runas	Ald assistance	IOIAL
	R′000	R′000	R'000
Tangible assets			
Buildings and other fixed structures	19	-	19
Machinery and equipment	4,276	=	4,276
Intangible assets			
Software	<u>-</u>	-	
TOTAL	4,295	-	4,295
Machinery and equipment Intangible assets Software	4,276 	-	4,276

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

		Vote 12

	Note	2021/22	2020/21
		R′000	R'000
9.3 Finance lease expenditure included in Expenditure for capital assets			
Tangible assets			
Machinery and equipment		557	345
TOTAL		557	345
10. Cash and cash equivalents			
Consolidated Paymaster General Account		19,862	14,546
Cash on hand		50	50
TOTAL		19,912	14,596
11. Prepayments and Advances			
Advances paid (Not expensed)	11.1	756	177
TOTAL		756	177

11.1 Advances paid (Not expensed)

	Note	Balance as at 1 April 2021	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2022
	11	R′000	R'000	R'000	R'000	R'000
National departments		177	(345)	-	924	756
TOTAL		177	(345)	-	924	756

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Vote 12

TOTAL

Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2021
11	R′000	R′000	R′000	R′000	R′000
	222	(45)	-	-	177
	222	(45)	-	-	177

12. Receivables

National departments

Note		2021/22		
	Current R'000	Non-current R'000	Total R'000	
12.1	129	-	129	
12.2	1	-	1	
12.3	20	463	483	
	-	-	-	
	150	463	613	
	12.1 12.2	Current R'000 12.1 129 12.2 1 12.3 20 -	Current R'000 Non-current R'000 12.1 129 - 12.2 1 - 12.3 20 463 - - -	

2020/21				
Current	Non-current	Total		
R'000	R'000	R'000		
-	-	-		
1	-	1		
14	463	477		
-	-	-		
15	463	478		

Note	2021/22	2020/21
	R′000	R′000

12.1 Claims Recoverable

National departments

TOTAL

129	-
129	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Annual Financial Statements for the year 2021/22

Vote 12

	Note	2021/22	2020/21
		R'000	R'000
12.2 Recoverable expenditure (disallowance accounts)			
Telephone Control Acc: CL		1	1
TOTAL		1	1
12.3 Staff debts			
Salary		61	62
Bursary		404	381
Other		18	34
Tax debt		<u>-</u>	
TOTAL		483	477
13. Voted funds to be surrendered to the Revenue Fund			
Opening balance		12,624	3,700
Transfer from Statement of Financial Performance (as restated)		20,500	12,624
Voted funds not requested/not received		-	-
Paid during the year		(12,624)	(3,700)
CLOSING BALANCE		20,500	12,624

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

	Note	2021/22	2020/21
		R′000	R'000
streep to be a compared to the Devenue Fund			
partmental revenue to be surrendered to the Revenue Fund			
		556	256
inancial Performance		398	844
		(901)	(544)
		53	556
	15.1	127	1,352
		127	1,3525
		127	1,130
		<u> </u>	222
		127	1,3525

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

idai i indifeidi Statements ioi	the year 2021/22
	Vote 12

	Note	2021/22	2020/21
		R′000	R′000
16. Net Cash Flow Available from operating activities			
Net surplus as per Statement of Financial Performance		20,768	12,330
Add back non cash/cash movements not deemed operating activities		(11,994)	1,097
(Increase)/Decrease in receivables		(135)	42
Decrease in prepayments and advances		(579)	45
Increase in payables – current		(1,225)	959
Proceeds from sale of capital assets		(37)	-
Expenditure on capital assets	9.1	3,507	4,295
Surrenders to Revenue Fund		(13,525)	(4,244)
Voted funds not requested/ not received		-	-
Net cash flow generated by operating activities		8,774	13,427
17. Reconciliation of Cash and Cash Equivalents for Cash flow Purposes			
Consolidated Paymaster General account		19,862	14,546
Cash on hand		50	50
Investments (Domestic)		-	-
TOTAL		19,912	14,596

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

	Note	2021/22	2020/21
		R'000	R'000
ngent liabilities and contingent assets			
ngent liabilities			
against the department	Annex 2	500	850
ernmental paybles (Unconfirmed balances)	Annex 4	12	
		512	850
oital Commitments			
Equipment		382	195
TMENTS		382	195

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

20. Accruals and Payables not recognised

20.1 Accruals

Listed by economic classification	30 Days	30+ Days	Total	Total
	R′000	R′000	R′000	R'000
Goods and services	1,284	-	1,284	2,674
Transfers and Subsidies	-	-	-	
Capital Assets	53	-	53	47
TOTAL	1,337	-	1,337	2,721

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

	note	2021/22	2020/21
Listed by programme level		R'000	R'000
Programme 1: Administration		1,088	2,597
Programme 2: Leadership and Management Practices		50	53
Programme 3: Monitoring and Evaluation		85	30
Programme 4: Integrity and Anti-Corruption		114	41
TOTAL		1,337	2,721

20.2 Payables

30 Days	30+ Days	Total	Total
R'000	R′000	R'000	R'000
115	-	115	103
-	-	-	-
41	-	41	
156	-	156	103
	R'000 115 - 41	R'000 R'000 115 41 -	R'000 R'000 115 - 115 - - - 41 - 41

	Note	2021/22	2020/21
Listed by programme level	R′000	R'000	R'000
Programme 1: Administration		144	99
Programme 2: Leadership and Management Practices		4	-
Programme 3: Monitoring and Evaluation		6	-
Programme 4: Integrity and Anti-Corruption		2	4
TOTAL		156	103

	Note	2021/22	2020/21
		R'000	R'000
Included in the above totals are the following: Confirmed balances with other departments TOTAL	Annexure 4	-	2,127 2,127
21. Employee benefits			
Leave entitlement		10,372	12,320
Service bonus (Thirteenth cheque)		4,738	4,798
Performance awards		-	1,061
Capped leave commitments		4,304	4,671
Other (Long service awards)		189	251
TOTAL		19,603	23,101

Included in the total leave entitlement is negative annual leave of 29.42 days, which amounts to R96,348.94.

22. Lease commitments

22.1 Operating leases expenditure

2021/22	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R′000	R'000	R′000	R′000
Not later than 1 year		- 17,879	95	17,974
Later than 1 year and not later than 5 years		- 10,481	48	10,529
Later than 5 years			-	-
Total lease commitments		- 28,360	143	28,503
2020/21				
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

The total amount of lease commitments for buildings includes the National Office and ten (10) Provincial Offices. Lease contracts of the eight (8) buildings range from three years to five years with escalation applicable on anniversary. The lease renewal option is only applicable upon request. The leases for two (2) Provincial Offices viz: Free State and Kwa-Zulu Natal expired and have not been included under commitments. The PSC continues to occupy those buildings pending procurement of alternative office accommodation by the Department of Public Works and Infrastructure.

22.2 Finance lease expenditure

Vote 12

2021/22	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R′000	R'000	R′000	R′000
Not later than 1 year	-	-	561	561
Later than 1 year and not later than 5 years	-	-	313	313
Total lease commitments	-	-	874	874
2020/21				
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

Leasing of photocopy equipment according to the Transversal Contract RT3-2018 for a period of 36 months. A total of 22 Machines are leased for a three year period with different escalation rates and no renewal options applicable.

for the year ended 31 March 2022

Vote 12

	Note	2021/22	2020/21
		R'000	R'000
23. Irregular expenditure			
23.1 Reconciliation of irregular expenditure			
Opening balance		2,534	1,666
Prior period error		-	-
As restated		2,534	1,666
Add: Irregular expenditure - relating to prior year	23.2	772	868
Less: Prior year amounts condoned	23.3	(2088)	
Closing balance		1,218	2,534
Analysis of closing balance			
Current year			-
Prior year		1,218	2,534
TOTAL		1,218	2,534

23.2 Details of current and prior year irregular expenditure – added current year

(under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2021/22 R'000
1. IT related services that are mandatory to be procured through SITA were not procured through SITA. This resulted in a carry-through effect from the 2018/19 financial year.	Disciplinary steps taken	772
TOTAL		772

23.3 Details of irregular expenditure condoned

Incident	Condoned by (relevant authority)	2021/22 R'000
1. IT related services that are mandatory to be procured through SITA were not procured through SITA. This resulted in a carry-through effect from the 2018/19 financial year.	National Treasury	2,088
TOTAL		2,088

24. 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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Vote 12

Although the Public Service Commission's budget for the 2021/22 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.

25. Key management personnel

	No. of Individuals	2021/22 R'000	2020/21 R′000
Political Office Bearers *	12	17,800	16,439
Officials:			
Level 15 to 16	4	6,537	6,870
Level 14	14	13,190	11,522
Family members of Key management personnel	=	=	
TOTAL		37,527	34,831
*Chairperson (1), Deputy Chairperson (1) and other members of the Commission are appointed in terms of the Public Service Commission Act	t No. 46 of 1997.		

26. Provisions

Government Employees Pension Fund Liability (GEPF)

TOTAL

- 885

885

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Provision 2

Total Provisions

Vote 12

26.1 Reconciliation of movement in provisions – 2021/22

	R′000	R′000	R′000
Opening balance	885	-	885
Increase in provision	-	-	-
Settlement in provision	(885)	-	(885)
Change in provision due to change in estimation of inputs			
Closing balance	-	-	-

Provision 1

26.2 Reconciliation of movement in provisions – 2020/21

	Provision I	Provision 2	iotal Provisions
	R'000	R'000	R'000
Opening balance	228	-	228
Increase in provision	885	-	885
Settlement in provision	(228)		(228)
Closing balance	885	-	885

27. Movable Tangible Capital Assets

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

Value Adjustments Opening balance Additions Closing Balance Disposals R'000 R'000 R'000 R'000 R'000 **MACHINERY AND EQUIPMENT** Computer equipment 15,116 (321)17,236 2,441 Furniture and office equipment 10,824 473 (125)11,172 Other machinery and equipment 5,417 35 (46)5,406 **TOTAL MOVABLE TANGIBLE ASSETS** 31,357 2,949 (492)33,814

Movable Tangible Capital Assets under investigation					
	Number	Value			
		R′000			
Machinery and equipment	2	22			

Included in the above total of movable tangible capital assets as per the asset register, one (1) stolen asset and one (1) unverified assets. Therefore, they are all under investigation.

27.1 Movement for 2020/21

Vote 12

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Opening balance	Prior period error	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 CAPITAL ASSETS	27,835	15	3,931	(424)	31,357

27.1.1 Prior period error

	Note	2020/21
		R'000
Nature of prior period error		
Relating to 2020/21 [affecting the opening balance]		15
Other machinery and equipment was reclassified as Buildings which was also captured and disposed off in the same period.		15
TOTAL PRIOR PERIOD ERRORS		15

27.2 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2022					
	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R′000	R′000	R′000	R′000	R′000
Opening balance	-	1	7,241	-	7,242
Additions	-	-	219	-	219
Disposals		-	(133)	-	(133)
TOTAL MINOR ASSETS	-	1	7,327	-	7,328

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
			_		_
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost		1	4,925	-	4,926
TOTAL NUMBER OF MINOR ASSETS	-	1	4,930	-	4,931

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
Opening balance	-	1	7,059	-	7,060
Prior period error	-	-	-	-	-
Additions	-	-	414	-	414
Disposals		-	(232)	-	(232)
TOTAL	-	1	7,241	-	7,242

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost	-	1	4,929	-	4,930
TOTAL	-	1	4,934	-	4,935

27.3 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2022										
	Intangible assets	Biological assets	Total							
	R′000	R′000	R′000	R′000	R′000					
Assets written off	_	-	11	-	11					
TOTAL Movable OVABLE assets ASSETS written WRITTEN off OFF	-	-	11	-	11					

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2021										
	Intangible assets	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					

Vote 12

28. Intangible Capital Assets

for the year ended 31 March 2022

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

28.1 Movement for 2020/21

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021									
Opening balance Prior period error Additions Disposals Closing b									
	R′000	R′000	R′000	R′000	R′000				
Software	3,957	-	-	-	3,957				
TOTAL	3,957	-	-	-	3,957				

29. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022									
	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	4,158	-	-	-	4,158				
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	4,158	-	-	-	4,158				

29.1 Movement for 2020/21

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021										
	Opening balance Prior period error 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. 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.

31. COVID 19 Response Expenditure

	2021/22	2020/21
	R′000	R′000
Annexure 6		
Goods and services	422	1,238
Expenditure for capital Assets		49
TOTAL	422	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.

for the year ended 31 March 2022

Vote 12

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

		TRANSFER ALLOCATION				EXPENDITURE		
FOREIGN GOVERNMENT/ INTERNATIONAL	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation	
ORGANISATION	R'000	R′000	R′000	R′000	R′000	%	R′000	
Transfers			,					
Association of African Public Services Commissions (AAPSComs)	30	-	-	30	30	100%	90	
TOTAL	30	-	-	30	30		90	

Vote 12

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

		TRANSFER A	ALLOCATION	EXPEN	2020/21		
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation
HOUSEHOLDS	R'000	R′000	R′000	R′000	R′000	%	R′000
Transfers							
Retirement and Resignations benefits	472	-	1,431	1,903	1,903	100%	1,887
TOTAL	472	-	1,431	1,903	1,903		1,887

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Vote 12

ANNEXURE 1C

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)	141	-	130	-	11
TOTAL		141	-	130	-	11

ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP	2021/22	2020/21
(Group major categories but list material items including name of organisation	R′000	R′000
Made in kind		
Computer equipment (7 CPU, 9 Laptops and 1 Printers)		
Office furniture and equipment (14 Chair and 1 Table)		
Other machinery and equipment (1 Projector)	310	-
The following were the recipients of the above items:		
Batsha ba kopane Organization, Tswelelang Service Club, Nonkudla JP School, Etyeni Circuit 1530 and Neolet Foundation		
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		
TOTAL	310	372

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2022

	NATURE OF LIABILITY	Opening Balance 01 April 2021	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recover- able (Provide details hereunder)	Closing Balance 31 March 2022
		R'000	R'000	R'000	R′000	R'000
1.	Application for review of the Public Service Commission Report on the Department of Public Works.High Court Case No: JR2495/19	200	-	(200)	-	-
2.	Application for review of the Public Service Commission Report on the Department of Transport: Eastern Cape ProvinceHigh Court Case No: 3703/2019(Grahamstown)	500	-	-	-	500
3.	Mr. Mlengana Director– General of Department, of Agriculture, Fisheries and Forestry	-	-	-	-	-
4.	Mr. STL Christo Frantz (Western Cape Provincial House of Traditional Leaders)	-	-	-	-	-
5.	Mr. Mthetho, Provincial Treasury Gauteng	150	-	(150)	-	-
6.	Disciplinary hearing matter of alleged Nepotism	-	1,500	(1,500)	-	-
7.	Applicant 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 1.7 million. However the contingent liability will depend on how the court apportions the liability. No invoice received yet. Case no 500/21.	_	1,500	(1,500)	-	-
8.	Applicant vs speaker of national assembly, chairperson of National council of provinces and PSC	-	-	-	-	-
9.	MEC Dept. of Health, HoD Dept. of Health and Ms. MF Tsimane vs PSC (North West Province) and Dr Makhubu and one other	-	100	(100)	-	-
10.	Case no 753/2021 High Court Bhisho Noludumo Kweleta vs PSC and 3 Others	-	150	(150)	-	-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2022

Vote 12

	NATURE OF LIABILITY	Opening Balance 01 April 2021	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recover- able (Provide details hereunder)	Closing Balance 31 March 2022
		R'000	R'000	R'000	R'000	R'000
11.	Ntabozuko Nomlala vs PSC, Minister in the Presidency, Director General: Department of Planning Monitoring and Evaluation	-	200	(200)	-	-
12.	Disciplinary Case: Allegations of Sexual harassment	-	1,000	(1,000)	-	-
13.	OPSC to defend the disputed matter at the GPSSBC	-	500	(500)	-	-
14.	Referral of dispute to the GPSSBC regarding non appointment to the CD PMP. Matter reffered to conciliation under case number GPBC 944/2021	-	500	(500)	-	-
15.	Referral of dispute to the GPSSBC case number GPBC990/2021 regarding PMDS outcome for the period of 2019/20.	-	100	(100)	-	-
16.	Referral of dispute to the GPSSBC regarding PMDS rating for the 2019/20 financial year. Matter reffered to conciliation under case number GPBC 926/2021	-	-	-	-	-
17.	Referral of dispute to the GPSSBC regarding ongoing disciplinary hearing. Matter reffered to conciliation under case number GPBC 985/2021	-	-	-	-	-
18.	Referral of dispute to the GPSSBC regarding unfair labour practice. The matter was reffered to GPSSBC under case number GPBC 871/2021					
TO	TAL	850	5,550	(5,900)	-	500

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

Vote 12

ANNEXURE 3

CLAIMS RECOVERABLE

	Confirmed bala	ance outstanding Unconfirmed balance outstanding		TOTAL		
ENTITY	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021
	R'000	R′000	R′000	R′000	R′000	R′000
DEPARTMENTS						
Gauteng Department of Education	-	-	112	-	112	-
Department of Employment and Labour	17	-	-	-	17	-
TOTAL	17	-	112	-	129	-

Vote 12

ANNEXURE 4

INTER-GOVERNMENT PAYABLES

	Confirmed balar	rmed balance outstanding Unconfirmed bala		ance outstanding TO		AL
ENTITY	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021
	R'000	R'000	R′000	R'000	R'000	R′000
DEPARTMENTS						
Department of Justice & Constitutional Development		2,127	-	-	-	2,127
Departmenmt of Tourism	-	-	12	-	12	-
TOTAL	-	2,127	12	-	12	2,127

Vote 12

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2022

ANNEXURE 5

INTER-ENTITY ADVANCE PAID

ENTITY	Confirmed balar	nce outstanding	Unconfirmed bal	ance outstanding	то	TOTAL	
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021	
	R'000	R′000	R′000	R′000	R′000	R'000	
DEPARTMENTS							
National School of Government	-	-	756	177	756	177	
TOTAL	-	-	756	177	756	177	

ANNEXURE 6

COVID 19 RESPONSE EXPENDITURE

Per Quarter and in Total

	2021/22					2020/21
Expenditure per economic classification	Q1	Q2	Q3	Q4	TOTAL	TOTAL
	R′000	R′000	R′000	R′000	R′000	R′000
Goods and Services	95	128	106	93	422	1,238
Consult: Business & Advisory Services	-	-	-	-	-	90
Minor Assets	-	-	18	-	18	94
Consumable Supplies	34	20	26	20	100	656
Training and Development	-	-	-	-	-	4
Property Payments	61	108	62	73	304	394
		-	-	-	-	
Expenditure for capital Assets	-	-	-	-	-	49
Machinery and Equipment		-	-	-	-	49
TOTAL COVID 19 RESPONSE EXPENDITURE	95	128	106	93	422	1,287

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