



ANNUAL REPORT 2023/24

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PSC Commissioners and the Director-General



Employee Health and Wellness



Information Session



Custodian of Good Governance

PUBLIC SERVICE COMMISSION
EASTERN CAPE PROVINCIAL OFFICE

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Public Holidays

PSC

Custodian of Good Governance

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PART A: GENERAL INFORMATION

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, 1 st 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 Tel: (013) 755 4070 Fax: (013) 752 5814	Private Bag X11303, Nelspruit, 1200
Northern Cape	Woolworths Building, 1st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301 Tel: (053) 832 6222 Fax: (053) 832 6225	Private X 5071, Kimberley, 8300
Limpopo	Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783 Fax: (015) 291 4683	Private Bag X 9543, Polokwane, 0700
North West	Megacity Shopping Centre, Unit 1, Ground Floor, Shop 111, Cnr Sekame Street and Dr James Moroka Drive, Mmabatho Tel: (018) 384 1000 Fax: (018) 384 1012	Private Bag X 2065, Mmabatho, 2735
Western Cape	Sanlam Golden Acre Building, 21st Floor, 9 Adderley Street, Cape Town, 8001 Tel: (021) 421 3980v 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	B-BBEE
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

Acronyms	Description
MTSF	Medium Term Strategic Framework
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



This annual report comes at the time when South Africa is marking 30 years since its transition to being a constitutional democracy and also when the 6th administration was coming to an end. It is against this backdrop that I reflect on the work that the Public Service Commission has done. Building a capable ethical developmental state was the first priority of the 6th administration and reference to the outlined plan of the NDP guided much of the public sector reforms that commenced towards the end of the 6th Administration. PSC played a crucial role in these reforms as the following overview will reveal. The PSC is poised to play a decisive role in the 7th administration as the building institutional capacity of the state and building local government institutional capacity is one of three priorities of the new administration. In its organisational strategy PSC embarked on internal and external repositioning and fruits it has yielded are part of the annual report.

The Public Service Commission (PSC) working with various key stakeholders greatly contributed towards the realisation of Chapter 13 of the National Development Vision 2030 of Building a Capable, Ethical and Developmental State. The National Development Plan (NDP), Vision 2030, states that “ **South Africa needs to focus relentlessly on building a professional public service and a capable state**”. The adoption of the National Framework Towards Professionalisation of the Public Sector was a clear response to the NDP Vision 2030 and various other studies or reports that had recommended this step as a central pillar of public sector reform. Our crucial next step is the implementation of the National Framework Towards Professionalisation of the Public Sector in the contribution towards building a capable and developmental state.

A number of key milestones were achieved by the PSC during the 2023/24 financial year. Amongst these key achievements, the submission of the PSC

Bill to Parliament was a key highlight. The PSC Bill will, as articulated by His Excellency, President Cyril Ramaphosa during the 2023 State of the Nation Address, strengthen the role of the PSC. The PSC Bill is currently before Parliament, the signing off of the Bill into law will require the PSC to extend its mandate to cover the local sphere of government and public entities. This, surely, is another build-up to an important milestone in the existence of the PSC and in realisation of its constitutional mandate. The Bill will also establish the Office of the Public Service Commission as a Secretariat to the PSC and not to be treated as a government department.

In addition, during the 2023/24 financial year, the PSC and key stakeholders endeavoured to move towards implementing the National Framework Towards Professionalisation of the Public Sector. In this regard, the PSC coordinated inputs from various stakeholders in the development of the Road Map Towards the Implementation of the Professionalisation Framework. The activities that are contained in the roadmap for the Implementation of the Professionalisation Framework will be monitored closely by the PSC. The achievement of the milestones contained in the roadmap will be used as a yardstick to gauge progress and identify areas of improvement.

The 2024-2029 Medium Term Development Plan (MTDP), government programme of action for the 7th Administration, must be clear on what the government outcomes is about in respect of the the Professionalisation of the Public Service Framework and implementation of other public sector reforms that are in various stages of approval by parliament. These outcomes must be monitored at a Cabinet level to ensure that all key stakeholders play their part in assisting the nation to professionalise the public service as an essential catalyst for build a capable, ethical and developmental state.

The challenge facing the PSC and the nation is the shrinking budgetary allocations to various state organs for the implementation of their mandates. The PSC has been progressively and severely affected by the budget cuts over almost 10 years. The continued cuts of PSC budget allocation will negatively affect the PSC impact over time. To ensure that the 7th Administration delivers on its priority number three of Building a Capable, Ethical and Developmental State, the PSC funding will have to be revisited. This need is justified by the fact that once the PSC Bill is enacted into law, the PSC will be expected to extend to local government and public entities. In times like these, where there is insufficient allocation of financial resources to implement government programmes, working together can go a long way in ensuring that there is no duplication of scarce resources.

It is worth mentioning that even though the PSC has been continuously experiencing budget cuts, the delivery of PSC programmes has always been commendable. The Commissioners, the Director General, Heads of the Branches and the entire staff of the OPSC demonstrated high levels of commitment in contributing towards the achievement of PSC programmes. Our country requires the kind of dedication that has been shown by the team PSC during the 2023/24 financial year. There will be more challenges ahead that we will have to face with one purpose, that of serving the citizens of this country.

The achievement of the targets that were set in our plans, especially under the conditions where the economy is poorly performing resulting in budget cuts, should be a motivation to our staff to yearn to do more with less.

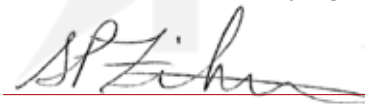
The PSC is committed to continuing to contribute towards the implementation of the MTDP Priority on Building a Capable State. Our approach is embedded in ensuring that the MTDP captures the tangible outcomes that if achieved, South Africa will be in a better position by 2029. In addition, the expansion of the PSC mandate to cover local government and public entities will require the organisation to prepare for how this extended mandate will be executed. Of course, the PSC is aware that the expansion of its mandate to local government and public entities is dependent on the approval of the PSC Bill into law. The PSC has an opportunity to demonstrate value for money by ensuring that there

are tangible results of its work. In this way, it will be easily demonstrated that the allocated budget to the PSC is yielding value for the country. Some of PSC's key interventions are already improving efficiency and effectiveness of the public sector while poised to save state resources.

Flagship catalytic projects that will ensure effectiveness and efficiency of the state if well implemented. The PSC will continue with its engagements with key stakeholders, particularly in areas where collaboration is a necessity for government to achieve its mandate. In this regard, the PSC will continue to engage with the Department of Public Works and Infrastructure regarding the state of government accommodation as well as the State Information Technology Agency (SITA) regarding the Information and Communication Technology infrastructure. The PSC will continue to conduct service delivery inspections as well as conducting its own accord investigations to address irregularities within the Provincial and National spheres of government.

Lastly, PSC has without fail delivered a fifth clean audit in a row. This is highly appreciated as it resonates well with our motto of being a **"Custodian of Good Governance"**. Let us continue to work hard towards the realisation of a Capable, Developmental and Ethical State by being committed and innovative.

The support and commitment of our Commissioners through their different roles was also instrumental to our organisational impactful work. Our Commissioners played a pivotal role in different Branch Plenary Committees and other structures in delivering on our mandate. While the PSC has strived to ensure that all vacant positions of Commissioners are filled, other Commissioners' tenure with the PSC has come to an end. Therefore, some vacancies are open in the Free State, North West and Mpumalanga. We appreciate the role that our caretaker's Commissioners are playing in these Provinces with vacancies.



PROFESSOR S. FIKENI

CHAIRPERSON: PUBLIC SERVICE COMMISSION

DATE: 30 September 2024

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 2023/24 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 28 of 30 planned annual targets. One of the targets that was not achieved is in relation to 85% finalisation of senior management grievances within 45 days of receipt. The PSC could not realise this target due to some of the grievances that could not be investigated because they were lodged internally. The second annual target that was not achieved is in relation to the 85% finalisation of complaints lodged under Integrity and Anti-Corruption. One of the key contributors in the non-achievement of this annual target is due to the lengthy period it takes to conclude complex complaints. The PSC in the 2024/25 APP has since decided to separate complex complaints from early resolutions and also extend the turn-around time for the finalisation of complex complaints.

The performance of the PSC during the 2023/24 financial year is depicted in a table below.

Table 1: PSC Performance for the 2023/24 financial year

Programme	Number of Annual Targets	Number of Achieved Annual Targets	Number of Annual Targets Not Achieved	Percentage Annual Performance for the year
Administration	9	9	-	100%
Leadership and Management Practices	6	5	(1)	83%
Monitoring and Evaluation	8	8	-	100%

Programme	Number of Annual Targets	Number of Achieved Annual Targets	Number of Annual Targets Not Achieved	Percentage Annual Performance for the year
Integrity and Anti-Corruption	7	6	(1)	86%
Total	30	28	(2)	93%

Programme 1: Administration

The PSC has, for five consecutive years, received clean audits. The Administration programme has automated performance reporting and Performance Management Development System (PMDS) to improve the efficiency and effectiveness of organisational performance reporting and individual performance management.

One of the key highlights under Administration was the submission of the PSC Bill of 2023 to Parliament earlier than planned for. The PSC Bill was supported by Cabinet to go through Parliament for all the processes that will culminate with the endorsement of the Bill into law.

Programme 2: Leadership and Management Practices

The PSC conducted own accord investigations and engagements in terms of section 196(4)(f) (iii) and (iv) of the Constitution, 1996, with three departments: Correctional Services; Employment and Labour; and Agriculture, Rural Development and Land Reform. The own accord investigation and engagement project encourages extended collaboration between the PSC and the selected department in order to deal with multiple factors that contribute to strained relations between employees and the employer. The objective of the project is to promote the proactive identification of challenges and reflection on underlying causes and implementation of appropriate short, medium and / or long-term interventions, where appropriate. To ensure the effective management of grievances, the PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service, 2016, were amended in 2023 and the amended Rules were gazetted in March 2024. Different guidelines and procedures were developed to facilitate the effective and efficient management of grievances referred and handled within the PSC.

While it is noted that some targets were exceeded and additional work that did not form part of the APP was completed, one APP target was not achieved due to capacity constraints and partial reliance on external capacity, thus resulting in an overall programme achievement of 83% for the set APP targets.

Programme 3: Monitoring and Evaluation

The PSC has, during the year under review, conducted follow-up engagements across the nine provinces to monitor the implementation of the Citizens Forums' commitments made by government departments to various communities.

A total of 34 engagements took place between PSC Commissioners and Ministers of National departments on the performance of their departments. These engagements afforded the PSC to hold the Executive accountable for some of the areas of non-performance in their departments and discuss strategic issues that departments ought to give attention in improving service delivery.

The PSC has, during the year under review, engaged with the Forum of South African Directors-General (FOSAD), State Information Technology Agency (SITA) Board and the Portfolio Committees of Public Works and Infrastructure as well as Communications and Digital Technologies, based on its report and possible measures to resolve challenges in this space. To this end, SITA has committed to the repositioning and repurposing of the Agency as per the PSC's recommendations to improve Information and Communication Technologies in the public sector.



Limpopo Citizen's Forum

Programme 4: Integrity and Anti-Corruption

Key achievements include the following:

- Exceeded the planned target of ten (10) own accord investigations by conducting three (3) additional investigations, this was based on trends identified through complaints lodged to sensitize departments of the importance of adhering to the regulatory framework.
- Exceeded the planned target of twenty (20) engagements on the ethics framework by a further fifty-nine (59) engagements. The over achievement by 59 was due to more invitations received from departments. Furthermore, the Ethics Officer engagements was a one-day event planned to be held on the 23rd of February 2024, however due to cost containment measures, the alternative option was to target the Ethics Officers at Departmental level resulting in more numbers which led to over-achievement. The impact thereof was to capacitate Ethics Officers on the PSC's expectation when submitting the Financial Disclosure Forms (FDF).
- Exceeded the planned target of twelve (12) Constitutional Values and Principles (CVPs) promotional engagements by a further seventeen (17). Promotional engagements were held to remind officials of the importance of adherence to the CVPs.



OVERVIEW OF THE FINANCIAL RESULTS

Table 2: Departmental receipts

Departmental receipts	2023/24			2022/23		
	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	135	118	17	252	117	135
Interest, dividends and rent on land	25	24	1	25	14	11
Sale of capital assets	10	32	(22)	3	9	(6)
Financial transactions in assets and liabilities	215	201	14	245	222	23
Total	385	375	10	525	362	163

The revenue received during 2023/24 financial year was generated from the parking fees, commission received on insurance and garnishee orders, proceeds from sale of wastepaper 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 gets surrendered into the National Revenue Fund in terms of Section 13 of the Public Finance Management Act (PFMA) Act 1 of 1999.

Table 3: Programme expenditure

Departmental receipts	2023/24			2022/23		
	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
Administration	136,907	136,878	29	135,693	127,928	7,765

Departmental receipts	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
Leadership and Management Practices	52,257	52,212	45	51,553	48,634	2,919
Monitoring and Evaluation	46,988	46,975	13	47,221	45,228	1,993
Integrity and Anti-Corruption	64,601	63,201	1,400	61,074	57,136	3,938
Total	300,753	299,267	1,486	295,541	278,926	16,615

The final appropriation budget for the PSC for 2022/23 financial year was R295.5 million and actual spending amounted to R278.9 million, translated approximately to 94.4%. For the year under review, the final appropriated budget was R300.8 million and actual spending amounted to R299.3 million or 99.5 per cent of the budget. The lower than projected expenditure was mainly on Compensation of Employees wherein 25 posts excluding Commissioners were vacant as at 31 March 2024.

Unauthorised, fruitless and wasteful expenditure

No unauthorised expenditure incurred during the reporting period.

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 2024/25.

Public-private partnerships

The PSC did not enter into any Public Private Partnerships during the 2023/24 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 2023/24 financial year.

Supply Chain Management

Compliance with the SCM prescripts was adhered to throughout the period under review. Through improved systems and business processes, the institution ensured a sound control environment which resulted in effective prevention and timeous detection of irregular expenditure.

Consistently ensured that the bulk of its procurement is sourced through the Small, Medium and Micro Enterprises (SMMEs) and Broad-Based Black Economic Empowerment Act (B-BBEE) compliant businesses.

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

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

Other Matters

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

Acknowledgements, Appreciation and Conclusion

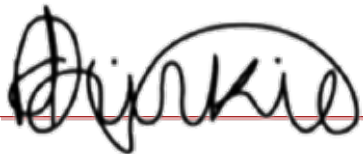
I would like to thank the PSC for the confidence it showed in me to serve as the Accounting Officer of the OPSC during the period under review. Furthermore, I thank the members of the PSC, under the leadership of the Chairperson, Professor Somadoda Fikeni, for their knowledge, wisdom and contribution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

I would also like to thank all the PSC's stakeholders for their continued cooperation. To the Audit Committee, under the leadership of Mr L Mere and Ms T Ndlovu, thank you for ensuring that the PSC remains the custodian of good governance in the Public Service and exemplary in the manner it conducts and manages its financial resources.

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

Approval and sign off

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



ADV. DINKIE P. DUBE

ACCOUNTING OFFICER:

OFFICE OF THE PUBLIC SERVICE COMMISSION

DATE: 30 September 2024

5. STRATEGIC OVERVIEW



6. LEGISLATIVE AND OTHER MANDATES

Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution, and derives its mandate from Sections 195 and 196, which set out the powers and functions of the PSC, as well as the values and principles governing public administration that should be promoted by 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 expresses that 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 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 provinces.

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) labour relations and labour practices;
- c) service delivery evaluation and improvement;
- d) promotion of the constitutional 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 Sections 1 and 195 (1) of the Constitution. The values and principles are set out below:

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

Table 4: 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)

POWERS AND FUNCTIONS		SECTION OF THE CONSTITUTION
The PSC may either of its own accord or on receipt of any complaint,		196 (4) (f)
a)	investigate and evaluate the application of personnel and public administration practices and report to the relevant Executive Authority (EA) and Legislature;	
b)	investigate grievances of employees in the Public Service concerning official acts or omissions and recommend appropriate remedies;	
c)	monitor and investigate adherence to applicable procedures in the Public Service; and	
d)	advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.	
The PSC must exercise or perform the additional powers or functions 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 5: Key responsibilities

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Access documents and information	Official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act.	PSC Act: 9
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.	Constitution: 196 (4) (f)
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)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the Public Service Act.	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35
Evaluate	Evaluate the organisation, administration and personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature.	Constitution: 196 (4) (f)
Examine or require a person to act	Any person to produce any book, document or object which may have a bearing on the subject of the inquiry.	PSC Act: 10 (2) (c)
Exercise/perform functions	The additional powers or functions prescribed by an Act of Parliament.	Constitution: 196 (4) (g)
	The powers and the duties entrusted to it by the Constitution, the PSC Act and the Public Service Act.	PSC Act: 8
	Its powers and perform its functions without fear, favour or prejudice.	Constitution: 196 (2)
Inspect	Departments and other organisational components in the Public Service.	PSC Act: 9
Investigate	The organisation, administration and personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature.	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies.	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.	Constitution: 196 (4) (f)
	Compliance with the Public Service Act.	Public Service Act: 5 (8) (a)
	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35
Issue directions	Aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195.	Constitution: 196 (4) (d)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
	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
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relates.	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the Constitution, PSC Act, and the Public Service Act to provincial commissioners.	PSC Act: 11 (b)
	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 minutes will be kept.	PSC Act: 11 (c)
Monitor	The organisation, administration and personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service.	Constitution: 196 (4) (a)
Propose measures	Measures to ensure effective and efficient performance within the Public Service.	Constitution: 196 (4) (c)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service.	Constitution: 196 (4) (f)
	That an EA acts in terms of a particular provision(s) of the Public Service Act or any other law.	Public Service Act: 35
Report	On its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	Constitution: 196 (4) (e)
	To the relevant EA and legislature on the application of personnel and public administration practices.	Constitution: 196 (4) (f)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
	At least once a year to the National Assembly.	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province.	Constitution: 196 (6) (b)
	<p>The PSC is responsible for reporting on the level of compliance as well as trends in financial misconduct in the Public Service.</p> <p>As part of conducting its oversight work, the PSC also reports to Parliament.</p> <p>The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the Department of Public Service and Administration and the PSC on the outcome, including –</p> <ul style="list-style-type: none"> (a) the name and rank of the official against whom the proceedings were instituted; (b) the charges, indicating the financial misconduct the official is alleged to have committed; (c) the findings; (d) any sanction imposed on the official; and (e) any further action to be taken against the official, including criminal charges or civil proceedings. 	Treasury Regulations: 4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry.	PSC Act: 10 (2) (a)
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF	PSR, 2016, Chapter 2

Legislative Mandates

The PSC is a constitutional oversight body, established in 1996, primarily to promote *“a high standard of professional ethics in the Public Service”*¹.

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

The PSC operates in terms of the PSC Act, 1997 ², which provides for the regulation of the PSC about:

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

Policy Mandates

The strategic focus of the PSC is the effective execution of its mandate and contributing to the Medium Term Strategic Framework (MTSF) priority of building a capable, ethical and developmental state, as informed by the National Development Plan (NDP). Various strategic interventions have been identified and executed for the progressive realisation of this strategic focus.

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 summoning of witnesses in connection with inquiries and investigations of the Public Service Commission, published in Government Gazette No.23267 dated 28 March 2002.

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

The mandate of the PSC to issue summonses is contained in Section 10 read with Section 11 of the PSC Act, 1997, as well as Section 196 (3) of the Constitution of the Republic of South Africa. In order to manage the process in terms of which witnesses can be summonsed, the PSC published rules for the summoning of witnesses 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 the 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. The Grievance Rules have been amended as of March 2024.

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

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

7. ORGANISATIONAL STRUCTURE

Members of the Public Service Commission:



The PSC consists of fourteen Commissioners, with five at the national office and one for each of the nine provincial offices. Currently, there are three vacant positions of Commissioners: North West, Free State and Mpumalanga.

The Western Cape position that was vacated in September 2023 was, at the time of completing the Annual Report, filled (in April 2024). The PSC would like to extend its appreciation to Commissioners Goosen and Boshoff for their contribution and the sterling role they played during their tenure as the Western Cape and Free State Commissioners, respectively. Commissioner Magerman joined the PSC in September 2023 as a national Commissioner.



PSC bids farewell to Former Commissioner, Dr Henk Boshoff

Members of the Executive Management of the OPSC:



8. ENTITIES REPORTING TO THE COMMISSION

There are no entities reporting to the PSC.



Custodian of Good Governance

PART B: PERFORMANCE INFORMATION

PART B: PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA does not provide reasonable assurance on performance information. A limited assurance engagement is undertaken and only material findings are communicated to management.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

In the quest towards the building of a capable, ethical and developmental state, the PSC has worked with key stakeholders to develop a plan for the implementation of the National Framework for the Professionalisation of the Public Sector. The PSC has also submitted the PSC Bill of 2023 in order to reposition the OPSC as an independent Secretariat to the Commission rather than operating as a government department. The envisaged outcome is that this will strengthen the effectiveness, efficiency and independence of the PSC in the execution of its mandate.

For the year under review, the PSC achieved 28 of its planned 30 annual targets, with programmes one and three achieving all of their annual targets. The Leadership and Management Practices target of 85% finalisation of senior management grievances within 45 days of receipt was not achieved, as some of the grievances were lodged internally and could not be investigated by the PSC. The other target that was not achieved is in relation to the 85% finalisation of complaints lodged under Integrity and Anti-Corruption. This was due to the lengthy period it takes to conclude complex complaints.

2.2 Service Delivery Improvement Plan

Table 1: Main services provided and standards

Main Services	Beneficiaries	Current /nActual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	<ul style="list-style-type: none"> National and provincial legislatures Public servants Government departments Public 	<p>85% of all registered levels 2-12 grievances concluded within 30 working days of receipt of all relevant information.</p> <p>77% of all registered SMS grievances concluded within 45 working days of receipt of all relevant information.</p> <p>79% of investigations finalized within 90 working days upon receipt of a valid complaint.</p>	85% finalisation of grievances and complaints investigated	<p>85% of all registered levels 2-12 grievances concluded within 30 working days of receipt of all relevant information.</p> <p>77% of all registered SMS grievances concluded within 45 working days of receipt of all relevant information.</p> <p>79% of investigations finalized within 90 working days upon receipt of a valid complaint.</p>
Investigations conducted of its own accord	<ul style="list-style-type: none"> National and provincial legislatures Public servants Government departments Public 	16 Own accord investigations conducted	13 own accord investigations	16 Own accord investigations conducted

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.
	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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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 591 grievances were lodged at the National 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.
	Aggrieved employee and relevant EA informed of the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employee and relevant EA informed of the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employees and relevant EAs were informed of 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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.
	Value for money		
	Cluster of Panels formed to discuss grievances.	Cluster of Panels formed to discuss grievances.	From the 591 grievances registered on the PSC's database, 423 (82%) were concluded in consultation with departments and aggrieved employees and following the consideration by the Panels.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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 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 costs.
	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.	
	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.	
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made.	Consultation		
	Liaise with complainant during the investigation.	Liaise with complainant during the investigation.	Investigators liaised with complainants during investigations, where necessary, e.g. where additional information was required.
	Liaise with the relevant department during the investigation.	Liaise with the relevant department during the investigation.	Investigators and/or Commissioners liaised with all relevant departments during investigations.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.
Access			
	Complaints Rules are posted on the PSC website.	Complaints Rules are posted on the PSC website.	Complaints Rules which were gazetted in January 2017, were posted on the PSC website in February 2017 and circulated to stakeholders upon request.
	Complaints Rules may be circulated to stakeholders upon request.	Complaints Rules may be circulated to stakeholders upon request.	With regard to mode of receipt, complaints are received via post, e-mail, short message service, fax, telephone or in person and are lodged in any official language.
	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	
	Complaints can be lodged at the National Office or any Provincial Office.	Complaints can be lodged at the National Office or any Provincial Office.	
	Complaint can be lodged in any official language.	Complaint can be lodged in any official language.	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint. Assist complainant in completing a Complaints Form.	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint. Assist complainant in completing a Complaints Form.	Complainants were informed of the outcome of the investigation where they are contactable. Complainants were assisted to complete the Complaints Forms where requested.
	Openness and transparency		
	Inform the person whom complaint has been laid against.	Inform the person whom 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 the complaints procedure and the time frames. Lastly, EAs/HoDs are provided with the final reports that contain findings, advice, recommendations and/or directions.
	Inform complainant on the complaints procedure and time frames.	Inform complainant on the complaints procedure and time frames.	
	Inform complainant on the status of the investigation on a regular basis.	Inform complainant on the status of the investigation on a regular basis.	
	EA/HoD provided with the final report.	EA/HoD provided with the final report.	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
			The positive outcome is that no dissatisfactions were raised with the DG.
	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 31 occasions to discuss and make determinations on complaints and grievances. Because there are currently no Commissioners appointed for North West and Mpumalanga provinces, the Gauteng, North West and Mpumalanga cluster's cases are dealt with by the National Panel. The Caretaker Commissioners therefore attend the National Panel.
	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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	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.	

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.	Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically.	Hard copies of reports were distributed to affected stakeholders and in some instances, reports were distributed electronically.

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.

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievement
		Investigations were conducted and finalised within 3 months of receipt of all relevant documentation. Where relevant, complaints are referred to an appropriate statutory body

2.3 Organisational Environment

As at the end of the 2023/24 financial year, three (3) of the (14) fourteen posts of Commissioner were vacant. The details of these positions are as follows:

- a) **Three posts at provincial level:**
- Mpumalanga, vacant from 01 April 2019.
 - North-West, vacant from 01 February 2023.
 - Free State, vacant from 01 January 2024.

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 the filling of these vacancies. Commissioners are closely involved in the implementation of the mandate of the PSC, such as the investigation of grievances and complaints, management of NACH cases, conducting inspections, etc. In order to ensure that service delivery was not affected as a result of the vacant positions, some of the Commissioners were assigned as Caretaker Commissioners for the Mpumalanga, North-West and Free State Provinces.

2.4 Key Policy Developments and Legislative Changes

2.4.1 PSC Bill of 2023

The PSC has submitted the PSC Bill of 2023 to Parliament through the former Minister for Public Service and Administration. Should the Bill be enacted into law, the PSC will drive the implementation of the following primary objectives of the Bill:

- Facilitate for the establishment of the PSC as a Secretariat to replace the OPSC. This is to ensure that the PSC executes its mandate fully as an independent and impartial constitutional entity.

- Convert the OPSC from a government department in terms of the Public Service Act of 1994, into a function shift to the PSC as a Secretariat established in terms of the Public Service Commission Act.
- Reinforce the PSC mandate in terms of local government and public entities in line with section 196(2) of the Constitution.

2.4.2 National Framework for the Professionalisation of the Public Sector

The Professionalisation of the Public Sector is geared towards attaining a “Professional, Meritocratic and Ethical Public Administration” which will drive the developmental state. Following the approval of the Professionalisation Framework by Cabinet in October 2022, the following actions to implement the framework have been undertaken:

- An incremental phased approach to the implementation was adopted as some of the recommendations require legislative amendments, however key successes have been recorded: Amendment of Public Service Regulations to align with the framework issued in October 2023.
- MoUs with Professional Bodies to improve professional ethics, discipline and capacity in project management;
- Auditing, functionality of SOC Boards and training on corporate governance
- Review of current directives to encompass recommendations emanating from the framework; and
- Agreement with Auditor General to audit implementation of the framework annually.
- The development of a draft integrated Human Resource Framework for the Public Service, which will come into effect on the 1st of April 2024. The framework will create a single value chain of HR across the public service from recruitment, to on boarding and induction, performance management, talent management and up until exiting.
- Establishment of Panel of Technical Experts- With regards to developing the database with a pool of technical experts for use in the Public Service and Local Government an invitation for experts to register on the database was finalised and extended to all registered professional bodies with assistance from the South African Qualifications Authority (SAQA). The registration process is currently running (More than 500 persons/experts have already registered), but the finalisation and use of the database is dependent on the finalisation of key policy and regulatory measures by the DPSA.

3. ACHIEVEMENT OF PSC IMPACT AND OUTCOMES

IMPACT STATEMENT

A responsive, ethical and value-driven Public Service that responds timeously, efficiently and effectively to the needs of the citizens.

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	Number of processes changed	6 Processes changed	2 reports have been produced on changed processes in the Public Service
	% increase in departmental compliance with CVPs	10% increase against baseline	During the year under review, a total of 29 CVP promotional engagements were held with various departments. Furthermore, the PSC has held 12 stakeholder engagements on the National Advocacy Campaign on the Constitutional Values and Principles, whilst a total of 34 engagements were held specifically with EAs on their departments' compliance with CVPs.
	% improvement in the management of potential conflict of interest for SMS members in the Public Service	98%	Over 98% of Senior Management Services (SMS) submitted financial disclosures as part of accountability and institutionalization of ethics. Financial disclosures are the first part of the lifestyle audit process.

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	Number of strategic engagements with departments on PSC findings and recommendations	30	35

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
	Ethics Management Framework institutionalised in the Public Service	Year 3-5: Conduct feedback sessions on departments already surveyed to promote ethics	Two engagement meetings were held with: <ul style="list-style-type: none"> Department of Home Affairs Department of Tourism

Table 7: 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	The Data Warehouse was aligned with the Integrated Grievance and Complaints Management System (IGCMS) with regards to the data and consistency in the statistical reporting between the two systems. However, due to instability of the IGCMS, it was discontinued and the new system for intake was developed and ultimately integrated 100% with the Data Warehouse.
	% implementation of PSC recommendations by departments	60% (cumulative)	Cumulatively the percentage of implementation of PSC recommendations is 50%. In order to ensure that departments implement the recommendations made by the PSC, the PSC continues to engage departments including Executive Authorities on the implementation of the PSC Recommendations.

Table 8: 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 PSC ended the financial year with 89% implementation of the decisions taken by the highest decision making body.
	A skilled workforce in identified areas	100% implementation of the training plan.	The PSC has conducted training in line with the training plan. While the PSC had granted officials bursaries to study in line with their Personal Development Plans for the first 3 years of the Medium Term Strategic Framework, it had to curtail on the allocations during the 2023/24 financial year due to budget cuts.



Long Service Awards



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:

- Office of the Director-General (Public Service Commission and Management)
- People Management Practices
- Office of the Chief Financial Officer



Table 9: Outcomes, outputs, output indicators, targets and actual achievements for Programme 1

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
A strong & well-functioning PSC	Unqualified audit outcome opinion	Audit opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion for 2022/23 financial year	None	None
	Institution Building Reforms implemented	Approval of the PSC functional structure	New output indicator	New output indicator	PSC functional structure approved	PSC functional structure approved	None	None
		Number of reports on skills audit approved	New indicator	New indicator	1 report on skills audit approved	1 report on skills audit approved	None	None
		Percentage maintenance of the vacancy rate	New indicator	New indicator	Vacancy rate maintained at below 10%	Vacancy rate maintained at 8.9%	None	None
	Valid invoices paid within 30 working days	% of valid invoices paid within 30 days of receipt	88%	100%	100%	100%	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
	B-BBEE supplier appointed	% of B-BBEE supplier appointed	62%	87.07%	60	83.2%	High level of compliance by registered suppliers	N/A
	Visibility of the PSC improved	Number of reports on stakeholders outreach programmes coordinated	New output indicator	New output indicator	4	4	None	None
	Organi-sational processes modernised and digitalised	Number of processes automated	New indicator	New indicator	2 Processes automated	2 Processes automated	N/A	N/A
	PSC Bill submitted to Parliament	Submission of the PSC Bill to Parliament	New indicator	New indicator	PSC Bill submitted to Parliament	PSC Bill submitted to Parliament	N/A	N/A

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, parliamentary liaison and international relations, as well as assisting the Accounting Officer to discharge her duties as demanded by relevant pieces of legislation.

The **Sub-programme: People Management Practices** supports line function management to implement, provide and develop the human capital in the PSC. The Directorate: People Management Practices provides detailed information of human resources in the PSC under Part D of the Annual Report.

The Facilities Management Unit manages the provision and maintenance of office accommodation and manages and coordinates cleaning services, records management and government transport. The Unit engaged with the Department of Public Works and Infrastructure to secure alternative accommodation. Nonetheless, office accommodation remains a challenge in the department, especially in Provinces. Some Offices are not fully conducive in respect of Occupational Health and Safety Standards.

The **Sub-programme: Office of the Chief Financial Officer** is responsible for financial management to ensure compliance with various pieces of legislation including the PFMA, the Public Audit Act, 25 of 2004, and Treasury Regulations; efficient and effective supply chain management; and provision of 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. During the financial year under review, the PSC suffered budget cuts that were imposed by the National Treasury. Operational budget was reduced by R3.4 million and PSC was required to adjust its methodologies to be able to carry out the Annual Performance targets. In addition, several cost saving measures were put in place, and they too yielded positive results.

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 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. During the financial year under review, the Directorate sets out to automate two (2) administrative processes, for organisational wide consumption.

The Performance management processes were targeted during the 2023/24 financial year, and as such an electronic Performance Monitoring and Development System (e-PMDS) and Automated Performance Monitoring System (APMS) was developed – focussing on individual and organisational performance monitoring and reporting respectively. These systems, built entirely in-house, is anticipated to optimise the existing processes and proof its value during the 2024/25 financial years.

The Directorate: Supply Chain Management uses the Logistical Information System for procurement and utilises the Central Supplier Database hosted by the National Treasury for selection of prospective suppliers.

Linking performance with budgets

Table 10: Sub-programme expenditure

Sub-Programme Name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
PSC	25,006	24,994	12	24,386	20,552	3,834
Management	19,960	19,956	4	18,188	15,929	2,259
People Management Practices	28,356	28,347	9	30,666	29,659	1,007
Chief Financial Officer	42,086	42,081	0	40,055	39,391	664
Property Management	21,499	21,499	0	22,398	22,396	2
Total	136,907	136,877	30	135,693	127,928	7,765

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.

4.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Purpose:

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

Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.



Table 11: Outcomes, outputs, output indicators, targets and actual achievements for Programme 2

Programme 2: Leadership and Management Practices								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
Sound management and leadership practices in the public services external	Grievances finalised	Percentage of all registered level 2-12 grievances concluded within 30 working days of receipt of all relevant information	83%	86%	85%	85%	None	None
		Percentage of all registered SMS grievances concluded within 45 working days	74%	96%	85%	77%	Under-performed by 8%	10 cases were concluded with the assistance of external investigators

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
		of receipt of all relevant information.				were concluded, within 30 working days of receipt of all relevant information.		
	Reports on own accord investigations	Number of own accord investigative reports produced as contemplated in section 196(4)(f) (iii) and (iv) of the Constitution, 1996	New Output Indicator	New Output Indicator	3	3	None	None
	Reports produced on leadership, human resource management practices, public sector	Number of reports produced on leadership and human resource management practices,	2	3	4	5	1 additional report produced	Inquiry conducted in response to questions about the qualifications of senior managers by

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
	reform and Professionalisation	public sector reform and Professionalisation						Parliament
	Reports on the management of grievances and efficiency of the grievance procedure in the Public Service	Number of reports on grievance management and efficiency of the grievance procedure in the public service produced.	3	3	3	3	None	None
	Reports on the management of grievances and efficiency of the grievance procedure in the Public Service	Number of strategic engagements conducted on the implementation of PSC recommendations with targeted stakeholders	New indicator	10	10	35	25	Proactive promotion of findings and recommendations through various workshops and responsiveness to requests for

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
								presentations from stakeholders.

The **Sub-programme: Labour Relations Improvement** contributes towards the improvement of sound labour relations in the Public Service by investigating referred grievances that could not be resolved within departments and making recommendations, monitoring grievance management by departments, providing advice to employees and departments, and engaging with stakeholders on different labour relations matters. Sound labour relations play a critical role in improving employee productivity, organisational performance and public service delivery in an environment that is characterised by low economic growth, high unemployment rate, departmental budget cuts and minimal salary increases. The latter, as demonstrated by the 2023 protracted wage negotiations in the Public Service, is one of the biggest causes of strained relations between employers and employees and a contributor towards reduced employee productivity and organisational performance. This is the reason why wage negotiations and engagements between the Public Service as the employer and organised labour should be properly managed through mechanics such as the multi-term agreement that was signed by the employer and the majority of trade unions in 2023. Collective agreements between parties play an important role in improving labour relations, provided the agreements were negotiated in good faith and are implementable, as demonstrated by the stable labour relations environment in the Public Service after the signing of the agreement in 2023 until the end the 2023/2024 financial year. However, macro-level stability does not automatically translate into sound labour relations at the level of institutions and the micro-level relations of employees and their supervisors. At the meso and micro level, many factors contribute to the lodging of grievances and complaints and ultimately the referral to the PSC of some unresolved or unsatisfactorily resolved grievances and complaints.

As shown in **Figure 1** on the next page, has continued to play a critical role in investigating grievances that could not be resolved between departments and their employees and making recommendations. During the 2023/2024 financial year, the PSC had **515** grievance cases registered on its database, which is a **12.9%** decrease when compared with the 2022/2023 statistics, and **7.7%** reduction in relation to the 2021/2022 figures. The reduction, though modest, are encouraging and it may be argued they demonstrate positive developments in departments and aggrieved employees heeding to the call and need to resolve grievances as close to the point of origin as possible.

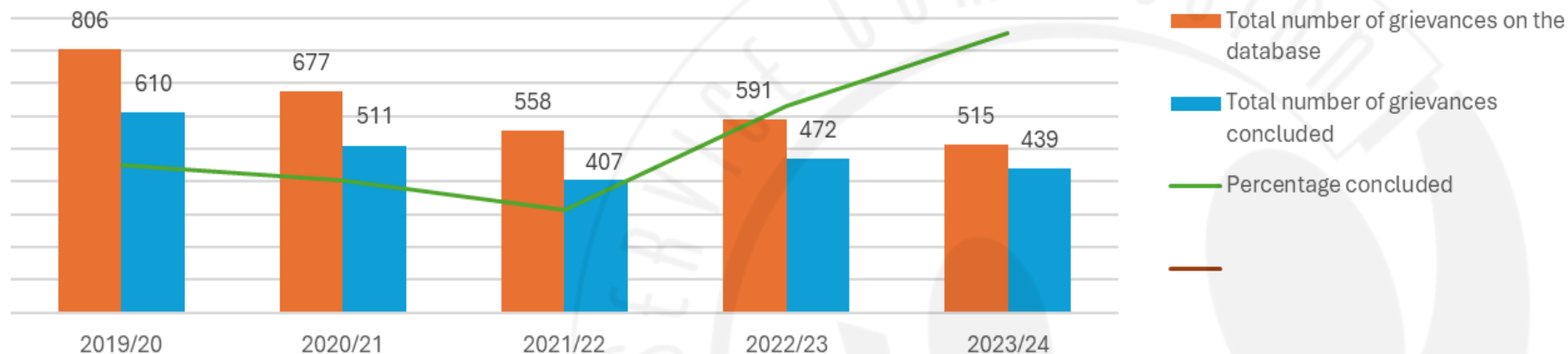


Figure 1: Trend analysis of grievances referred to the PSC between 2019/20 and 2023/24

Figure 2 below shows that the PSC managed to resolve **439 (85%)** of the cases through investigations, formal and informal mediation, and engagements with aggrieved employees and employer representatives. Though in terms of absolute numbers few grievances were concluded when compared to the 2022/203 financial year, this represents a **5%** improvement when compared with the **80%** grievances that were concluded during the 2022/2023 financial year.

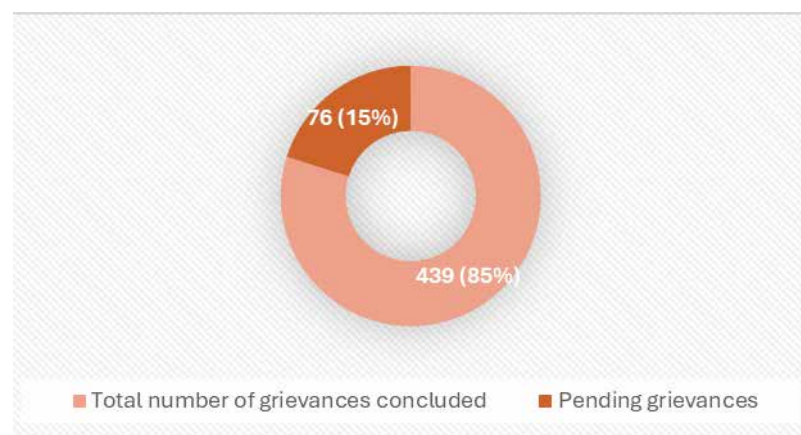


Figure 2: Number of grievances concluded and those that are pending

A decrease in the number of grievances referred to the PSC during 2023/2024 is contrary the number of grievances lodged within departments where the number of grievances reported have increased. According to the PSC's Grievance Management Factsheet for the period 01 April 2022 to 31 March 2023, which is accessible through the PSC website, a total of **8775** grievances were reported in both national and provincial departments, which is a **3.3%** increase from the total of **8496** grievances reported for the 2022/23 financial year and a further increase of **18.6%** when compared to the **7399** grievances that were reported for the 2021/22 financial year.

However, further analysis of the statistics provided by national and provincial departments revealed that of the **4150** cases reported by national departments for the 2022/23 financial year, **2312 (55.7%)** grievances were resolved, which shows a slight decrease of **(1.2%)** from **56.9%** resolved during the 2021/22 financial year. From the **4625** grievances reported by provincial departments, a total of **3049 (65.9%)** grievances were concluded, which shows an increase of **(7.1%)** when compared to **58.8%** of grievances resolved during the 2021/22 financial year. The reduction in the number of grievances referred to the PSC may be indicative of agreements between employees and departments to resolve matters closest to the point of origin, or an increase in the utilisation of alternative dispute resolution mechanisms by employees.

Though the investigation of grievances that are referred to the PSC is important, it is not effective in preventing grievances, as such, the PSC conducted own accord investigations and engagements in terms of section 196(4)(f) (iii) and (iv) of the Constitution, 1996 with three departments: Correctional Services; Employment and Labour; and Agriculture, Rural Development and Land Reform. The own accord investigation and engagement project encourages extended collaboration between the PSC and the selected in order to deal with multiple factors that contribute to strained relations between employees and the employer. The objective of the project is to promote the proactive identification of challenges and reflection on underlying causes and implementation of appropriate short, medium and / or long-term interventions, where appropriate.

To ensure the effective management of grievances, the PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service, 2016, were amended in 2023 and the amended Rules were gazetted in March 2024. Different guidelines and procedures were developed to facilitate the effective and efficient management of grievances referred and handled within the PSC. In addition, the PSC worked closely with the DPSA and Public Service Coordinating Bargaining Council (PSCBC) to ensure synergy and enhance the impact of the work done by both institutions within the Public Service labour relations environment. Key areas of collaboration included the need to manage and minimise the misuse of precautionary suspensions and legal representation within the context of discipline management in the Public Service, as well as the effective management and implementation of arbitration awards and court orders by departments. Collaboration between the PSC and other stakeholders will continue during the 2024/2025 financial year.

The **Sub-programme: Leadership and Human Resource Reviews** contributes towards effective leadership and human resources management through research, advocacy, capacity building sessions, issuing of recommendations and directions, and provision of advice. Central to the work of the PSC in this area are ongoing efforts to contribute towards the professionalisation of the Public Service and the institutionalisation of the constitutional values and principles through the policies and programmes of departments and the practices of public service employees, inclusive of Executives and Administrative Heads. As part of implementing this wide-ranging mandate, several studies were completed and thirty-five advocacies, capacity building and stakeholder engagement sessions were conducted. Different sessions focussed on various cross-cutting or specific areas such as Ethics in Recruitment and Selections, Training and Development, the Management of Unlawful Instructions and Ethical Dilemmas in the Workplace, Emerging Human Resource Management Trends, and Discipline Management in the Public Service. While the objectives of the sessions were multi-fold, the goal of all sessions was to ensure a common understanding and implementation of best practices and the PSC's findings, directives, advice and recommendations.

With respect to research, the PSC completed five studies and reports that are accessible through the PSC website. The first two are multi-year studies that commenced during the 2022/2023 financial year. Specifically, the study and *Report on the Impact that Hybrid Work Arrangements had on Service Delivery in the Public Service*, created a platform for the PSC. Findings from the study alluded to a mixture of positive and negative practices and experiences, as well as notable innovative measures and commitment to Public Service by many employees.

Thus, the findings and recommendations discussed in this report will enable the Public Service to review prescripts and put in place mechanisms to facilitate the gradual institutionalisation of hybrid work arrangements where possible.

The second multi-year report on *Public Service Reforms Towards Professionalisation: A Public Service Commission Perspective* was finalised in February 2024 and officially launched in March 2024. The PSC consulted extensively on the findings and recommendations of the report through various stakeholder engagements, including focus group sessions that were attended by seasoned Public Administration scholars and practitioners and a conference held in October 2023. Whilst the research conducted considered the Professionalisation Framework, as approved by Cabinet in 2022, as a current and future reform, it was not the only reform considered. Various other reforms, such as the size of the Public Service and macro-organisation of government, were considered to enrich the analysis and to formulate informed recommendations to support the journey to professionalise the Public Service.

The third and fourth reports focussed on the *Extent of Utilisation of Headhunting Processes in the Public Service and Digitisation of Human Resource Management Processes in the Public Service*. The third report revealed that headhunting is seldom used in the Public Service, and when used, there is a general compliance with prescripts and there are isolated instances of non-compliance that should be addressed. The conceptualisation of the study on digitisation of Human Resource Management (HRM) processes was influenced by, amongst others, the NDP's pronouncements on the importance of technological revolution and high-tech skills advancement, the Public Service's challenges during the COVID-19 lockdown stages, and the preliminary findings from the study on the impact of hybrid work arrangements. As per findings of the study, there are few departments that have automated their Human Resource processes due to excessive delays in implementation of the Integrated Financial Management System (IFMS) and the moratorium that prohibits departments from procuring software solutions to manage HRM processes outside the IFMS project. The recommendations in the report are in support of the IFMS project, however, if further delays are experienced during 2024, the lead government institutions (National Treasury, Department of Public Service and Administration, and State Information Technology Agency) should allow departments to procure systems that will enable the seamless digitisation of HR processes in the public service and effective interface with transversal Persal system of government.

In response to questions in Parliament into the issue of alleged unqualified Senior Management Service (SMS) members and subsequent updates on the matter by the MPSA, the PSC conducted an inquiry and produced a Report on the Qualifications of Senior Managers in the Public Service.

The objectives of the inquiry were to establish accurate details on the qualifications of senior managers in the Public Service and the extent to which senior managers' qualifications are compliant with mandatory requirements as per the 2015 MPSA Directive and Public Service Regulations of 2016 and identify measures taken by departments to address gaps where incumbents in SMS posts do not meet the minimum requirements. Findings from the study suggest that over 90% of SMS members from 85% of departments that participated in the inquiry have the minimum undergraduate (NQF7) and postgraduate (NQF8) qualifications, and many of the remaining few who do not possess these qualifications were appointed before 2015. However, there are isolated instances in a few departments wherein some SMS members were appointed after 2015 even though they did not meet the minimum requirements that were introduced through the 2015 MPSA Directive. Amongst others, the report recommends that consequence management must be applied where non-compliance with relevant prescripts has been reported, and departments must update the qualifications of their SMS members on PERSAL because the failure to update PERSAL has and will continue to contribute to misinformation about the qualifications of SMS members in the Public Service.

The research reports were tabled in Parliament and were further disseminated to departments and other stakeholders through the PSC website.

Other additional deliverables by the Branch include the following:

- a) Report on the Roundtable on Discipline Management in the Public Service, as a follow up to the roundtable session that was held in March 2023 and a reference source for the capacity building and stakeholder engagement sessions on discipline management – report is accessible through the PSC website;
- b) Advice provided to several departments on matters ranging from recruitment and selection; the management of performance evaluations for Heads of Departments (HoDs) at national and provincial levels; termination of employment following a request to withdraw a resignation several months after acceptance of such by the employer; implementation of pay progression for a group of SMS members for periods starting from 2017/2018; remuneration or retention of salary above the applicable salary for a post; macro-organisation of government, remuneration and other conditions of service, and alignment of DPSA directives with the Professionalization Framework
- c) Facilitated the evaluation of qualifying HoDs in the Northern Cape and Western Cape provincial administrations, and preparations for the evaluations of qualifying HoDs in some provinces were concluded but the evaluations were postponed.
- d) Issuing of circulars to alert departments about (a) the importance of dealing with grievances in line with prescripts, and (b) findings and recommendations from various research reports.
- e) Initiation of a process to review the Guide on Governance Practice for Executive Authorities and Heads of Departments, in preparation for the induction of EAs and their teams at the start of the 7th Administration;
- f) A detailed Assessment of the SMS PMDS for the Department of Water and Sanitation and draft report that will be finalised during the first quarter of the 2024/2025 financial year; and

- g) A discussion document and presentation on the Role of the PSC in the performance evaluation of HoDs and the establishment of Expert Panels for purposes of Executive Recruitment.

While it is noted that some targets were exceeded and additional work that did not form part of the APP was completed, one APP target was not achieved due to capacity constraints and partial reliance on external capacity, thus resulting in an overall programme achievement of 83% for the set APP targets.



Conference on Public Service Reforms Towards the Professionalisation July 2023

Linking performance with budgets

Table 12: Sub-programme expenditure

Sub-Programme Name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Labour Relations Improvement	14,742	14,738	4	14,916	14,271	645
Leadership and Human Resource Reviews	11,063	11,058	5	9,965	9,319	646
Programme Manager: LMP	26,452	26,416	36	26,672	25,044	1,628
Total	52,257	52,212	45	51,553	48,634	2,919

Strategy to overcome areas of under-performance

Mechanisms have been put in place to ensure the effective coordination of grievances that are investigated by external parties. These include the ad hoc convening of panels by the relevant Commissioner, with the support off the labour relations officer.

4.3 PROGRAMME 3: MONITORING AND EVALUATION

Purpose:

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

Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations



Table 13: Outcomes, outputs, output indicators, targets and actual achievements for Programme 3

Programme 3: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
An improved service delivery culture in the Public Service	Position papers on public administration practices	Number of position papers produced on public administration practices	2	2	2	2	None	None
	Assessments on service delivery conducted	Number of reports on service delivery inspections approved	9	10	10	10	None	None
		Number of Citizens Forums conducted	New indicator	9	9	9	None	None
		Number of studies conducted on the effectiveness	New indicator	2	2	2	None	Nonw

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
		of government support for service delivery focusing on government accommodation and ICT						
	Section 196 (4) (e) Report produced	Number of Section 196 (4) (e) reports produced	1	1	1	1	None	None
	National advocacy campaign on the Constitutional Values and Principles	Number of reports produced on the National Advocacy Campaign on CVPs	New PI	New PI	1	1	None	None
	Implementation Plan for the	Approval of the Implementation	New indicator	New indicator	Approved implementation Plan	Approved Road Map towards the	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
	National Professionalisation Framework	Plan for the National Framework Towards the Professionalisation of the Public Sector			National Framework Towards the Professionalisation of the Public Sector	implementation of the framework		
A well-coordinated and functioning M&E System for the PSC	Reports on the performance of departments	Number of reports on the performance of departments produced	New indicator	4	4	4	None	None

The **Sub-Programme: Governance Monitoring** focuses on the establishment of sound and good governance in the Public Service. Good governance converges around principles such as economic, effective and efficient use of resources accountability, participation, transparency and the rule of law.

In its aim to contribute towards improving the discourse and advocacy around the Constitutional Values and Principles enshrined in section 195 of the Constitution, two position papers were produced. The purpose of the position paper on public accountability was to explicate that accountability as a fundamental value and principle in the Constitution is not simply an aspiration but that it carries with it moral obligations, political responsibilities and a wide variety of legal implications and it is paramount to ensuring the rule of law. The paper on economic, effective and efficient use of resources focussed on financial misconduct in relation to discipline management and precautionary suspensions.

In respect of the promotion of the CVPs, the PSC established a partnership with the Moral Regeneration Movement (MRM) to conceptualise and design a National Advocacy Campaign on Constitutional Values and Principles. The Campaign is an initiative that aimed at rebuilding the moral fabric of society through collaboration with other stakeholders and restoring the nation's ethos around the constitutional rights, values and principles. The PSC together with MRM successfully conducted a joint stakeholder engagement with different stakeholders in which there was an enthusiasm and willingness to collaborate. Accordingly, the Chief Directorate produced a report on the outcomes of the various stakeholder engagements on the design and conceptualisation of the campaign.

The Data Warehouse is a critical statistical unit that is housed in the Chief Directorate and serves the work of the entire organisation. For the period under review, the unit was aligned with the Integrated Grievance and Complaints Management System (IGCMS) which would allow for consistency in the statistical reporting between the two systems. However, due to instability of the IGCMS, it was discontinued and the new system for intake was developed and ultimately integrated with the Data Warehouse. Products generated from the Data Warehouse include various departmental profiles (34 in total) that provide a snapshot of departmental performance against the CVPs. The Data Warehouse also provided a Report on the Performance of National Departments against CVPs.

A core output for the Chief Directorate for the period under review was in respect of the project on the Professionalisation of the Public Sector and several key areas were achieved in this project. The Chief Directorate with the support of the United Nations Development Programme (UNDP) organised and held a retreat from 13 to 14 July 2023 where key stakeholders were invited to discuss the Professionalisation Framework. Key stakeholders who attended the retreat included the DPSA, MPSA, AGSA, the National School of Government (the NSG), Department of Performance Monitoring and Evaluation as well as the UNDP. Further to that the Chief Directorate led the process of developing a process map for the implementation plan towards the Professionalisation Framework. The process map has been shared with key stakeholders.

As annual output, the Chief Directorate produces the Section 196(4) (e) Report which covers the period 2022/23 and consolidates the work conducted by the PSC. During the period under review, all projects of the PSC continued to highlight challenges in the Public Service that relate to the public administration value system such as ethical conduct, accountability, transparency, the efficient use of the resources and development orientation as well as the institutional capability of the state. The report has shown that the Public Service has yet to shift gears from being compliance driven to embracing and internalising the public administration value system of section 195 of the Constitution.



KwaZulu-Natal Citizens' Forum

The **Sub-Programme: Service Delivery and Compliance Evaluations** stands as a pivotal contributor to governance, dedicated to enhancing the accessibility and efficiency of public services. This is done through rigorous assessments, meticulous service delivery inspections, and proactive interventions facilitated through Citizens Forums (CFs), that endeavour to foster an environment where every citizen can readily access the services they deserve. By conducting comprehensive assessments, pinpointing areas of improvement, and engaging directly with communities through forums, the CFs aim to address systemic issues, streamline processes, and ultimately elevate the quality-of-service delivery across the board. Through these concerted efforts, CFs seeks to build trust, promote accountability, and empower citizens to actively participate in shaping the future of their communities.

Over the past year, the sub programme has remained steadfast in its commitment to enhancing service delivery across national and provincial levels. The focus has been on conducting comprehensive service delivery inspections, identifying new areas for improvement, and diligently following up on previous inspections to monitor progress. For the period under review, follow-up inspections were conducted at the South African Police Service (SAPS) Forensic Science Laboratories (FSLs), at the regional offices based in the Eastern Cape (Gqeberha), KwaZulu-Natal (Amanzimtoti), Gauteng (Arcadia and Silverton) and the Western Cape (Platteklouf).

The PSC's ongoing involvement in the SAPS FSL space sought to overcome continuing challenges and bottlenecks and to provide solutions thereon. Key findings and recommendations of this follow-up inspection included the following:

- The PSC strongly encouraged the move towards full accreditation of the FSLs, including the environment/infrastructure of the laboratories (OHS and related ISO standards).
- The SAPS should lease instruments from preferred suppliers, instead of purchasing them. Alternatively, the SAPS should consider including maintenance requirements in the specifications for the procurement of specialised equipment.
- With regards to the KZN FSL and its relocation project, the PSC further recommended that it is better to focus efforts and resources on the Pinetown facility, which has already received planning instruction in 2020. Secondly, by utilising the model and learnings from the Platteklouf site for the WC FSL, the design phase of the construction of the Pinetown KZN FSL would be shortened and the relocation project be expedited.
- Finally, the PSC recommended that the Silverton and Arcadia FSLs be combined in one space. The PSC recommended that this entire strip be used to house the Gauteng FSL functions (combining Arcadia with Silverton).

Further to this, other initiated inspections focusing on identified service delivery matters were conducted as follows; at the Gauteng Provincial Government's Driving License and Testing Centres, at facilities affected by the floods disaster in KwaZulu-Natal province, a follow-up inspection at Harts Water District hospital regarding the availability of medicines, medical equipment and infrastructure (Northern Cape), the Boitumelo regional hospital (Free State), an announced inspection at Bulembu Airport (Eastern Cape), inspections at the Department of Employment and Labour (Limpopo), an inspection to follow up on the eradication of pit latrines across schools (Mpumalanga), an inspection of Early Childhood Development centres in the North West province and unannounced Inspections at selected stations of the SAPS in the Western Cape. The commitment to ensuring efficient service delivery and promoting compliance remained steadfast, as the PSC navigated the complexities of a rapidly evolving landscape.

Throughout this period, the sub programme has dedicated considerable efforts to evaluating the implementation of the PSC's recommendations, ensuring that they translate into tangible improvements in service delivery.

Moreover, the engagements with key stakeholders in communities, particularly through the provincial CFs, has provided invaluable insights into the needs and challenges faced on the ground. These engagements extended to the grassroots level, which provided invaluable insights and helped us tailor our strategies to better address the needs of the communities and foster collaborative solutions to enhance service delivery. During this period, nine follow-up CFs engagements were undertaken and two new CFs in the Northern Cape and Limpopo provinces.

The sub programme has continued to assess the functional accommodation and ICT capabilities within service delivery departments. These assessments are crucial in identifying infrastructural gaps and technological deficiencies that may impede efficient service delivery. Furthermore, it has actively monitored the implementation of recommendations outlined in the Roundtable Report, engaging with key government governance structures such as the Portfolio Committees of Public Works and Infrastructure, and Communication and Digital Technologies, FOSAD, and the Governance, State Capacity and Institutional Development DG Cluster. These engagements serve to ensure alignment with broader government objectives, foster collaboration towards achieving our service delivery goals, and continue to advocate for policies that promote good governance and enhance service delivery mechanisms.



Northern Cape Citizens' Forum



Linking performance with budgets

Table 14: Sub-programme expenditure

Sub-Programme Name	2023/2024			2022/2023		
	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	10,681	10,679	2	9,376	9,052	324
Service Delivery and Compliance Evaluations	10,315	10,312	3	10,659	10,039	620
Programme Manager: M&E	25,992	25,984	8	27,186	26,137	1,049
Total	46,988	46,975	13	47,221	45,228	1,993

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.

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

Programme 4: Integrity and Anti-Corruption								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
Sound management and leadership practices in the public service	Public administration investigations finalised	Percentage of complaints finalised within 90 working days upon receipt of a valid complaint by an Investigating Officer	93%	90%	85%	79%	6%	Target not reached due to cost containment measures. This impacted on the filling of vacant posts for investigators and travelling to conduct investigations. In addition, complex complaints require more time to ensure effective and efficient finalisation

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
								without compromising the quality thereof.
		Number of own accord investigation reports as contemplated in section 194 (4) (f) (i),(iii) and (iv) of the Constitution, 1996 finalised	New indicator	3	10	13	3	The trend of complaints lodged with the PSC necessitated the need to conduct more own accord investigations than the required 10.
		Number of oversight reports produced on the implementation of the ethics framework	New indicator	3	1	1 report produced	None	None required

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
		Number of articles on the promotion of professional ethics produced	4	4	4	4	None	None required
		Number of engagements conducted on ethics framework	New indicator	3	20	Seventy-nine (79) engagements on professional ethics were held.	Target exceed by fifty-nine (59).	The over achievement by fifty-nine (59) was as a result of more invitation received from departments. Furthermore, the Ethics Officer engagements was a one day event planned to be held on the 23 February 2024,

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
								however due to cost containment measures, the alternative option was to target the Ethics Officers at Departmental level resulting in more numbers which led to over-achievement.
	Promotional CVP's	Number of CVP promotional engagements held	New indicator	New indicator	12	Twenty-Nine (29) CVP engagements were held.	Target exceed by seventeen (17)	This was due to requests from departments resulting in over-achievement of the set target.

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/23	Planned Annual Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement 2023/24	Reasons for deviations
	Referral NACH cases	Percentage of NACH cases referred within 07 working days of receipt of case report	100%	100%	90%	1551 of 1551 (100%) cases were referred within seven days.	Target exceed by 10%.	Target exceed due to close monitoring of cases received on a daily basis.

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 regarding compliance to norms and standards and recommended corrective action are issued to EAs. 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.

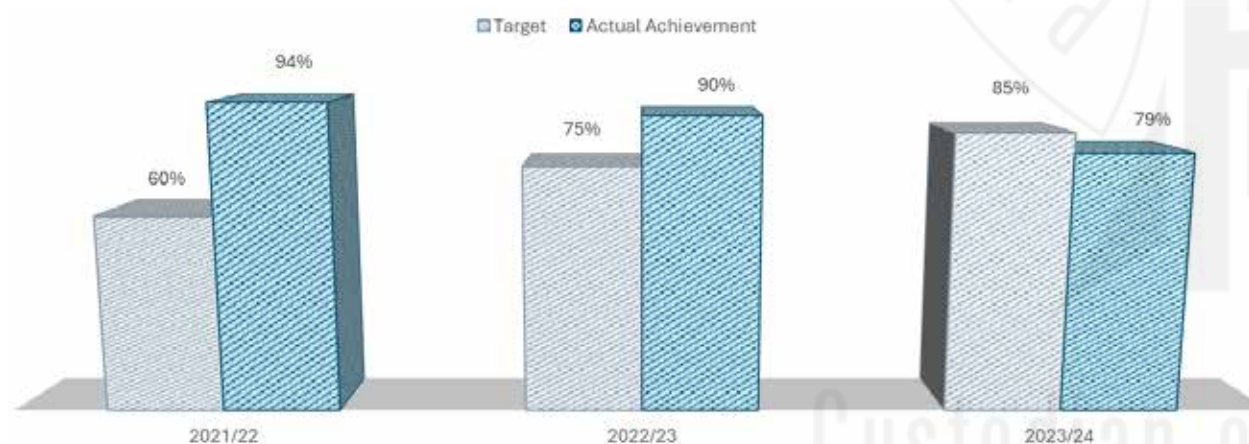
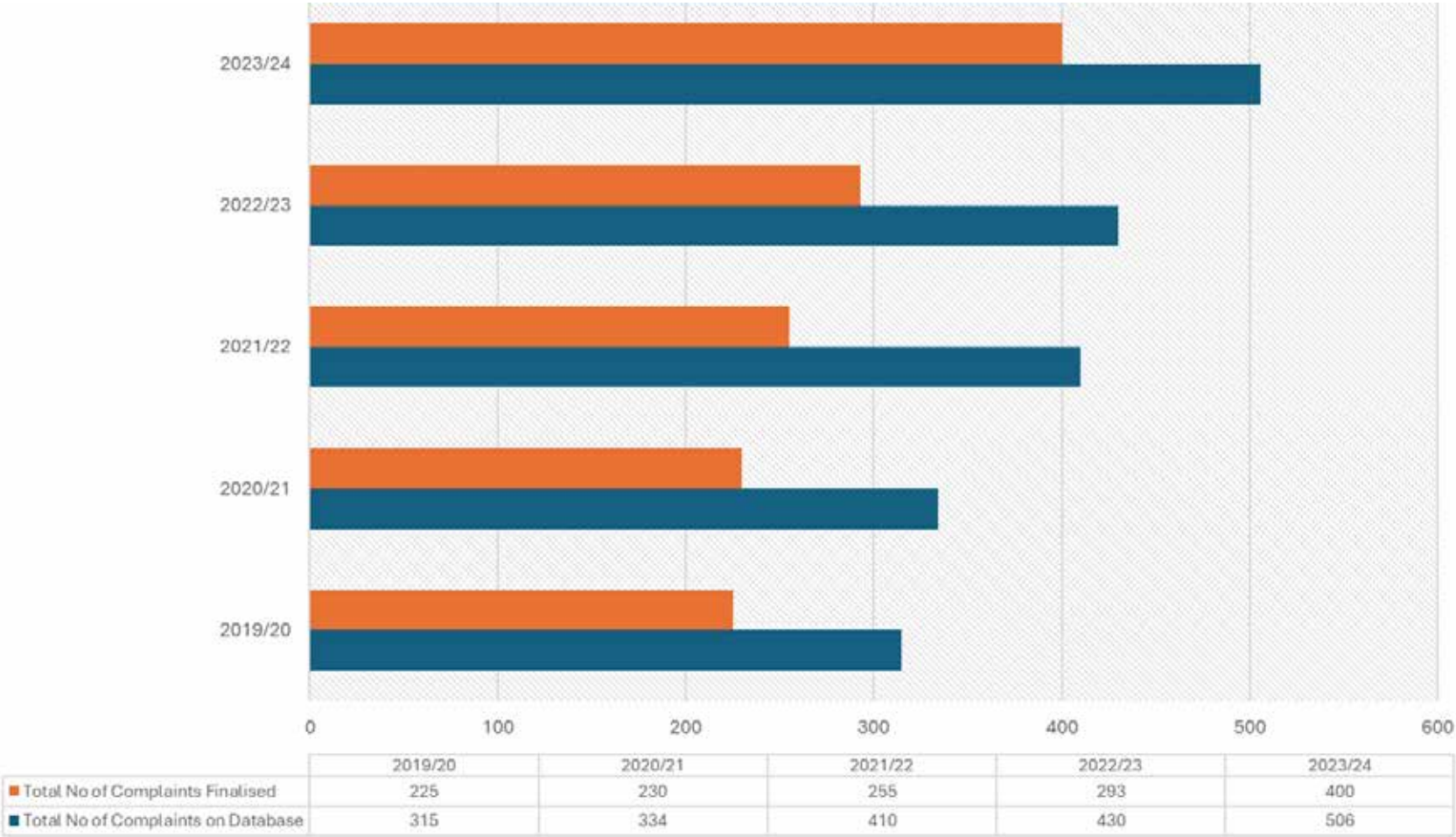


Figure 3: Comparative analysis of the achievement of annual targets

Figure 4 on the next page reflects that a total number of **506** complaints were handled in the 2023/2024 financial year. The **506** complaints are **17.7%** higher as compared to the **430** complaints handled in the 2022/2023 financial year. Out of the **506** complaints handled in the 2023/2024 financial year, the PSC finalised **400 (79%)** cases and the remaining **106 (21%)** cases were pending as at 31 March 2024.

From the **400** finalised cases, **316 (79%)** were finalised within 90 working days upon receipt of a valid complaint by the investigating officer. The steady increase in the number of complaints finalised during the previous five financial years is ascribed to, amongst others, effective investigation protocols followed and dedicated investigating officers.

Out of the **137** carried-over complaints handled, the PSC finalised **115 (84%)** cases and the remaining **22 (16%)** cases were pending as at 31 March 2024. Out of the **369** complaints lodged and handled in the 2023/24 financial year, **64** complaints were still on-going as the applicable 90 working days had not yet lapsed (**369-64 = 305**). Of the remaining **305** complaints, **241** were finalised within 90 days. The overall performance target achieved is **79%**.



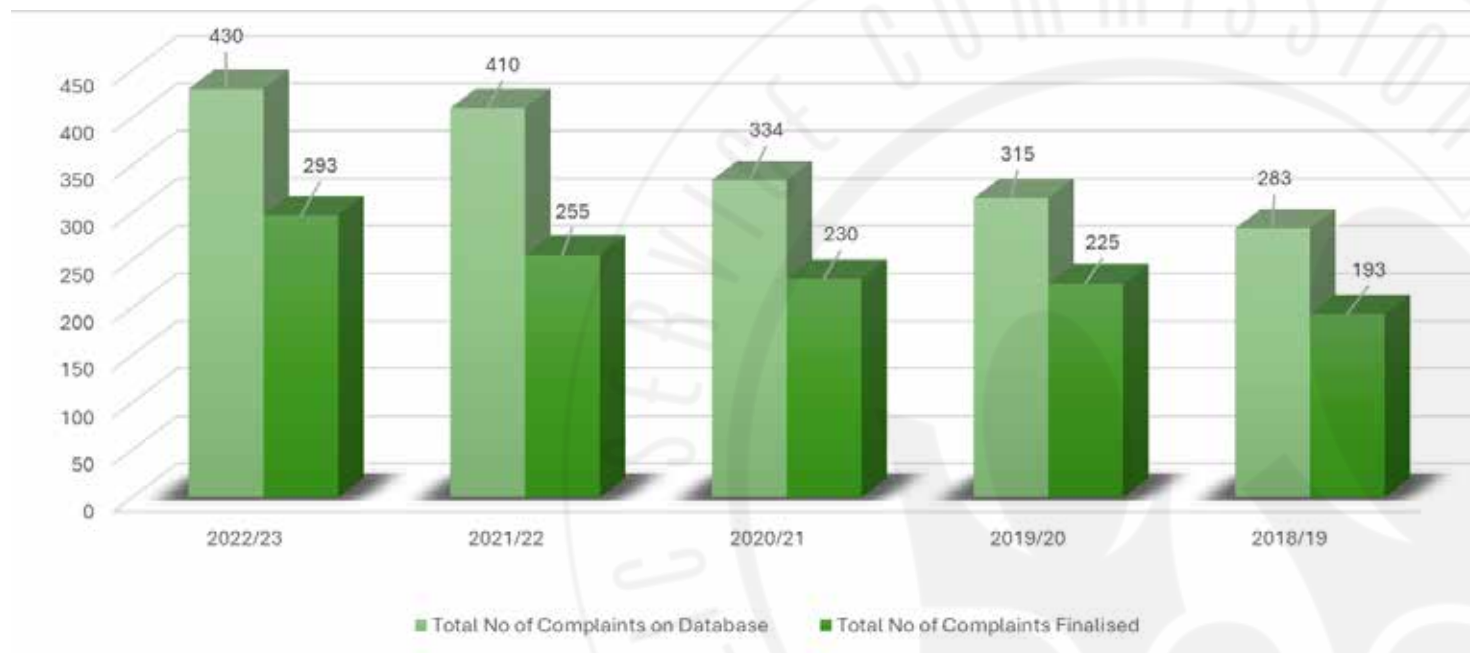
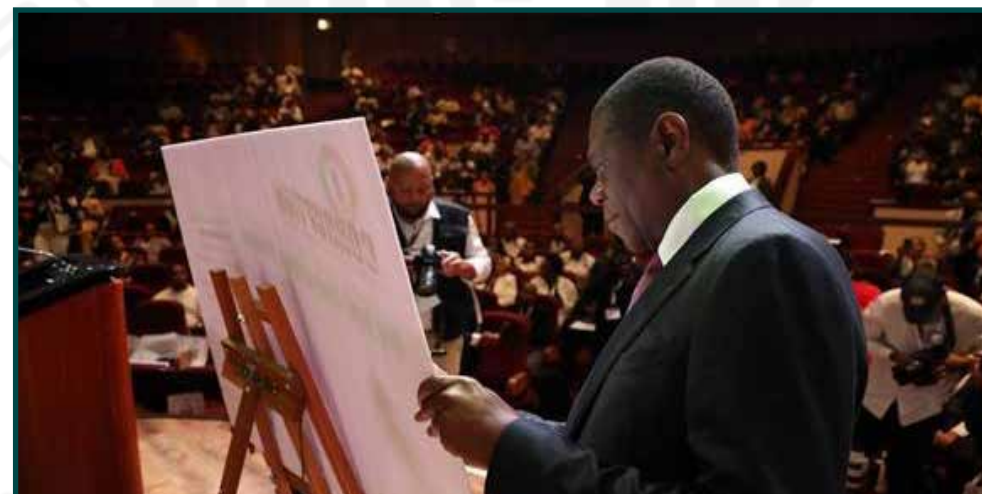


Figure 4: Number of complaints handled in 2023/24 relating to Personnel and Public Administration Practices



International Anti-Corruption Day 2023

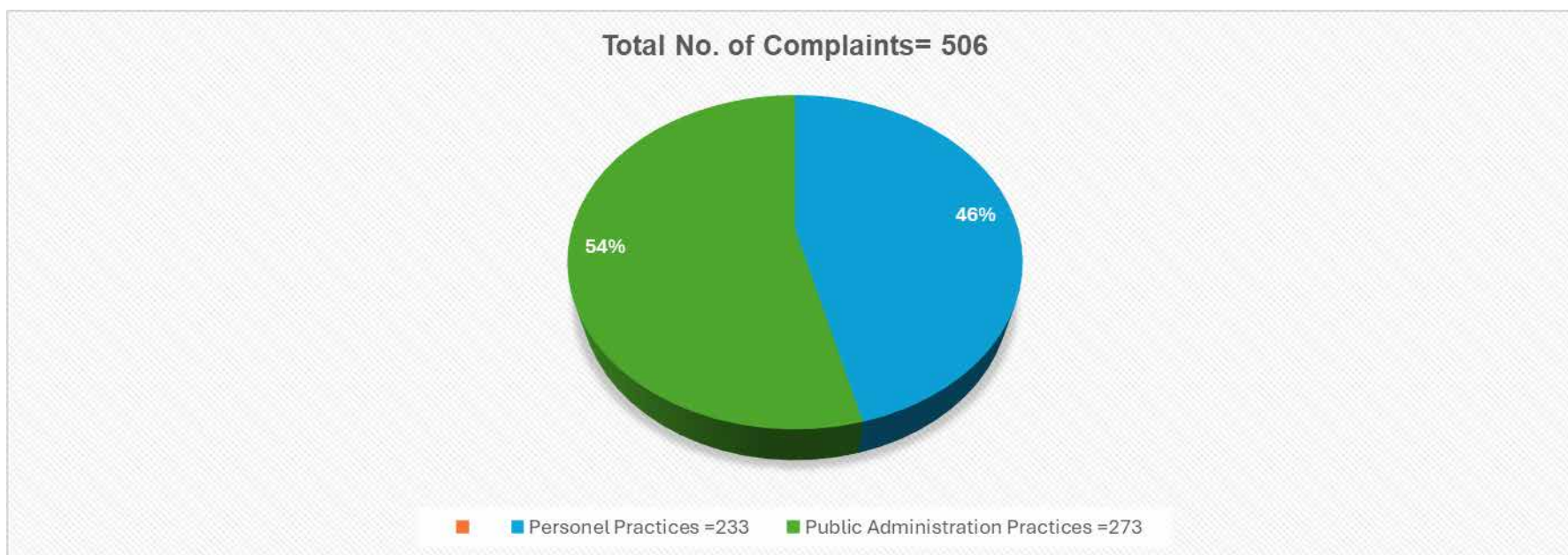


Figure 5: Number of complaints handled in 2023/24 relating to Personnel and Public Administration Practices, respectively

The **Sub-programme: Professional Ethics** is responsible for the monitoring of the ethics frameworks and management of integrity systems including the conducting of research on the effectiveness of ethics as part of promoting ethics in the Public Service.

The submission rate over the past five (5) financial years is illustrated in **Table 16** and **Figure 6** below:

Table 16: Trends analysis of submission of financial disclosure forms

Financial Year	No. of Senior Management Services Members	No. of financial disclosure forms received by PSC as at the due date of 31 May	No. of financial disclosure forms not received by the PSC as at the due date of 31 May	Percentage of forms received by the PSC as at the due date of 31 May
2022/23	9832	9630	202	98%

Financial Year	No. of Senior Management Services Members	No. of financial disclosure forms received by PSC as at the due date of 31 May	No. of financial disclosure forms not received by the PSC as at the due date of 31 May	Percentage of forms received by the PSC as at the due date of 31 May
2021/2022	9755	9337	418	96%
2020/2021	9899	9690	209	98%
2019/2020	10032	9792	240	98%
2018/2019	10135	9834	301	97%

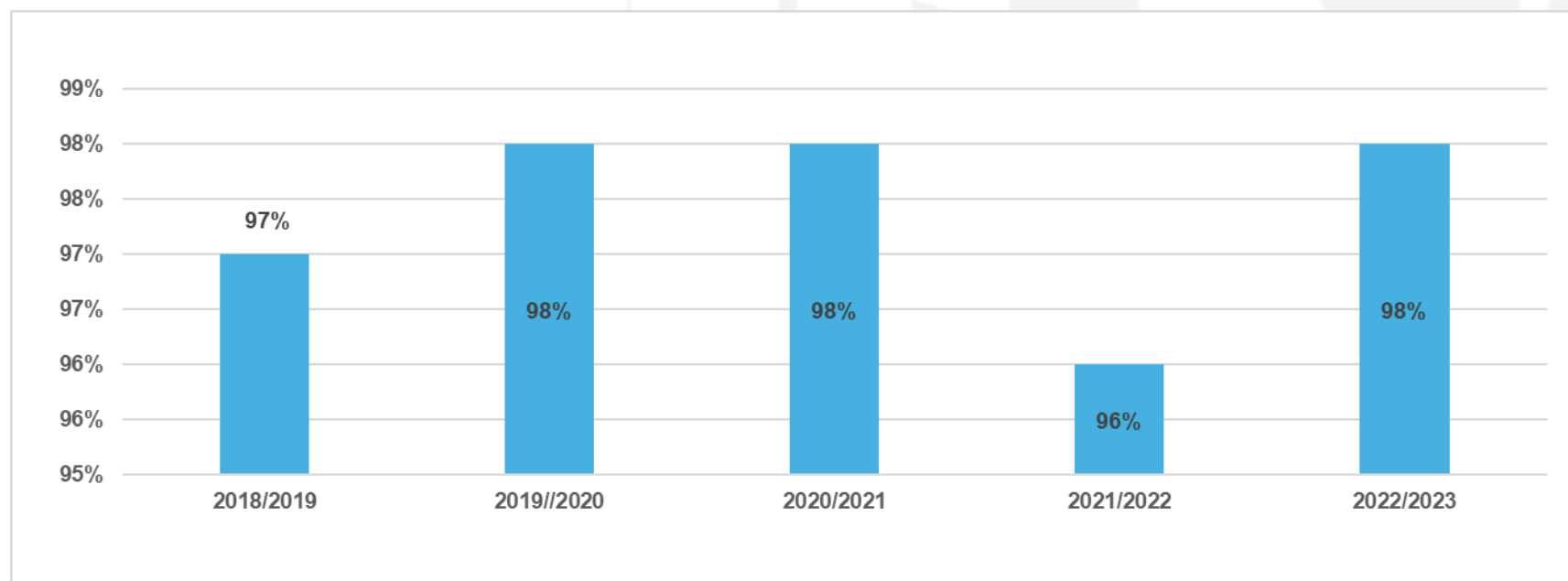


Figure 6: Trends analysis on submission of financial disclosure forms

The **Figure** above shows that for the 2022/2023 reporting period, the PSC recorded **98%** submission rate by the due date.

Table 17: The extent of non-disclosure of directorship in companies in respect of the 2021/2022 financial year

	Non-Disclosure Of Directorships / Companies				Number of SMS Members	Number of SMS Members Who Did Not Disclose Directorships In Companies in 2022/2023	Percentage of SMS Members Who Did Not Disclose Directorships in Companies in 2022/2023
	DGs / HoDs	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS			
National Departments including National Government Components	0	22	62	242	1261	326	26
Eastern Cape	0	0	7	19	125	26	21
Free State	0	1	2	18	65	21	32
Gauteng	1	5	13	43	138	62	45
KwaZulu-Natal	0	0	0	11	122	11	9
Limpopo	0	0	3	8	87	11	13
Mpumalanga	0	0	2	2	47	4	9
Northern Cape	5	1	5	35	128	53	41
North West	3	1	6	43	114	46	40
Western Cape	0	1	2	1	81	4	5
OVERALL TOTAL FOR PROVINCES	9	9	40	180	907	283	31
GRAND TOTAL	9	31	102	422	2168	609	28

During the period under review, a total of 609 SMS members (326 from national departments including national government components and 283 from provincial departments) did not disclose their directorships or interest in companies. This is in contravention of Regulation 19 of the PSR. Among these were twenty-two (22) Directors-General (DGs) in national departments and nine (9) HoDs in provincial departments.

Table 18: Number of cases of potential conflicts of interest identified

	Cases of Potential Conflicts of Interest				Cases of SMS Members with potential conflicts of interest identified in 2022/2023 financial year	Percentage of SMS Members with potential conflicts of interest identified in 2022/2023 Financial Year
	DGs/ HoDs	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS		
National Departments including National Government Components	5	48	151	619	823	60
Eastern Cape	0	0	3	16	19	15
Free State	1	1	12	54	68	100
Gauteng	7	13	26	92	138	100
KwaZulu-Natal	3	13	18	88	122	100
Limpopo	0	3	22	58	83	95
Mpumalanga	3	0	14	30	47	100
Northern Cape	8	4	18	74	128	100
North West	10	3	19	96	104	91
Western Cape	0	0	1	1	2	2
OVERALL TOTAL FOR PROVINCES	32	37	133	509	711	42
GRAND TOTAL	37	85	284	1128	1534	50

The above table shows that 1534 (60%) SMS members were involved in activities that could be construed as posing potential conflicts of interest. Eight hundred and twenty-three (823) of these SMS members are from the national departments including national government components and 711 are from provincial departments. Out of the 1534 SMS members, 37 are HoDs, 85 are DGs, 284 are Chief Directors and 1128 Directors. Five (5) are Heads of National departments and thirty-two (32) are Heads of Provincial departments in the Free State (1), Gauteng (7), KwaZulu-Natal (3), Mpumalanga (3), North West (10) and Northern Cape (8).

Complaints lodged with the PSC through the NACH during the 2023/2024 financial year

The PSC has been assigned by Cabinet to house the NACH. The NACH provides members of the public with an opportunity to blow the whistle on corruption anonymously. When employees feel safe to report misconduct, it is usually indicative of a strong ethical culture, while the remaining silent indicates a weak ethical culture. The PSC encourages a safe reporting culture through the use of the following mechanisms:

- Telephonically with the NACH Call Centre at 0800 701 701.
- Walk-in at any of the National or Provincial Offices of the PSC – the physical addresses are available on the PSC's website at www.psc.gov.za.
- Via the PSC's website (www.psc.gov.za) - the contact details of the National Office / Provincial Offices are also available on the PSC's website.

An effective whistleblowing system creates a culture of trust. Being able to raise concerns confidently or anonymously and seeing that their concerns are attended to results in employees building confidence that their concerns and discomfort will be addressed. In this respect, whistleblowers should provide information that is definite, complete and consistent to prove the allegations. The following is the guideline on how the information could be reported to the NACH:

- Who committed the wrongdoing (Department, person, organisation, description, etc.)?
- What exactly did the individual or entity do?
- Where did the alleged activity take place (address)?
- When did the alleged activity take place?
- The extent of the involvement of the individuals and how were the individuals able to perform the alleged activity?
- Do you know why the person committed the wrongdoing?
- Witnesses, if any, who can verify the allegations?

In the 2023/2024 financial year, a total of 1551 complaints were lodged with the NACH. Of the 1551 complaints lodged, 1507 complaints were lodged through the Call Centre and 28 complaints were lodged through email, 1 through fax, 3 through post, 2 through website and 10 through walk-ins. The breakdown of these complaints is shown in Table 18 below. The bulk of these complaints (1177) relate to social grant fraud involving social relief of distress grant, pension, disability and child support grant fraud committed by members of the public. The financial implication in the occurrences of social grant fraud is that the actual beneficiary who qualified to receive the grant suffers. Therefore, South African Social Service Agency must strengthen its internal controls in the management of social grants.

Table 19: Complaints reported through the NACH during the 2023/2024 financial year

Provinces	First Quarter (373)			Second Quarter (495)			Third quarter (249)			Fourth quarter(434)			TOTAL
	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec -23	Jan-24	Feb-24	Mar-24	
Eastern Cape	0	0	0	1	1	1	1	0	0	0	6	2	12
Free State	0	0	1	0	2	0	0	0	2	0	0	1	6
Gauteng	1	1	1	1	4	1	1	5	2	2	7	5	31
KZN	1	0	0	0	3	2	1	0	0	1	3	1	12
Limpopo	0	0	0	1	0	0	1	0	0	0	2	2	6
Mpumalanga	1	0	0	0	0	0	1	3	0	0	2	0	7
North West	0	0	0	0	2	1	1	1	0	1	0	0	6
Northern Cape	1	0	0	2	0	3	0	1	1	1	0	0	9
Western Cape	0	0	0	0	3	1	2	2	1	2	2	0	13
Public Entity	78	101	139	102	197	104	55	101	17	112	87	90	1183
National Departments	8	24	16	17	32	14	14	30	6	43	26	36	266

Provinces	First Quarter (373)			Second Quarter (495)			Third quarter (249)			Fourth quarter(434)			TOTAL
	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov- 23	Dec -23	Jan-24	Feb-24	Mar-24	
Grand TOTAL	90	126	157	124	244	127	77	143	29	162	135	137	1551

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 2023/2024 financial year, 1143 (74%) out of 1551 whistle-blowers provided their contact details while 408 (26%) 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.

Linking performance with budgets

Table 20: Sub-programme expenditure

Sub-Programme Name	2023/2024			2022/2023		
	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	14,104	12,721	1,383	12,113	11,178	935
Professional Ethics Programme Manager: IAC	21,855	21,849	6	22,321	20,474	1,847
	28,643	28,631	11	26,640	25,485	1,155
Total	64,601	63,201	1,400	61,074	57,136	3,938

Strategy to overcome areas of under performance

The PSC in the 2024/25 APP has since decided to separate complex complaints from the early resolutions and also extend the turn-around time for the finalisation of complex complaints.

5. 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.

6. 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 bi-annual assets verification conducted.





Custodian of Good Governance

PART C: GOVERNANCE

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.

The governance structures that are central to the functionality of the PSC are the following: Plenary, Specialist Teams / Plenary Committees, Audit Committee, Executive Management Committee, Ethics and Risk Management Committee, Information Technology Steering Committee, and supply chain structures such as the Bid Evaluation Committee and Bid Adjudication Committee. In addition, there is a supplementary structure, the Management Committee, established to facilitate operational performance reporting, information sharing and coordination between management and staff.

2. PLENARY AND SPECIALIST TEAMS/ PLENARY COMMITTEES

The Plenary, as the highest decision-making and oversight structure of the Commission, has held three (3) ordinary meetings and two (2) special meetings as of the beginning of the current financial year. One of these was held during the period under review. The following table illustrates the number of meetings held.

Table 1: Plenary meetings held during 2023/24

Type of Meeting	Date of Meeting
Special Plenary	09 May 2023
Ordinary Scheduled Plenary	06 – 08 June 2023
Special Plenary	27 June 2023
Ordinary Scheduled Plenary	11 – 13 September 2023
Ordinary Scheduled Plenary	28 – 30 November 2023

Type of Meeting	Date of Meeting
Ordinary Scheduled Plenary	06 – 08 March 2024

Following a review and consolidation process, the Plenary has taken 134 decisions or resolutions at these meetings, as depicted in **Figure 1** below. A total of 119 of these were implemented and therefore considered closed. This represents 89% implementation of the Plenary resolutions by the end of the reporting period.

Table 2: Attendance of Commissioners at the Plenary meetings held during 2023/24

	Name	9/05/23 (Special Plenary)	6-8/06/23 and 5/07/23	27/06/23 (Special Plenary)	11-13/09/23	28-30/11/23	6-8/03/24
1	Prof S Fikeni	✓	✓	✓	✓	✓	✓
2	Ms Z Mqolomba	✓	✓ 6-8/06/23 x 5/07/23	✓	✓	✓ 28 and 30/11/23 x 29/11/23	✓
3	Ms N N Ngwenya	✓	✓	✓	✓	✓	✓
4	Prof M S Makhanya	✓	✓	x	✓	✓	✓
5	Mr VGM Mavuso	x	✓	✓	✓	✓	✓
6	Ms YE Bacus	✓	✓	✓	✓	✓	✓
7	Mr AB Gxoyiya	✓	✓	✓	✓	✓	✓
8	Mr M Sekonya	✓	✓	x	✓	✓ 28-29/11/23 x 30/11/23	✓
9	Ms L V Sizani	✓	✓ 6-8/06/23 x 5/07/23	x	✓	x	✓ 06-07/03/24 x 08/03/24
10	Mr EV Magerman	Not appointed yet.	Not appointed yet.	Not appointed yet.	✓	✓	✓
11	Dr WH Boshoff	✓	✓	✓	✓	✓ 28-29/11/23 x 30/11/23	Resigned by December 2023

	Name	9/05/23 (Special Plenary)	6-8/06/23 and 5/07/23	27/06/23 (Special Plenary)	11-13/09/23	28-30/11/23	6-8/03/24
12	Mr LJ Goosen	✓	✓	x	✓	Term Ended	Term Ended

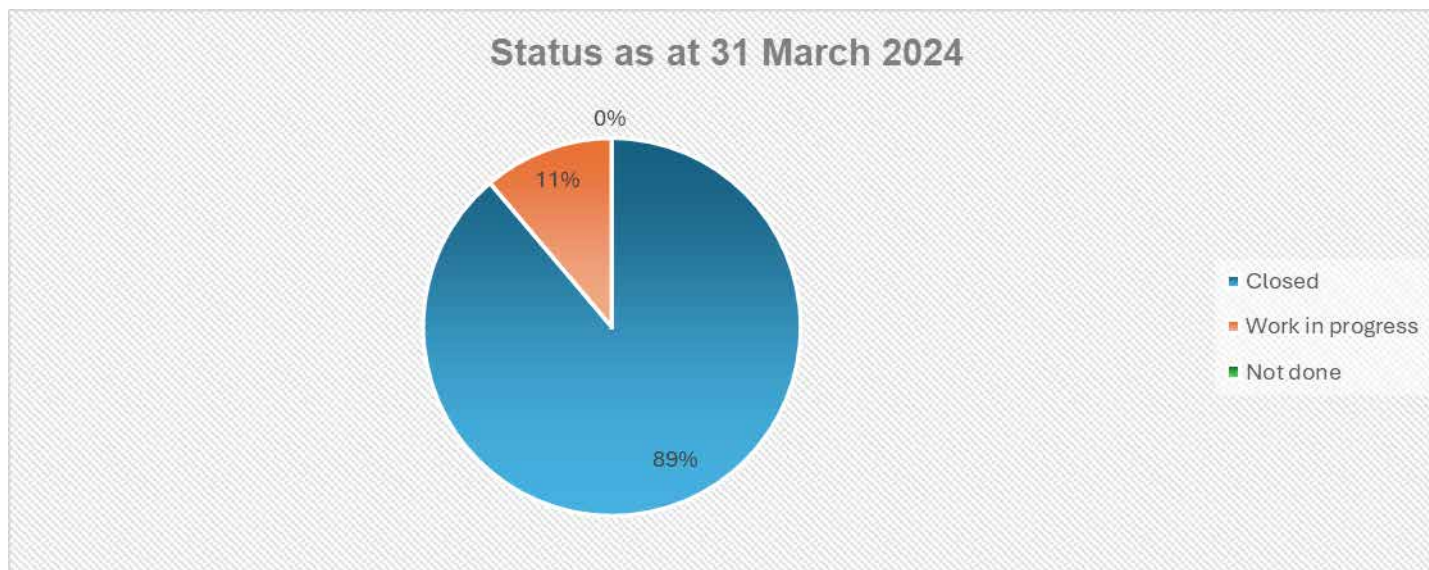


Figure 1: Plenary resolutions as at 31 March 2024

Plenary emphasised the need for stringent monitoring of the finances to ensure prudent spending while not compromising on the strategic objectives and delivery against the mandate.

Furthermore, the Plenary had occupied itself with the revision to the organisational structure to ensure adequacy, efficiency and effectiveness, especially in view of the implications of the PSC Bill. Once this Bill is enacted into law, the PSC would assume responsibility over the local sphere of government and state-owned entities.

Pursuant to the approval of the streamlined Governance Structures in the previous quarter, Plenary adopted the Revised Governance Rules during this period. In addition, Plenary approved various reports in advancement of the Commission's mandate across the three core branches of Leadership and Management Practices; Monitoring and Evaluation; and Integrity and Anti-Corruption.

3. EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee (EXMA) is the highest management and administration governance structure of the Office of the Public Service Commission, established to support and advise the Accounting Officer on progress towards the realisation of strategic objectives, institutional performance monitoring and management, as well as financial oversight. In the current financial year, the EXMA has convened a total of six (6) meetings.

Table 3: EXMA meetings held during 2023/24

Type of Meeting	Date of Meeting
Ordinary Scheduled EXMA	31 May 2023
Special EXMA	10 July 2023
Ordinary Scheduled EXMA	15 August 2023
Ordinary Scheduled EXMA	07 September 2023
Ordinary Scheduled EXMA	07 November 2023
Ordinary Scheduled EXMA	13 December 2023
Ordinary Scheduled EXMA	24 January 2024
Ordinary Scheduled EXMA	19 March 2024

The focus of the EXMA during the period under review was on ensuring the implementation of the Plenary resolutions, and in particular, effective and efficient delivery of targets despite the resources constraints. The management pro-actively intervened to mitigate against the potential detriment of the financial and human resources limitations. The cost containment measures, strategic stakeholder engagements, and varied operational methodologies to safeguard the implementation of the Annual Performance Plan commitments are some of the issues under constant reflection by management. In support of the operational environment, improvements in budget monitoring, including decentralisation of the budget, as well as IT infrastructure maintenance, are high on the management agenda.

Other areas of focus for the EXMA during this period were the strengthening of the Performance Management and Development System; the achievement of Employment Equity targets and fostering a conducive organisational culture.

4. MANAGEMENT COMMITTEE MEETINGS

The PSC periodically convened the Management Committee (MANCO) meetings to largely reflect on the realisation of institutional priorities and objectives for the financial year. Quarterly institutional non-financial and financial performance reports were tabled at these meetings.

Furthermore, the MANCO meetings considered the implementation progress made against other critical institutional plans including the Human Resource Plan and Organisational Culture Change Plan. In addition, the MANCO members were responsible for the development of the institutional performance plans for the 2024/25 financial year under the leadership of the Accounting Officer.

The table below depicts the number of MANCO meetings that the PSC conducted during the current financial year.

Table 4: MANCO meetings held during 2023/24

Type of Meeting	Date of Meeting
Ordinary Scheduled MANCO	17 April 2023
Ordinary Scheduled MANCO	19 July 2023
Ordinary Scheduled MANCO	18 October 2023
Ordinary Scheduled MANCO	18 April 2024

5. ETHICS AND RISK MANAGEMENT COMMITTEE

Table 5: Ethics and Risk Management Committee (ERMC) meetings held during 2023/24

Type of Meeting	Date of Meeting
Ordinary Scheduled ERMC	18 July 2023
Ordinary Scheduled ERMC	10 October 2023
Ordinary Scheduled ERMC	16 February 2024

The Ethics and Risk Management Committee (ERMC) oversees the execution of the Risk Management Implementation Plan. 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, as well as to the Audit Committee on a quarterly basis.

A key emerging risk that permeated through the third to the fourth quarters is the budgetary constraints due to reductions in the Medium Term Expenditure Framework allocation by the National Treasury. This also entailed a freeze on vacant positions, which for the PSC include critical posts of, among others, three Provincial Directors and Office Manager in the Office of the Chairperson. The reductions also necessitated a need to minimise travelling, which adversely affected operations.

The ERMC, along with other governance structures, will continuously deliberate and monitor interventions to curb the undesirable effects of the budget cuts on operations and the achievement of performance objectives. The interventions include cost-containment measures, stricter budget monitoring and reimagined delivery methodologies to promote managerial financial and performance accountability at all levels. In addition to this key risk, the ERMC has been addressing the top five strategic risks of the Commission, which relate to:

- a) Unprofessional and unethical behaviour hampering service delivery;
- b) Non-cooperation of the departments in the execution of the PSC mandate;
- c) Lack of political will to promote ethical leadership in the public service;
- d) Misalignment of operational system and the Data warehouse resulting in the M&E producing unreliable, incomplete and inaccurate information; and
- e) Poorly managed governance structures and lack of monitoring of decisions taken.

Some of the mitigation measures to address the identified strategic risks have been incorporated into the performance plans of the different Branches, and include the conducting of CFs and other community outreach initiatives; advocacy and awareness to promote the Constitutional Values and Principles; strategic engagements on the implementation of the PSC recommendations; and monitoring the implementation of resolutions from the governance structures.

6. FRAUD AND CORRUPTION

The Ethics and Risk Management Committee oversees the institutionalising of ethics and integrity within the PSC. Two (2) senior managers were designated as ethics officers, in compliance with Chapter 2 of the PSR, 2016. The PSC focuses strongly on ethics and fraud awareness, and is

committed to a zero-tolerance approach to fraud and corruption. It has an approved Ethics Management and Fraud Prevention Plan that includes Whistle-Blowing Guidelines. The Guidelines are intended to encourage and provide employees with a mechanism to raise concerns about fraud and corruption within the PSC rather than overlooking such problems 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 Ethics Management and Fraud Prevention Plan.

7. 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.

8. PORTFOLIO COMMITTEES

The Standing Committee on Appropriations (SCOA) raised the following issue and recommendation on the Appropriation Bill [B3-2023] on the PSC’s performance or functioning during the 2023/24 financial year.

The MPSA, DPSA and PSC should identify public servants who are employed in more than one government department and earn more than one salary.

During the 2023 Budgetary Review and Recommendation Report process reviewing the PSC Annual Report for the 2022/23 financial year, the Portfolio Committee on Public Service and Administration made recommendations in respect of the PSC. These recommendations were adopted by the National Assembly and became House Resolutions that required the PSC to respond to:

Table 1: Portfolio Committee Resolutions

PARLIAMENT RESOLUTIONS / RECOMMENDATIONS	COMMENT
The Public Service Commission (PSC) in collaboration with Parliament Support Staff, should swiftly develop the “Framework on the Renewability of the Commissioner Contract” as stipulated in section 196 (10) of the Constitution for the approval by the National Assembly. The PSC in collaboration with Parliament Support Staff must develop a framework to measure performance of individual commissioners in order to have a record of performance for a possibility of renewing a contract of commissioners in both national and provincial offices. The latest to develop the framework should be the end of April 2024.	A draft framework is being developed within the PSC, and will be consulted with the Parliament Support Staff
The PSC should continue providing updates to the Committee regarding the review of organisational structure to beef up capacity in the provincial offices.	The Commission has approved the draft revised macro-organisational structure. The Committee will be appraised during the next Budgetary Review and Recommendation Report (BRRR) process.
The PSC should proactively play a role in monitoring personnel practices in order to minimise irregular appointments in the middle and senior management positions as one of the measures towards professionalising the public sector.	<ul style="list-style-type: none"> The PSC produced and tabled the report called Monitoring and Oversight tool to monitor recruitment processes in the public service.
The Commission should develop a monitoring and oversight tool to monitor recruitment processes undertaken by various government departments comprising of various indicators to scrutinise and test the validity of appointments made on an annual basis.	

PARLIAMENT RESOLUTIONS / RECOMMENDATIONS	COMMENT
<p>The Commission should build a direct relationship with the Human Resource Management Directorates/Units of Departments to address and identify loopholes in terms of the human resource practices in the public sector in order to administratively and technically monitor and guide on the loopholes.</p>	<ul style="list-style-type: none"> • The PSC does not have direct relationship with Human Resource units in Departments but works through the Director-Generals' offices or Department of Public Service and Administration (DPSA). It only engages through an invitation. • The DPSA manages the Human Resources Management (HRM) Forum, and the PSC gets invited to make a presentation in those forums
<p>A revised disciplinary management strategy has to be presented to the Committee in a template form devised by both the PSV and DPSA to monitor whether or not progress is being made in transforming the discipline management process. The template should state the offence, the period and the intervention, and other relevant facts. This is to ensure that officials on suspension do not stay at home beyond the regulated period while drawing a salary.</p>	<ul style="list-style-type: none"> • The PSC has published a report named "Roundtable on Discipline Management in the Public Service, which indicates the areas of observation of the Commission on discipline management. • In terms of Discipline Management Strategy, PSC engages with DPSA and cannot perform an executive function. The Discipline Management in the public service is purely an Executive function. • The DPSA has developed a discipline management strategy.
<p>The PSC should play a role in the Professionalisation of the Public Sector Framework. To closely monitor the implementation of the framework there needs to be timeframes for each area of performance and the report to be submitted to Parliament twice a year by the National School of Government (NSG) and the DPSA, and also by the PSC on how it assessed progress and impact of the framework.</p>	<ul style="list-style-type: none"> • A process plan for the implementation of the Professionalisation Framework has been developed.
<p>On its allocated budget, the PSC should ensure that the investigation into irregular expenditure is completed so that there are no material matters during the audit process.</p>	<ul style="list-style-type: none"> • The Commission complies with the National Treasury Irregular Expenditure Framework by assessing and conducting investigations into the cases where irregular expenditure had occurred. • The Commission established the Loss Control Committee (LCC) that manages all cases of irregular expenditure, including theft and losses. Consequence management, therefore, is instituted whenever necessary.

The PSC has, over the years, played a pivotal role in enabling Parliament to exercise its political oversight role over the executive. In this regard the PSC provided evidence-based research findings and recommendations, thereby assisting the Parliamentary Portfolio Committees to hold the Executive accountable. During the 2023/24 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on 51 occasions (15 times in the National Parliament and 36 times in Provincial Legislatures).

9. SCOPA RESOLUTIONS

During the financial year, there were no issues raised by the Standing Committee on Public Accounts.

10. PRIOR MODIFICATIONS TO AUDIT REPORTS

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

11. INTERNAL CONTROL UNIT

The PSC has effective and efficient systems of financial, risk management and internal controls, 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 (consulting company) during the 2023/24 financial year.

12. 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. The Internal Audit and Audit Committee functions are implemented in line with the approved Internal Audit and Audit Committee Charters, respectively. The Charters, which are reviewed annually, spell out the roles and responsibilities of the respective structures in ensuring that the PSC maintains effective, efficient and transparent systems of financial, risk management, and internal control. During 2023/24, the PSC Audit Committee comprised of four (4) independent members, appointed in terms of the PSC Audit Committee Charter. The members' details and attendance of meetings are reflected in Table 2 below. The two (2) members of the Audit Committee's term of office came to an end in the middle of the financial year, as a result two new Audit committee members were appointed towards the end of the current financial year.

Table 2: Audit Committee Members & Meeting Attendance

Name	Qualifications	Internal/ External	Contract Start Date	Contract Expiry Date	Meetings Attended				Total
					1	2	3	4	
Mr L Mere	B Com (Acc.); MBA	External	10 Nov 2022	31-Aug-23	1	0	0	0	1/4
Ms LM Mtshali	LLB, Dip: Corporate Law	External	01-Feb-2023	31-Jul-23	1	1	0	0	2/4
Mr A Latchu	BSc (IT), HSc, MSc, Dip, MCSE, MCSD, MCDDBA, MCSA	External	01-Mar-2022	28-Feb-25	1	1	1	1	4/4
Ms TD Ndlovu	B Com (Acc.), Hons in BAC,	External	01-Mar-2022	28-Feb-25	1	1	1	1	4/4
Mr LL Rabotapi	BA, LLB, Dip. Dispute Resolution	External	01-Dec-2023	30-Nov-26	0	0	1	1	2/4
Ms B Gova	BCom Acc., Dip. in Acc. Science (CTA)	External	01-Dec-2023	30-Nov-26	0	0	1	1	2/4

13. AUDIT COMMITTEE REPORT

As Chairperson of the Audit Committee, it is my pleasure to present our report for the financial year ended 31 March 2024.

Audit Committee Responsibility

The Audit Committee Report has been compiled in accordance with Section 38(1) (a) (ii) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee 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 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 the 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 Audit performed a number of audits, and the AC has reviewed their 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 2023/24 financial year, the internal auditors completed the following activities and reviews and was approved by the Audit Committee:

- OPSC Internal Audit Plan 2023/24 Financial Year
- Financial Controls Review
- Review of 2022/23 Annual Financial Statements
- Supply Chain Management Review
- Quarterly Audit of Predetermined Objectives
- Review of 2023/24 Annual Performance Plan
- Information Technology Review (General Control Review)
- Operational Review: Monitoring and Evaluation
- Review of Internal Audit & Audit Committee Charters

- Internal Audit Quarterly Progress Report

The following Ad-hoc reviews were performed:

- Adhoc Review: Conflict of Interest

From the reviews conducted by Internal Audit, two (2) reports required improvements. These related to the one (1) Audit of Predetermined Objectives review relating quarter four of the 2022/23 financial year, and the Information Technology General Control Review relating. The Supply Chain Management and Financial Control review was a satisfactory outcome. The findings identified by both the Internal and External audits are being tracked in the Audit Tracking Schedule to ensure that these findings are addressed. 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 Internal Audit will attest.



Meeting with Representatives from the Denmark Embassy

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 the 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 with the Audit Committee.

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 (Lunika) for their co-operation, dedication and for the information they have provided to enable us to compile this report.



MS THANDEKA NDLOVU

CHAIRPERSON OF THE AUDIT COMMITTEE
PUBLIC SERVICE COMMISSION

DATE: 30 September 2024

14. 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



Custodian of Good Governance

PART D: HUMAN RESOURCE MANAGEMENT

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 total number of posts approved on the establishment, including Commissioners, was 293 as at 31 March 2024. There were 29 vacancies including the Commissioners, translating to a vacancy rate of 9.9%.

The total number of posts approved on the establishment, excluding Commissioners was 279 as at the end of March 2024. The vacancies, excluding Commissioners was 25, which constitutes an 8.9% vacancy rate.

In addition, the OPSC employed 48 additional employees to the establishment, of which 21 were Interns.

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 six (6) Deputy Directors 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 Office was unable to fill vacancies due to the Directive issued by the MPSA. The Retention Policy is under review to address retention of critical skills. The OPSC prioritises the employment of women and people with disabilities (PWDs) at the SMS levels. As at 31 March 2024, the OPSC had 44.4% representation of women at SMS level and 2.65% representation of PWDs.

During the period under review 25 bursaries, were allocated to employees at under-graduate and post-graduate levels, 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%.
- i) 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 SMS members. The policies have been reviewed to incorporate

the revised Moderation Committee for employees at the Provincial Offices 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 31 May of each year.

The Moderation Committee in respect of SMS members recommended that 27 out of 37 eligible SMS members be awarded Pay Progression. The Moderation Committee for employees on salary levels 2 to 12 recommended that 142 out of 174 employees be awarded Pay Progression for the 2022/2023 financial year.

PMDS system for both SMS member and employees on salary levels 2-12 has been automated and will be workshopped during the last week of April 2024. In view of that, the Performance Agreement for the 2024/25 financial year will be submitted by all on 31 May 2024.

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. ICAS assisted in rendering the counselling services and trauma debriefing session until the 31st of December 2023. During the third quarter of the year under review the annual individual usage of the core counselling and advisory services rate of 21,8% was above the sector average rate of 6.7%. During the period under review the most utilised service was professional counselling wherein most referrals to ICAS were of an informal or voluntary in nature, as most employees contacted the service provider directly. Two Trauma counselling sessions were coordinated for all employees in two Provincial offices.

All the individuals who used counselling and advisory services during the period under review contacted ICAS through the 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) HIV/AIDS.
- (c) Trauma Debriefing Session.
- (d) Women's Health and Mental Health.
- (e) Men's Health and Mental Health
- (f) Sexually Transmitted Infections.
- (g) Promotion of Condom use.

Given the fact that the contract between the OPSC and ICAS was ending on 31 December 2023, the Life Health Solutions was appointed as the new EHWP service. Life Health Solutions commenced with effect from 01 January 2024, employees were able to access the services from that time. The official launch of Life Health Solutions took place on 01 March 2024. To date 15 cases which comprised 9 new cases registered in March 2024 and 6 follow-up cases from January and February 2024. There are two (2) managerial referral cases and 7 voluntary referrals.

The following Promotional activities and engagements were undertaken by Life Health Solutions during the reporting period:

- (a) Mental Health: Hijacking in South Africa
- (b) How to register and access Life Health Solutions mobile Application
- (c) Employee Health Programme Induction Video

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel Related Expenditure

Note should be taken that the number of employees as at 31 March 2023, i.e. 337 in table 3.2.1 will differ from the number of employees utilised to determine the average cost per employee as stated in table 3.1.2 below.

Table 3.1.1: Personnel expenditure by programme for the period 1 April 2023 to 31 March 2024

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Programme 1	136,877	80,687	249	-	59	761
Programme 2	52,212	49,530	-	-	95	812
Programme 3	46,975	42,174	-	-	90	879
Programme 4	63,201	55,295	-	-	88	790
TOTAL	299,267	227,687	249	-	76	799

Table 3.1.2: Personnel costs by salary band for the period 1 April 2023 to 31 March 2024

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)	5,600	2.46	38	147
Skilled (Levels 3-5)	10,419	4.58	34	306
Highly skilled production (Levels 6-8)	29,455	12.94	61	483
Highly skilled supervision (Levels 9-12)	97,010	42.61	98	990



Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Senior and top management (Levels 13-16)	85,202	37.42	54	52
TOTAL	227,687	100.00	285	799

Table 3.1.3: Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2023 to 31 March 2024

Programme	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	66,031	29.00	374	0.16	1,672	0.73	2,544	1.12
Programme 2	42,340	18.60	-	0.00	459	0.20	831	0.36
Programme 3	36,874	16.20	-	0.00	360	0.16	1,010	0.44
Programme 4	47,907	21.04	-	0.00	1,115	0.49	1,444	0.63
TOTAL	193,152	84.83	374	0.16	3,606	1.58	5,829	2.56

Table 3.1.4: Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2023 to 31 March 2024

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	4,542	1.99	-	0.00	249	0.11	397	0.17
Skilled (Levels 3-5)	7,684	3.37	366	0.16	569	0.25	905	0.40
Highly skilled production (Levels 6-8)	23,052	10.12	-	0.00	1,260	0.55	2,313	1.02
Highly skilled supervision (Levels 9-12)	83,862	36.83	8	0.00	990	0.43	1,761	0.78
Senior management (Levels 13-16)	74,012	32.51	-	0.00	538	0.24	433	0.19
TOTAL	193,152	84.83	374	0.16	3,606	1.58	5,829	2.56

3.2 Employment and Vacancies

Table 3.2.1: Employment and vacancies by programme as on 31 March 2024

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Programme 1	113	103	8.8
Programme 2	57	53	7.0
Programme 3	50	45	10
Programme 4	73	63	13.6
TOTAL	293	264	9.9

In addition to the above, the OPSC employed the following number of Interns as employees additional to the establishment:

Programme	Number of employees additional to the establishment (Interns)
Programme 1	3
Programme 2	8
Programme 3	2
Programme 4	8
TOTAL	21

Table 3.2.2: Employment and vacancies by salary band as at 31 March 2024

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	17	17	0
Skilled (Levels 3-5)	36	34	5.6
Highly skilled production (Levels 6-8)	65	61	6.2
Highly skilled supervision (Levels 9-12)	112	98	12.5
Senior management (Levels 13-16)	63	54	14.3
Other, Permanent	0	0	0
Contract (Levels 3-5), Permanent	0	0	0
Contract (Levels 6-8), Permanent	0	0	0
Contract (Levels 9-12), Permanent	0	0	0
Contract (Levels 13), Permanent	0	0	0
TOTAL	293	264	9.9

Table 3.2.3: Employment and vacancies by critical occupation as at 31 March 2024

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Administrative related	4	4	0
Cleaner	17	17	0
Receptionist	1	1	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Communication and information related	3	3	0
Finance and economics related	1	0	100
Financial and related professionals	6	5	16.7
Financial clerks	4	4	0
HoD	1	1	0
Human resources & organisation development related	78	70	10.3
Human resources clerks	6	6	0
Human resources related	27	20	25.9
Information technology	1	1	0
Other communication related	0	0	0
Library related personnel	1	0	100
Driver	1	1	0
Logistical support personnel	2	2	0
Material recording and transport clerks	13	13	0
Messengers	1	1	0
Other administrative and related clerks	2	2	0
Other administrative policy and related officers	7	6	14.3
Other information technology personnel	4	4	0
Others occupations	0	0	0
Secretaries	41	40	2.4
Security officers	10	10	0
Senior managers	62	53	14.5
TOTAL	293	264	9.9

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 2024

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	2	2	100	0	0
Salary Level 15	15	11	73.3	4	26.7
Salary Level 14	9	9	100	0	0
Salary Level 13	36	31	86.1	5	13.9
TOTAL	63	54	85.7	9	14.3

Table 3.3.2: SMS posts information as at 30 September 2023

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
DG	1	1	100	0	0
Salary Level 16	2	2	100	0	0
Salary Level 15	15	13	86.7	2	13.3
Salary Level 14	9	9	100	0	0
Salary Level 13	36	33	91.7	3	8.3
TOTAL	63	58	92.1	5	7.9

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2023 to 31 March 2024

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
DG/HoD	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	2	0	1
TOTAL	2	0	1

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 2023 to 31 March 2024

Reasons for vacancies not advertised within six months
None.

Reasons for vacancies not filled within twelve months
PD: Limpopo post not filled as no suitable candidate could be found.

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 2023 to 31 March 2024

Reasons for vacancies not advertised within six months
None, as the reasons for the delays were not within the control of employees. Cost containment measures as issued by National Treasury/ DPSCA Guidelines the PSC due to budgetary constraints.
Reasons for vacancies not filled within twelve months

Reasons for vacancies not advertised within six months

None, as the reasons for the delays were not within the control of the PSC due to budgetary constraints. Furthermore, Cost containment measures issued on 31 August 2023 by the National Treasury/DPSA.

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 2023 to 31 March 2024

Salary band	Number of posts on approved establishment	Number of jobs evaluated	% of posts evaluated by salary band	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	17	0	0	0	0	0	0
Skilled (Levels 3-5)	36	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	65	1	1.5	0	9	0	0
Highly skilled supervision (Levels 9-12)	112	3	2.7	0	0	3	2.7
SMS Band A	36	1	2.8	0	0	0	0
SMS Band B	9	0	0	0	0	0	0
SMS Band C	15	0	0	0	0	0	0
SMS Band D	3	0	0	0	0	0	0
TOTAL	293	5	1.7	0	0	3	2.7

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 2023 to 31 March 2024

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

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

Table 3.4.3: Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2023 to 31 March 2024

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				0
Percentage of total employed				0

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

Table 3.4.4: Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2023 to 31 March 2024

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

Total number of employees whose remuneration exceeded the grade determined by job evaluation	0
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3.5 Employment Changes

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

Table 3.5.1: Annual turnover rates by salary band for the period 1 April 2023 to 31 March 2024

Salary band	Number of employees at beginning of period - April 2023	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	16	1	0	0
Skilled (Levels 3-5)	35	1	1	2.9
Highly skilled production (Levels 6-8)	62	1	1	1.6
Highly skilled supervision (Levels 9-12)	97	8	7	7.2
SMS Band A	33	2	4	12.1
SMS Band B	9	0	0	0
SMS Band C	12	1	2	16.7
SMS Band D	3	0	0	0
Other Permanent	0	0	0	0
Other Permanent	0	0	0	0

Salary band	Number of employees at beginning of period - April 2023	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Contract (Levels 1-2) Permanent	25	6	8	32
Contract (Levels 3-5) Permanent	4	2	5	125
Contract (Levels 6-8) Permanent	0	0	1	0
Contract (Levels 9-12) Permanent	16	6	16	100
Contract Band A Permanent	3	3	4	133.3
Contract Band C Permanent	0	0	0	0
Contract Band D Permanent	0	0	0	0
TOTAL	315	31	49	15.6

Table 3.5.2: Annual turnover rates by critical occupation for the period 1 April 2023 to 31 March 2024

Critical occupation	Number of employees at beginning of period – April 2023	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	16	1	0	0
Skilled	35	1	1	2.9
Highly skilled production	62	1	1	1.6
Highly skilled supervision	97	8	7	7.2
SMS	57	3	6	10.5
Contracts	48	17	34	70.8
TOTAL	315	31	49	15.6

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 2023 to 31 March 2024

Termination type	Number	% of total resignations
Death	0	0
Resignation	11	22.4
Expiry of contract	29	59.2
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged	0	0
Retirement	6	12.2
Transfer to other Departments	3	6.1
Other	0	0
TOTAL	49	100
Total number of employees who left as a % of total employment		18.6

Table 3.5.4 :Promotions by critical occupation for the period 1 April 2023 to 31 March 2024

Occupation	Employees as at 1 April 2023	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	16	0	0	11	68.8
Skilled	35	0	0	22	62.9
Highly skilled production	62	1	1.6	45	72.6
Highly skilled supervision	97	2	2.1	53	54.6
Senior management	57	1	1.8	22	38.6
Contracts	48	0	0	0	0

Occupation	Employees as at 1 April 2023	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
TOTAL	315	4	1.3	153	48.6

Table 3.5.5: Promotions by salary band for the period 1 April 2023 to 31 March 2024

Salary band	Employees as at 1 April 2023	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)	16	0	0	11	68.8
Skilled (Levels 3-5)	35	0	0	22	62.9
Highly skilled production (Levels 6-8)	62	1	1.6	45	72.6
Highly skilled supervision (Levels 9-12)	97	2	2.1	53	54.6
Senior management (Levels 13-16)	57	1	1.8	22	38.6
Contracts	48	0	0	0	0
TOTAL	315	4	1.3	153	48.6

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 2024

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	25	3	0	2	19	2	3	0	54
Professionals (Levels 9 – 12)	42	1	2	3	44	2	1	3	98

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Technicians and associate professionals (Levels 6 – 8)	16	1	0	0	42	0	2	0	61
Clerks (Levels 3 – 5)	13	0	0	0	19	2	0	0	34
Elementary occupations (Levels 1 – 2)	4	0	0	0	13	0	0	0	17
TOTAL	100	5	2	5	137	6	6	3	264
Employees with disabilities	1	0	0	1	5	0	0	0	7

Table 3.6.2: Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	6	1	0	0	6	0	1	0	14
Senior management (Levels 13 – 14)	19	2	0	2	13	2	2	0	40
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	42	1	2	3	44	2	1	3	98
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	16	1	0	0	42	0	2	0	61
Semi-skilled and discretionary decision making (Levels 3 – 5)	13	0	0	0	19	2	0	0	34
Unskilled and defined decision making (Levels 1 – 2)	4	0	0	0	13	0	0	0	17
TOTAL	100	5	2	5	137	6	6	3	264
Employees with disabilities	1	0	0	1	5	0	0	0	7

Table 3.6.3: Recruitment for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	1	0	0	0	0	0	0	1
Senior management	2	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	6	0	1	0	0	1	0	0	8
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	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	0	0	0	0	1	0	0	0	1
Contracts	5	0	0	1	11	0	0	0	17
TOTAL	14	1	1	1	13	1	0	0	31
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4: Promotions for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	0	1	0	0	0	2

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Contracts	0	0	0	0	0	0	0	0	0
TOTAL	2	0	0	0	2	0	0	0	4
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5: Terminations for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	1	0	1	0	0	0	0	2
Senior management	3	1	0	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	4	0	0	1	1	0	0	1	7
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	1	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Contracts	13	0	0	1	21	0	0	0	35

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
TOTAL	20	2	0	3	22	0	1	1	49
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6: Disciplinary action for the period 1 April 2023 to 31 March 2024

Male				Female				Total
African	Coloured	Indian	White	African	Coloured	Indian	White	
7	1	0	0	8	1	0	1	18

Table 3.6.7: Skills development for the period 1 April 2023 to 31 March 2024

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	3	0	0	0	1	0	0	0	4
Professionally qualified and experienced specialists and middle management (Level 9-12)	5	0	0	0	8	0	0	0	13
Skilled technical, junior management and supervisors (Level 6-8)	4	0	0	0	12	0	0	0	16
Semi-skilled workers (Level 3-5)	1	0	0	0	2	0	0	0	3
Elementary occupations (Level 1-2)	9	0	0	0	16	0	0	0	25
TOTAL	22	0	0	0	39	0	0	0	61
Employees with disabilities	1	0	0	0	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 2023

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	2	2	0	0
DDGs	3	3	3	100
Salary Level 15, but not DDGs	12	9	0	0
Salary Level 14	9	9	9	100
Salary Level 13	36	32	32	100
TOTAL	63	56	45	100

Table 3.7.2: Reasons for not having concluded performance agreements for all SMS members as at 31 May 2023

Reasons
Not Applicable.

Table 3.7.3: Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2023

Reasons
Not Applicable.

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 2023 to 31 March 2024

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	0	0	0	0	0
Male	0	0	0	0	0
Female	0	0	0	0	0
Asian	0	0	0	0	0
Male	0	0	0	0	0
Female	0	0	0	0	0
Coloured	0	0	0	0	0
Male	0	0	0	0	0
Female	0	0	0	0	0
White	0	0	0	0	0
Male	0	0	0	0	0
Female	0	0	0	0	0
Employees with a disability	0	0	0	0	0
TOTAL	0	0	0	0	0

Table 3.8.2: Performance rewards by salary band for personnel below SMS for the period 1 April 2023 to 31 March 2024

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Level 1-2)	0	0	0	0	0	0
Skilled (Level 3-5)	0	0	0	0	0	0
Highly skilled production (Level 6-8)	0	0	0	0	0	0
Highly skilled supervision (Level 9-12)	0	0	0	0	0	0
Contracts	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Table 3.8.3: Performance rewards by critical occupation for the period 1 April 2023 to 31 March 2024

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	0	0	0	0	0
Professionally qualified and experienced specialists and middle management (Levels 9-12)	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	0	0	0	0	0
Semi-skilled and discretionary decision making (Levels 3-5)	0	0	0	0	0
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0
Contracts	0	0	0	0	0

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
TOTAL	0	0	0	0	0

Table 3.8.4: Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2023 to 31 March 2024

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee	
Band A (Level 13)	0	0	0	0	0	0
Band B (Level 14)	0	0	0	0	0	0
Band C (Level 15)	0	0	0	0	0	0
Band D (Level 16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

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 2023 to 31 March 2024

Salary band	1 April 2022		31 March 2023		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0

Salary band	1 April 2022		31 March 2023		Change	
	Number	% of total	Number	% of total	Number	% change
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 2023 to 31 March 2024

Major occupation	1 April 2022		31 March 2023		Change	
	Number	% of total	Number	% of total	Number	% change
Senior Management	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

3.10 Leave Utilisation

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

Table 3.10.1: Sick leave for the period 1 January 2023 to 31 December 2023

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)	119	84.9	15	5.60	8	78
Skilled (Levels 3-5)	156	71.80	24	8.90	7	173

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)
Highly skilled production (Levels 6-8)	581	70.20	61	22.70	10	939
Highly skilled supervision (Levels 9-12)	685	74.20	89	33.10	8	2 391
Senior management (Levels 13-16)	348	77.90	40	14.90	9	1 811
Contract (Levels 1-2)	0	0	0	0	0	0
Contract (Levels 3-5)	13	76.90	3	1.10	4	13
Contract (Levels 6-8)	2	100	1	0.40	2	3
Contract (Levels 9-12)	23	95.70	8	3	3	51
Contract (Levels 13-16)	3	0	2	0.70	2	19
Contract Other	111	69.40	26	9.70	4	54
TOTAL	2 041	74	269	100	8	5 531

Table 3.10.2: Disability leave (temporary and permanent) for the period 1 January 2023 to 31 December 2023

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 9 – 12)	11	100	1	8.30	11	25
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	29	100	3	25	10	33
Highly skilled production (Levels 6-8)	13	100	2	16.70	7	22
Highly skilled supervision (Levels 9-12)	69	100	5	41.70	14	233
Senior management (Levels 13-16)	9	100	1	8.30	9	41
TOTAL	131	100	12	100	11	354

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 2023 to 31 December 2023

Salary band	Total days taken	Average per employee	Number of employees using annual leave
Lower skilled (Level 1-2)	347	19	18
Skilled (Level 3-5)	698	21	33
Highly skilled production (Level 6-8)	1 707.50	25	67
Highly skilled supervision (Level 9-12)	2 692	25	109
Senior management (Level 13-16)	1 202	25	49
Contract (Levels 1-2)	0	0	0
Contract (Levels 3-5)	36	12	3
Contract (Levels 6-8)	5	5	1
Contract (Levels 9-12)	45	5	10
Contract (Levels 13-16)	156	12	13
Contract Other	334	12	29
TOTAL	7 222.50	22	332

Table 3.10.4: Capped leave for the period 1 January 2023 to 31 December 2023

Salary band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2023	Number of employees using capped leave
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	11	0
Highly skilled production (Level 6-8)	0	0	38	0
Highly skilled supervision (Level 9-12)	0	0	15	0
Senior management (Level 13-16)	0	0	22	0

Salary band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2023	Number of employees using capped leave
TOTAL	0	0	24	0

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 2023 to 31 March 2024

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual – Discounting: Unused Vacation Credits (Work Days)	0	0	0
Annual – Discounting with Resignation (Work Days)	555	33	16 818
Annual – Gratuity: Death/Retirement/Medical Retirement (Work Days)	644	9	71 556
Capped – Gratuity: Death/Retirement/Medical Retirement (Work Days)	2 145	7	306 429
TOTAL	3 344	49	394 803

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	<p>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.</p> <ul style="list-style-type: none"> a) Management of the HIV/AIDS, STI & TB in the Office of the Public Service Commission through brochures and presentation during the commemoration of HIV/AIDS World Day. b) During Men's Wellness session, Mental Health, and management of HIV/AIDS and STI was shared with men. c) Female and Male Reproductive Health Awareness. d) Promotion of behaviour change Drug Awareness Week was commemorated. e) Men's wellness on Prostate Cancer Awareness. f) Women's Health Awareness.

Table 3.11.2: Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
Has the department designated a member of the SMS to implement the provisions contained in Part 3 Regulation 55 (2) (c) of Chapter 4 of the PSR, 2016? If so, provide her/his name and position	√		Mr B Saki: Director: People Management Practices

Question	Yes	No	Details, if yes
Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		The Sub-Directorate: People Development, Labour Relations and Special Projects, has two (2) specific employees to promote the health and wellbeing of employees. The annual budget for promoting health and wellbeing of employees is R340 000.
Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	√		<p>Provide employee professional counselling and trauma debriefing when there's a need.</p> <p>To enhance workplace health education and productivity.</p> <p>Enhancing implementation of work life balance.</p> <p>Promotion of employee wellness programmes.</p> <p>Provide Capacity Building to management and employees on behavioural problems in the workplace.</p> <p>Provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life.</p> <p>Prevent unnecessary absenteeism and presentism caused by social, physical and psychological factors.</p>

Question	Yes	No	Details, if yes
Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the PSR, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent		√	<p>SHERQ MANAGEMENT COMMITTEE MEMBERS</p> <p>Mr B SakiHR Designated Member Director: People Management Practices</p> <p>Ms Z Chauke MemberGauteng Provincial Office</p> <p>Ms N Ntomane Member FS Provincial Office</p> <p>Mr S Mpangeva Member KZN Provincial Office</p> <p>Mr N Liwani Member EC Provincial Office</p> <p>Mr A Chauke Member Limpopo Provincial Office</p> <p>Ms N Sambo Member Mpumalanga Provincial Office</p> <p>Ms M Slier Member WC Provincial Office</p> <p>Ms K Matsio Member NC Provincial Office</p> <p>Mr MA Seekaro Member NW Provincial Office</p> <p>Mr S Mnguni Member D: PAI</p> <p>Ms J Raphokwane Member Security Officer</p> <p>Mr J Matobela Member ASD: Network Operations</p> <p>Mr S Mendu Member PSA Representative</p> <p>Mr E Selolo Member</p> <p>Mr I Mashuhu Member ASD: Facilities Management (Acting)</p> <p>Ms MM Mahuma Member DD: PD, LR&SP</p> <p>Ms OC Msimanga Secretariat SHRP:</p>
Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	√		<p>HIV/AIDS and TB Management policy</p> <p>Ensure implementation of Behavioural Change Models and HIV/AIDS knowledge programmes to mitigate the risk of HIV/AIDS as preventative initiatives.</p>

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Question	Yes	No	Details, if yes
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	√		Employees living with HIV shall have the same rights and obligations as all employees and will be protected against any form of discrimination. Existing HR policies shall be adjusted in a manner that renders them non- discriminatory against employees living with HIV. Confidentiality regarding the HIV status of any employee shall be maintained at all times. Care and support of the affected and infected employees.
Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	√		Voluntary Counselling and Testing for all employees could not be organised as wellness days were not coordinated.
Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	√		The PSC utilise the following measures to evaluate the implementation of the employee health and wellness programme and the impact. Employee Wellness Programme Quarterly Report Integrated Employee Health and Wellness Reporting tool (Quarterly & Annual report) Employee Health and Wellness Systems Monitoring Tool.

3.12 Labour Relations

Table 3.12.1: Collective agreements for the period 1 April 2023 to 31 March 2024

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 2023 to 31 March 2024

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	1	5.6
Verbal warning	0	0
Written warning	6	33.3
Final written warning	4	22.2
Suspended without pay	1	5.6
Fine	0	0
Demotion	0	0
Dismissal	1	5.6
Not guilty	0	0
Case withdrawn	5	27.7
TOTAL	18	100

Table 3.12.3: Types of misconduct addressed at disciplinary hearings for the period 1 April 2023 to 31 March 2024

Type of misconduct	Number	% of total
Failure to comply with the policy	2	100
Nepotism, misrepresentation and bringing the PSC into disrepute by breaching Chapter 2 of the PSR	0	0
Absent from Work without Reason or Permission	0	0
Insubordination and insolent behaviour	0	0
Failure to carry out assigned tasks	0	0
TOTAL	2	100

Table 3.12.4: Grievances lodged for the period 1 April 2023 to 31 March 2024

Grievances	Number	% of total
Number of grievances resolved	15	65.2
Number of grievances not resolved	3	13
Total number of grievances lodged	5	21.7
TOTAL	23	100

Table 3.12.5: Disputes lodged with Councils for the period 1 April 2023 to 31 March 2024

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes still in process	2	100
Total number of disputes lodged	2	100

Table 3.12.6: Strike actions for the period 1 April 2023 to 31 March 2024

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 2023 to 31 March 2024

Number of people suspended	4
Number of people whose suspension exceeded 30 days	2
Average number of days suspended	90
Cost (R'000) of suspensions	379 756

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 2023 to 31 March 2024

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	24	0	0	1	1
	Male	28	0	0	3	3
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	51	0	0	8	8
	Male	46	0	0	5	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	50	0	0	12	12
	Male	17	0	0	4	4
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	0	2	2
	Male	13	0	0	1	1
Unskilled and defined decision making (Levels 1-2)	Female	12	0	0	16	16
	Male	4	0	0	9	9
Sub Total	Female	159	0	0	39	39
	Male	108	0	0	22	22
TOTAL		267	0	0	61	61

Table 3.13.2: Training provided for the period 1 April 2023 to 31 March 2024

Occupational category	Gender	Number of employees as at 1 April 2023	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	24	0	0	1	1
	Male	28	0	0	4	4
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	51	0	0	8	8
	Male	46	0	0	5	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	50	0	0	12	12
	Male	17	0	0	4	4
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	0	2	2
	Male	13	0	0	1	1
Unskilled and defined decision making (Levels 1-2)	Female	12	12	0	0	12
	Male	4	9	0	0	9
Sub Total	Female	159	12	0	23	35
	Male	108	9	0	14	23
TOTAL		267	0	0	37	58

3.14 Injury on Duty

Table 3.14.1: Injury on duty for the period 1 April 2023 to 31 March 2024

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

3.15 Utilisation of Consultants

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

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

Table 3.15.1: Report on consultant appointments using appropriated funds for the period 1 April 2023 to 31 March 2024

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
The appointment of an independent service provider who is an experienced author to assist in the research and writing of the book on the history of the Public Service Commission.	3	260	R497 700.00

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Total number of projects	Total individual Consultants	Total Duration (work days)	Total Contract value in Rand
	3	260	R497 700.00

Table 3.15.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2023 to 31 March 2024

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
The appointment of an independent service provider who is an experienced author to assist in the research and writing of the book on the history of the Public Service Commission.	100%	100%	100%

Table 3.15.3: Report on consultant appointments using donor funds for the period 1 April 2023 to 31 March 2024

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

Table 3.15.4: Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2023 to 31 March 2024

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 2023 to 31 March 2024

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



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PART E: PFMA COMPLIANCE

PART E: PFMA COMPLIANCE

1. IRREGULAR, FRUITLESS AND WASTEFUL, UNAUTHORISED EXPENDITURE AND MATERIAL LOSSES

1.1 Irregular Expenditure

a) Reconciliation of Irregular Expenditure

Table 1: Reconciliation of Irregular Expenditure

Description	2023/24	2022/23
	R'000	R'000
Opening balance	71	1,218
Add: Irregular expenditure confirmed	407	71
Less: Irregular expenditure condoned	(39)	(892)
Less: Irregular expenditure not condoned and removed	(32)	(326)
Irregular expenditure recoverable	-	-
Irregular expenditure not recovered and written off	-	-
Closing balance	407	71

Reconciling notes

Table 2: Reconciliation notes

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure that was under assessment in 2023/24	6	-
Irregular expenditure that relates to prior year	-	-
Irregular expenditure for current year	407	71

Description	2023/24	2022/23
	R'000	R'000
Total	413	71

b) Details of current and previous year irregular expenditure (under assessment, determination and investigation)

Table 3: Details of current and previous year irregular expenditure (under assessment, determination and investigation)

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure under assessment	6	-
Irregular expenditure under determination	407	71
Irregular expenditure under investigation	-	-
Total	413	71

c) Details of current and previous year irregular expenditure condoned

Table 4: Details of current and previous year irregular expenditure condoned

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure condoned	39	892
Total	39	892

d) Details of current and previous year irregular expenditure removed - (not condoned)

Table 5: Details of current and previous year irregular expenditure removed: (not condoned)

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure NOT condoned and recovered	32	326
Total	32	326

e) Details of current and previous year irregular expenditure recovered

Table 6: Details of current and previous year irregular expenditure recovered

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure recovered	-	-
Total	-	-

f) Details of current and previous year irregular expenditure written off (irrecoverable)

Table 7: Details of current and previous year irregular expenditure written off (irrecoverable)

Description	2023/24	2022/23
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Table 8: Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Description
No cases
Total

h) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Table 9: Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2023/24	2022/23
	R'000	R'000
Accommodation invoice for November 2023 amounting to R1.9 million was only issued to the PSC by DPWI in January 2024.	1,891	-
Total	1,891	-

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

Table 10: Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken
A warning letter was issued to the responsible official for incurring irregular expenditure amounting to R39 000. The irregular expenditure reported was later condoned by National Treasury.

1.2 Fruitless and wasteful expenditure

There was no fruitless and wasteful expenditure incurred during the period under review.

1.3 Unauthorised expenditure

There was no unauthorised expenditure incurred during the period under review.

1.4 Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))

j) Details of current and previous year material losses through criminal conduct

Table 11: Details of current and previous year material losses through criminal conduct

Material losses through criminal conduct	2023/24	2022/23
	R'000	R'000
Theft	16	37
Other material losses	-	40
Recovered	-	-
Less: Not recovered and written off	-	(3)
Total	16	74

k) Details of other material losses

Table 12: Details of other material losses

Nature of other material losses	2023/24	2022/23
	R'000	R'000
Damaged assets	-	40
Total	-	40

l) Other material losses recovered

Table 13: Details of other material losses

Nature of losses	2023/24	2022/23
	R'000	R'000
	-	-
Total	-	-

m) Other material losses written off

Table 14: Other material losses written off

Nature of losses	2023/24	2022/23
	R'000	R'000
Car damage	-	(3)
Total	-	(3)

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Table 15: Late and /or non-payment of suppliers

Description	Number of invoices	Consolidated Value
	R'000	R'000
Valid invoices received	3590	71, 676, 742
Invoices paid within 30 days or agreed period	3590	71, 676, 742
Invoices paid after 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Table 16: Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Subscription to digital newspapers and magazines	Newspaper Direct (Press Reader)	Deviation	Submission 3058/ 2022-23	R550
Utilisation of the Deeds Registration System	Department of Agriculture, Land Reform and Rural Development	Deviation	Submission 3072/ 2022-23	R260
Author to assist in the research and writing of the book on the history of the PSC	Mase-Mase Consultancy	Deviation	Submission 348/2023-24	R498
Security services in North West	Maxi Phumelela Security	Deviation	Submission 428/2023-24	R176

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Media Strategy	National Press club	Deviation	Submission 430/2023-24	R25
Travel and Accommodation Management Company (TAMC)	XL Nexus Travel	Deviation	Submission 741/2023-24	Billed per transaction
Repair of two laptops	Dell	Deviation	Submission 534/2023-24	R8
Skills Audit Service	Government Technical Advisory (GTAC)	Deviation	Submission 2472/2022-23	R1 605
Total				R3 122

3.2. Contract variations and expansions

Table 17: Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
Background screening verification	Managed Integrity Evaluation	Variation	Submission No: 998/2023-24	R100	-	R60
Catering Services	Shalas M (Pty) Ltd	Expansion	Memo	R19	-	R10
Audit Services	Lunika Chartered Accountants	Variation	Submission 1675/2023-24	R3 594	-	R539
Security services in KZN	AET Security Services	Variation	Submission 1804/2023-24	-	-	R34
Total				R3 713	-	R643



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REPUBLIC OF SOUTH AFRICA

PART F: ANNUAL FINANCIAL STATEMENTS

ANNUAL FINANCIAL STATEMENTS



PART F: ANNUAL FINANCIAL STATEMENTS

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

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PART F: ANNUAL FINANCIAL STATEMENTS

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

1. I have audited the financial statements of the Office of the Public Service Commission set out on pages 170 to 230, which comprise the appropriation statement, statement of financial position as at 31 March 2024, 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 Office of the Public Service Commission (PSC) as at 31 March 2024 and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standard (MCS) as prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

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

Other matter

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

Unaudited supplementary schedules

7. The supplementary information set out on pages 230 to 235 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.

Responsibilities of the auditor-general 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. This description, which is located at page 166 to 167, forms part of my auditor's report.

Report on the audit of 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 must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
13. I selected the following programmes presented in the annual performance report for the year ended 31 March 2024 for auditing. I selected programmes that measure the department's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme 2: Leadership and management practices	Page numbers	Purpose
Programme 2: Leadership and management practices	55	The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.
Programme 3: Monitoring and evaluation	66	The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.
Programme 4: Integrity and anti-corruption	75	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.

14. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
15. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives.
 - all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included.
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.

- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable .
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
16. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
17. I did not identify any material findings on the reported performance information for the selected programmes.

Other matters

18. I draw attention to the matters below.

Achievement of planned targets

19. The annual performance report includes information on reported achievements against planned targets and provides explanations for over or underachievement.
20. The table that follows provides information on the achievement of planned targets and lists the key service delivery indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets/measures taken to improve performance are included in the annual performance report on pages 55 to 91.

Programme 2: Leadership and management practices

Key indicators not achieved	Planned target	Reported achievement
Percentage of all SMS grievances concluded within 45 days of receipt of all relevant information	85%	77%

Programme 4: Integrity and anti-corruption

Key indicators not achieved	Planned target	Reported achievement
Percentage of complaints finalised within 90 working days upon receipt of a valid complaint by an investigating officer	85%	79%

Material misstatements

I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for leadership and management practices and monitoring and evaluation. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

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

Other information in the annual report

25. The accounting officer is responsible for the other information included in the annual report which includes the accounting officer's report and the audit committee's report. The other information referred to does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.

26. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
27. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
28. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.
29. I have nothing to report in this regard.

Internal control deficiencies

30. I considered internal control relevant to my audit of the Office of the Public Service Commission's financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
31. I did not identify any significant deficiencies in internal control.

Auditor General

Pretoria
31 July 2024



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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

Financial statements

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern.

- Evaluate the overall presentation, structure and content of the Office of the Public Service Commission's financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

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

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and 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.

From the matters communicated to those charged with governance, I determine those matters that were of most significance in the audit of the financial statements for the current period and are therefore key audit matters. I describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999 (PFMA)	Section 1; 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); Section 38(1)(h)(iii); 38(1)(j); 39(1)(a); 39(2)(a); Section 40(1)(a); 40(1)(b); 40(1)(c)(i); 43(1); 43(4); Section 44(1); 44(2); 45(b);
Treasury regulations	Regulation 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); Regulation 5.2.3(d); 5.3.1; 6.3.1(a); 6.3.1(b); Regulation 6.3.1(c); 6.3.1(d); 6.4.1(b); 7.2.1 Regulation 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; Regulation 9.1.4; 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; Regulation 11.5.1; 12.5.1; 15.10.1.2(c); 16A3.2; Regulation 16A3.2(a); 16A6.1; 16A6.2(a); Regulation 16A6.2(b); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; Regulation 16A6.6; 16A7.1; 16A7.3; 16A7.6; Regulation 16A7.7; 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; Regulation 16A9.2(a)(ii); 16A9.2(a)(iii); 17.1.1; 18.2 Regulation 19.8.4
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulations 17; 25(7A)
Division of Revenue Act 5 of 2023	Section 16(1)
Second amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury instruction No 5 of 2020/21	Section 13
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.8; 4.9; 5.3
National Treasury Instruction No. 4 of 2015/16	Paragraph 4.1
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 3.4
National Treasury Instruction No 7 of 2017/18	Paragraph 6

Legislation	Sections or regulations
PFMA National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4; 4.4(a); 4.17; 7.2; Paragraph 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
Practice Note 11 of 2008/9	Paragraph 2.1; 3.1(b)
Practice Note 5 of 2009/10	Paragraph 3.3
Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.5; 6.6; 6.8; 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2;
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
State Information Technology Agency Act 88 of 1998	Section 7(3)

Appropriation per programme									
Voted funds and Direct charges	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. ADMINISTRATION	139 837	-	(2 930)	136 907	136 878	29	100,0%	135 693	127 928
2. LEADERSHIP AND MANAGEMENT PRACTICES	50 128	-	2 129	52 257	52 212	45	99,9%	51 553	48 634
3. MONITORING AND EVALUATION	46 904	-	84	46 988	46 975	13	100,0%	47 221	45 228
4. INTEGRITY AND ANTI-CORRUPTION	63 884	-	717	64 601	63 201	1 400	97,8%	61 074	57 136
TOTAL	300 753	-	-	300 753	299 267	1 486	99,5%	295 541	278 926
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				375				362	
Actual amounts per Statement of Financial Performance (Total revenue)				301 128				295 903	
Add:									
Aid assistance					-				11
Actual amounts per Statement of Financial Performance (Total expenditure)					299 267				278 937

Appropriation per economic classification									
	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	298 081	-	(3 087)	294 994	293 527	1 467	99,5%	292 115	275 752
Compensation of employees	232 075	-	(2 940)	229 135	227 687	1 448	99,4%	222 922	206 742
Salaries and wages	205 638	(2 433)	(4 809)	198 396	197 132	1 264	99,4%	197 177	182 743
Social contributions	26 437	2 433	1 869	30 739	30 555	184	99,4%	25 745	23 999
Goods and services	66 006	-	(147)	65 859	65 840	19	100,0%	69 193	69 009
Administrative fees	54	26	-	80	81	(1)	101,4%	139	139
Advertising	159	(72)	-	87	87	-	100,0%	406	406
Minor assets	190	(64)	(24)	102	102	-	99,8%	195	194
Audit costs: External	4 500	83	-	4 583	4 583	-	100,0%	4 208	4 208
Bursaries: Employees	888	(294)	-	594	594	-	100,0%	469	469
Catering: Departmental activities	663	175	131	969	995	(26)	102,7%	1 401	1 400
Communication (G&S)	4 446	(417)	(1 132)	2 897	2 900	(2)	100,1%	3 381	3 360
Computer services	10 653	331	-	10 984	10 968	16	99,9%	11 428	11 426
Consultants: Business and advisory services	3 216	(470)	401	3 147	3 146	1	100,0%	2 710	2 643
Legal services	800	1 740	-	2 540	2 540	-	100,0%	1 066	1 066
Contractors	70	7	-	77	77	-	100,3%	282	282
Fleet services (including government motor transport)	378	(62)	3	319	319	-	100,0%	523	525
Inventory: Medical supplies	70	15	-	85	85	-	100,0%	124	124
Consumable supplies	933	402	284	1 619	1 621	(2)	100,1%	1 413	1 416

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable: Stationery, printing and office supplies	1 530	(149)	(96)	1 285	1 280	5	99,6%	2 172	2 085
Operating leases	23 345	(2 501)	(1 003)	19 841	19 841	-	100,0%	20 444	20 443
Property payments	4 443	(104)	738	5 077	5 077	-	100,0%	4 533	4 530
Travel and subsistence	7 732	1 312	(137)	8 907	8 855	52	99,4%	9 692	9 691
Training and development	328	(79)	-	249	249	-	100,0%	1 200	1 201
Operating payments	1 258	267	33	1 558	1 562	(5)	100,3%	810	808
Venues and facilities	87	111	279	477	477	-	100,0%	1 995	1 993
Rental and hiring	263	(256)	376	383	401	(18)	104,7%	602	602
Transfers and subsidies	558	-	2 940	3 498	3 463	35	99,0%	1 523	1 158
Foreign governments and international organisations	35	-	2	37	37	-	99,5%	90	-
Households	523	-	2 938	3 461	3 426	35	99,0%	1 433	1 158
Social benefits	523	-	2 938	3 461	3 426	35	99,0%	1 433	1 158
Payments for capital assets	2 114	-	147	2 261	2 261	-	100,0%	1 903	1 902
Machinery and equipment	2 114	-	147	2 261	2 261	-	100,0%	1 903	1 902
Other machinery and equipment	2 114	-	147	2 261	2 261	-	100,0%	1 903	1 902
Payment for financial assets	-	-	-	-	16	(16)	-	-	115
	300 753	-	-	300 753	299 267	1 486	99,5%	295 541	278 926



Programme 1: ADMINISTRATION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. PUBLIC SERVICE COMMISSION	26 100	1 341	(2 435)	25 006	24 994	12	100,0%	24 386	20 552
2. MANAGEMENT	18 424	1 213	323	19 960	19 956	4	100,0%	18 188	15 929
3. CORPORATE SERVICES	27 213	-	1 143	28 356	28 347	9	100,0%	30 666	29 659
4. PROPERTY MANAGEMENT	25 495	(2 654)	(1 342)	21 499	21 499	-	100,0%	22 398	22 396
5. CHIEF FINANCIAL OFFICER	42 605	100	(619)	42 086	42 081	5	100,0%	40 055	39 391
Total per sub programmes	139 837	-	(2 930)	136 907	136 878	29	100,0%	135 693	127 928
Economic classification									
Current payments	137 486	-	(3 502)	133 984	133 937	47	100,0%	132 907	125 391
Compensation of employees	81 362	-	(645)	80 717	80 687	30	100,0%	77 764	70 431
Salaries and wages	72 041	(2 467)	(1 470)	68 104	68 077	27	100,0%	68 107	61 776
Social contributions	9 321	2 467	825	12 613	12 611	2	100,0%	9 657	8 656
Goods and services	56 124	-	(2 857)	53 267	53 250	17	100,0%	55 143	54 960
Administrative fees	54	24	-	78	79	-	100,4%	131	131
Minor assets	190	(64)	(24)	102	102	-	99,8%	192	190
Audit costs: External	4 500	83	-	4 583	4 583	-	100,0%	4 208	4 208
Catering: Departmental activities	240	102	-	342	342	-	100,0%	563	564
Communication (G&S)	2 953	(408)	(1 101)	1 444	1 446	(3)	100,2%	1 926	1 914
Computer services	10 647	331	-	10 978	10 962	16	99,9%	11 428	11 426
Consultants: Business and advisory services	2 460	(527)	-	1 933	1 933	-	100,0%	2 302	2 235

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Contractors	32	(1)	-	32	32	-	100,3%	24	24
Fleet services (including government motor transport)	192	(153)	-	40	40	-	100,3%	75	75
Consumable supplies	744	322	-	1 066	1 066	-	100,0%	1 175	1 173
Consumable: Stationery, printing and office supplies	1 109	(73)	(92)	944	940	4	99,6%	1 139	1 054
Travel and subsistence	3 672	1 673	-	5 345	5 345	-	100,0%	4 119	4 108
Training and development	328	(79)	-	249	249	-	100,0%	1 200	1 201
Operating payments	990	7	(223)	774	774	-	100,0%	640	639
Venues and facilities	82	31	-	113	113	-	100,0%	1 108	1 108
Transfers and subsidies	485	-	418	903	904	(1)	100,1%	1 117	753
Foreign governments and international organisations	35	-	2	37	37	-	99,5%	90	-
Households	450	-	416	866	867	(1)	100,1%	1 027	753
Social benefits	450	-	416	866	867	(1)	100,1%	1 027	753
Payments for capital assets	1 866	-	154	2 020	2 021	(1)	100,0%	1 669	1 669
Machinery and equipment	1 866	-	154	2 020	2 021	(1)	100,0%	1 669	1 669
Other machinery and equipment	1 866	-	154	2 020	2 021	(1)	100,0%	1 669	1 669
Payment for financial assets	-	-	-	-	16	(16)	-	-	115
Total	139 837	-	(2 930)	136 907	136 878	29	100,0%	135 693	127 928

Custodian of Good Governance

Subprogramme: 1.1: PUBLIC SERVICE COMMISSION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	26 100	1 341	(2 597)	24 844	24 831	13	99,9%	24 258	20 425
Compensation of employees	22 937	-	(2 597)	20 340	20 327	13	99,9%	21 122	17 290
Salaries and wages	21 061	(1 428)	(2 343)	17 290	17 276	14	99,9%	18 946	15 699
Social contributions	1 876	1 428	(254)	3 050	3 051	(1)	100,0%	2 176	1 591
Goods and services	3 163	1 341	-	4 504	4 504	-	100,0%	3 136	3 136
Administrative fees	-	2	-	2	2	-	106,6%	-	-
Catering: Departmental activities	99	(1)	-	98	98	-	99,8%	83	84
Communication (G&S)	341	(77)	-	264	263	-	99,9%	255	251
Consumable supplies	1	1	-	2	2	-	103,7%	5	5
Consumable: Stationery, printing and office supplies	132	(127)	-	5	4	-	90,5%	17	17
Travel and subsistence	2 578	1 537	-	4 115	4 116	(1)	100,0%	2 614	2 616
Operating payments	6	1	-	7	6	-	99,9%	6	6
Venues and facilities	6	6	-	12	12	-	100,2%	156	156
Transfers and subsidies	-	-	162	162	163	(1)	100,3%	128	127
Households	-	-	162	162	163	(1)	100,3%	128	127
Social benefits	-	-	162	162	163	(1)	100,3%	128	127
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	26 100	1 341	(2 435)	25 006	24 994	12	100,0%	24 386	20 552

Subprogramme: 1.2: MANAGEMENT

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	18 372	1 213	274	19 859	19 855	4	100,0%	17 837	15 667
Compensation of employees	15 692	-	274	15 966	15 963	3	100,0%	14 725	12 559
Salaries and wages	13 693	194	414	14 301	14 299	2	100,0%	13 143	11 157
Social contributions	1 999	(194)	(140)	1 665	1 664	1	99,9%	1 582	1 402
Goods and services	2 680	1 213	-	3 893	3 892	1	100,0%	3 112	3 109
Administrative fees	14	-	-	14	14	-	100,5%	70	70
Advertising	-	28	-	28	28	-	100,2%	13	13
Catering: Departmental activities	66	86	-	152	152	-	100,0%	201	201
Communication (G&S)	250	(43)	-	207	207	-	100,0%	230	228
Consultants: Business and advisory services	741	(741)	-	-	-	-	-	26	26
Legal services	800	1 740	-	2 540	2 540	-	100,0%	1 066	1 066
Consumable supplies	-	4	-	4	4	-	104,7%	6	8
Consumable: Stationery, printing and office supplies	108	16	-	124	124	-	100,0%	72	71
Travel and subsistence	494	90	-	584	583	1	99,8%	591	589
Training and development	-	-	-	-	-	-	-	41	41
Operating payments	131	9	-	140	140	-	100,0%	14	14
Venues and facilities	76	25	-	101	101	-	100,0%	782	782

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	35	-	54	89	89	-	100,4%	327	237
Foreign governments and international organisations	35	-	2	37	37	-	99,5%	90	-
Households	-	-	52	52	53	(1)	101,1%	237	237
Social benefits	-	-	52	52	53	(1)	101,1%	237	237
Payments for capital assets	17	-	(5)	12	12	-	98,3%	24	24
Machinery and equipment	17	-	(5)	12	12	-	98,3%	24	24
Other machinery and equipment	17	-	(5)	12	12	-	98,3%	24	24
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	18 424	1 213	323	19 960	19 956	4	100,0%	18 188	15 929

Subprogramme: 1.3: CORPORATE SERVICES

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	27 101	-	1 011	28 112	28 103	9	100,0%	30 018	29 285
Compensation of employees	23 249	-	1 147	24 396	24 388	8	100,0%	23 746	23 025
Salaries and wages	19 980	(938)	-	19 042	19 035	7	100,0%	20 256	19 612
Social contributions	3 269	938	1 147	5 354	5 353	1	100,0%	3 490	3 413
Goods and services	3 852	-	(136)	3 716	3 715	1	100,0%	6 272	6 259
Administrative fees	-	-	-	-	-	-	115,0%	-	-
Advertising	100	(100)	-	-	-	-	-	327	327
Bursaries: Employees	888	(294)	-	594	594	-	100,0%	469	469
Catering: Departmental activities	66	18	-	84	85	-	100,2%	264	265
Communication (G&S)	159	52	-	211	214	(3)	101,3%	740	737
Computer services	-	-	-	-	-	-	-	420	420
Consultants: Business and advisory services	479	128	-	607	607	-	100,0%	301	301
Contractors	22	(6)	-	16	16	-	100,0%	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	111,2%	12	13
Inventory: Medical supplies	70	15	-	85	85	-	100,0%	124	124
Consumable supplies	38	195	-	233	233	-	99,9%	697	697
Consumable: Stationery, printing and office supplies	749	17	-	766	763	3	99,6%	738	734
Travel and subsistence	406	68	-	474	474	-	100,0%	533	527

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	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Training and development	328	(79)	-	249	249	-	100,0%	1 159	1 159
Operating payments	547	(15)	(136)	396	396	-	100,0%	307	306
Venues and facilities	-	-	-	-	-	-	-	170	170
Rental and hiring	-	-	-	-	-	-	-	11	11
Transfers and subsidies	112	-	132	244	244	(0)	100,1%	648	374
Households	112	-	132	244	244	(0)	100,1%	648	374
Social benefits	112	-	132	244	244	(0)	100,1%	648	374
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	27 213	-	1 143	28 356	28 347	9	100,0%	30 666	29 659

Subprogramme: 1.4: PROPERTY MANAGEMENT

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25 495	(2 654)	(1 342)	21 499	21 499	-	100,0%	22 398	22 396
Compensation of employees	-	-	-	-	-	-	-	-	-
Goods and services	25 495	(2 654)	(1 342)	21 499	21 499	-	100,0%	22 398	22 396
Operating leases	22 374	(2 515)	(1 294)	18 565	18 565	-	100,0%	19 449	19 449
Property payments	3 121	(139)	(48)	2 934	2 934	-	100,0%	2 949	2 948
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	25 495	(2 654)	(1 342)	21 499	21 499	-	100,0%	22 398	22 396



Subprogramme: 1.5: CHIEF FINANCIAL OFFICER

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	40 418	100	(848)	39 670	39 649	21	99,9%	38 396	37 618
Compensation of employees	19 484	-	531	20 015	20 009	6	100,0%	18 171	17 557
Salaries and wages	17 307	(295)	459	17 471	17 467	4	100,0%	15 762	15 308
Social contributions	2 177	295	72	2 544	2 543	1	99,9%	2 409	2 250
Goods and services	20 934	100	(1 379)	19 655	19 639	16	99,9%	20 225	20 060
Administrative fees	40	22	-	62	62	-	100,2%	61	61
Minor assets	190	(64)	(24)	102	102	-	99,8%	192	190
Audit costs: External	4 500	83	-	4 583	4 583	-	100,0%	4 208	4 208
Catering: Departmental activities	9	(1)	-	8	8	-	100,7%	15	15
Communication (G&S)	2 203	(340)	(1 101)	762	762	-	100,0%	701	698
Computer services	10 647	331	-	10 978	10 962	16	99,9%	11 008	11 006
Consultants: Business and advisory services	1 240	86	-	1 326	1 326	-	100,0%	1 975	1 909
Contractors	10	6	-	16	16	-	100,7%	24	24
Fleet services (including government motor transport)	192	(153)	-	39	39	-	100,2%	63	62
Consumable supplies	705	122	-	827	827	-	100,0%	467	464
Consumable: Stationery, printing and office supplies	120	21	(92)	49	48	-	99,2%	312	232

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	267	14	-	281	281	-	100,0%	238	238
Property payments	299	(7)	(75)	217	217	-	99,9%	267	266
Transport provided: Departmental activity		-	-	-	-	-	-	-	-
Travel and subsistence	194	(22)	-	172	172	-	100,0%	381	377
Operating payments	306	13	(87)	232	233	-	100,1%	313	312
Rental and hiring	12	(12)	-	-	-	-	-	-	-
Transfers and subsidies	338	-	70	408	408	-	99,9%	14	14
Households	338	-	70	408	408	-	99,9%	14	14
Social benefits	338		70	408	408	-	99,9%	14	14
Payments for capital assets	1 849	-	159	2 008	2 009	(1)	100,0%	1 645	1 644
Machinery and equipment	1 849	-	159	2 008	2 009	(1)	100,0%	1 645	1 644
Other machinery and equipment	1 849	-	159	2 008	2 009	(1)	100,0%	1 645	1 644
Payment for financial assets	-	-	-	-	16	(16)	-	-	115
Total	42 605	100	(619)	42 086	42 081	5	100,0%	40 055	39 391



Programme 2: LEADERSHIP AND MANAGEMENT PRACTICES

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. LABOUR RELATIONS IMPROVEMENT	14 585	-	157	14 742	14 738	4	100,0%	14 916	14 271
2. LEADERSHIP AND HUMAN RESOURCE REVIEWS	11 638	-	(575)	11 063	11 058	5	100,0%	9 965	9 319
3. PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES	23 905	-	2 547	26 452	26 416	36	99,9%	26 672	25 044
Total per sub programmes	50 128	-	2 129	52 257	52 212	45	99,9%	51 553	48 634
Economic classification									
Current payments	49 980	-	1 937	51 917	51 907	10	100,0%	51 480	48 562
Compensation of employees	48 218	-	1 321	49 539	49 530	9	100,0%	47 981	45 063
Salaries and wages	42 785	157	(134)	42 808	42 800	8	100,0%	42 759	40 115
Social contributions	5 433	(157)	1 455	6 731	6 730	1	100,0%	5 222	4 949
Goods and services	1 762	-	616	2 378	2 377	1	100,0%	3 499	3 499
Administrative fees	-	-	-	-	-	-	-	4	4
Advertising	-	-	-	-	-	-	-	26	26
Minor assets	-	-	-	-	-	-	-	3	3
Catering: Departmental activities	120	26	133	279	279	-	100,0%	311	310
Communication (G&S)	437	(29)	(15)	393	393	-	100,1%	389	388

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consultants: Business and advisory services	-	28	-	28	28	-	100,0%	27	27
Contractors	-	6	-	6	6	-	101,0%	111	111
Fleet services (including government motor transport)	22	18	3	43	43	1	98,6%	133	133
Consumable supplies	54	2	3	59	61	(1)	102,5%	34	33
Consumable: Stationery, printing and office supplies	81	(24)	(2)	55	55	-	99,6%	321	321
Operating leases	260	13	59	332	332	-	100,0%	255	255
Property payments	61	(26)	216	251	251	-	100,0%	108	109
Travel and subsistence	696	(162)	(8)	526	525	2	99,7%	1 112	1 115
Operating payments	31	146	102	279	280	-	100,0%	27	28
Venues and facilities	-	-	-	-	-	-	-	350	349
Rental and hiring	-	-	125	125	125	-	100,0%	288	287
Transfers and subsidies	54	-	188	242	208	34	85,8%	19	19
Households	54	-	188	242	208	34	85,8%	19	19
Social benefits	54	-	188	242	208	34	85,8%	19	19
Payments for capital assets	94	-	4	98	98	-	99,8%	54	53
Machinery and equipment	94	-	4	98	98	-	99,8%	54	53
Other machinery and equipment	94	-	4	98	98	-	99,8%	54	53
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	50 128	-	2 129	52 257	52 212	45	99,9%	51 553	48 634

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Subprogramme: 2.1: LABOUR RELATIONS IMPROVEMENT

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 546	-	150	14 696	14 692	4	100,0%	14 912	14 267
Compensation of employees	14 246	-	47	14 293	14 289	4	100,0%	14 554	13 912
Salaries and wages	12 768	46	47	12 861	12 858	3	100,0%	12 950	12 416
Social contributions	1 478	(46)	-	1 432	1 431	1	99,9%	1 604	1 496
Goods and services	300	-	103	403	403	-	100,0%	358	355
Advertising	-	-	-	-	-	-	-	13	13
Catering: Departmental activities	2	-	-	2	2	-	101,7%	80	79
Communication (G&S)	108	(8)	2	102	103	-	100,1%	74	74
Consultants: Business and advisory services	-	-	-	-	-	-	-	18	18
Consumable supplies	5	(5)	-	-	-	-	-	1	1
Consumable: Stationery, printing and office supplies	8	(6)	-	2	2	-	97,0%	91	90
Travel and subsistence	173	(114)	(1)	58	58	-	99,8%	81	80
Operating payments	4	133	102	239	239	-	100,0%	-	-
Transfers and subsidies	39	-	7	46	46	-	100,7%	4	4
Households	39	-	7	46	46	-	100,7%	4	4
Social benefits	39	-	7	46	46	-	100,7%	4	4
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	14 585	-	157	14 742	14 738	4	100,0%	14 916	14 271

Subprogramme: 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	11 638	-	(609)	11 029	11 024	5	100,0%	9 965	9 319
Compensation of employees	11 184	-	(435)	10 749	10 745	4	100,0%	9 692	9 046
Salaries and wages	9 889	113	(368)	9 634	9 631	3	100,0%	8 685	8 070
Social contributions	1 295	(113)	(67)	1 115	1 114	1	99,9%	1 007	976
Goods and services	454	(0)	(174)	280	279	1	99,6%	273	273
Administrative fees	-	-	-	-	-	-	-	4	4
Advertising	-	-	-	-	-	-	-	13	13
Catering: Departmental activities	103	14	-	117	117	-	99,7%	3	3
Communication (G&S)	88	(9)	(17)	62	62	-	99,9%	48	47
Consultants: Business and advisory services	-	-	-	-	-	-	-	9	9
Consumable: Stationery, printing and office supplies	24	(4)	(2)	18	18	-	98,1%	32	32
Travel and subsistence	239	(1)	(155)	83	83	-	99,7%	99	100
Venues and facilities	-	-	-	-	-	-	-	65	65
Transfers and subsidies	-	-	34	34	34	-	99,0%	-	-
Households	-	-	34	34	34	-	99,0%	-	-
Social benefits	-	-	34	34	34	-	99,0%	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	11 638	-	(575)	11 063	11 058	5	100,0%	9 965	9 319

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Subprogramme: 2.3: PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	23 796	-	2 396	26 192	26 191	1	100,0%	26 603	24 976
Compensation of employees	22 788	-	1 709	24 497	24 496	1	100,0%	23 735	22 106
Salaries and wages	20 128	(2)	187	20 313	20 311	2	100,0%	21 124	19 629
Social contributions	2 660	2	1 522	4 184	4 185	(1)	100,0%	2 611	2 477
Goods and services	1 008	-	687	1 695	1 695	-	100,0%	2 868	2 871
Minor assets	-	-	-	-	-	-	-	3	3
Catering: Departmental activities	15	12	133	160	160	-	100,1%	228	228
Communication (G&S)	241	(12)	-	229	229	-	100,1%	267	266
Consultants: Business and advisory services	-	28	-	28	28	-	100,0%	-	-
Contractors	-	6	-	6	6	-	101,0%	111	111
Fleet services (including government motor transport)	22	18	3	43	43	1	98,6%	133	133
Consumable supplies	49	7	3	59	61	(1)	102,5%	33	32
Consumable: Stationery, printing and office supplies	49	(14)	-	35	35	-	100,5%	198	199
Operating leases	260	13	59	332	332	-	100,0%	255	255
Property payments	61	(26)	216	251	251	-	100,0%	108	109
Travel and subsistence	284	(46)	148	386	384	1	99,7%	932	935
Operating payments	27	14	-	41	41	-	100,0%	27	28

Programme 3: MONITORING AND EVALUATION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. GOVERNANCE MONITORING	11 150	-	(469)	10 681	10 679	2	100,0%	9 376	9 052
2. SERVICE DELIVERY AND COMPLIANCE EVALUATIONS	10 047	-	268	10 315	10 312	3	100,0%	10 659	10 039
3. PROGRAMME MANAGEMENT: MONITORING AND EVALUATION	25 707	-	285	25 992	25 984	8	100,0%	27 186	26 137
Total per sub programmes	46 904	-	84	46 988	46 975	13	100,0%	47 221	45 228
Economic classification									
Current payments	46 838	-	(248)	46 590	46 579	11	100,0%	46 827	44 834
Compensation of employees	43 604	-	(1 418)	42 186	42 174	12	100,0%	42 429	40 436
Salaries and wages	39 261	(673)	(1 346)	37 242	37 233	9	100,0%	37 873	35 935
Social contributions	4 343	673	(72)	4 944	4 941	3	99,9%	4 556	4 502
Goods and services	3 234	(0)	1 170	4 404	4 404	-	100,0%	4 398	4 398
Administrative fees	-	-	-	-	-	-	-	3	3
Advertising	32	-	-	32	32	-	99,8%	26	26
Catering: Departmental activities	34	(5)	-	29	55	(26)	189,2%	280	280
Communication (G&S)	402	9	-	411	411	-	100,0%	452	445
Consultants: Business and advisory services	496	28	401	925	925	-	99,9%	107	107
Contractors	-	1	-	1	1	-	108,3%	34	34
Fleet services (including government motor transport)	100	83	-	183	183	-	100,1%	230	231

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	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	51	38	281	370	370	-	100,0%	83	86
Consumable: Stationery, printing and office supplies	97	(59)	-	38	38	1	98,6%	185	183
Operating leases	152	(14)	2	141	141	-	100,0%	119	119
Property payments	344	37	163	544	544	-	100,0%	316	316
Travel and subsistence	1 496	(210)	(110)	1 176	1 128	48	95,9%	1 982	1 988
Operating payments	25	12	154	191	196	(5)	102,7%	33	33
Venues and facilities	5	80	279	364	364	-	100,0%	422	421
Rental and hiring	-	-	-	-	18	(18)	-	126	126
Transfers and subsidies	-	-	351	351	349	2	99,6%	325	325
Households	-	-	351	351	349	2	99,6%	325	325
Social benefits	-	-	351	351	349	2	99,6%	325	325
Payments for capital assets	66	-	(19)	47	47	-	100,4%	69	69
Machinery and equipment	66	-	(19)	47	47	-	100,4%	69	69
Other machinery and equipment	66	-	(19)	47	47	-	100,4%	69	69
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	46 904	-	84	46 988	46 975	13	100,0%	47 221	45 228

Subprogramme: 3.1: GOVERNANCE MONITORING

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	11 150	-	(469)	10 681	10 679	2	100,0%	9 303	8 979
Compensation of employees	10 762	-	(668)	10 094	10 092	2	100,0%	9 017	8 690
Salaries and wages	9 804	(228)	(654)	8 922	8 920	2	100,0%	8 025	7 738
Social contributions	958	228	(14)	1 172	1 172	-	100,0%	992	952
Goods and services	388	-	199	587	587	-	100,1%	286	289
Catering: Departmental activities	4	-	-	4	4	-	99,4%	4	5
Communication (G&S)	73	2	-	75	75	-	99,9%	72	65
Consultants: Business and advisory services	-	-	-	-	-	-	-	9	9
Fleet services (including government motor transport)	3	-	-	3	3	-	96,7%	2	2
Consumable: Stationery, printing and office supplies	9	(2)	-	7	6	-	97,6%	33	33
Travel and subsistence	299	(80)	(80)	139	140	(1)	100,4%	165	174
Operating payments	-	-	-	-	-	-	-	1	1
Venues and facilities	-	80	279	359	359	-	100,1%	-	-
Transfers and subsidies	-	-	-	-	-	-	-	73	73
Households	-	-	-	-	-	-	-	73	73
Social benefits	-	-	-	-	-	-	-	73	73
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	11 150	-	(469)	10 681	10 679	2	100,0%	9 376	9 052

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Subprogramme: 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	10 047	-	104	10 151	10 148	3	100,0%	10 504	9 884
Compensation of employees	8 974	-	(267)	8 707	8 704	3	100,0%	9 628	9 010
Salaries and wages	8 122	(347)	(248)	7 527	7 526	1	100,0%	8 675	8 066
Social contributions	852	347	(19)	1 180	1 178	2	99,8%	953	944
Goods and services	1 073	-	371	1 444	1 444	-	100,0%	876	874
Administrative fees	-	-	-	-	-	-	-	3	3
Advertising	-	-	-	-	-	-	-	26	26
Catering: Departmental activities	2	-	-	2	2	-	105,5%	2	2
Communication (G&S)	58	4	-	62	62	-	99,9%	48	47
Consultants: Business and advisory services	496	9	401	906	906	-	99,9%	90	90
Contractors	-	-	-	-	-	-	-	4	4
Consumable supplies	-	-	-	-	-	-	-	2	3
Consumable: Stationery, printing and office supplies	36	(18)	-	18	18	-	98,4%	31	31
Travel and subsistence	481	5	(30)	456	456	(1)	100,1%	438	437
Venues and facilities	-	-	-	-	-	-	-	232	232
Transfers and subsidies	-	-	164	164	164	-	99,8%	155	155
Households	-	-	164	164	164	-	99,8%	155	155
Social benefits	-	-	164	164	164	-	99,8%	155	155
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	10 047	-	268	10 315	10 312	3	100,0%	10 659	10 039

Subprogramme: 3.3: PROGRAMME MANAGEMENT: MONITORING AND EVALUATION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25 641	-	117	25 758	25 752	6	100,0%	27 020	25 971
Compensation of employees	23 868	-	(483)	23 385	23 379	6	100,0%	23 784	22 736
Salaries and wages	21 335	(98)	(444)	20 793	20 788	5	100,0%	21 173	20 131
Social contributions	2 533	98	(39)	2 592	2 591	1	100,0%	2 611	2 606
Goods and services	1 773	-	600	2 373	2 373	-	100,0%	3 236	3 234
Advertising	32	-	-	32	32	-	99,8%	-	-
Catering: Departmental activities	28	(5)	-	23	49	(26)	212,3%	274	273
Communication (G&S)	271	3	-	274	273	-	100,0%	332	332
Consultants: Business and advisory services	-	19	-	19	19	-	99,8%	8	8
Contractors	-	1	-	1	1	-	108,3%	30	30
Fleet services (including government motor transport)	97	83	-	180	180	-	100,1%	228	229
Consumable supplies	51	38	281	370	370	-	100,0%	81	83
Consumable: Stationery, printing and office supplies	52	(38)	-	14	14	-	99,2%	121	119
Operating leases	152	(14)	2	141	141	-	100,0%	119	119
Property payments	344	37	163	544	544	-	100,0%	316	316

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	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Travel and subsistence	716	(135)	-	581	531	50	91,5%	1 379	1 376
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	25	12	154	191	196	(5)	102,7%	32	32
Venues and facilities	5	-	-	5	5	-	99,5%	190	190
Rental and hiring	-	-	-	-	18	(18)	-	126	126
Transfers and subsidies	-	-	187	187	186	1	99,3%	97	97
Households	-	-	187	187	186	1	99,3%	97	97
Social benefits	-	-	187	187	186	1	99,3%	97	97
Payments for capital assets	66	-	(19)	47	47	-	100,4%	69	69
Machinery and equipment	66	-	(19)	47	47	-	100,4%	69	69
Other machinery and equipment	66	-	(19)	47	47	-	100,4%	69	69
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	25 707	-	285	25 992	25 984	8	100,0%	27 186	26 137

Programme 4: INTEGRITY AND ANTI-CORRUPTION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. PUBLIC ADMINISTRATION INVESTIGATIONS	14 264	-	(160)	14 104	12 721	1 383	90,2%	12 113	11 178
2. PROFESSIONAL ETHICS	21 664	-	191	21 855	21 849	6	100,0%	22 321	20 474
3. PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION	27 956	-	686	28 643	28 632	11	100,0%	26 640	2585
Total for sub programme	63 884	-	717	64 601	63 201	1 400	97,8%	61 074	57 136
Economic classification									
Current payments	63 777	-	(1 274)	62 503	61 104	1 399	97,8%	60 901	56 964
Compensation of employees	58 891	-	(2 198)	56 693	55 295	1 398	97,5%	54 748	50 811
Salaries and wages	51 551	550	(1 859)	50 242	49 022	1 220	97,6%	48 438	44 918
Social contributions	7 340	(550)	(339)	6 451	6 273	178	97,2%	6 310	5 894
Goods and services	4 886	-	924	5 810	5 809	2	100,0%	6 153	6 153
Administrative fees	-	2	-	2	2	-	130,3%	1	1
Advertising	27	-	-	27	27	-	100,0%	14	14
Minor assets	-	-	-	-	-	-	90,2%	-	-
Catering: Departmental activities	269	51	(2)	318	318	-	100,0%	247	246
Communication (G&S)	654	12	(16)	650	649	-	99,9%	614	613
Computer services	6	-	-	6	6	-	107,1%	-	-
Consultants: Business and advisory services	260	1	-	261	261	-	100,0%	274	274
Contractors	38	-	-	38	38	-	100,1%	113	113

Custodian of Good Governance

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Fleet services (including government motor transport)	64	(10)	-	54	54	-	100,4%	85	86
Consumable supplies	84	40	-	124	124	-	100,1%	121	124
Consumable: Stationery, printing and office supplies	243	7	(2)	248	248	-	100,0%	527	527
Operating leases	292	1	230	523	523	-	100,0%	383	383
Property payments	618	31	482	1 131	1 130	-	100,0%	893	892
Travel and subsistence	1 868	10	(19)	1 859	1 858	1	99,9%	2 479	2 480
Operating payments	212	101	-	313	313	-	99,9%	110	109
Venues and facilities	-	-	-	-	-	-	-	115	115
Rental and hiring	251	(244)	251	258	258	-	100,0%	177	177
Transfers and subsidies	19	-	1 983	2 002	2 002	-	100,0%	62	61
Households	19	-	1 983	2 002	2 002	-	100,0%	62	61
Social benefits	19	-	1 983	2 002	2 002	-	100,0%	62	61
Payments for capital assets	88	-	8	96	95	1	99,1%	111	111
Machinery and equipment	88	-	8	96	95	1	99,1%	111	111
Other machinery and equipment	88	-	8	96	95	1	99,1%	111	111
Total	63 884	-	717	64 601	63 201	1 400	97,8%	61 074	57 136

Subprogramme: 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 245	-	(160)	14 085	12 701	1 384	90,2%	12 113	11 178
Compensation of employees	13 671	-	(29)	13 642	12 259	1 383	89,9%	11 559	10 623
Salaries and wages	11 548	493	8	12 049	10 840	1 209	90,0%	10 306	9 373
Social contributions	2 123	(493)	(37)	1 593	1 419	174	89,1%	1 253	1 250
Goods and services	574	-	(131)	443	442	1	99,8%	554	555
Administrative fees	-	1	-	1	1	-	100,6%	-	-
Catering: Departmental activities	4	14	-	18	18	-	100,0%	3	3
Communication (G&S)	133	(17)	-	116	116	-	99,8%	66	66
Consumable supplies	-	1	-	1	1	-	100,0%	-	1
Consumable: Stationery, printing and office supplies	40	4	-	44	44	-	99,8%	78	78
Travel and subsistence	397	(2)	(131)	264	263	-	99,8%	407	407
Transfers and subsidies	19	-	-	19	19	-	101,4%	-	-
Households	19	-	-	19	19	-	101,4%	-	-
Social benefits	19	-	-	19	19	-	101,4%	-	-
Total	14 264	-	(160)	14 104	12 721	1 383	90,2%	12 113	11 178

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Subprogramme: 4.2: PROFESSIONAL ETHICS

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	21 648	-	(303)	21 345	21 339	6	100,0%	22 225	20 378
Compensation of employees	20 470	-	(163)	20 307	20 302	5	100,0%	21 400	19 555
Salaries and wages	18 112	25	(163)	17 974	17 969	5	100,0%	18 901	17 299
Social contributions	2 358	(25)	-	2 333	2 332	1	100,0%	2 499	2 256
Goods and services	1 178	-	(140)	1 038	1 037	-	100,0%	825	823
Advertising	-	-	-	-	-	-	-	14	14
Catering: Departmental activities	102	-	(2)	100	100	-	99,8%	13	12
Communication (G&S)	279	4	(25)	258	257	-	100,0%	213	212
Consultants: Business & advisory services	260	1	-	261	261	-	100,0%	274	274
Contractors	32	-	-	32	32	-	99,8%	-	-
Fleet services (incl gover motor transport)	1	1	-	2	2	-	100,5%	-	-
Consumable supplies	2	-	-	2	2	-	98,1%	1	1
Cons: Station, printing and office supplies	31	6	(2)	35	36	-	100,4%	118	117
Travel and subsistence	323	(12)	(111)	200	200	-	99,8%	105	106
Operating payments	148	-	-	148	148	-	100,0%	75	74
Rental and hiring	-	-	-	-	-	-	-	12	12
Transfers and subsidies	-	-	462	462	462	-	100,0%	56	56
Households	-	-	462	462	462	-	100,0%	56	56
Social benefits	-	-	462	462	462	-	100,0%	56	56
Payments for capital assets	16	-	32	48	48	-	100,0%	40	40
Machinery and equipment	16	-	32	48	48	-	100,0%	40	40
Other machinery and equipment	16	-	32	48	48	-	100,0%	40	40
Total	21 664	-	191	21 855	21 849	6	100,0%	22 321	20 474

Subprogramme: 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	27 884	-	(811)	27 074	27 064	10	100,0%	26 563	25 409
Compensation of employees	24 750	-	(2 006)	22 744	22 735	9	100,0%	21 789	20 634
Salaries and wages	21 891	32	(1 704)	20 219	20 213	6	100,0%	19 231	18 246
Social contributions	2 859	(32)	(302)	2 525	2 522	3	99,9%	2 558	2 388
Goods and services	3 134	-	1 195	4 330	4 329	-	100,0%	4 774	4 775
Administrative fees	-	1	-	1	1	-	131,4%	1	1
Advertising	27	-	-	27	27	-	100,0%	-	-
Minor assets	-	-	-	-	-	-	90,2%	-	-
Catering: Departmental activities	163	38	-	201	201	-	100,0%	231	231
Communication (G&S)	242	25	9	276	276	-	100,0%	335	336
Computer services	6	-	-	6	6	-	107,1%	-	-
Contractors	6	-	-	6	6	-	101,4%	113	113
Fleet services (including government motor transport)	63	(11)	-	52	52	-	100,4%	85	86
Consumable supplies	82	40	-	122	122	-	100,1%	120	122
Consumable: Stationery, printing and office supplies	172	(4)	-	168	168	-	100,0%	331	331

Custodian of Good Governance

	2023/24							2022/23	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	292	1	230	523	523	-	100,0%	383	383
Property payments	618	31	482	1 131	1 130	-	100,0%	893	892
Travel and subsistence	1 148	24	223	1 395	1 395	1	100,0%	1 967	1 966
Operating payments	64	101	-	165	165	-	99,8%	35	34
Venues and facilities	-	-	-	-	-	-	-	115	115
Rental and hiring	251	(244)	251	258	258	-	100,0%	165	166
Transfers and subsidies	-	-	1 521	1 521	1 521	-	100,0%	6	5
Households	-	-	1 521	1 521	1 521	-	100,0%	6	5
Social benefits	-	-	1 521	1 521	1 521	-	100,0%	6	5
Payments for capital assets	72	-	(24)	48	47	1	98,3%	71	71
Machinery and equipment	72	-	(24)	48	47	1	98,3%	71	71
Other machinery and equipment	72	-	(24)	48	47	1	98,3%	71	71
Total	27 956	-	686	28 643	28 632	11	100,0%	26 640	25 485

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

Detail of these transactions can be viewed in the note on Transfers and subsidies and Annexure 1 (A-H) to the Annual Financial Statements.

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

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

3 Detail on payments for financial assets

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

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

4.1 Per programme:

Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
R'000	R'000	R'000	%

Programme 1: Administration

136 907 136 878 29 0%

No material variances between the budget and the spending

Programme 2: Leadership and
Management Practices

52 257 52 212 45 0%

No material variances between the budget and the spending

Programme 3: Monitoring and
Evaluation

46 988 46 975 13 0%

No material variances between the budget and the spending

Programme 4: Integrity and Anti-
Corruption

64 601 63 201 1 400 2%

R1,4 milion underspending in programme 4 is attributed to Compensation of Employees due to cost containment measures issued by National Treasury/DPSA on the filling of the Vacant Posts

4.2 Per economic classification:

Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
R'000	R'000	R'000	%

Current expenditure

Compensation of employees	229 135	227 687	1 448	1%
Goods and services	65 859	65 840	19	-

Transfers and subsidies

Foreign governments and international organisations	37	37	-	-
Households	3 461	3 426	35	1%

Payments for capital assets

Machinery and equipment	2 261	2 261	-	-
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Payments for financial assets

-	16	(16)
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No material variances on operations. The R1,4 million underspending in programme 4 is attributed to Compensation of Employees due to cost containment measures issued by National Treasury/DPSA on the filling of the Vacant Posts

Statement of Financial Performance as at 31 March 2024
Vote 12: Public Service Commission

	Note	2023/24 R'000	2022/23 R'000
REVENUE			
Annual appropriation	1	300 753	295 541
Departmental revenue	2	375	362
TOTAL REVENUE		301 128	295 903
EXPENDITURE			
Current expenditure			
Compensation of employees	4	227 687	206 742
Goods and services	5	65 840	69 009
Aid assistance	3	-	11
Total current expenditure		293 527	275 762
Transfers and subsidies			
Transfers and subsidies	7	3 463	1 158
Total transfers and subsidies		3 463	1 158
Expenditure for capital assets			
Tangible assets	8	2 261	1 902
Intangible assets	-	-	-
Total expenditure for capital assets		2 261	1 902
Payments for financial assets	6	16	115
TOTAL EXPENDITURE		299 267	278 937
SURPLUS/(DEFICIT) FOR THE YEAR		1 861	16 966
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds	12	1 486	16 615
Annual appropriation		1 486	16 615
Departmental revenue and NRF Receipts	13	375	362
Aid assistance	3	-	(11)
SURPLUS/(DEFICIT) FOR THE YEAR		1 861	16 966



Statement of Financial Position as at 31 March 2024
Vote 12: Public Service Commission

	<i>Note</i>	2023/24 R'000	2022/23 R'000
ASSETS			
Current Assets		13 215	17 278
Cash and cash equivalents	9	(1 584)	15 405
Prepayments and advances	10	2 345	1 236
Receivables	11	12 454	637
Non-Current Assets		190	83
Receivables	11	190	83
TOTAL ASSETS		13 405	17 361
LIABILITIES			
Current Liabilities		12 708	16 693
Voted funds to be surrendered to the Revenue Fund	12	1 486	16 615
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	13	21	7
Bank overdraft	14	10 973	-
Payables	15	228	71
TOTAL LIABILITIES		12 708	16 693
NET ASSETS		697	668
Represented by:			
Recoverable revenue		697	668
TOTAL		697	668

Statement of Changes in Net Assets as at 31 March 2024
Vote 12: Public Service Commission

NET ASSETS

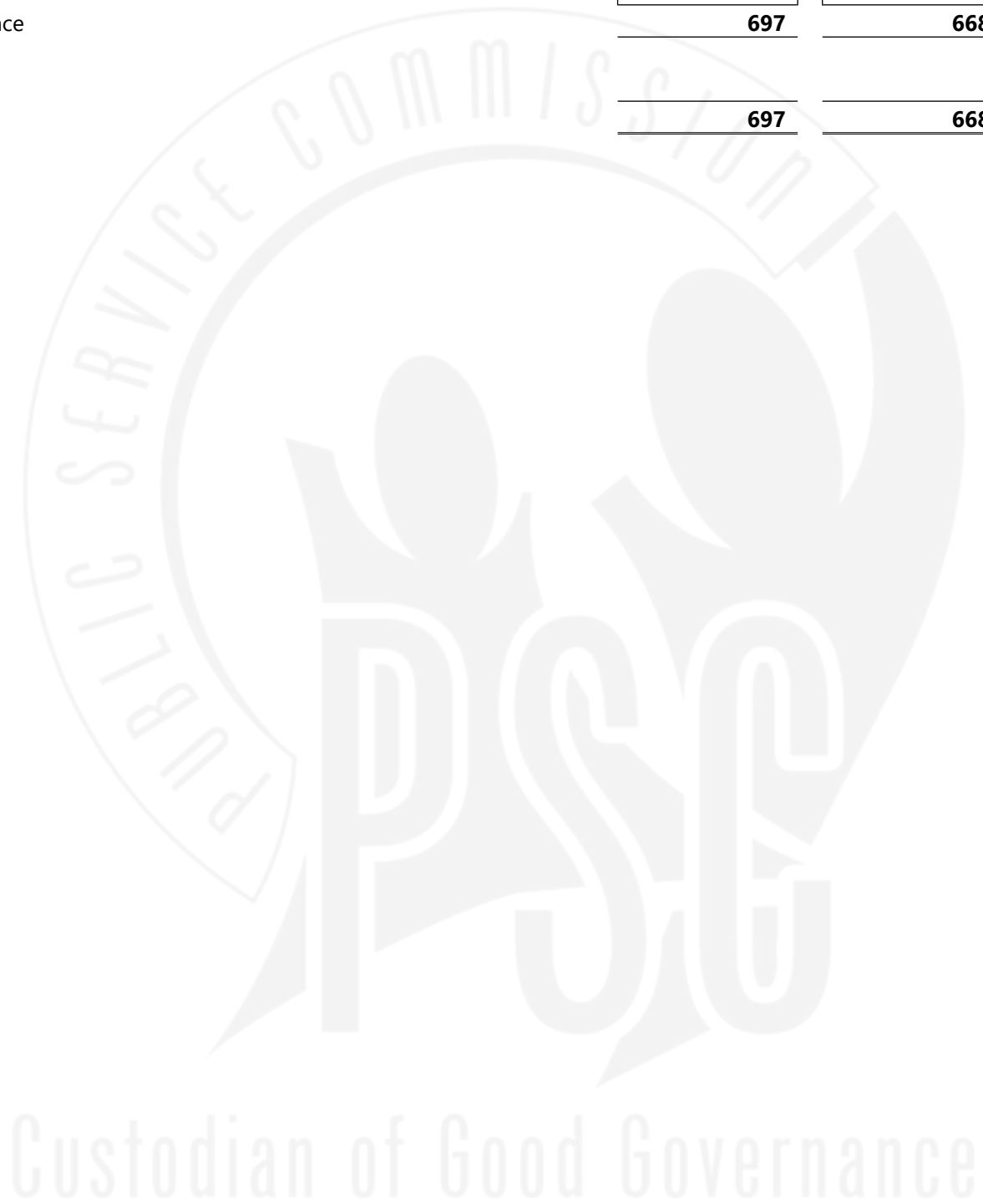
Note **2023/24** **2022/23**
 R'000 **R'000**

Recoverable revenue

Opening balance		668	590
Transfers		29	78
Irrecoverable amounts written off	6.2	16	115
Debts recovered (included in departmental receipts)		(192)	(206)
Debts raised		205	169
Closing balance		697	668

TOTAL

697 **668**



Cash Flow Statement as at 31 March 2024
Vote 12: Public Service Commission

	Note	2023/24 R'000	2022/23 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		289 096	295 894
Annual appropriated funds received	1	288 753	295 541
Departmental revenue received	2	319	339
Interest received	2	24	14
Net (increase)/ decrease in working capital		(769)	(1 023)
Surrendered to Revenue Fund		(16 976)	(20 908)
Current payments		(293 527)	(275 762)
Payments for financial assets		(16)	(115)
Transfers and subsidies paid		(3 463)	(1 158)
Net cash flow available from operating activities	16	(25 655)	(3 072)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(2 261)	(1 902)
Proceeds from sale of capital assets	2.3	32	9
(Increase)/decrease in non-current receivables	11	(107)	380
Net cash flows from investing activities		(2 336)	(1 513)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		29	78
Net cash flows from financing activities		29	78
Net increase/ (decrease) in cash and cash equivalents		(27 962)	(4 507)
Cash and cash equivalents at beginning of period		15 405	19 912
Unrealised gains and losses within cash and cash equivalents		-	-
Cash and cash equivalents at end of period	17	(12 557)	15 405

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

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

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

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

1. Basis of preparation

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

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6. Comparative information

6.1 Prior period comparative information

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

6.2 Current year comparison with budget

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

7. Revenue

7.1 Appropriated funds

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

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. Departmental revenue is measured at the cash amount received. In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value. Any amount owing to the 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.

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

8.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold. Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.

8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost 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. CARA Funds are recognised when receivable and measured at the amounts receivable. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

9.2 Aid assistance paid.

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

10. Cash and cash equivalents

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

11. Prepayments and advances

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

Prepayments and advances are initially and subsequently measured at cost.

12. Loans and receivables

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

13. 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.

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.

16.3 Contingent assets

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

16.4 Capital commitments

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

17. Unauthorised expenditure

Unauthorised expenditure is measured at the amount of the confirmed 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 recorded in the notes to the financial statements comprise of

- unauthorised expenditure that was under assessment in the previous financial year;
- unauthorised expenditure relating to previous financial year and identified in the current year; and
- Unauthorised incurred in the current year.

18. Fruitless and wasteful expenditure

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

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

- fruitless and wasteful expenditure that was under assessment in the previous financial year;

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

19. Irregular expenditure

Irregular expenditure

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

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

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

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 complied with 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. Inventories

At the date of acquisition, inventories are recognised at cost in the statement of financial performance.

Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition. Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value. The cost of inventories is assigned by using the weighted average cost basis.

26. 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.

Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date.

The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of 2023 Appropriation Act, and second adjustment Appropriation Act.

2023/24

2022/23

	Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Final Appropriation R'000	Appropriation received R'000
Administration	136,907	136,761	146	135,693	135,693
Leadership and Management Practices	52,257	48,322	3,925	51,553	51,553
Monitoring and Evaluation	46,988	44 437	2,551	47,221	47,221
Integrity and Anti-Corruption	64,601	59 223	5,378	61,074	61,074
TOTAL	300,753	288 753	12,000	295,541	295,541

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

	Note	2023/24 R'000	2022/23 R'000
2. Departmental Revenue			
Sales of goods and services other than capital assets	2.1	118	117
Interest, dividends and rent on land	2.2	24	14
Sales of capital assets	2.3	32	9
Transactions in financial assets and liabilities	2.4	201	222
Departmental revenue collected		375	362
2.1 Sales of goods and services other than capital assets		118	117
Sales of goods and services produced by the department		54	52
Sales by market establishment		64	65
Other sales		-	-
Sales of scrap, waste, and other used current goods		-	-
TOTAL		118	117

	Note	2023/24 R'000	2022/23 R'000
2.2 Interest, dividends and rent on land and buildings			
Interest		24	14
TOTAL		24	14
2.3 Sales of capital assets			
Tangible assets		32	9
Machinery and equipment		32	9
TOTAL		32	9
2.4 Transactions in financial assets and liabilities			
Receivables		168	193
Other Receipts including Recoverable Revenue		33	29
TOTAL		201	222
3. Aid assistance			
Opening balance		-	11
Prior period error		-	-
As restated		-	11
Transferred from statement of financial performance		-	(11)
Closing balance		-	-
3.1 Aid assistance expenditure per economic classification			
Current		-	11
TOTAL		-	11
4. Compensation of Employees			
4.1 Salaries and Wages			
Basic salary		157,611	142,243
Performance award		-	125
Service Based		51	200
Compensative/circumstantial		888	992
Other non-pensionable allowances		38,582	39,183
TOTAL		197,132	182,743
4.2 Social contributions			
Employer contributions			
Pension		24,692	18,429
Medical		5,829	5,530
UIF		2	2
Bargaining council		32	38
TOTAL		30,555	23,999
TOTAL COMPENSATION OF EMPLOYEES		227,687	206,742
Average number of employees		302	280

	Note	2023/24 R'000	2022/23 R'000
5. Goods and services			
Administrative fees		81	139
Advertising		87	406
Assets less than R5,000	5.1	102	194
Bursaries (employees)		594	469
Catering		995	1,400
Communication		2,900	3,360
Computer services	5.2	10,968	11,426
Consultants, contractors, and agency/outsourced services		3,146	2,643
Legal services		2,540	1,066
Contractors		77	282
Audit cost – external	5.3	4,583	4,207
Fleet services		319	525
Inventory	5.4	85	124
Consumables	5.5	2,901	3,501
Operating leases		19,841	20,443
Property payments	5.6	5,077	4,530
Rental and hiring		401	602
Travel and subsistence	5.7	8,855	9,691
Venues and facilities		477	1,993
Training and staff development		249	1,200
Other operating expenditure	5.8	1,562	808
TOTAL		65,840	69,009
5.1 Minor assets			
Tangible assets			
Machinery and equipment		102	194
TOTAL		102	194
5.2 Computer services			
SITA computer services		8,041	6,272
External computer service providers		2,927	5,154
TOTAL		10,968	11,426
5.3 Audit cost - external			
Regulatory audits		4,583	4,207
Computer audits		-	-
TOTAL		4,583	4,207
5.4 Inventory			
Medical supplies		85	124
TOTAL		85	124

	Note	2023/24 R'000	2022/23 R'000
5.5 Consumables			
Consumable supplies		1,621	1,416
Uniform and clothing		-	301
Household supplies		1,516	457
Building material and supplies		-	257
IT consumables		105	183
Other consumables		-	218
Stationery, printing, and office supplies		1,280	2,085
TOTAL		2,901	3,501
5.6 Property payments			
Municipal services		2,933	2,933
Other		2,144	1,597
TOTAL		5,077	4,530
5.7 Travel and subsistence			
Local		8,768	9,475
Foreign		87	216
TOTAL		8,855	9,691
5.8 Other operating expenditure			
Professional bodies, membership, and subscription fees		80	-
Resettlement costs		864	-
Other		618	808
TOTAL		1,562	808
5.9 Remuneration of Audit committee members (Included in Consultants: Business and advisory services)			
Five(5) Audit Committee members		186	205
TOTAL		186	205
6. Payment for financial assets			
Other Material losses written off	6.1	-	99
Material losses through criminal conduct			
Theft	6.2	16	16
TOTAL		16	115
	Note	2023/24 R'000	2022/23 R'000
6.1. Other material losses written-off			
No show Accommodation		-	83
Windshield damage		-	3
Damaged laptop		-	13
TOTAL		-	99

	Note	2023/24 R'000	2022/23 R'000
6.2. Details of theft			
Nature of Theft			
Computer equipment		16	16
TOTAL		16	16
7. Transfers and subsidies			
Foreign governments and international organisations	Annex 1A	37	-
Households	Annex 1B	3,426	1,158
TOTAL		3,463	1,158
7.1 Gifts, Donations and Sponsorships Made in Kind			
Donations	Annex 1C	584	-
TOTAL		584	-
8. Expenditure for Capital Assets			
Tangible assets			
Machinery and equipment	25	2,261	1,902
Intangible assets			
Software		-	-
TOTAL		2,261	1,902

*Note 25 excludes the finance lease amount of R470 000

8.1 Analysis of funds utilised to acquire capital assets – 2023/24

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets	-	-	-
Machinery and equipment	2,261	-	2,261
TOTAL	2,261	-	2,261

8.2 Analysis of funds utilised to acquire capital assets – 2022/23

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets			
Machinery and equipment	1,902	-	1,902
TOTAL	1,902	-	1,902

	Note	2023/24 R'000	2022/23 R'000
8.3. Finance lease expenditure included in Expenditure for capital assets			
Tangible assets			
Machinery and equipment		470	576
TOTAL		470	576

9. Cash and cash equivalents			
Consolidated Paymaster General Account		(1,684)	15,305
Cash on hand		100	100
TOTAL		(1,584)	15,405

10. Prepayments and Advances			
Travel and subsistence		15	-
Prepayments (Not expensed)	10.2	2,317	
Advances paid (Not expensed)	10.1	13	1,236
TOTAL		2,345	1,236

Analysis of Total Prepayments and advances

Current Prepayments and advances		2,345	1,236
Non-current Prepayments and advances		-	
TOTAL		2,345	1,236

10.1 Advances paid (Not expensed)

	Note	Balance as at 1 April 2023	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 MARCH 2024
		R'000	R'000	R'000	R'000	R'000
National departments	10	1,236	(249)	(974)	-	13
TOTAL		1,236	(249)	(974)	-	13

	Note	Balance as at 1 April 2022	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2023
		R'000	R'000	R'000	R'000	R'000
National departments	10	756	(909)	-	1,389	1,236
TOTAL		756	(909)	-	1,389	1,236

10.2 Prepayments (Not expensed)

	Note	Balance as at 1 April 2023	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year Prepayments	Balance as at 31 MARCH 2024
	10	R'000	R'000	R'000	R'000	R'000
Goods and Services		-	-	-	2,317	2,317
TOTAL		-	-	-	2,317	2,317

11. Receivables

		2023/24			2022/23		
	Note	Current R'000	Non- current R'000	Total R'000	Current R'000	Non- current R'000	Total R'000
Claims recoverable	11.1	32	-	32	64	-	64
Recoverable expenditure	11.2	9	-	9	66	-	66
Staff debt	11.3	413	190	603	507	83	590
Voted funds receivable (ref to note 1.1)	11.4	12,000	-	12,000	-	-	-
TOTAL		12,454	190	12,644	637	83	720

11.1 Claims Recoverable

National departments	4	-
Foreign governments	-	36
Private enterprises	28	28
TOTAL	32	64

11.2 Recoverable expenditure (disallowance accounts)

Sal: Disallowance Account: CA	(4)	66
Sal: Tax Debt	13	-
TOTAL	9	66

11.3 Staff debts

Salary	75	94
Bursary	512	482
Fruitless and Wasteful	7	-
Other	9	14
TOTAL	603	590

11.4 Other receivables

Voted funds not received from National Treasury	12,000	-
TOTAL	12,000	-

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

	<i>Note</i>	2023/24 R'000	2022/23 R'000
12. Voted funds to be surrendered to the Revenue Fund			
Opening balance		16,615	20,500
Transfer from Statement of Financial Performance (as restated)		1,486	16,615
Voted funds not requested/not received		-	-
Paid during the year		(16,615)	(20,500)
CLOSING BALANCE		1,486	16,615
	<i>Note</i>	2023/24 R'000	2022/23 R'000
13. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance		7	53
Transfer from Statement of Financial Performance		375	362
Paid during the year		(361)	(408)
CLOSING BALANCE		21	7
14. Bank Overdraft			
Consolidated Paymaster General account		10,973	-
TOTAL		10,973	-

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

	Note	2023/24 R'000	2022/23 R'000
15. Payables – Current			
Clearing accounts	15.1	228	71
TOTAL		228	71
15.1. Clearing accounts			
SAL: Income Tax: CL		221	69
SAL: Pension Fund:CL		7	1
SAL: GEHS refund control acc:CL		-	1
TOTAL		228	71
16. Net Cash Flow Available from operating activities			
Net surplus as per Statement of Financial Performance		1,861	16,966
Add back noncash/cash movements not deemed operating activities		(27,516)	(20,038)
(Increase)/Decrease in receivables		183	(487)
Decrease in prepayments and advances		(1,109)	(480)
Increase in payables – current		157	(56)
Proceeds from sale of capital assets		(32)	(9)
Expenditure on capital assets	8.1	2,261	1,902
Surrenders to Revenue Fund		(16,976)	(20,908)
Voted funds not requested/not received		(12,000)	-
Net cash flow generated by operating activities		(25,655)	(3,072)

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

17. Reconciliation of Cash and Cash Equivalents for

Cash flow Purposes

Consolidated Paymaster General account	(12,657)	15,305
Cash on hand	100	100
Investments (Domestic)	-	-
TOTAL	(12,557)	15,405

Due to the insufficient budget that was allocated to PSC from the fiscus at main budget appropriation, and the subsequent budget cut of R3.4 million implemented during the 1st budget adjustment, PSC was clearly underfunded. After a clarion call that was made by the PSC, an additional R12 million was eventually allocated to PSC to alleviate budget pressure during the Second Adjustments Appropriation of 2023/24 financial year. This happened by means of a Second Adjustment Bill being tabled in Parliament by the Minister of Finance to Parliament on 21 February 2024. By financial year end on the 31 March 2024, such additional funding of R12 million had not been paid to PSC's bank account. The Second Adjustments Appropriation Bill was only signed on 7th May 2024, post financial year end. This action will result to an adjusting event

after the reporting date as the final appropriated budget for the PSC will increase by R12 million and the final appropriated budget will amount to R300.8 million.

		2023/24 R'000	2022/23 R'000
18. Contingent liabilities and contingent assets			
Contingent liabilities			
Claims against the department	<i>Annex 2</i>	909	350
TOTAL		909	350
19. Capital Commitments			
Machinery and Equipment		-	858
TOTAL COMMITMENTS		-	858
20. Accruals and Payables not recognised			
20.1 Accruals			
Listed by economic classification			
	30 Days R'000	30+ Days R'000	Total R'000
Goods and services	884	-	884
Transfers and Subsidies	-	-	-
Capital Assets	10	-	10
TOTAL	894	-	894
		2023/24 R'000	2022/23 R'000
Listed by programme level	<i>Note</i>		
Programme 1: Administration		714	5,675
Programme 2: Leadership and Management Practices		37	452
Programme 3: Monitoring and Evaluation		23	606
Programme 4: Integrity and Anti-Corruption		120	804
TOTAL		894	7,537
20.2 Payables			
Listed by economic classification			
	30 Days R'000	30+ Days R'000	Total R'000
Goods and services	3,835	-	3,835
Transfers and Subsidies	-	-	-
Capital Assets	-	-	50
TOTAL	3,835	-	3,835

Listed by programme level		2023/24 R'000	2022/23 R'000
Programme 1: Administration	<i>Note</i>	3,829	732
Programme 2: Leadership and Management Practices		-	4
Programme 3: Monitoring and Evaluation		-	304
Programme 4: Integrity and Anti-Corruption		6	328
TOTAL		3,835	1,368

21. Employee benefits

Leave entitlement	7,156	9,107
Service bonus (Thirteenth cheque)	5,533	5,210
Capped leave commitments	1,998	4,035
Other (Long service awards)	142	62
TOTAL	14,829	18,414

*Included in the leave entitlement is negative annual leave of 33 days which amounts to R103 000. Included in Other (long service awards) is estimated value of approximately R142 000 for 12 officials that will receive 20- & 30-years' long-term service rewards, in the 2023/24 financial year.

22. Lease commitments

22.1. Operating leases expenditure

2023/24	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	-	6,270	660	6,930
Later than 1 year and not later than 5 years	-	2,055	88	2,143
Total lease commitments	-	8,325	748	9,073

2022/23	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	9,699	692	10,391
Later than 1 year and not later than 5 years	-	5,104	617	5,721
Total lease commitments	-	14,803	1,309	16,112

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Office Accommodation Leases:

The total amount of lease commitments for buildings includes the National Office and nine (9) Provincial Offices. Lease contracts of the four (4) buildings range from three years to five years with escalation applicable on anniversary. The lease renewal option is only applicable upon request or included as an option in the contract. The lease contracts for six (6) buildings have expired and alternative office accommodation for five (5) is required.

Vehicles Leases:

Three (3) new vehicles have been leased for a period of three (3) years. A total of seven (7) leases have expired however the office is still utilising the vehicles.

22.2 Finance lease expenditure

2023/24	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	502	502
Later than 1 year and not later than 5 years	-	-	824	824
Total lease commitments	-	-	1,326	1,326

2022/23				
Not later than 1 year	-	-	313	313
Later than 1 year and not later than 5 years	-	-	-	-
Total lease commitments	-	-	313	313

Leasing of photocopy equipment is according to the Transversal Contract RT3-2022 for a period of 36 months. A total of 21 Machines are leased for a three (3) year period with different escalation rates and no renewal options applicable.

	Note	2023/24	2022/23
		R'000	R'000
23. Unauthorised, Irregular and Fruitless expenditure			
Irregular expenditure		407	71
		407	71

- * Transactions below R30 000 that were wrongfully not subjected to paragraph 3.1 of PPR2022 evaluation criteria.
- * BBBEE points for youth and women did not tally, although correct suppliers were appointed.

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

Although the Public Service Commission's budget for the 2023/24 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

	2023/24	2022/23
	R'000	R'000
Political Office Bearers *	19,140	17,417
Officials:		
Level 15 to 16	7,774	7,450
Level 14	13,328	11,516
Family members of Key management personnel	-	-
TOTAL	40,242	36,383

All 14 Commissioners, (5 recommended by National Assembly and for 9 provinces each nominated by a Premier of the Province) and all confirmed by the President, are appointed in terms of the Section 196 of the Constitution of the Republic of South-Africa, 1996 and therefore they are not Political Office bearers. From the 14 Commissioners the President will designate 1 Commissioner as the Chairperson and 1 Commissioner as the Deputy Chairperson in terms of Section 5. (1) of the Public Service Commission Act 46 of 1997.

26. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Opening balance R'000	Value Adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT					
Computer equipment	17,536	-	1,456	(510)	18,482
Furniture and office equipment	11,451	-	317	(216)	11,552
Other machinery and equipment	5,429	-	18	-	5,447
TOTAL MOVABLE TANGIBLE ASSETS	34,416	-	1,791	(726)	35,481

Total Additions per Trial Balance R2 260 975,54
minus finance leases R469 587,30
= Asset register of additions R1 791 388,43

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Machinery and equipment	2	31

*Included in the above total of movable tangible capital assets as per the asset register, two stolen assets which are under Loss Control Committee.

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26.1. Movement for 2022/23

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

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT					
Computer equipment	17,236	-	539	239	17,536
Furniture and office equipment	11,172	-	738	459	11,451
Other machinery and equipment	5,406	-	49	26	5,429
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	33,814	-	1,326	724	34,416

26.2. Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2024

	Intangi- ble assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	1	7,259	-	7,260
Additions	-	-	102	-	102
Disposals	-	-	(351)	-	(351)
TOTAL MINOR ASSETS	-	1	7,010	-	7,011

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	4	-	4
Number of minor assets at cost	-	1	4,639	-	4,640
TOTAL NUMBER OF MINOR ASSETS	-	1	4,643	-	4,644

Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2023

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	1	7,327	-	7,328
Additions	-	-	194	-	194
Disposals	-	-	(262)	-	(262)
TOTAL	-	1	7,259	-	7,260

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	5	-	5
Number of minor assets at cost	-	1	4,779	-	4,780
TOTAL	-	1	4,784	-	4,785

26.3. Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2024

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	16	-	16
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	16	-	16

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2023

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	115	-	115
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	115	-	115

27. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Opening balance R'000	Value adjustment R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	3,957	-	-	(144)	3,813
TOTAL INTANGIBLE CAPITAL ASSETS	3,957	-	-	(144)	3,813

Custodian of Good Governance

27.1. Movement for 2022/23

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

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
Software	3,957	-	-	-	3,957
TOTAL	3,957	-	-	-	3,957

28. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Open- ing bal- ance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES					
Other fixed structures	4,158	-	-	-	4,158
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	4,158	-	-	-	4,158

28.1 Movement for 2022/23

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

	Open- ing bal- ance R'000	Prior Period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES					
Other fixed structures	4,158	-	-	-	4,158
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	4,158	-	-	-	4,158

29. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

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

30. NATURAL DISASTER OR RELIEF EXPENDITURE

	2023/24 R'000	2022/23 R'000
<i>Annexure 5</i>		
Goods and services	-	188
Expenditure for capital Assets	-	-
TOTAL	-	188

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ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2022/23	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Association of African Public Services Commissions (AAPSComs)	35	-	2	37	37	100%	90	
TOTAL	35	-	2	37	37		90	-

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2022/23	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Retirement and Resignations benefits	523	-	2,940	3,463	3,426	98.9%	1,433	1,158
TOTAL	523	-	2,940	3,463	3,426		1,433	1,158

ANNEXURE 1C

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2023/24	2022/23
	R'000	R'000
<p>Made in kind</p> <p>Donations Computer equipment (20 CPU'S, 3 Monitor's, 2 Working Station's and 10 Printer's) Office Furniture and Equipment (2 Camera's, 4 Chairs, 1 Desk, 1 Table, 1 DVD Writer, 1 Fridge, 1 Presentation Unit, 2 Recorder's and 1 Fax Machine.)</p> <p>The following were the recipients of the above items:</p> <p>ITAD Africa Ewaste, M.E Ewaste, South City Ewaste Kings and Queens, Child Welfare South Africa and</p>	584	-
<p>Made in kind</p> <p>Donations Computer equipment (6 Laptops, 2 CPU and 3 Monitor) Office furniture and equipment (1 Air Conditioner and 2 Camera, 5 Chairs, 1 Projector, 4 recorder, 4 routers, 3 shredder, 3 presentation unit and 3 vaccum cleaners)</p> <p>The following were the recipients of the above items: Khotsong Communication, Lusaka and Clothing, Mpilisweni S School, Go green, FS E-waste, Tshwane Business Academy, Masevhe E-Waste, Kids up Nursery school and silverton. Kiddies day and famza Pietermaritzburg and FS Empowerment for women</p>	-	631
TOTAL	584	631

Custodian of Good Governance

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2024

NATURE OF LIABILITY	Opening Balance 01 April 2023	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recover- able (Provide details hereunder)	Closing Balance 31 MARCH 2024
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
1. Application for review of the Public Service Commission Report on the Department of Transport: Eastern Cape Province High Court Case No: 3703/2019(Grahamstown)	50	-	(50)	-	-
2. 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.	200				200
3. Case number 1931/123 high court Western Cape, applicant VS PSC and 3 others 500/21.	100	400	-	-	500
4. Referral of dispute to the GPSSBC regarding alleged unfair dismissal and the filling of a review application in the Labour Court in 2023 to set aside partly the Arbitration Award.	-	209	-	-	209
TOTAL	350	609	(50)	-	909

ANNEXURE 3

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Department of Correctional Services	-	-	4	-	4	-
OTHER PRIVATE ENTITIES						
Travel With Flair	-	-	28	28	28	28
TOTAL	-	-	32	28	32	28

ANNEXURE 4

INTER-ENTITY ADVANCE PAID

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
National School of Government	-	-	13	624	13	624
Government Communications and Information Systems	-	612	-	-	-	612
TOTAL	-	612	13	624	13	1,236

ANNEXURE 5

NATURAL DISASTER OR RELIEF EXPENDITURE

Per quarter and in total

Expenditure per economic classification	Subtotal Q1	Subtotal Q2	Subtotal Q3	Subtotal Q4	2023/24 TOTAL	2022/23 TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	-	-	-	-	-	-
Goods services	-	-	-	-	-	188
Consumables Supplies	-	-	-	-	-	48
Property Payments	-	-	-	-	-	140
TOTAL NATURAL DISASTER OR RELIEF EXPENDITURE	-	-	-	-	-	188

ANNEXURE 6
ANALYSIS OF PREPAYMENTS AND ADVANCES (NOTES 10)

Name of Entity	Sector of the entity	Description of goods, services, and/ or capital assets paid for	Classification categories	Contract reference number	Total contract value	Contract commencement date	Contract end date	Frequency of the prepayment or advance	Balance outstanding as at 31 March 20YY	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 20ZZ	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
					R'000				R'000	R'000	R'000	R'000		
Prepayments														
Microsoft Ireland Operations Ltd	Private	Microsoft Enterprise	Goods and services	OR-012927	3 475	2023/12/01	2024/11/30	Monthly	-	2 317		-	2 317	Microsoft Enterprise services payable for the period December 2023 until November 2024. Expensed services rendered from December 2023 until March 2024. Prepayment for the period April 2024 until November 2024.
TOTAL PREPAYMENTS	-	-	-	-	-	-	-	-	-	2 317	-	-	2 317	-

GALLERY



PSC Information Session



Meeting with Deputy President



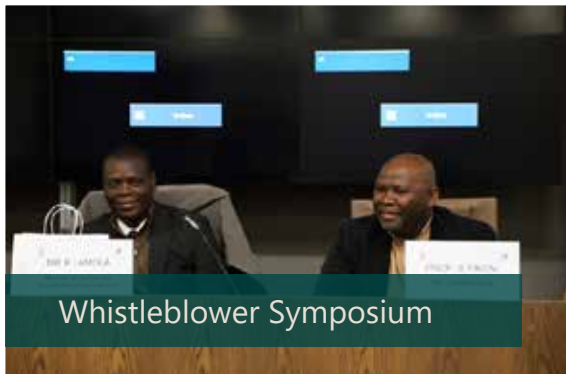
Public Finance Conference



Public Finance Conference



Meeting with Deputy President



Whistleblower Symposium



Whistleblower Symposium



Governance



8-Principles Workshop



Employee Health and Wellness



PSC Internship Programme



8-Principles Workshop



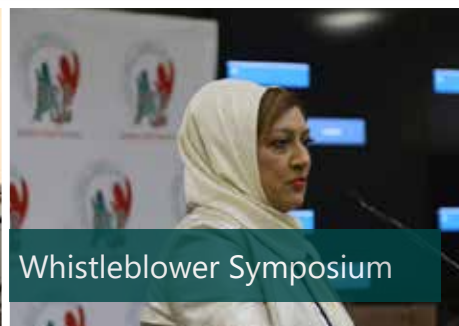
Meeting with Gauteng Premier



NC Citizens' Forum



PSC Information Session



Whistleblower Symposium



8-Principles Workshop



Meeting with Tourism Minister



Republic of South Africa

Public Service Commission
Private Bag X121, Pretoria, 0001

Public Service Commission House
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