



Custodian of Good Governance

2022/23 ANNUAL REPORT

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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, 1st Floor, 221 Pietermaritz Street, Pietermaritzburg, 3200 Tel: (033) 345 1621 Fax: (033) 345 8505	Private Bag X 910 Pietermaritzburg 3200
Mpumalanga	Allied Building, 5th Floor, 34 Brown Street, Nelspruit Tel: (013) 755 4070 Fax: (013) 752 5814	Private Bag X11303 Nelspruit 1200
Northern Cape	Woolworths Building, 1st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301 Tel: (053) 832 6222 Fax: (053) 832 6225	Private X 5071 Kimberley 8300
Limpopo	Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783 Fax: (015) 291 4683	Private Bag X 9543 Polokwane 0700

Name of facility	Physical Address	Postal Address
North West	Megacity Shopping Centre, Unit 1, Ground Floor, Shop 111, Cnr Sekame Street and Dr James Moroka Drive, Mmabatho Tel: (018) 384 1000 Fax: (018) 384 1012	Private Bag X 2065 Mmabatho 2735
Western Cape	Sanlam Golden Acre Building, 21st Floor, 9 Adderley Street, Cape Town, 8001 Tel: (021) 421 3980 Fax: (021) 421 4060	P O Box 2078 Cape Town 8000

2. LIST OF ABBREVIATIONS/ACRONYMS

Acronyms	Description
4IR	Fourth Industrial Revolution
AGSA	Auditor-General of South Africa
APSD	Africa Public Service Day
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
CF	Citizens Forum
CoGTA	Cooperative Governance and Traditional Affairs
CVPs	Constitutional Values and Principles
DDM	District Development Model
DG	Director-General
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
EA	Executive Authority
FDF	Financial Disclosure Framework
GEPF	Government Employee Pension Fund
HDI	Historically Disadvantaged Individuals
HOA	Home Owners Allowance
HoD	Head of Department

Acronyms	Description
IACD	International Anti-corruption Day
ID	Identity Document
IGCMS	Integrated Grievance and Complaints Management System
IPR	Institutional Practice Review
IT	Information Technology
MPSA	Minister for Public Service and Administration
MTSF	Medium Term Strategic Framework
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



As we present this 2022/23 Annual Report, we are delighted by the key role and contribution made by the Public Service Commission (PSC) during the period under review. The current Public Sector Reforms, particularly the National Framework Towards the Professionalisation of the Public Sector and the Public Service Commission Bill, will greatly contribute to the national vision of a capable, ethical and developmental state. The goals of the Medium Term Strategic Framework (MTSF) for the 2019-2024 electoral cycle will only be achieved if interventions towards this national vision are purposefully and successfully implemented.

The repositioning of the PSC and the dedication of key partners have been a well-fitting response to the clarion call for the building of a state that is capable, developmental, ethical and corruption-free. His Excellency, President Cyril Ramaphosa, called upon state organs whose mandate it is to establish such a state, when he said:

“When I was elected to the position of President of South Africa, I said that building an efficient, capable and ethical state free from corruption was among my foremost priorities. Only a capable, efficient, ethical, and development-oriented state can deliver on the commitment to improve the lives of the people of this country. This means that the public service must be staffed by men and women who are professional, skilled, selfless, and honest. They must be committed to upholding the values of the Constitution, and must, as I said in my inaugural speech, faithfully serve no other cause than that of the public”.

The adoption of the National Framework Towards Professionalisation of the Public Sector (Professionalisation Framework) by Cabinet in October 2022, is but one of the key indicators towards the realisation of a capable, ethical and developmental state. Working with key partners, the PSC is in the process of coordinating the development of an Implementation Plan for the Professionalisation Framework, which will cut across all spheres of government including public entities. The PSC, amongst many other important deliverables of the framework, must ensure that the orientation of the public sector embodies the values and principles governing public administration as enshrined in Chapter 10 of the Constitution. These requirements and objectives of professionalisation and the creation of a single public service have become over-arching reforms that are at the heart of the PSC.

The PSC has recorded noticeable progress towards its repositioning agenda for an effective contribution towards the realisation of the envisioned state. Advancements in the drafting and processing of the PSC Bill are taking us closer to a more effective and independent Commission. The Bill would be tabled with the Cabinet and for adoption by Parliament in the new financial year. The PSC must start to prioritise the implementation of the PSC Bill once enacted into law. Amongst others, the implications of the new legislation will necessitate resource adjustments as the mandate of the PSC will be reinforced to the local sphere of government and public entities a per section 196(2) of the Constitution. As such the process of reviewing our organisational structure had commenced to ensure readiness and alignment with the intent of the repositioning agenda.

It is worth noting that the public service reforms are taking place at a time when the world economy is showing signs of instability and that has serious multiplier effects on the South African economy. The recent budget cuts proposal by the National Treasury might be an impediment if prioritisation is not conducted efficiently on the implementation of the Professionalisation Framework as well as strengthening the role of the PSC through the implementation of the PSC Bill. The importance of building a professional, capable, developmental and ethical state is that even under the current uncertainty presented by the geopolitical challenges in the country and globally with the possible coalition government after the 2024 national and provincial general elections, the state will still function effectively. This includes being able to deal with the increasing incidences of disasters due to climate change and the predicted drought and possible food shortages.

The PSC has also done well in increasing its visibility by, amongst others, having Commissioners engage with various stakeholders including communities and media about the work of the PSC. This increased visibility will also attract increased demand for the PSC services. Therefore, the PSC must be ready to deliver on the expectations of our stakeholders.

The implementation of our high-impact flagship projects remains a priority. There is a need to address the challenges of Information Communication Technology which is a key enabler for service delivery. The PSC has also observed, through its work that there is a challenge with the availability of government office accommodation, this aspect of office accommodation is still an important flagship project for the PSC. The PSC, in collaboration with the South African Police Service (SAPS), will be conducting service delivery inspections at the SAPS Forensic Laboratories. The results of the Judicial Inquiry in Allegations of State Capture (Zondo Commission), including some incidents where whistle-blowers have been killed have pointed out a need to protect whistle-blowers, this is another area of focus by the PSC.

Lastly, it is a great sign of good governance when an organisation continues to receive clean audits from the Auditor General of South Africa. We congratulate the OPSC under the leadership of the Director-General, Adv. Dinkie P. Dube for the spotless clean audit received by PSC for the 2022/23 financial year. This is the fourth successive clean audit. The PSC is therefore invited to ensure that our clean audits are supported by impactful implementation of our mandate by positively changing the lives of those that we serve.

To our Commissioners, your sterling team effort in repositioning the PSC is highly appreciated. All Commissioners have made a meaningful contribution by taking a lead in various forums within and outside of the PSC for the purpose of contributing

towards the achievement of our mandate. In the new year we look forward to welcoming a new national Commissioner, as the processes of appointment have advanced significantly. This will mean full establishment at the national level of Commissioners. However, the PSC is working hard to ensure that two vacant positions of Commissioners at a Provincial level, North West and Mpumalanga, are filled without further undue delay.

While we are operating under moments of volatility, uncertainty, complexity and ambiguity, it is incumbent upon us to respond with vision, understanding, clarity and agility as we forge our path towards a professional, capable, developmental and ethical state. Working together we will prosper.



PROFESSOR S. FIKENI

CHAIRPERSON: PUBLIC SERVICE COMMISSION

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 2022/23 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 **96%** of the planned annual targets (**24 of 25**). This level of performance would not have been possible without the commitment and dedication demonstrated by the collective leadership of the PSC and the employees. A brief discussion on the operations of the OPSC is as follows:

Programme 1: Administration

This Programme covers all the functions of the PSC that support its core business, such as secretariat support to the PSC, governance and policy, financial management, supply chain, facilities management, communications, information technology and security services. The relatively large size of the budget for the Programme is due to the location of the Compensation of Employees budget for the fourteen Commissioners, as well as the centralisation of the Goods and

Services budget, which is largely trapped in mandatory costs.

The Integrated Grievance and Complaints Management System (IGCMS), which is an automated case management system, posed system challenges during the period under review. Efforts to address the system challenges proved unsuccessful. The IGCMS has since been discontinued. In this regard, a backup Excel spreadsheet is currently maintained, and development of a new data system that will integrate the intake and assessment of complaints and grievances is underway.

The number of posts on the establishment of the OPSC increased from 251 in 2021/2022 to 337 in 2022/2023. The OPSC vacancy rate reduced from 10% in the 2021/2022 financial year to 7.7% by 31 March 2023. Critical SMS posts were filled for the year under review, and the target of 50% women in the SMS in the Office was achieved.

The PSC continued to use its quarterly publication, '*The Pulse of the Public Service*', to brief the public about its work every quarter. To this end, media briefings and engagements are arranged to amplify the contents of the Pulse when it is released. This approach has significantly contributed to the visibility of the PSC. Some of the pertinent issues covered in the Pulse included the following:

- Management of Precautionary Suspensions in the Public Service
- Management of Grievances and Complaints handled by the PSC

- Ethics in the Recruitment and selection processes in the Public Service
- Unlawful Instructions and ethical dilemmas in the Public Service
- Investigation analysis into the enablers and inhibitors of job performance of the Senior Management Service in the Public Service

The PSC has also used the media successfully to publicise the Commission's key events. For instance, the International Anti-Corruption Day held in December 2022 was broadcast live on three Television (TV) channels, namely the SABC, ENCA and Newzroom Afrika. The live broadcast was followed by interviews on TV and radio stations.

Programme 2: Leadership and Management Practice

The PSC is mandated to promote effective and sound public service leadership, human resource management, labour relations and labour practices through research, advocacy, investigations and advice. We completed a research study on leadership and human resource management practices and produced draft reports for two multi-year studies. In addition, the PSC conducted several information dissemination and capacity-building workshops on topical issues for Public Service departments and convened strategic engagements on the state of implementation of the PSC's recommendations with various departments and provincial legislatures. Following the widespread concerns about the poor management of precautionary suspensions, sanctions and other disciplinary processes in the Public Service, a Roundtable session was convened to identify challenges and propose solutions to promote effective discipline management.



Roundtable on Managing Intra- and Inter-Personal Relations for a Harmonious and Conducive Workplace



Amongst others, the challenges dealt with during the Roundtable discussions related to the proliferation of extended delays in uplifting precautionary suspensions, the excessive use of legal representation in disciplinary processes and the associated financial implications for government departments and affected employees as well as the application of inconstant sanctions for similar or related instances of misconduct. The Roundtable was attended by many critical stakeholders, inclusive of national and provincial departments, organised labour, the Solicitor General, the Chief State Law Advisor and the Judge President of the Labour Courts. It is hoped that the Roundtable's recommendations will contribute towards reviewing the disciplinary code and relevant guides in this area. To publicise the findings and recommendations of the completed report on the *Enablers and Inhibitors of Job Performance of Senior Managers in the Public Service*, a Webinar was held on 10 March 2023. Deliberations from the webinar affirmed that an ideal public servant should have a sense of duty and integrity, a clear conscience, and the technical competence to serve the public with professionalism.

During the year under review, the PSC has noted a slight increase in the number of grievances referred by employees and departments. This increase may be attributed to the ultimate 'return to office work' following the termination of the lockdown measures during the first quarter of 2022. In addition to investigating grievances of employees, the PSC continued to have engagements with selected departments as part of promoting the speedy resolution of grievances and sound labour relations in general.

To deal with some of the underlying causes of grievances related to unfair treatment, strained relations amongst employees and strained relations between the employer and employees, the PSC convened a Roundtable on *Managing Intra- and Inter-Personal Relations for a Harmonious and Conducive Workplace*. The Roundtable was attended by human resource management practitioners, labour relations officers, health and wellness practitioners, middle and senior managers from various national departments, as well as representatives of organised labour and bargaining councils. Experts were invited to make presentations and to engage with stakeholders in line with the identified themes. The report of the Roundtable has been published through the PSC website.

Programme 3: Monitoring and Evaluation

The PSC conducted service delivery inspections at the Forensic Science Laboratories of the South African Police Service with a focus on the backlog of cases and the impact thereof on the criminal justice system and delivery of justice to the society at large. The inspections were conducted in the Eastern Cape (Gqeberha), KwaZulu-Natal (Amazimtoti), Gauteng (Arcadia and Silverton), and the Western Cape (Platteklouf). The PSC found that the biggest challenge was with the DNA cases in all facilities, whilst the operations at the KZN lab were extremely affected by the floods that took place earlier in the year. Recommendations were shared with the SAPS for a swift move on some of the issues raised.



Unannounced inspection across nine (9) provinces

The PSC embarked on a citizens-focused and community outreach programme and successfully conducted nine Citizens Forums (CFs) across all provinces focused on service delivery. Under the leadership of the Provincial Commissioners, CFs were conducted in the following communities, namely Setlagole Village in the North West (22 June 2022), Arcadia in Gauteng (13 September 2022), Klein Mier in the Northern Cape (22 September 2022), Bloemfontein in the Free State (29 November 2022), Mandeni in KwaZulu-Natal (17 February 2023), Mapela in Limpopo (3 March 2023), Tulbagh in the Western Cape (8 March 2023), Nokaneng in Mpumalanga (24 March 2023) and Nqwathi Administration Area in Mthatha in the Eastern Cape (30 March 2023). As one of the key objectives of the CFs is to bring government services closer to where the citizens live, departments amongst others (a) Home Affairs to process queries on services such as ID and birth certificate applications, (b) the South African Social Security Agency (SASSA) to handle matters related to all social grants, (c) Employment and Labour to deal with issues related to job opportunities and (d) Health to provide health services, to mention a few. Through this programme, the PSC reached and facilitated access to services for an estimated 10 000 community members.

The PSC further conducted assessment studies on the effectiveness of Government support for service delivery focused on a) Functional Accommodation and b) Information and Communication Technology (ICT). Over the years, departments have been complaining about inefficiencies in the provision of functional accommodation and ICT from the Department of Public Works and Infrastructure as well as the State Information Technology Agency (SITA) as impacting negatively on the achievement of their service delivery objectives. The purpose of these assessment studies was to propose measures to ensure effective and efficient performance/service delivery within the Public Service. This culminated in the PSC successfully hosting two roundtables focused on Functional Accommodation and ICT during November 2022. The roundtables deliberated on the challenges experienced by the different key stakeholders in the identified environments, the negative impact of these challenges on service delivery and areas where interventions were implemented to address the said challenges. These sessions served as crucial platforms for sharing knowledge and lessons and facilitated opportunities for collaboration amongst key stakeholders. National line function departments such as Home Affairs, Justice and Constitutional Development, and South African Police Service were selected as case studies for both roundtables whilst the Department of Water and Sanitation was selected for the Roundtable

on Functional Accommodation with Minerals and Energy being selected for the Roundtable on ICT.

Two research reports were developed on the constitutional principles governing public administration, namely that public administration should be development-orientated and that the public should be encouraged to participate in the affairs of government including policy making. Furthermore, the promotion of the Constitutional Values and Principles remained on the radar of the PSC with 20 promotional engagement conducted with various departments and local government stakeholders during the year under review.

Programme 4: Integrity and Anti-Corruption

The PSC continued with its responsibility of monitoring the implementation of ethics frameworks focusing on three categories, namely management of conflict of interest, investigations and / or referral of complaints, and Research and promotion of professional ethics. The PSC has produced three overview reports aimed at providing a bird's eye view picture of the extent to which the public service is adhering to the prescribed legislative frameworks and or policies. The three-overview reports include:

- a) The Financial Misconduct aimed at monitoring consequence management in respect of unauthorised, irregular, fruitless and wasteful expenditure;
- b) The overview of Financial Disclosures aimed at identifying potential and actual conflicts of interest by senior managers and making recommendations for the Executive Authorities to take action; and
- c) The overview report on complaints received through National Anti-Corruption Hotline, walk-ins and through e-mails, and focusing on statistics relating to the number and nature of the cases investigated by the PSC and those referred to departments for further investigation.

The PSC ensured that issues of financial misconduct were attended to within the Public Service as part of monitoring the ethics implementation framework. For the year under review, the PSC has focused on enhancing the value-add of the annual Overview Report on Financial Misconduct, by monitoring consequence management in respect of unauthorised, irregular, fruitless and wasteful expenditures. In addition, the PSC developed a report on "The Assessment of the Extent of Leadership Commitment by Heads of Departments and Executive Authorities in Promoting Ethics within the Public Service." The PSC hosted a successful Ethical Leadership Seminar on 26 April 2022. The seminar was

premised under the theme of "*Improving Governance Systems and Processes in the Public Sector*", focusing on the outcome of the Commission of Enquiry into the allegations of state capture, corruption and fraud in the Public service.



The PSC, in partnership with the United Nations in South Africa (represented by the Office on Drugs and Crime and the UN Development Programme), and the University of South Africa commemorated the 2022 International Anti-Corruption Day on 09 December 2022. The theme was "*The Cost of Failure of Governance and Ethics in the Public Service: Response to the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State*". A report with an action plan to implement the recommendations received from various speakers and experts during the International Anti-Corruption Commemoration Day was compiled. Amongst other things, the report emphasises the need to strengthen the whistle-blower mechanism and the capacity to combat and prevent corruption and also considers the Constitutional Values and Principles (CVPs) as a starting point that need collective action against corruption.

OVERVIEW OF THE FINANCIAL RESULTS

Table 1: Departmental receipts

Departmental receipts	2022/23			2021/22		
	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	252	117	135	115	117	(2)
Interest, dividends and rent on land	25	14	11	14	17	(3)
Sale of capital assets	3	9	(6)	0	37	(37)
Financial transactions in assets and liabilities	245	222	23	90	227	(137)
Total	525	362	163	219	398	(179)

The revenue received was from the parking fees, commission received on insurance and garnishee orders, proceeds on sale of waste paper and interest received on debts and recoverable debts. The PSC does not charge tariffs to departments for services rendered in terms of its mandate and functions. It provides these services within its allocated budget. Revenue received was surrendered into the National Revenue Fund in terms of Section 13 of the Public Finance Management Act (PFMA) Act 1 of 1999.

Table 2: Programme expenditure

Programme Name	2022/23			2021/22		
	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	135,693	127,928	7,765	134,559	121,947	12,612
Leadership and Management Practices	51,553	48,634	2,919	49,773	49,728	45
Monitoring and Evaluation	47,221	45,228	1,993	44,267	41,668	2,599
Integrity and Anti-Corruption	61,074	57,136	3,938	57,672	52,428	5,244
Total	295,541	278,926	16,615	286,271	265,771	20,500

The final appropriation budget for the PSC for 2021/22 financial year was R286.3 million and actual spending amounted to R265.8 million, translating to approximately 93%. For the year under review, the final appropriated budget was R295.5 million and actual spending amounted to R278.9 million or 94.4 per cent of the budget. The lower than projected expenditure was mainly on Compensation of Employees due to vacant posts which included three Commissioner posts.

Unauthorised, fruitless and wasteful expenditure

No unauthorised, fruitless and wasteful expenditure were incurred during the period under review ending 31 March 2023.

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 2023/24.

Public-private partnerships

The PSC did not enter into any Public Private Partnerships during the 2022/23 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 2022/23 financial year.

Supply Chain Management

During the period under review 87% (283/325) of B-BBEE compliant suppliers were appointed, exceeding the set target by 27%. A deliberate and fair process is followed in appointing suppliers that comply with the requirements of the B-BBEE Act. The PSC also ensured compliance with the new Preferential Procurement Regulations, 2022, which came into effect on 16 January 2023.

A total of nine (9) Service Level Agreements (SLAs) were approved by the Accounting Officer.

There were two bids which were listed in the Procurement Plan for the 2022/23 financial year. Progress achieved is as follows:

- Desktop and switch support for the nine (9) provincial offices was done through SITA since this is regarded as a mandatory service.
- Integrated Case Management System (ICMS) bid was not implemented.

Gifts and donations received in kind from non-related parties

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

Exemptions and deviations received from National Treasury

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

Events after the reporting date

No events after the reporting date.

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, 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: 28 SEPTEMBER 2023

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

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

All information and amounts disclosed throughout the Annual Report are consistent.

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the Annual Financial Statements and the judgments made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements. In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the PSC for the financial year ended 31 March 2023.

Yours faithfully



ADV. DINKIE P. DUBE

ACCOUNTING OFFICER

DATE: 28 SEPTEMBER 2023

6. STRATEGIC OVERVIEW



Vision

An impartial and innovative champion of public administration excellence in South Africa.



Mission

To actively promote the constitutional values and principles as well as service excellence in public administration practices which result in a capable, ethical, innovative and developmental state.



Values

- Professionalism
- Respect
- Empathy
- Fairness
- Accountability
- Integrity
- Responsiveness



7. LEGISLATIVE AND OTHER MANDATES

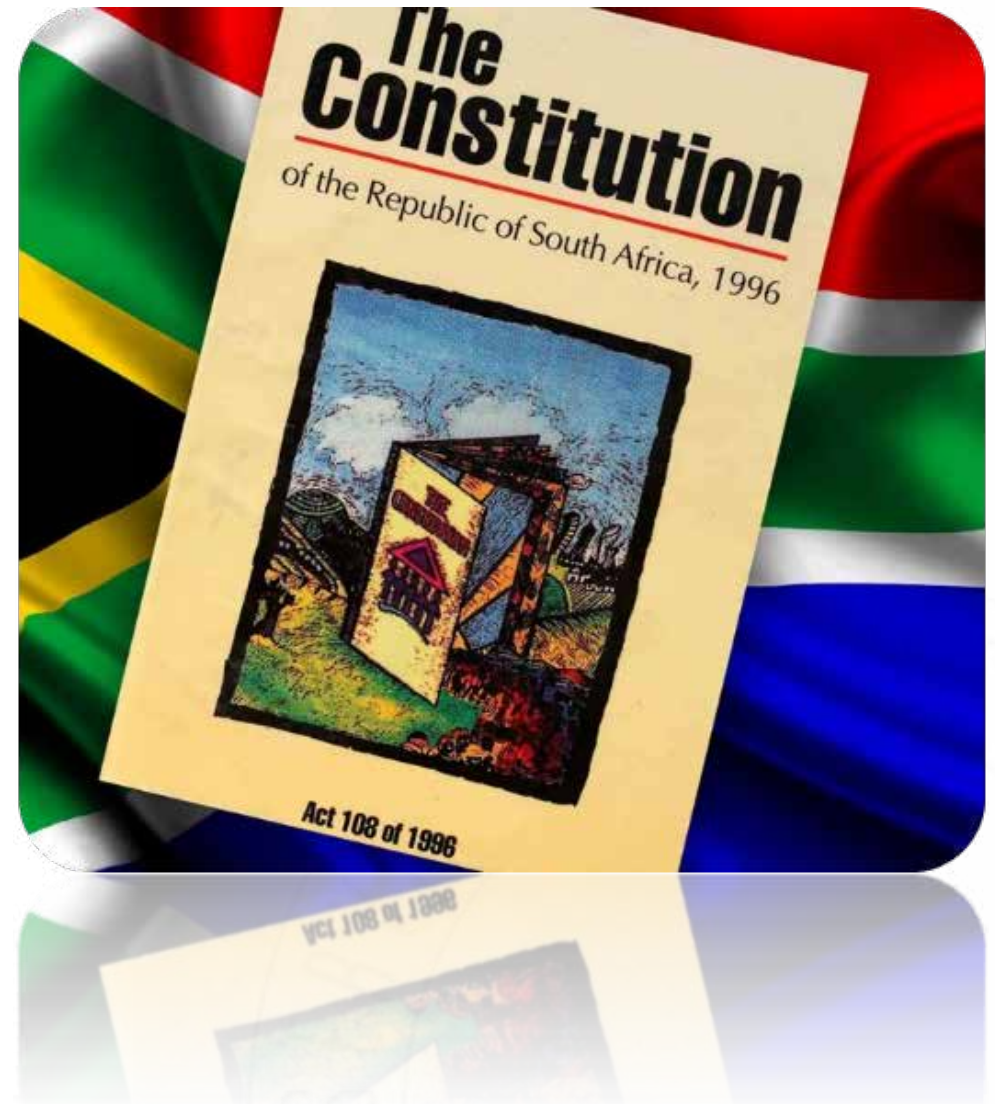
Constitutional Mandate

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.

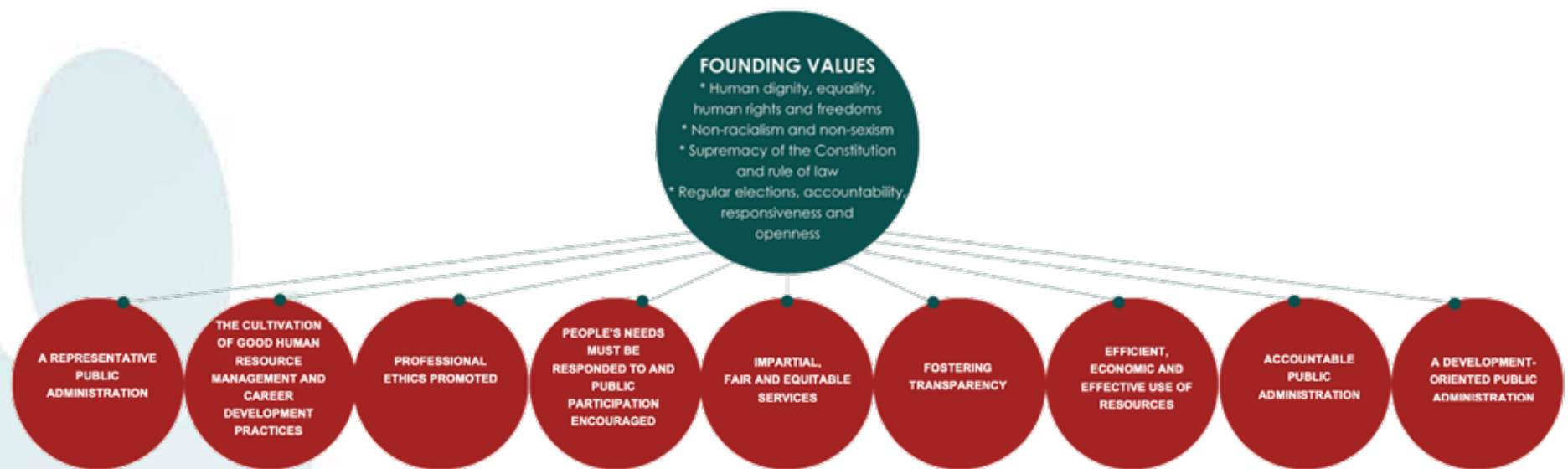
The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. 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 3: Powers and functions of the PSC

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice.	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service.	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and personnel practices of the Public Service.	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service.	196 (4) (c)
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195.	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any findings it may make and directions and advice it may give, and provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	196 (4) (e)

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

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

Table 4: Key responsibilities

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Access documents and information	Official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act.	PSC Act: 9
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.	Constitution: 196 (4) (f)
Call upon and administer oath/ accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry.	PSC Act: 10 (2) (b)
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the Public Service Act.	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances.	Public Service Act: 35
Evaluate	Evaluate the organisation, administration and 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)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
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)
	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

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Report	On its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	Constitution: 196 (4) (e)
	To the relevant EA and legislature on the application of personnel and public administration practices.	Constitution: 196 (4) (f)
	At least once a year to the National Assembly.	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province.	Constitution: 196 (6) (b)
	The PSC is responsible for reporting on the level of compliance as well as trends in financial misconduct in the Public Service.	Treasury Regulations: 4.3
	As part of conducting its oversight work, the PSC also reports to Parliament.	
Summons	The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the Department of Public Service and Administration and the PSC on the outcome, including –	
	(a) the name and rank of the official against whom the proceedings were instituted;	PSC Act: 10 (2) (a)
	(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.	
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF	PSR, 2016, Chapter 2

Legislative Mandates

In addition to the Constitution, the PSC operates in terms of the PSC Act, 1997¹, which provides for the regulation of the PSC about:

- a) appointment of Commissioners;
- b) designation of the Chairperson and Deputy Chairperson;
- c) conditions of appointment of Commissioners;
- d) removal from office of Commissioners;
- e) functions of the PSC (inspections, inquiries, etc.);
- f) rules according to which the PSC should operate;
- g) the OPSC; and
- h) 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.

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.

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.

¹ Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).

8. ORGANISATIONAL STRUCTURE

MEMBERS OF THE PUBLIC SERVICE COMMISSION:



Prof. S Fikeni
Chairperson
Public Service Commission



Ms. Z Mqolomba
Deputy Chairperson
Public Service Commission



Prof. M Makhanya
Commissioner
National



Ms. N Ngwenya
Commissioner
National



Mr. V Mavuso
Commissioner
Gauteng



Ms. Y Bacus
Commissioner
KwaZulu-Natal



Ms. Lulu Sizani
Commissioner
Eastern Cape



Mr. L Goosen
Commissioner
Western Cape



Mr. A Gxoyiya
Commissioner
Northern Cape



Dr. H Boshoff
Commissioner
Free State



Mr. M Sekonya
Commissioner
Limpopo



Dr. M Lebello
Commissioner
North West
(Term Expired on 31 January 2023)

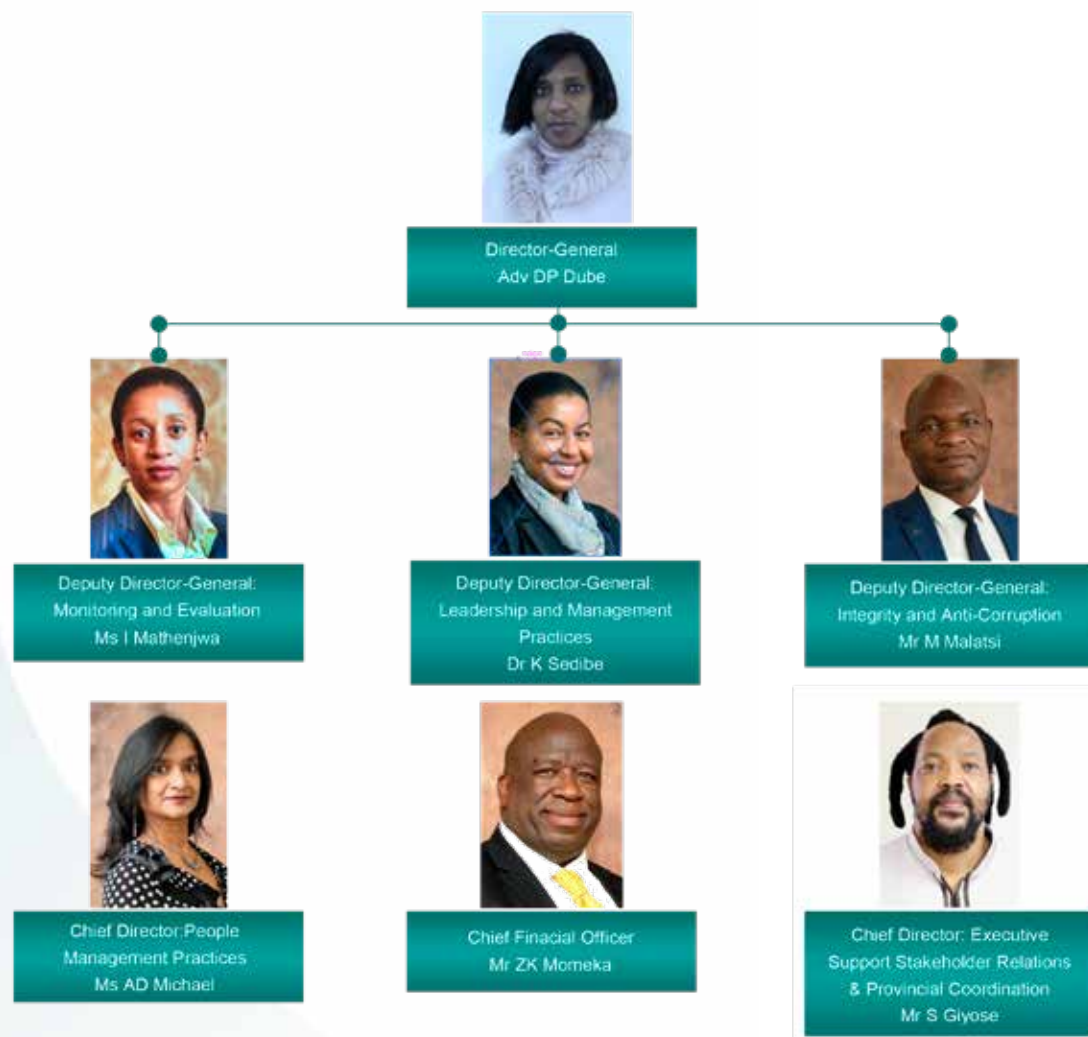


Vacant
Commissioner
Mpumalanga



Vacant
Commissioner
National

MEMBERS OF THE EXECUTIVE MANAGEMENT OF THE OPSC:



9. ENTITIES REPORTING TO THE COMMISSION

There are no entities reporting to the PSC.

2022/23 AT A GLANCE



Total Budget
R295.5 mil



Footprint
1 National
9 Provincial
Offices



Establishment
11 Commissioners
Annual vacancy rate
at 7,7% below 10%



Clean Audit
Four Years in a
row



Total Complaints
finalised 293



Total Grievances
finalised 472



**National Anti-
Corruption
Hotline**
2118 cases
referred



**10 Service
Delivery
Inspections
Reports**
produced



PART B: PERFORMANCE INFORMATION

PART B: PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to pages **141** of the Report of the AGSA, published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The adoption of the National Framework for the Professionalisation of the Public Sector in October 2022 by the Cabinet is a key milestone towards delivering on Chapter 13 of the NDP. The PSC working with key stakeholders has embarked on a process of implementing the Framework. The first step is to develop the implementation plan for the Professionalisation of the Public Sector. The PSC has also embarked on a process of reviewing the PSC Bill 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 24 of its planned 25 annual targets, with programmes one, three and four achieving all of their annual targets. The Leadership and Management Practices Programme experienced some challenges in the area of a four per cent reduction of grievances lodged by departments with the PSC. The PSC witnessed rather a slight increase in grievances lodged during the year under review.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

Table 1: Main services provided and standards

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	<ul style="list-style-type: none">Public servantsGovernment departments	82% (As at 31 March 2022, 558 grievances were registered on the database and 407 (73%) were concluded. Of the 407, 335 (82%) were concluded within 30 and 45 working days of receipt of all relevant information).	85%	86% As at 31 March 2023, 591 grievances were registered of which 518 were from levels 2-12. Of the 518 grievances, 423 were concluded, of which 362 (86%) were concluded within 30 days of receipt of relevant information.

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	<ul style="list-style-type: none"> National and provincial legislatures Public servants Government departments Public 	62% (As at 31 March 2022, there were 409 complaints on the database, of which 254 (62%) were finalised and 155 (38%) were in progress.	75%	90% As at 31 March 2023, there were 430 complaints on the database, of which 293 were finalised, 263 (90%) were finalised within 90 working days upon receipt of all relevant information.

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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances investigated	Courtesy		
	Acknowledge receipt of a grievance within 48 hours of receipt thereof.	Acknowledge receipt of a grievance with 48 hours of receipt thereof.	85% of grievances were acknowledged within 48 hours of receipt thereof by the Chief Directorate due to the impact of rotational work arrangements and inaccessibility of centralized systems remotely.
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	Telephonic and email feedback on the level of service was received.
	Assist the aggrieved employee in completing the Grievance Form	Assist the aggrieved employee in completing the Grievance Form.	Aggrieved employees were assisted in completing the Grievance Form where requested.
	Obtain the services of an interpreter if necessary.	Obtain the services of an interpreter if necessary.	Investigators who understand the language used predominantly by the aggrieved were assigned to assist other investigators during meetings and interviews. Therefore, there was no need to use external interpreters.
	Access		
	Grievance Rules are posted on the PSC website.	Grievance Rules are posted on the PSC website.	Grievance Rules are available on the PSC website.
	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules were circulated to DGs/ Heads of Departments (HoDs) through a memo and the Rules are also circulated to stakeholders upon request.
	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees submitted their grievances via post, e-mail, fax, hand delivery or walk ins.
	Grievance can be lodged at the National Office or any Provincial Office.	Grievance can be lodged at the National Office or any Provincial Office.	A combined total of 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.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances investigated	Openness & transparency		
	Inform relevant department of the grievance.	Inform relevant department of the grievance.	All departments were informed of the grievances received.
	Inform aggrieved employee of the grievance procedure and time frames.	Inform aggrieved employee of the grievance procedure and time frames.	Aggrieved employees were informed of the grievance procedure and time frames.
	Inform aggrieved employee on status of investigation on a regular basis.	Inform aggrieved employee on the status of investigation regularly.	Aggrieved employees were informed on the status of investigation on a regular basis.
	Communicate the outcome of its investigation in writing to the aggrieved employee and EA.	Communicate the outcome of its investigation in writing to the aggrieved employee and EA.	The outcome of investigations were communicated in writing to the aggrieved employees and EAs, or relevant delegated officials.
	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted.	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted.	No formal inquiries were conducted.
	Redress		
	If the grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay.	If the grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay.	No communications were directed to aggrieved employees and EAs regarding delays in finalising grievances.
	Follow up on the implementation of recommendations.	Follow up on the implementation of recommendations.	Follow up on the implementation of recommendations was done on a quarterly basis.
	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form.	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form.	Three Grievance Service Complaint Forms were received and the matters were investigated accordingly and feedback provided to the complainants.
	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.
	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

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances investigated	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.	As at 31 March 2023, 591 grievances were registered of which 518 were from levels 2-12. Of the 518 grievances, 423 were concluded, of which 362 (86%) were concluded within 30 working days of receipt of relevant information.
	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation.	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation.	Of the 591 cases, 73 cases were for SMS members. Of the 73 grievances 49 were concluded, of which 47 (96%) were within 45 working days of receipt of all relevant information.
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made.	Consultation		
	Liaise with complainant during the investigation.	Liaise with complainant during the investigation.	Investigators liaised with complainants during investigations, where necessary, e.g. where additional information was required.
	Liaise with the relevant department during the investigation.	Liaise with the relevant department during the investigation.	Investigators and/or Commissioners liaised with all relevant departments during investigations.
	Submit provisional investigation report to the EA/ HoD for comment.	Submit provisional investigation report to the EA/ HoD for comment.	Provisional investigation reports were submitted to EAs and/or HoDs for comment.
	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	All EAs and/or HoDs were provided with an opportunity to comment within 30 days from date of receipt of the provisional report. In some cases, responses were not received from EAs and/or Heads of Department within the stipulated time frame.
	Access		
	Complaints Rules are posted on the PSC website.	Complaints Rules are posted on the PSC website.	Complaints Rules which were gazetted in January 2017, were posted on the PSC website in February 2017 and circulated to stakeholders upon request. With regard to mode of receipt, complaints are received via post, e-mail, short message service, fax, telephone or in person and are lodged in any official language.
	Complaints Rules may be circulated to stakeholders upon request.	Complaints Rules may be circulated to stakeholders upon request.	
	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person.	
	Complaints can be lodged at the National Office or any Provincial Office.	Complaints can be lodged at the National Office or any Provincial Office.	
	Complaint can be lodged in any official language.	Complaint can be lodged in any official language.	As at 31 March 2023, 430 were registered on the database of which 293 (68%) complaints, were finalised. From the 293 finalised complaints 263 (90%) were finalised within 90 working days upon receipt of all relevant information.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made.	Courtesy		
	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Investigating Officers acknowledged receipt of all complaints within 48 hours from date of receipt.
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	The Complaints Rules were Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable.
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	
	Assist complainant in completing a Complaints Form.	Assist complainant in completing a Complaints Form.	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.	
	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.	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made.	Redress		
	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	The Complaints Rules were Gazetted on 20 January 2017. Nevertheless, the PSC followed up on implementation of recommendations and the issuing of directions in respect of all final reports issued. The positive outcome is that no dissatisfactions were raised with the DG.
	Follow up on implementation of recommendations and the issuing of directions.	Follow up on implementation of recommendations and the issuing of directions.	
	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG.	
	Value for money		
	Cluster of Panels formed to discuss complaints.	Cluster of Panels formed to discuss complaints.	Cluster of Panels (Grievance and Complaints Panel) met on 29 occasions to discuss complaints.
	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meetings were also held to conclude a smaller number of cases so as to ensure finalisation of complaints within the 3 months of receiving all the relevant documentation.
	Teleconferencing facilities used.	Teleconferencing facilities used.	Teleconferencing facilities used when the need arose.
	Time		
	Complaints finalised within 3 months from date of receipt of all relevant documentation.	Complaints finalised within 3 months from date of receipt of all relevant documentation.	As at 31 March 2023, 430 complaints were registered on the database of which 293 (68%) complaints, were finalised. From the 293 finalised complaints 263 (90%) were finalised within 90 working days upon receipt of all relevant information.

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. 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 2022/23 financial year, three (3) of the (14) fourteen posts of Commissioner were vacant.

The details of these positions are as follows:

- a) One post at national level
- b) Two posts at provincial level:
 - Mpumalanga, vacant from 1 April 2019; and
 - North-West, vacant from 01 February 2023

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 and North-West Provinces.

Other critical positions that were filled during the financial year are as follows; Chief Director: Professional Ethics, Chief Director: Governance Monitoring, Chief Director in the Office of the Director-General, Provincial Director in the North West Province and Director of Information Technology, to name a few.



The office ergonomics were not entirely conducive to the occupational health and safety (OHS) of employees. The support from the Department of Public Works and Infrastructure (DPWI) has been inadequate, such that the PSC engaged with the Minister of DPWI to consider devolving powers of procurement of office accommodation to the Chairperson of the PSC.

The current organisational structure was reviewed and a business case for organisational re-design was developed. It is envisaged that the support structure for the PSC will undergo a process of re-design.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

2.4.1 The PSC Bill

Significant progress on the review of the Public Service Commission Act of 1997 has been made. This culminated in the drafting of the PSC Bill, whose primary objectives are to:

- Facilitate for the establishment of a PSC Secretariat that will replace the OPSC as a government department. 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, onto 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.

It is envisaged that the current PSC Act of 1997 will be repealed and replaced by a new Act.

2.4.2 National Framework for the Professionalisation of the Public Sector

In October 2022, Cabine approved the National Framework towards Professionalisation of the Public Sector. The Professionalisation Framework will have significant policy shifts in the conditions of employment of the Director-Generals (DGs) and Heads of Department (HoDs). This is seen by some as a potential game-changer or catalyst for systemic change in the organisation, capacity, capability and ethos of the public sector as a whole. The Professionalisation Framework takes a public sector-wide approach and has shifted the focus towards a single public administration that applies to all three spheres of government as well as State-Owned Entities. It seeks to ensure that only qualified and competent individuals are appointed into positions of authority in pursuit of a transformed, professional, ethical, capable and developmental public administration. Amongst others, the Professionalisation Framework aims to achieve the following:

- The tightening of pre-entry requirements as well as effective recruitment and selection processes that inform meritocratic appointments at the middle and senior management levels.

- Undertaking workplace orientation and induction programmes that are linked to onboarding and mainstreamed as an intervention for organisational socialisation.
- Effective planning, performance management and appraisal systems, including performance standards and assessment instruments for different categories of employees. Performance management can also be aligned with professional body/association registration.
- Public servants returning to the simulator by undertaking continuous learning and professional development. This will include the professionalisation of certain categories of occupations in the public sector.
- Managing the career progression and career incidents of public servants and HODs respectively.

As the thrust of the PSC's mandate is to ensure the maintenance of an effective and efficient public administration and a high standard of professional ethics in the Public Service, it has an invaluable role to play in any revised governance framework. The Professionalisation Framework answers the repeated calls for the strengthening of the powers of the PSC to enable it to play a decisive role in the revised institutional governance framework so that a culture based on the cornerstone values of the Constitution is internalised and practised in the Public Service and public administration.

To this extent, the role of the PSC in the recruitment process of DGs, HODs and Municipal Managers will be to develop a database consisting of a pool of experts from which the Executive Authorities and Municipal Councils will source the appropriate experts with relevant technical expertise/knowledge of the sector/department/institution to form part of their selection panels. This will enable the Executive Authority and Municipal Councils to run a rigorous selection and recruitment process supported by experts who can technically assess the suitability of the shortlisted candidates. About the performance assessments of DGs and HODs, it has now been resolved that the PSC will play a role in their performance evaluation to improve objectivity and introduce a comprehensive approach that should link the performance of the individual to that of the institution they lead.

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	Four 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, the PSC has held a total of 20 CVPs promotional engagements with departments. For the current MTSF, the PSC has held a total of 66 CVPs promotional engagements to increase compliance.
	% improvement in the management of potential conflict of interest for SMS members in the Public Service	98%	A total of 9630 (98.7%) out of the 9755 SMS members complied with the requirement to disclose their financial interest by the due date of 30 April 2022 to their respective HoDs and EAs. The total number of financial disclosure forms that the PSC received as at the due date of 31 May 2022 was 9337 out of 9755 (96%). A process of sending through text messages through Short Message System (SMS) was introduced in order to improve the compliance and ensure that a 100% compliance rate is achieved by the due date.

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	Ten strategic engagements on the implementation of PSC recommendations with the targeted departments were held.
		10% Reduction in the number of grievances lodged by employees	The PSC recorded some reduction in the number of grievances lodged by employees during Covid-19 lockdown levels. Since the return to the normal way of working, the PSC has noticed an increase in the number of grievances lodged by employees. In the 2020/21 financial year, the PSC recorded 10.3% reduction of employees lodging grievances with the PSC. During the year under review, however, there was an increase in the number of grievances lodged.

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
Sound leadership practices in the Public Service	Ethics Management Framework institutionalised in the Public Service	Year 3-5: Conduct feedback sessions on departments already surveyed to promote ethics	<p>The PSC undertook a three year research project which commenced in 2019/20 and overlaps into the 2022/23 financial year, focusing on “the assessment of the extent of leadership commitment by Heads of Departments and Executive Authorities in promoting ethics within the public service”. The study was concluded in the year under review and a report was developed. The PSC engaged 10 departments as part of providing feedback. A seminar was also hosted in April 2022, focusing on the outcome of the Commission of Inquiry into the Allegations of the State Capture, Corruption and Fraud in the Public Service.</p> <p>In December 2022 the PSC hosted a two day conference to commemorate International Anti-Corruption Day (IACD), under the theme, “The Cost of Failure of Governance and Ethics in the Public Service: Response to the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State.” A report was developed and shared with the relevant stakeholder like the Anti-Corruption Task Team. The PSC conducted four (4) engagements on professional ethics, as part of promoting the Ethics frameworks, within the public service.</p>

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 Integrated Grievance and Complaints Management System (IGCMS), which is an automated case management system, posed challenges during the period under review. Efforts to address the system challenges proved unsuccessful. The IGCMS has since been discontinued. The Directorate: Information Technology is in the process of developing a new data system that will integrate the intake and assessment of complaints and grievances in the OPSC.
	% implementation of PSC recommendations by departments	60% (cumulative)	Cumulatively the percentage of implementation of PSC recommendations is 39%. 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%	<p>The overall performance of 63% implementation of decisions taken at Plenary, EXCO and MANCO has been achieved.</p> <ul style="list-style-type: none"> • Plenary made 64 decisions and 40 of these decisions were implemented (63%) • EXCO took 12 decisions 5 of these decisions have been implemented. (42%). • MANCO took 13 decisions and 11 of these decisions were implemented (85%)
	A skilled workforce in identified areas	100% implementation of the training plan.	The PSC has conducted training in line with the training plan. In addition, the PSC has granted officials bursaries to study in line with their Personal Development Plans.



Eastern Cape PSC Office with Stakeholders

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	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
A strong & well-functioning PSC	Unqualified audit outcome opinion	Unqualified audit outcome opinion obtained	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	None	None
	Valid invoices paid within 30 working days	% of valid invoices paid within 30 days of receipt	99.97%	100%	100%	100%	None	None
	B-BBEE supplier appointed	% of B-BBEE supplier appointed	62%	62%	60%	87.07% (283/325)	The PSC has put in place a concerted effort to target as many SMMEs with at least 50% black ownership as far as possible.	None

Programme 1: Administration

Outcome	Output	Output Indicator	Audited Actual Performance	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
A strong & well-functioning PSC	Visibility of the PSC improved	Number of reports on stakeholders outreach programmes coordinated	New output indicator	New output indicator	4	4	None	None
	Institution Building Reforms implemented	Percentage of human resources developed	New output indicator	New output indicator	80%	86%	The difference account for the additional interns that were appointed over and above the targeted number. Furthermore, the PSC had sufficient funds in the Bursary Budget to cater for additional recipients.	None
		Number of organisational reviews conducted	New indicator	New indicator	1	1	None	None
		Number of Public Sector productivity frameworks implemented	New indicator	New indicator	1	1	None	None

The **Office of the DG** is responsible for support to the PSC and the DG in ensuring that administrative, including secretarial, liaison and logistical support is provided for the effective functioning of the governance structures of the PSC, overseeing strategic and operational planning, and reporting on institutional performance, parliamentary liaison and international relations, as well as assisting the Accounting Officer to discharge her duties as demanded by relevant pieces of legislation.

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

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 Directorate: Communication and Information Services is responsible for the implementation of the PSC's communication strategy for media relations, corporate communication services, and public awareness engagements. The PSC continued to compile and release its quarterly bulletin, the Pulse of the Public Service through the media briefings as part of a broader strategy to increase its visibility. Media statements on various public service matters were issued as and when necessary. The directorate was instrumental in providing support during the 9 Citizens Forums that were held throughout the year.

The Security Services Unit provides a safe and secure environment through the protection of the PSC's personnel, assets and information. To achieve this objective and to ensure adequate security measures and compliance within



Commissioner Anele Gxoyiya during the Pulse Bulletin Media Briefing

the department, threat and risk assessments were conducted in accordance with the requirements of the Minimum Information and/or Physical Security Standards.

The Unit: Security Services provides a safe and secure environment through the protection of the PSC's personnel, assets and information. To achieve this objective and to ensure adequate security measures and compliance within the department, threat and risk assessments were conducted in accordance with the requirements of the Minimum Information and/or Physical Security Standards.

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 DPWI 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. However, where possible, attempts are made to ensure that officials feel safe and secure. The PSC is dependent on the Department of Public Works and Infrastructure to

procure office accommodation. As a means to remedy this situation, efforts were made to engage the Minister of the Department of Public Works and Infrastructure to devolve the power to procure office accommodation to the Chairperson of the PSC. However by the end of the financial year, the process was not concluded. Discussions are envisaged to continue in the next financial year.

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.

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.

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

Strategy to overcome areas of underperformance

There were no areas of under-performance as all targets under this programme were achieved.

Linking performance with budgets

Table 10: Sub-programme expenditure

Sub- Programme Name	2022/2023			2021/2022		
	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	24,386	20,552	3,834	19,828	18,663	1,165
Management	18,188	15,929	2,259	16,428	16,150	278
People Management Practices	30,666	29,659	1,007	28,528	24,922	3,606
Chief Financial Officer	40,055	39,391	664	46,266	38,930	7,336
Property Management	22,398	22,396	2	23,509	23,282	227
Total	135,693	127,928	7,765	134,559	121,947	12,612





Deputy Director-General: Leadership and Management Practices
Dr K Sedibe

4.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Purpose:

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

Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.

Outcomes, outputs, output indicators, targets and actual achievements

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	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
Sound management and leadership practices in the public service	Grievances finalised	Percentage of all registered level 2-12 grievances concluded within 30 days of receipt of all relevant information	76%	83%	85%	86% (As at 31 March 2023, 518 grievances were registered for levels 2-12. Of the 518 cases, 423 (82%) were concluded of which 362 (86%) were concluded within 30 working days of receipt of all relevant information)	Target was marginally exceeded by 1% because of increased capacity through contract employees.	None

Programme 2: Leadership and Management Practices								
Outcome	Output	Output Indicator	Audited Actual Performance	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
Sound management and leadership practices in the public service		Percentage of all SMS grievances concluded within 45 days of receipt of all relevant information	92%	74%	85%	96% (As at 31 March 2023, 73 grievances were registered for members of the SMS, of which 49 (67%) were concluded, with 47 (96%) of those cases concluded within 45 days of receipt of relevant information)	The targeted was exceeded by 11%, although in absolute terms, the PSC concluded fewer cases than in 2022/2023 and the previous two financial years because of the complexity of some of the cases.	None
	Number of reports developed on leadership, human resource management practices, public sector reform and professionalisation	Number of reports developed on leadership and human resource management practices, public sector reform and professionalisation	3	3	3	3	None	None
	Report 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 produced.	3	3	3	3	None	None

Programme 2: Leadership and Management Practices								
Outcome	Output	Output Indicator	Audited Actual Performance	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
Sound management and leadership practices in the public service		Percentage reduction in the number of employees lodging grievances in the Public Service over the MTEF period	New indicator	New indicator	4%	Not Achieved	The APP target is outside the control of the PSC	The APP target has been discontinued from the 2023/24 financial year. However, the PSC will continue to engage and support departments so that grievances are properly handled.
	Engagements on the implementation of PSC recommendations with targeted departments	Number of strategic engagements on the implementation of PSC recommendations with targeted departments	New indicator	New indicator	10	10	None	None

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 the departments and making recommendations, monitoring grievance management by departments, and providing advice to employees and departments.

The precondition for sound labour relations is the existence of an employment contract between the employer and the employee, based on the conditions of service that are associated with the job. Once the employer and employee agree to an employment contract that is compliant with legislative prescripts, both parties are expected to abide by the applicable conditions, failing which,

the employer has the right to institute disciplinary processes and the employee has the right to lodge a complaint and/or grievance. Therefore, compliance by both parties with the conditions of the employment contract and all applicable prescripts is essential. This is easier said than done because the Public Service as the employer is represented by thousands of other employees who operate at various supervisory and management levels and all employees, inclusive of those who represent the employer, are not a homogenous species. Even worse is that employees who represent the employer at other levels also have their challenges, expectations and complaints/grievances, thus making the Public Service labour relations environment more complex and at times cumbersome. Another factor that is complicating the labour relations environment in the Public Service is the

apparent or alleged erosion of the importance of collective bargaining processes. Among other things, in an attempt to deal with the issue of trying to manage the public service wage bill, government has been accused of relegating the importance of collective bargaining and also reneging on some provisions of collective agreements, as has been witnessed with the 2022 and 2023 negotiation processes. This environment has a major impact on the productivity of employees and the ability of government to deliver services to the public and also raises questions about the importance and role of social partners such as organised labour in the Public Service. The complexity of the Public Service labour relations environment and the underlying factors are a contributor to the existence of a large number of grievances that are lodged with departments, and the referral of some to the PSC, as well as the prevalence and poor management of disciplinary cases in the Public Service.

This is the reason why the PSC has continued to play a critical role in investigating grievances that could not be resolved between departments and their employees and making recommendations. As illustrated in **Figure 1** below, during the 2022/2023 financial year, the PSC had **591** grievance cases registered on its database, which is a 6% increase when compared with the 2021/2022 statistics and 12.7% reduction in relation to the 2020/2021 figures.



Figure 1: Trend analysis of grievances referred to the PSC between 2018/19 and 2022/23

Figure 2 below shows that the PSC managed to resolve 472 (80%) of the cases through investigations, informal mediation and engagements with aggrieved employees and employer representatives. This represents a 7% (percentage points) improvement when compared with the 73% grievances that were concluded during the 2021/2022 financial year.

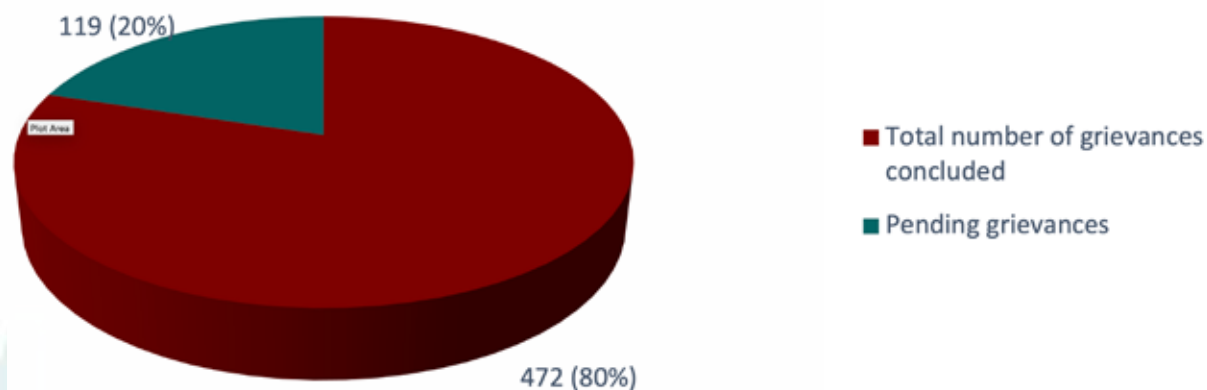


Figure 2: Number of grievances concluded and those that are pending

An increase in the number of grievances referred to the PSC during 2022/2023 is consistent with an increase in the number of grievances lodged with departments. According to the PSC's Grievance Management Factsheet for the period 01 April 2021 to 31 March 2022, a total of **8496** grievances were reported in both national and provincial departments, which is a **14.8%** increase from the total of **7399** grievances reported for the 2020/21 financial year. However, when compared to the **10216** grievances that were reported for the 2019/20 financial year, a decrease of **16.8%** was noted. The 14,8% increase is attributed to the relaxation of the COVID-19 lockdown measures and the subsequent return to office-work operations during the last quarter of the 2021/2022 financial year. Further analysis of the statistics provided by national and provincial departments revealed that of

the **3206** cases reported by national departments for the 2021/22 financial year, **1825 (56.9%)** grievances were resolved, and from the **5290** grievances reported by provincial departments, a total of **3110 (58.8%)** grievances were concluded, which shows an increase of **(39.1%)** when compared to **2236** grievances resolved during the 2020/21 financial year. As has been the cases from the previous financial years, most of the grievances lodged with departments related to unfair treatment.

The PSC convened a Roundtable on *Managing Intra- and Inter-Personal Relations for a Harmonious and Conducive Workplace*, with a view to deal with some of the underlying causes of grievances related to unfair treatment, and strained relations amongst employees, and between the employer and employees.



Roundtable on Managing Intra-and Inter-Personal Relations for a Harmonious and Conductive Workplace

The Roundtable was attended by human resource management practitioners, labour relations officers, health and wellness practitioners, middle and senior managers from various national departments, as well as representatives of organised labour and bargaining councils. Experts were invited to make presentations and to engage with stakeholders in line with the identified themes and the report of the Roundtable has been published through the PSC website.

As part of monitoring grievance management trends, the PSC has noted with concern that a high percentage of grievances are concluded outside the 30/45 days timeframe.

This raises concerns about the level of understanding and competencies of the designated officials on labour relations and the importance of adhering to timeframes as per the Grievance Rules. The non-compliance with the timeframes often results in the referral of grievances to the PSC.

In instances where the PSC has recommended action to be taken against employees who are not fulfilling their roles, feedback is often not provided on the steps taken against those who caused non-compliance, hence this is an area that

should be addressed through engagements with the DPSA. These observations and concerns prompted the PSC to intensify its engagements with departments to deal with persistent challenges in some of the national and provincial departments and to encourage departments to use mediation as an alternative dispute resolution mechanism.

The PSC has also noted with concern that the findings and recommendations of its 2017 Report on the non-implementation of arbitration awards and Labour Court orders within the Public Service have not been implemented by the DPSA and most departments. The study found that the poor management and non-implementation of arbitration awards and Labour Court orders have financial and other adverse implications for the achievement of departmental strategic objectives, harm the welfare and well-being of employees and thus negatively impact sound labour relations and service delivery. Following a presentation of the findings and recommendations to the Labour Relations Forum in March 2023, the DPSA has made an undertaking to put mechanisms in place to implement the recommendations that emanated from this study.

The **Sub-programme: Leadership and Human Resource Reviews** contributes towards effective leadership and human resources management through research, advocacy, capacity building sessions and issuing of recommendations, directions and provision of advice. As such, during the reporting period, the PSC completed a research study into the Enablers and Inhibitors of Job Performance of Senior Managers in the Public Service. In addition, it developed the following draft reports for two multi-year projects -

- a) Public Administration Reform and Professionalisation of the Public Service in South Africa: A Public Service Commission Perspective, and
- b) The Impact of Remote and Hybrid Working Arrangements on Employee Productivity and Service Delivery to Influence Policy, HRM practices, Systems, Tools.

The completed study explored whether the performance and existing paradigm among Senior Management Service members are consistent with the demands of a developmental state, the ambitions of the National Development Plan and the aspirations of the Constitution. The findings suggested that all Senior Management Service members who participated in the study have a clear understanding of the conduct, decorum, professionalism and the essential values befitting of an ideal public servant, quality service delivery and optimal performance. However, the fulfilment of the capability that already exists to shift performance from satisfactory to optimal is hindered by several inhibitors, inclusive of, amongst others, a toxic organisational culture, appointment and/or deployment of incompetent persons into key positions, lack of support from some superiors, continuous restructuring/reorganisation of departments, low staff morale and lack of passion for work assigned, and budget cuts. In addition, the study identified several performance enablers for SMS members, including prompt and constructive support and feedback from competent supervisors/managers, teamwork/collaboration between colleagues and departmental units, recognition by peers and superiors, and exposure to training and development opportunities. In addition to the distribution of the report through the PSC website, the findings and recommendations of the study were disseminated to national and provincial services through a Webinar that was held in March 2023.

As part of disseminating critical information and building capacity amongst practitioners and managers, the PSC held engagements with national departments on how to deal with unlawful instructions and to deliberate on the role of Human Resource Management (HRM) practitioners in promoting sound HRM practices and ensuring compliance with prescripts. In addition, the sessions enabled the

PSC and departments to reflect on emerging trends in the areas of HRM after the Covid-19 pandemic. Similar sessions were convened for provincial departments in Gauteng, Northern Cape and Limpopo, and the programme will be rolled out in other provinces during the 2023/2024 financial year.

Strategic engagements on the implementation and non-implementation of the PSC's recommendations were held with national and provincial departments as well as stakeholders such as the Gauteng and North-West Provincial Legislatures and the Governance State Capacity and Institutional Development (GSCID) Cluster. The purpose of these sessions was to strengthen relations with stakeholders, create awareness of the recommendations made by the PSC, secure buy-in to facilitate the implementation of key recommendations and inform the review and/or development of Public Service policies and strategies, particularly in the leadership and human resource management space. The PSC will intensify its advocacy engagements to facilitate the implementation of recommendations that have the potential to address persistent challenges and to contribute towards the realisation of government's objective of building an effective, capable and developmental state.

Whilst the PSC accounts to Parliament, it also engages with the relevant Portfolio Committees as part of supporting Parliament to fulfil its mandate of holding the Executive accountable and advocating for the implementation of its recommendations. To this end, during the year under review, four research reports that were completed during the 2021/2022 financial year were tabled in Parliament, namely, Ethics in Recruitment and Selection in the Public Service; Effectiveness of Continuous Employee Development in the Public Service; the Monitoring Report on the National Macro Organisation of Government; as well as the Assessment of the Effectiveness of the Land Restitution Commission. The first three reports were presented to the Portfolio Committee on Public Service and Administration as well as Planning, Monitoring and Evaluation and the fourth one was referred to the relevant Portfolio Committee for further deliberations.

Another PSC priority project during the reporting period focused on discipline management, which is an essential component of human resource management and labour relations management. This was informed by repeated concerns regarding the ineffective use of government resources through the payment of salaries to suspended employees and litigation costs associated with prolonged disciplinary processes and also repeated questions by the Portfolio Committee on what the PSC can do to ensure effective discipline management in the Public Service. In response, the PSC developed an internal discussion document to deal with the most problematic aspects of discipline management that require

urgent and specific interventions, namely: the management of precautionary suspensions; the use of legal representation; discipline management sanctions; and the management of appeals and implementation of sanctions. This served as the basis for the PSC's presentation and proposals at the Roundtable on Discipline Management in the Public Service, which was held in February 2023. The Roundtable was attended by many critical stakeholders, inclusive of national and provincial departments, organised labour, the Deputy Minister for Public Service and Administration, the Solicitor General, the Chief State Law Advisor and the Judge President of the Labour Courts. It is hoped that the recommendations of the Roundtable will contribute towards the review of the disciplinary code and relevant guides in this area.

Other additional deliverables by the Branch include the following:

- A paper on the prevalence of ghost workers in the Public Service and how to prevent this phenomenon was developed together with the DG's office.
- The PSC Rules on Referral of Grievances of Employees, 2016, were reviewed and will be Gazetted during the 2023/2024 financial year.
- Advice was provided on the management of performance evaluations for Heads of Departments at the national and provincial levels.

Linking performance with budgets

Table 12: Sub-programme expenditure

Sub- Programme Name	2022/2023			2021/2022		
	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	14,916	14,271	645	16,056	16,042	14
Leadership and Human Resource Reviews	9,965	9,319	646	9,537	9,527	10
Programme Manager: LMP	26,672	25,044	1,628	24,180	24,159	21
Total	51,553	48,634	2,919	49,773	49,728	45

- A presentation was made to the Department of Agriculture, Rural Development and Land Reform on the Recruitment and Selection Toolkit.
- As part of reviewing internal standards and operating procedures, a Draft Research Manual was developed to guide PSC employees and commissioners on the protocols to follow in order to utilise the raw data and information flowing from the published and unpublished PSC Research Reports.

While it is noted that some targets were marginally exceeded and additional work that did not form part of the APP was done, overall, the programme achieved 83% of the set APP targets. The one target that could not be achieved was found to be outside of the control of the organisation.

Strategy to overcome areas of under-performance

The PSC took a decision during the mid-term of the reporting period that the target on the 4% reduction in the number of employees lodging grievance in the Public Service over the MTEF period will be discontinued during the 2023/24 financial year. The PSC realised that it does not have control over the achievement of this target.



Deputy Director-General: Monitoring and Evaluation
Ms I Mathenjwa

4.3 PROGRAMME 3: MONITORING AND EVALUATION

Purpose:

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

Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations

Outcomes, outputs, output indicators, targets and actual achievements

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	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
An improved service delivery culture in the Public Service	Reports on changed public administration practices	Number of reports on changed public administration practices	25 qualitative evaluation reports	2 quantitative evaluation reports	2	2	None	None
	Assessments on service delivery conducted	Number of reports on service delivery inspections approved	8	9	10	10	None	None
		Number of Citizens Forums conducted	New indicator	New indicator	9	9	None	None

Programme 3: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
An improved service delivery culture in the Public Service		Number of studies on the effectiveness of government support for service delivery	New indicator	New indicator	2	2	None	None
	Approved Section 196 (4) (e) Report produced	Number of approved Section 196 (4) (e) report produced	1	1	1	1	None	None
	CVP engagements held	Number of CVP promotional engagements held	26	21	20	20	None	None
A well-coordinated and functioning M&E System for the PSC	Reports on the performance of departments (Data warehouse)	Number of reports on the performance of departments produced	New indicator	New indicator	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 accountability, participation, responsiveness to the needs of the people, transparency and the rule of law. Section 195 of the South African Constitution has clearly packaged the principles governing public administration and how good governance ought to look. To give effect to this work, the sub-programme has delved into the evaluations of the constitutional values and principles. During the year under review, further work was done in evaluating the application of the development-orientation principle of public administration in the context of social welfare services at both national and provincial departments. The findings of the research show that the programme structure is different at national and provincial offices with the former pegging all social welfare programmes at programme 4 and the latter at programme 2. The national office encompasses all

their social welfare programmes under programme 4 and the province has three sub-programmes, namely, older persons, persons living with disability and HIV/AIDS. In-depth interviews were held with programme managers at provincial level and regional managers for Johannesburg, Sedibeng and Tshwane. The social welfare service in Gauteng caters for the vulnerable groups and includes the provision of awareness campaigns, psycho-social support as well as addressing issues of poverty. The research study found that although development is mentioned in the strategic documents, the practice is centred more around achievements of outputs and reporting is on accessibility of services. A shift in reporting needs to consider the factoring of development oriented services, which is much broader and should include constitutional obligations.

The Section 196(4)(e) Report covers the period 2021/22 and consolidates the work conducted by the PSC. This period saw the term of most Commissioners coming to an end, and the appointment of the new Deputy Chairperson of the PSC. The PSC undertook significant work, including the induction and strategic engagements with the Executive, service delivery inspections and interactions with various stakeholders on public administration issues affecting the Public Service.

Data in the Data Warehouse was aligned with that of the Integrated Grievance and Complaints Management System (IGCMS). However due to the instability of the IGCMS, the accuracy of the data was compromised.

Products generated from the Data Warehouse include Departmental Profiles, providing a snapshot of departmental performance against the Constitutional Values and Principles (CVPs), and are used by the Commission to engage with departments. Reports on the vacancy rates and misconduct cases in the public service are also generated.

In the vacancy rates report, some of the reasons proffered for not filling vacancies within the prescribed time were, inter alia, the realignment of the organisational structure; shifting mandates and amendments to functions and post criteria; as well as the lack of suitable candidates for Senior Management Service (SMS) posts, which resulted in re-advertisements. The economic downturn of the country has further resulted in budget cuts by the National Treasury, which also impacted on the filling of vacancies.

In the cumulative misconduct cases reported by national departments for the period 2017/18 to 2020/21, it was revealed that the “*Contravention of act/policy/prescripts*” was the most common misconduct type followed by “*Unauthorised absence*”. The contravention of act/policy/prescripts covers, amongst others, the Public Finance Management Act (PFMA), Treasury Regulations, the Financial Disclosure Framework (FDF), departmental procedures and policies relating to overtime, human resources, leave, the Performance Management Development System (PMDS), and asset management.

During the financial year under review, engagements were held with the Ministers of Basic Education, Home Affairs, Defence, Forestry, Fisheries and the Environment. The purpose of the engagements was to provide feedback on the PSC’s assessment of the performance in their portfolios, highlight areas of urgent attention and build working rapport.



The **Sub Programme: Service Delivery and Compliance Evaluations** conducts inspections of service delivery sites annually. The purpose of these inspections is to evaluate service delivery from the perspective of citizens, observe conditions and processes, and identify service delivery challenges that can be addressed immediately (referred to as on-spot recommendations).

For the 2022/23 financial year, inspections were conducted at all the South African Police Station (SAPS) Forensic Science Laboratories (FSLs). Given the extent of the forensic science backlogs during 2021/22, the impact of the backlogs on the Criminal Justice System (CJS) and society at large, and the prominence in media reports of these soaring number of backlogs, the PSC decided to conduct inspections at all the FSLs across the country, namely, those based in Eastern Cape (Gqeberha), Kwazulu-Natal (Amazimtoti), Gauteng (Arcadia and Silverton), and the Western Cape (Platteklouf). The inspections found the following and

recommendations were made to address these findings:

- The accommodation and infrastructure of the FSLs are not fit for purpose in all the laboratories. The limited space at the FSLs results in insufficient working stations for the analysis and storage of exhibits, in particular for the Ballistics and Chemistry sections. This negatively impacts the speedy retrieval of exhibits for court, or any other purpose where exhibits need to be consulted. Furthermore, FSL members struggle daily with the IT system, for example, with the intake administrative system, which negatively affects the turnaround time.
- Procurement challenges were mainly due to the limited financial delegations of laboratory members and the processes for contracting service providers.



- There is limited capacity and a high turnover at the FSLs, mainly due to promotions and lack of a Retention Strategy. FSL members are highly sought after for their experience working in the laboratories.
- The nature of the positions at the FSLs is highly specialised yet not recognised within the Occupation Dispensation System (OSD). The challenge being experienced at the FSLs is the promotion of ward officers to captain posts outside the FSLs due to the limited career pathing opportunities.

Further to this, provincial-specific inspections were conducted, focussing on Traffic Centres (Free State), Health Care (Gauteng, Eastern Cape, Northern Cape, North West and Mpumalanga), Social Development Services (KwaZulu-Natal), Magistrates Courts (Western Cape) and Social Workers' Service Centres (Limpopo).



PSC Unannounced Inspections

During this financial year, the PSC embarked on a citizens-focused and community outreach programme and successfully conducted nine Citizens Forums across all provinces. The PSC Citizens Forum (CF) is a distinctly South African method of engaging citizens and focuses on the delivery of a particular programme at a given point. It involves the government working with citizens to propose practical measures to improve service delivery. Under the leadership of the Provincial Commissioners, CFs were conducted in the following communities:

- a) Setlagole Village in the North West (22 June 2022)
- b) Pretoria in Gauteng (13 September 2022)
- c) Klein Mier in the Northern Cape (22 September 2022)
- d) Bloemfontein in the Free State (29 November 2022)
- e) Mandeni in KwaZulu-Natal (17 February 2023)
- f) Mapela in Limpopo (3 March 2023)
- g) Tulbagh in the Western Cape (8 March 2023)
- h) Nokaneng in Mpumalanga (24 March 2023)
- i) Nqwathi Administration Area in Mthata in the Eastern Cape (30 March 2023)

As one of the key objectives of the CFs is to bring government services closer to where the citizens live, departments such as, amongst others, (a) Home Affairs to process queries on services such as ID and birth certificate applications, (b) the South African Social Security Agency (SASSA) to handle matters related to all social grants, (c) Employment and Labour to deal with issues related to job opportunities and (d) Health to provide health services, participated in this programme. The PSC reached and facilitated access to services for an estimated 10 000 community members through the CFs during the period under review.

The PSC further conducted assessment studies on the effectiveness of government support for service delivery, focused on a) functional accommodation and Information and Communications Technology (ICT). Over the years, departments have been complaining about inefficiencies in the provision of functional accommodation and ICT from the National Department of Public Works and Infrastructure as well as the State Information Technology Agency (SITA), respectively. The said inefficiencies impact negatively on the realisation of government's service delivery objectives. The purpose of these assessment studies was to propose measures to ensure effective and efficient performance/service delivery within the Public Service. This culminated in the PSC successfully hosting two Roundtables on the functional

accommodation and ICT support services during November 2022.

The Roundtables deliberated on the challenges experienced by the different key stakeholders in the identified environments, the negative impact of these challenges on service delivery and areas where interventions were implemented to address the said challenges. These sessions served as crucial platforms for sharing knowledge and lessons and facilitated opportunities for collaboration amongst stakeholders. National line function departments such as Home Affairs, Justice and Constitutional Development, and South African Police Service were selected as case studies for both Roundtables. The Department of Water and Sanitation was selected for the Roundtable on Functional Accommodation, and Minerals and Energy for the Roundtable on ICT. Amongst the key findings made were the following:

- For both functional accommodation and ICT, financial planning and management including budgets and procurement matters, and leadership challenges have been central to the difficulties in the service delivery environment. For instance, devolving funding from the DPWI and SITA to departments has not achieved the intended outcome of fostering the timely and adequate provision of functional accommodation and ICT, such that the allocated budgets are often not spent as planned. In the case of functional accommodation, the non-spending of funds resulted in buildings not being maintained leading to dilapidated infrastructure. Similarly, funding to modernise ICT and operations in government is always insufficient due to departments not recognising ICT as a critical enabler of effective and efficient service delivery, thus entrenching the culture of ongoing utilisation of archaic models and systems.
- Procurement processes in both functional accommodation and ICT have also been found to be protracted and cumbersome, which results in delays in the appointment of consultants and contractors. This is further exacerbated by poor lease planning and management, leading to poor specifications that do not address line departments' needs, such that departments are locked in month-to-month lease arrangements and paying rentals that exceed the market baseline.
- The functional accommodation space is also highly concentrated, with the highest government spend benefitting the top ten landlords, who thus hold excessive market power, commonly known as the 'Property Mafia'.
- The high turnover in executive leadership, as well as weaknesses in corporate governance at DPWI and SITA in particular, and line departments, adversely impacts vision and business continuity, thus affecting the ability to

implement long-term solutions for improvement in service delivery.

- The ageing and under-maintained fleet of functional accommodation and ICT assets have also been identified as major causes of the deteriorating conditions in buildings, with associated health and safety issues as well as intermittent ICT connectivity leading to disruption of key services.

Several proposals, which are subject to further discussion and refinement by the focused line departments, were made during the Roundtables to address the identified issues. Thereafter, the Roundtable reports will be shared with the Executive Authorities of the custodian and line departments for ongoing monitoring to ensure improvement and the implementation of solutions in the provision of both functional accommodation and ICT.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.

Linking performance with budgets

Table 14: Sub-programme expenditure

Sub- Programme Name	2022/23			2021/2022		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Governance Monitoring	9,376	9,052	324	9,255	9,024	231
Service Delivery and Compliance Evaluations	10,659	10,039	620	9,478	9,471	7
Programme Manager: M&E	27,186	26,137	1,049	25,534	23,173	2,361
Total	47,221	45,228	1,993	44,267	41,668	2,599



Citizens' Forum across all nine provinces



Citizens' Forum across all nine provinces



Deputy Director-General: Integrity
and Anti-Corruption
Mr M Malatsi

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	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
Sound management and leadership practices in the public service	Public administration investigations finalised	Percentage of investigations finalised within 90 working days upon receipt of a valid complaint	94%	93%	75%	90% As at 31 March 2023, 430 complaints were registered on the database of which 293 (68%) complaints, were finalised. From the 293 finalised complaints, 263 (90%) were finalised within 90 working days upon receipt of all relevant information.	Strict monitoring and control measures (file inspections and constant follow ups)	None

Programme 4: Integrity and Anti-Corruption								
Outcome	Output	Output Indicator	Audited Actual Performance	Audited Actual Performance	Planned Annual Target	Actual Achievement	Deviation from planned target to Actual Achievement	Reasons for deviations
			2020/2021	2021/2022	2022/23	2022/23	2022/23	
		Number of own accord investigation reports as contemplated in section 194 (4) (f) (i),(iii) and (iv) of the Constitution, 1996 finalised	New indicator	New indicator	2	3	Over-achievement by 1 own accord investigation. Due to matters of public interest, the PSC conducted an additional own accord investigation in addition to the targeted two "own accord Investigations".	None
	Oversight reports on the implementation of the ethics framework	Number of oversight reports on the implementation of the ethics framework	New indicator	New indicator	3	3	None	None
	Promotion of professional ethics	Number of articles on the promotion of professional ethics produced	4	4	4	4	None	None
		Number of engagements on professional ethics	New indicator	New indicator	3	3	None	None

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

In order to ensure consistency and a uniform approach by all investigating officers, Standard Operating Procedures (SOPs) for the handling of complaints lodged with the PSC have been developed during the previous reporting period. In an effort to meet the planned annual targets relating to the number of finalised public administration investigations, the SOPs are reviewed and amended on a continuous basis to accommodate changing demands and revised processes. In addition, an Accountability Framework was developed and implemented with the aim of, amongst others, improving the efficiency and effectiveness of the handling of complaints, thereby expediting the finalisation of complaints received and investigated by the PSC.

In adherence to its constitutional mandate, the PSC continued to actively pursue the promotion of good governance and the promotion of professional ethical conduct of public servants by conducting investigations into personnel and public administration practices. Mechanisms at the disposal of complainants, for

example members of the public, public servants and whistle-blowers) wishing to lodge complaints with the PSC, include completing Annexure A of the PSC Rules on Conducting Investigations, submission through letters and emails to the PSC, and contacting the NACH Call Centre telephonically or verbally in person (i.e. walk-ins). In addition, and with due regard to the Memoranda of Understanding entered into with institutions such as the Public Protector and Auditor-General, matters are also referred to the PSC by such institutions. Furthermore, per its constitutional mandate, the PSC also conducts personnel and public administration investigations of its own accord.

As at 31 March 2023, there were 430 complaints on the database, of which 293 (68%) were finalised and the remaining 137 cases (31%) were in progress. From the 293 finalised complaints, 263 (90%) were finalised within 90 working days upon receipt of all relevant information.

During the reporting period, the complexity of investigations intensified whilst the capacity of investigating officers was negatively impacted by having to defend challenged reports or provide evidence during disciplinary hearings, as well as prepare for audit processes. However, due to the dedication and effective and efficient performance of duty by the investigating officers, the PSC exceeded its performance targets. A year-on-year comparative analysis of the achievement of the annual performance targets in respect of the finalisation of investigations is as follows:

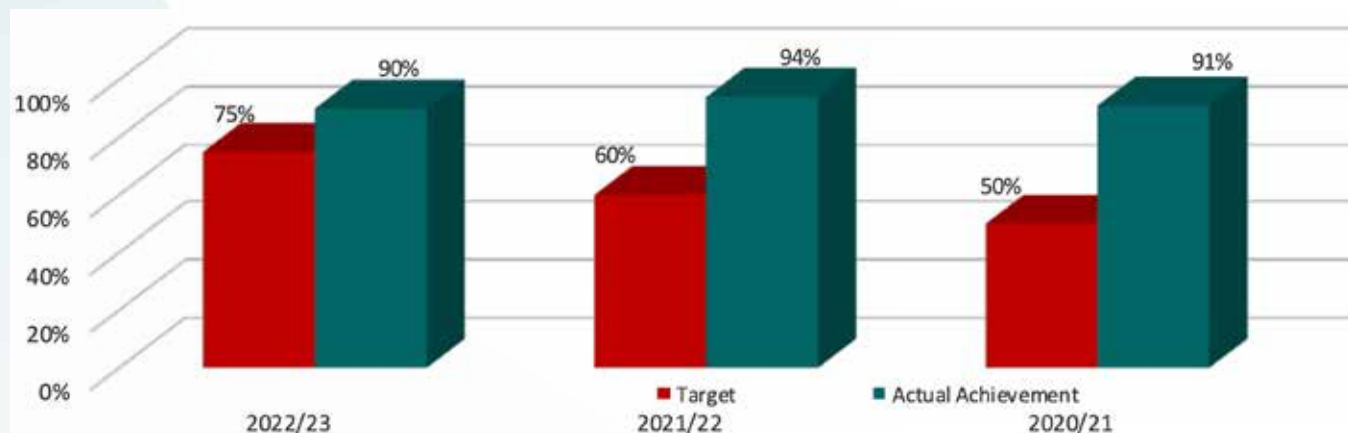


Figure 3: Comparative analysis of the achievement of annual targets

Figure 4 below reflects that the total number of complaints handled in the 2022/2023 financial year (430) is 5% higher as compared to those handled in the 2021/2022 financial year (410). Out of the 430 complaints handled in the 2022/2023 financial year, the PSC finalised 293 (68%) cases and the remaining 137 (31%) cases were pending as at 31 March 2023. From the 293 finalised cases, a total of 263 (90%) were finalised within 90 working days upon receipt of all relevant information. The steady increase in the number of complaints finalised during the previous five years is ascribed to effective investigation protocols followed, dedicated investigating officers and the fact that the annual APP targets have been revised. The APP for the 2022/23 financial year was subsequently strengthened to ensure complaints are finalised within a shorter period (90 working days) to improve service delivery.



Furthermore, 231 of the 430 complaints reported in the 2022/23 financial year are related to personnel practices (i.e. functions and activities executed to provide a service to employees such as recruitment, selection, appointment, transfer and other career management objectives aimed at enhancing the well-being and effectiveness of public servants), whilst the remaining 199 complaints relate to Public Administration Practices (i.e. functions and activities executed to provide effective and efficient services such as financial management, Supply Chain Management (SCM) processes and service delivery).

Emanating from investigations into the regularity of appointments, and in instances where allegations were found to be substantiated, the PSC made recommendations to Executive Authorities to facilitate the institution of disciplinary action and / or to approach the courts to rectify such irregular appointments. As a result, a number of applications have been made to the courts to set aside irregular appointments and investigating officers of the PSC have been requested to testify in disciplinary hearings.

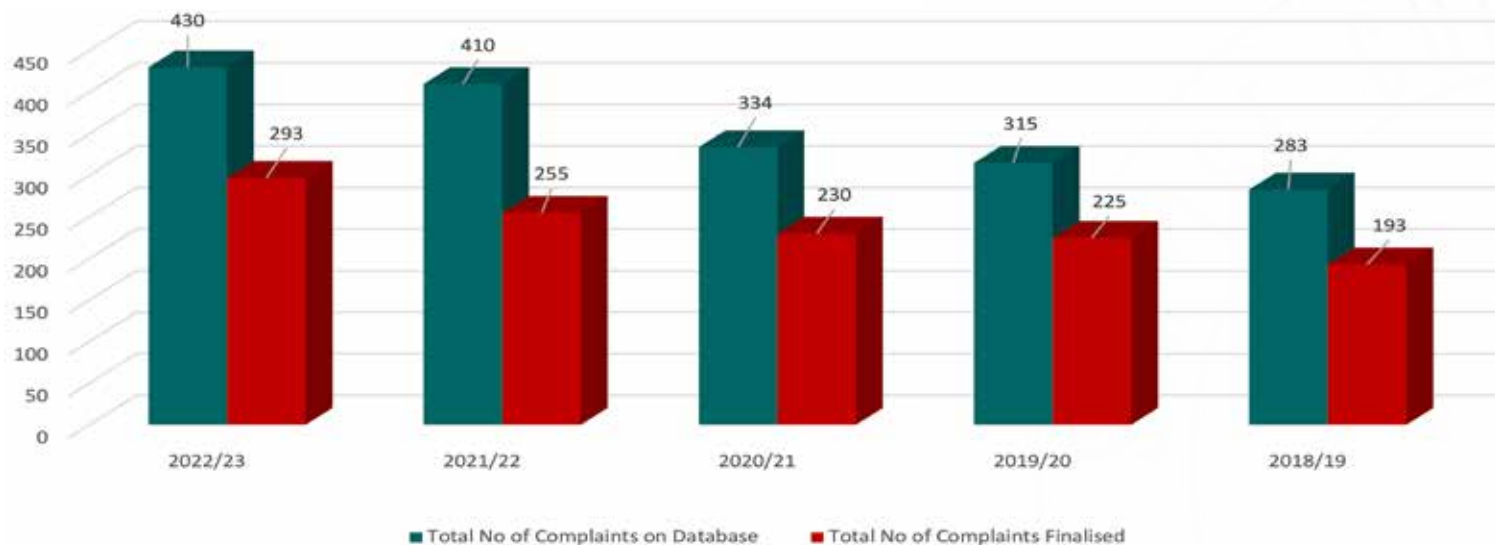


Figure 4: Number of complaints handled in 2022/23 relating to Personnel and Public Administration Practices

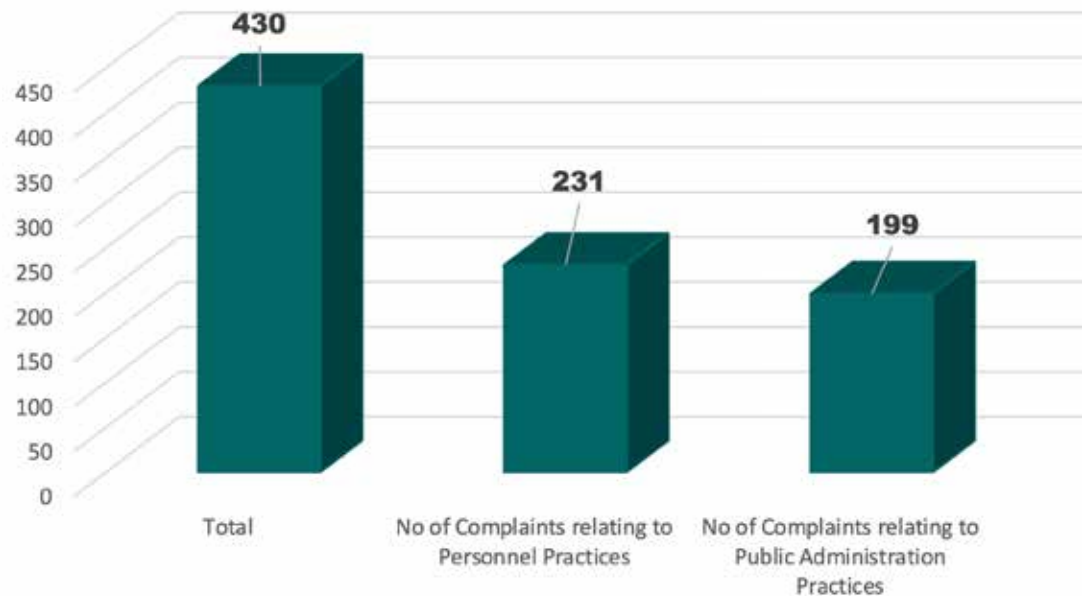


Figure 5: Number of complaints handled in 2022/23 relating to Personnel and Public Administration Practices, respectively

Resulting from investigations finalised and recommendations issued by the PSC, during the 2022/23 financial year:

- the PSC was involved in a number of disciplinary and legal proceedings at departments as witnesses;
- a number of service delivery related matters were resolved, including assisting complainants receive Unemployment Insurance Fund pay-outs;
- the importance of adhering to the Public Service's regulatory framework when executing administrative duties was emphasized;
- employees were made aware that unethical conduct has implications; and
- efficiency and effectiveness of service delivery, as well as a high standard of professional ethics in the Public Service, was improved through consequence management.

Furthermore, during the 2022/23 financial year, the PSC conducted a comprehensive review into the handling of complaints, and tabled a report with Parliament.

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 PSC has continued to monitor the implementation of the Financial Disclosure Framework and manage the anti-corruption system designed to promote and strengthen integrity in the Public Service. This entails the management of conflicts of interest through financial disclosures by senior managers. At the end of 2021/22 financial year, the Public Service had **9755** SMS members who were expected to disclose their financial interests to their respective HoDs and EAs. A total of **9630 (98.7%)** out of the **9755** SMS members complied with the requirement to disclose their financial interest by the due date of 30 April 2022 to their respective HoDs and EAs. The total number of financial disclosure forms that the PSC received as at the due date of 31 May 2022 was **9337**. A comparison of the overall submissions by the national and provincial departments indicated a consistent lack of compliance to achieving a 100% submission rate over the past five financial years. 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
2021/2022	9755	9337	418	96%
2020/2021	9899	9690	209	98%
2019/2020	10032	9792	240	98%
2018/2019	10135	9834	301	97%
2017/2018	10242	9713	529	95%

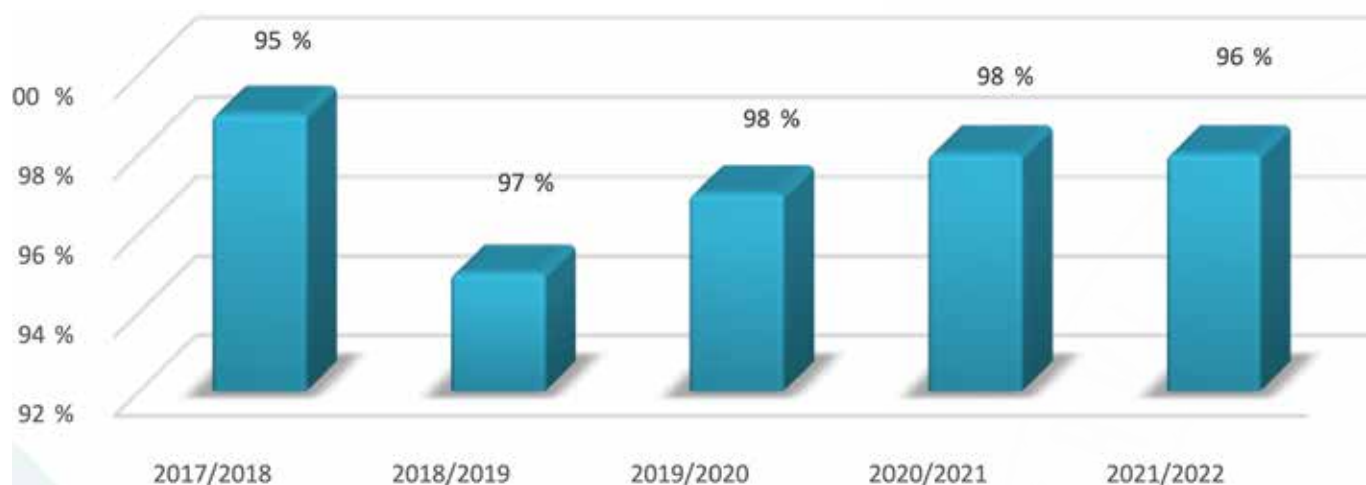


Figure 6: Trends analysis on submission of financial disclosure forms

The **Figure** above shows that for the 2021/2022 reporting period, the PSC recorded **96%** submission rate by the due date. A marginal decrease of **2** percentage point compared to **98%** that was recorded during 2019/2020 and 2020/2021 financial years as compared to the increase recorded between 2017/2018 and 2020/2021 reporting periods. The decline in 2021/22 was as a result of EAs and HoDs not releasing the forms to the PSC, despite the fact that the relevant SMS members had disclosed their financial interests on time.

A process of sending text messages through the Short Message System (SMS) was introduced to improve compliance levels to 100% submission rate.

Verification of the financial disclosure forms revealed SMS members who failed to disclose their interests in private and public companies. This is in contravention of Regulation 19 of the Public Service Regulations (PSR). The extent of non-disclosure of directorships in companies is shown in Table 17 below.

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 Who Are Repeat Offenders	Number of SMS Members Who Did Not Disclose Directorships In Companies in 2021/2022	Percentage of SMS Members Who Did Not Disclose Directorships in Companies in 2021/2022
	DGS / HODS	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS			
National Departments including National Government Components	4	24	70	256	0	354	6.1%
Eastern Cape	1	0	7	31	0	39	6.4%
Free State	0	0	1	5	0	6	10.5%
Gauteng	2	6	13	37	11	58	27%
KwaZulu-Natal	0	0	0	13	0	13	2.1%
Limpopo	1	1	5	10	0	17	3.9%
Mpumalanga	1	0	4	8	0	13	4.5%
Northern Cape	1	0	3	13	0	17	7.5%
North West	0	0	5	26	15	31	9.5%
Western Cape	1	0	3	2	1	6	9.7%
OVERALL TOTAL FOR PROVINCES	7	7	41	145	27	200	5.0%
GRAND TOTAL	11	31	111	391	27	554	5.6%

During the period under review, a total of **554** SMS members (**354** from national departments including national government components and **200** 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 four (**4**) Directors-General (DGs) in national departments and seven (**7**) HoDs in provincial departments.

There were twenty-seven (**27**) SMS members identified as repeat offenders in provincial departments, as they did not disclose their directorships in companies for more than one year in succession. These SMS members were found in Gauteng (**11**), North West (**15**) and Western Cape (**1**). The PSC is of the view that harsher disciplinary action must be taken against these SMS members, in order to deter them from continuing to ignore their obligation to comply fully with the applicable prescripts.

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 2021/2022 financial year	Percentage of SMS Members with potential conflicts of interest identified in 2021/2022 Financial Year
	DGs/ HoDs	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS		
National Departments including National Government Components	14	49	143	650	846	15%
Eastern Cape	0	2	6	22	30	5
Free State	1	0	5	31	37	6%
Gauteng	9	18	45	141	213	28%
KwaZulu-Natal	0	0	1	12	13	2%
Limpopo	3	4	26	63	96	22%
Mpumalanga	2	0	6	19	27	9%
Northern Cape	0	4	2	32	38	17%
North West	5	2	17	82	106	33%
Western Cape	0	0	0	3	3	0.8
OVERALL TOTAL FOR PROVINCES	20	30	108	405	563	14%
GRAND TOTAL	34	79	251	1 055	1 409	14%

The above table shows that 1409 (14%) SMS members were involved in activities that could be construed as posing potential conflicts of interest. Eight hundred and forty-six (846) of these SMS members are from the national departments including national government components and 563 are from provincial departments. Out of the 1409 SMS members, 34 are HoD, 14 are Directors-General and twenty (20) are heads of provincial departments in the Free State (1), Gauteng (9), Limpopo (3), Mpumalanga (2) and North West (5).

Complaints lodged with the PSC through the NACH during the 2022/2023 financial year

The PSC has been assigned by Cabinet to house the National Anti-Corruption Hotline (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, whistle-blowers 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, organization, 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 2022/2023 financial year, a total of **2118** complaints were lodged with the NACH. Of the **2118** complaints lodged, **1940** complaints were lodged through the Call Centre and **153** complaints were lodged through email, **1** through fax, **7** through post, **3** through website and **14** through walk-ins. The breakdown of these complaints is shown in **Table 18** below. The bulk of these complaints (**1341**) 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, SASSA must strengthen its internal controls in the management of social grants.

Table 19: Complaints reported through the NACH during the 2022/2023 financial year

No.	Provinces	First Quarter (415)			Second Quarter (324)			Third Quarter (611)			Fourth Quarter (768)			TOTAL
		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
1	Eastern Cape	1	2	4	3	2	0	4	3	0	1	1	1	22
2	Free State	2	0	0	1	1	0	0	1	2	1	1	1	10
3	Gauteng	9	13	9	5	6	18	11	12	5	7	3	3	101
4	KZN	1	3	5	0	0	4	2	3	5	0	1	3	27
5	Limpopo	1	4	3	3	1	2	5	3	1	0	1	0	24
6	Mpumalanga	5	3	0	0	1	2	3	2	0	0	3	2	21
7	North West	5	2	1	1	1	5	5	1	0	0	1	0	22
8	Northern Cape	1	1	1	1	1	0	0	0	0	0	0	0	5
9	Western Cape	5	2	4	1	1	1	4	1	2	1	1	0	23
10	Public Entity	62	96	53	25	33	62	105	143	157	201	179	249	1365
11	National Departments	33	53	31	20	48	75	52	43	36	27	37	43	498
12	Grand TOTAL	125	179	111	60	95	169	191	212	208	238	228	302	2118

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 2022/2023 financial year, **1573 (74%)** out of **2118** whistle-blowers provided their contact details while **545 (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.

Complaints reported through the NACH from 01 September 2004 to 31 March 2023

The NACH received the lowest number (**602**) of cases during its inception financial year, 2004/05 compared with the rest of the period up to 31 March 2023. This represents **2.6%** of the total number of cases received for the period 01 September 2004 to 31 March 2023, and was the lowest as the NACH was only implemented in the middle of the year.

There was a threefold increase in the number of cases reported through the NACH in the period from 2004/05 to 2008/09, with cases rising from 602 to **1857 (8%)**.

The next period, 2008/09 to 2012/13 saw a drop in the number of cases from 1857 to **1063 (4.5%)**. This prompted a massive marketing drive (through radio, television, newspapers, billboards, pamphlets, buses and taxis at a cost of R5 million) of the NACH during March 2013 and March 2014, resulting in a sharp increase to **2160 (10%)** cases reported by the 2013/14 financial year. There was a slight drop in the number of cases in the years 2014/15 (**1612**) and 2015/16 (**1547**), followed by an increase to **1856 (8%)** in 2016/17 due to continued marketing.

As from 01 April 2017, the NACH changed from 24-hours, outsourced operations to being managed in-house from 08h00 to 16h30. Consequently, a decrease in the number of cases was reported for the 2017/18 financial year, at only **886 (4%)** cases. Nevertheless, the next two financial years, 2018/19 and 2019/20 recorded

increased numbers at **1076 (5%)** and **1591 (7%)** respectively.



Commemoration of the 2022 International Anti-Corruption Day

In March 2020, the country was hit by the Corona Virus of 2019 (Covid-19) and the national lockdown. This adversely affected the operations of the NACH and, as a result the number of cases dropped significantly to **872 (4%)** by the 2020/21 financial year.

Media reports on State Capture Commission's investigation on alleged corruption as well as the Special Investigation Unit investigation into the procurement of Personal Protection Equipment (PPEs) had a positive effect on the reporting of cases through the NACH in 2021/22, as the number increased to **1563 (6%)**. A further increase to **2118 (7%)** by the end of 2022/23 was observed, mainly attributed to complaints relating to social relief of distress grant.

Complaints lodged with the NACH from 01 September 2004 to 31 March 2023



Complaints lodged with the NACH from 01 September 2004 to 31 March 2023

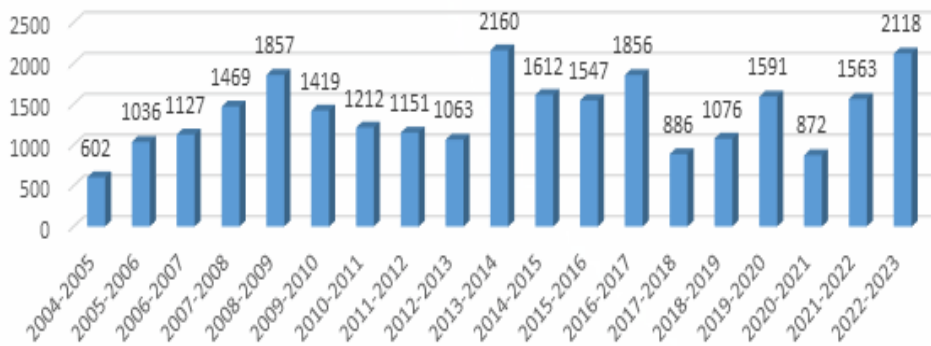


Figure 7: Complaints received since the inception of the NACH in September 2004 to 31 March 2023

Research projects and engagements on professional ethics undertaken during the financial year 2022/23

The PSC concluded a three-year research project that commenced in 2019/20, focusing on “the assessment of the extent of leadership commitment by Heads of Departments and Executive Authorities in promoting ethics within the public service”. It engaged ten (10) departments as part of providing feedback. A seminar was also hosted in April 2022, focusing on the outcome of the ‘Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State.’

The PSC conducted four (4) engagements on professional ethics, as part of promoting the ethics frameworks within the public service. In December 2022 the PSC hosted a two-day conference during the International Anti-Corruption Commemoration Day (IACD), under the theme, “The Cost of Failure of Governance and Ethics in the Public Service: Response to the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State.” A report was developed and shared with the relevant stakeholder like the Anti-Corruption Task Team.

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered and exceeded

Table 20: Linking performance with budgets

	2022/23			2021/2022		
	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	12,113	11,178	935	11,672	9,517	2,155
Professional Ethics	22,321	20,474	1,847	21,563	20,404	1,159
Programme Manager: IAC	26,640	25,485	1,155	24,437	22,507	1,930
Total	61,074	57,136	3,938	57,672	52,428	5,244

5. TRANSFER OF PAYMENTS

5.1 TRANSFER PAYMENTS TO PUBLIC ENTITIES

There were no transfer payments to public entities.

5.2 TRANSFER PAYMENTS TO 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.





Chief Justice Raymond Zondo and Professor Fikeni during the signing of the Anti-Corruption Pledge

A grayscale photograph of three women sitting at a table, likely at a conference or meeting. The woman on the right is wearing a polka-dot top and a patterned scarf, looking towards the camera. The woman in the middle is wearing a dark vest over a light shirt, also looking towards the camera. The woman on the left is wearing a dark vest and large hoop earrings, looking down. A teal diagonal overlay covers the left side of the image, containing the text 'PART C: 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, Executive Committee, Specialist Teams, IT Strategic Committee, Audit Committee, Executive Management Committee, Ethics and Risk Management Committee, Information Technology Steering Committee, Budget Committee and supply chain structures such as the Bid Evaluation Committee and Bid Adjudication Committee. In addition, there is a supplementary structure, the Management Committee, established to facilitate operational performance reporting, information sharing and coordination between management and staff.

2. RISK MANAGEMENT

The PSC has a Risk Management Framework that includes a Risk Management Policy and Strategy, Risk Appetite Statement and Risk Management Implementation Plan, which were reviewed during the financial year. The risk management process is aligned to the strategic planning process of the PSC. The PSC held its Strategic Planning Session in September 2022 and identified strategic risks. The Strategic Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis.

The Ethics and Risk Management Committee was chaired by the Deputy Director-General: Integrity and Anti-Corruption, and 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. Each of the Branches in the Office has a Risk Coordinator to reflect joint ownership of risk management responsibilities. The Risk Coordinators are responsible for ensuring that the Risk Registers are discussed at Branch meetings, risk-mitigating strategies/plans to manage and keep risks at an acceptable level are developed, new and emerging risks are identified and reflected in the risk registers.

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

3. FRAUD AND CORRUPTION

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.

4. MINIMISING CONFLICT OF INTEREST

Senior Management Service

As at 30 April 2022, there were 46 SMS members on the staff establishment of the OPSC, and all submitted their financial disclosure forms by the due date. Therefore, the OPSC had a 100% compliance rate. The Executive Authority signed off the report on the scrutiny of financial disclosures of SMS members on 23 August 2022.

Implementation of MPSA Directive in respect of other designated employees

The OPSC has 30 employees classified as “other designated employees”, appointed at Salary Levels 9 and 10, and all submitted their financial disclosure forms by the due date. This translates to a 100% compliance rate. The Accounting Officer signed off the report on the scrutiny of financial disclosures of other designated employees on 14 September 2022.

The Gifts Register was scrutinised for actual or potential conflicts of interest and all

employees in the OPSC are required to request permission from the EA or DG (as delegated authority) before they receive or accept any gift to the cumulative value of R350 per year.

All employees are supposed to apply for permission to perform other remunerative work outside the Public Service when they contemplate doing so. As at 31 March 2023, sixteen (16) employees had permission to perform remunerative work outside the Public Service.

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

5. CODE OF CONDUCT

The Code of Conduct for the Public Service is a guiding document for the good conduct of employees in the OPSC. During the period under review, workshops on the Code of Conduct were facilitated, and employees, through the signing of an agreement, confirmed that they have appraised themselves of the content of the Code.

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

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

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

7. PORTFOLIO COMMITTEES

There were no issues on the PSC's performance or functioning that were raised by any Portfolio Committee during the 2022/23 financial year. During the 2022 Budgeting Review and Recommendation Report process, 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
<p>The Public Service Commission should speed up the finalisation of the legislative reform project, which seeks to allow the institution to be supported by the Secretariat independent of the Executive in order to strengthen the Commission, especially when the Commission has acquired back the status of a fully-fledged budget vote.</p>	<p>The Public Service Commission Act of 1997 is to be repealed and replaced by a new Act with the following amendments:</p> <ul style="list-style-type: none"> • The PSC is to establish a secretariat to replace the Office of the Public Service Commission (OPSC). This is to ensure that the PSC executes its mandate fully as an independent and impartial constitutional entity. • The OPSC should be removed as a government department in terms of the Public Service Act of 1994, and moved through a function shift to the PSC as a PSC 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. • The PSC needs to fast-track the establishment of the PSC Secretariat. The PSC staff are employees of the PSC. A request can be made, through the MPSA, that a proclamation is issued by the President to establish the OPSC as the Secretariat to the Public Service Commission. • The sixth draft of the PSC Bill was finalised and the process of gazetting the Bill should be fast-tracked once Cabinet has made a decision. • The PSC Bill will be immediately presented and discussed with other stakeholders such as the Minister of Local Government and Traditional Affairs and the South African Local Government Association. • As a parallel process, the function shift of the OPSC to the PSC as its secretariat may be implemented once a proclamation is signed by the President and published. <p><i>Milestones achieved to date:</i></p> <ul style="list-style-type: none"> • Business Case for the PSC Bill was finalised in 2020. The various drafts of the PSC Bill underwent a thorough consultation process with various stakeholders and internal staff. Inputs received from stakeholders were built into the sixth draft of the PSC Bill, 2022. • The sixth draft PSC Bill was finalised and supported by the Chief State Law Advisor in March 2022. • The Socio-Economic Impact Assessment (SEIAS) of the PSC Bill was drafted and supported by the DPME in May 2022. • The Cabinet Memorandum and Explanatory Memorandum, the PSC Bill, and SEIAS was submitted to the MPSA for support and submission to Cabinet and Cabinet Cluster in August 2022. • The Bill was presented to FOSAD during November 2022. FOSAD supported it and recommended that SALGA should also be engaged on the Bill. • The Bill was presented and approved by the Cabinet Committee on 16 May 2023 for publication for purposes of public comment.

PARLIAMENT RESOLUTIONS / RECOMMENDATIONS	COMMENT
<p>The PSC should consult with the Speakers of the Provincial Legislatures on a continuous basis to discuss the work of the PSC and the fast-tracking of appointments of Commissioners within a required timeframe per section 3(2) of the Public Service Commission Act, 1997.</p>	<p>The Public Service Commission, through the Chairperson, has engaged with the following Legislatures regarding the appointment of Commissioners or the renewal of terms of Commissioners:</p> <ul style="list-style-type: none"> • North-West Provincial Legislature (Renewal of the term) • Western Cape Provincial Legislature (Renewal of the term) • Mpumalanga Provincial Legislature (Advertising of post) <p>The Chairperson attended meetings with the Speaker as well as the Premier of Mpumalanga on different occasions during October and November 2022 to request that the vacant post be filled as soon as possible.</p> <p>There are currently three vacant posts for Commissioners:</p> <ul style="list-style-type: none"> • North West Province (Recruitment and selection underway) • Mpumalanga (Recruitment and selection underway) • National (Recruitment and selection underway)
<p>The PSC should review its organisational structure with the intention of strengthening capacity in the provincial offices in order to cover a wide spectrum of provincial departments as well as make an impact on the citizens in the provinces.</p>	<ul style="list-style-type: none"> • The process to review the PSC organisational structure is underway. • In the meantime, the capacity of the provincial offices has been increased by means of the appointment of two Interns per provincial office (except Mpumalanga where one Intern was appointed). • Additional capacity to the establishment will also be sourced by means of creating four Assistant Director posts per provincial office, as an interim measure.
<p>The PSC should, through its service delivery inspections, expand its reach of monitoring government facilities in all sectors in the semi-rural and rural provinces. There are various government departments' facilities that require extensive monitoring in order to deliver effective and quality services to the citizens.</p>	<ul style="list-style-type: none"> • The PSC conducted unannounced inspections at facilities of the Department of Home Affairs (DHA) following numerous reports of long queues and inadequate service delivery. • The inspections were conducted at 57 DHA facilities across the nine provinces, with specific attention focused on rural, semi-rural, and urban areas, as well as the prevalence of similar challenges. This approach was useful as it provided the most representative picture of the daily operations and practices at the service delivery site on that day. • The inspections entailed making observations of the operations and obtaining evidence on the extent to which services were accessible and modernised. This method enabled the PSC to have a first-hand account of the nature of service delivery and customer experience at each site. • The PSC recently completed inspections in the SAPS Forensic Science Laboratories (FSLs) focused on the effectiveness and efficiency of the FSLs in dealing with the backlogs to improve service delivery relating to the Criminal Justice System. • Citizens Forums (CFs) is a process that involves government at all levels, working with citizens to identify service delivery challenges and propose practical measures to unlock blockages towards improved service delivery. Nine Citizens Forums were conducted across the country, with one in each province.

Over the years, the PSC has played a key role in enabling Parliament to exercise its political oversight role over. 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 2022/23 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on 67 occasions (13 times in the National Parliament and 54 times in Provincial Legislatures).

8. SCOPA RESOLUTIONS

There were no issues raised by the SCOPA.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

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

10. 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 2022/23 financial year.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

As required by the PFMA (1999) and the Treasury Regulations (TR) (2005), the PSC has established an Internal Audit function, which is outsourced, and the Audit Committee. 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 2022/23, 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 whose term of office that was to end, had their terms extended for a period of 9 and 6 months respectively.

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	Initially started 25 March 2022 Extended to continue from 11 Nov 2022	Initially ended 10 Nov 2022 Extended to end by 31 Aug 2023	1	1	1	1	4/4
Ms LM Mtshali	LLB, Dip: Corporate Law	External	Initially started 01 Feb 2020 Extended to continue from 01-Feb-2023	Initially ended 31 Jan 2023 Extended to end by 31-Jul-23	1	1	1	1	4/4
Mr A Latchu	BSc (IT), HSc, MSc, Dip, MCSE, MCSD, MCDBA, 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

12. AUDIT COMMITTEE REPORT

As Chairperson of the Audit Committee, it is my pleasure to present our report for the financial year ended 31 March 2023.

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 2022/23 financial year, the internal auditors completed the following activities and reviews and was approved by the Audit Committee:

- OPSC Internal Audit Plan 2022/23 Financial Year
- Financial Controls Review
- 2021/22 Annual Financial Statements
- SCM Review

- Quarterly Audit of Predetermined Objectives (AOPI) Reviews (Q3 & Q4 of 2021/22 Financial Year and Quarterly Performance Reports for the 2022/23 Financial Year)
- 2023/24 Annual Performance Plan Review
- Information Technology Review (General Control Review)
- Information Technology Review (Assessment of the IGCMS and NACH)
- People management (Human Resources) review
- Operational Review: Integrity & Anti-Corruption
- Review of Internal Audit & Audit Committee Charters
- Internal Audit Quarterly Progress Report

The following Ad-hoc reviews were performed:

- African Association of Public Service Commissions (AAPSCom) Annual Financial Statements Review
- Overpayment Review

From the reviews conducted by Internal Audit, four (4) reports required improvements. These related to the two (2) Audit of Predetermined Objectives review, the financial control review and the Operational Review relating to Leadership & Management Practices. The Supply Chain Management review was a satisfactory outcome. In addition, the Information Technology reviews was rated as unsatisfactory due to a number of key control breakdowns within the general control environment and is being prioritised as a matter of urgency by the PSC management. The findings identified by both the Internal and External 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 AGSA and Internal Audit will attest.

In Year Management and Monthly / Quarterly Report

During the period under review, the PSC has been reporting monthly and quarterly to the National Treasury as required by 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.



MR LESEDI MERE

**CHAIRPERSON OF THE AUDIT COMMITTEE
PUBLIC SERVICE COMMISSION**

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Table 3: B-BBEE Compliance

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



A grayscale photograph of a man in a dark polo shirt and glasses handing a white bag to a group of people under a tent. The man is on the right, facing left. The group of people, including a man in an Adidas cap, is on the left, facing right. The background shows a tent structure and a hilly landscape.

PART D: HUMAN RESOURCE MANAGEMENT



Chief Director: People Management
Practices
Ms AD Michael

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

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

2. OVERVIEW OF HUMAN RESOURCES

Provide commentary on the following:

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

2.1 STATUS OF HUMAN RESOURCES IN THE OPSC

The number of posts on the establishment of the OPSC increased from 251 in the 2021/2022 reporting year (of which 10 were employees employed additional to the establishment) to 337 in the 2022/2023 reporting year (of which 44 were employees employed additional to the establishment), with 311 of these posts filled.

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

As at 31 March 2023, the OPSC had a total of 44 employees employed additional

to the establishment, included in the total number of 311 employees. The OPSC vacancy rate of 10% for the 2021/2022 financial year decreased to 7.7% in the 2022/2023 financial year. The vacancy rate on salary levels 1 to 12 decreased from 9% in the 2021/2022 reporting period to 8.6% in the 2022/2023 reporting period, whilst the vacancy rate on SMS level decreased from 14% in the 2021/2022 reporting period to 9.5% in the 2022/2023 reporting period.

2.2 HUMAN RESOURCES PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE

The OPSC has in the past experienced an increased staff turnover resulting in an exodus of five (5) 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 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 2023, the OPSC had 44.4% representation of women at SMS level and 1.95% representation of PWDs.

During the period under review 25 bursaries were allocated to employees at the 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.



Womens Day Celebration, Kgosi Mampuru Correctional Centre

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 in order to ensure consistency. Employee performance management includes activities which ensure that the strategic and operational objectives of the PSC are consistently being met in effective and efficient manner. All employees are required to submit a performance agreement on 30 April of each year.

The Moderation Committee in respect of SMS members recommended that 29 out of 38 eligible SMS members be awarded Pay Progression. The Moderation Committee for employees on salary levels 2 to 12 recommended that 150 out of 191 employees be awarded Pay Progression for the 2021/2022 financial year.

2.5 EMPLOYEE WELLNESS PROGRAMMES

The PSC is committed to promoting a work-life balance and to create a conducive work environment for its employees to enhance productivity. During the year under review the annual individual usage of the core counselling and advisory services rate of 13.9% was above the sector rate of 8.9%. During the period under review the most commonly utilised service was professional counselling wherein the majority of referrals to ICAS were of an informal or voluntary in nature, as most employees contacted the service provider directly. One Trauma counselling was held for all employees in one of the Provincial Offices.



PSC Men's Wellness, Kgosi Mampuru Correctional Centre

All the individuals who used counselling and advisory services during the period under review made contact with ICAS through the OPSC dedicated toll free line and call-back. Professional counselling was provided telephonically and face to face. Furthermore, most employees at the National and Provincial offices attended Emotional Impact Sessions, Team Building and Emotional Impact for Work Stressors for investigators.

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

- a) Poster on health topics.
- b) Webinar on Conflict Management.
- 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.
- h) Mental Health.

2.6 HUMAN RESOURCES CHALLENGES FACED BY THE OPSC, AS WELL AS FUTURE HUMAN RESOURCES PLANS / GOALS

The ability to recruit suitable and highly quality talent into the OPSC yields positive results in the achievement of the HR objectives which contributes to the delivery of the mandate of the OPSC. The inability to retain people with critical skills led to the exit of several SMS members in the past and has a negative effect on the organisational performance. The OPSC has also experienced constraints in recruiting people with disabilities particularly at SMS level. The Directorate: People Management Practices in conjunction with managers need to respond to the challenges of recruiting the required skills, keeping employees gainfully employed, ensuring a productive and healthy workforce intent on delivering on the mandate of the PSC. The finalisation of disciplinary cases within the prescribed timeframes, filling of vacant posts, and the underutilisation of the EHW programme by employees, remain challenges which the OPSC is addressing.

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 2022 to 31 March 2023

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	127 994	70 432	1 201	-	55	577
Programme 2	48 634	45 063	-	-	93	653
Programme 3	45 228	40 436	-	-	89	632
Programme 4	57 136	50 811	-	-	89	620
TOTAL	278 992	206 742	1 201	-	74	613

Table 3.1.2 Personnel costs by salary band for the period 1 April 2022 to 31 March 2023

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	2 699	1.31%	19	142
Skilled (Levels 3-5)	9 538	4.61%	33	289
Highly skilled production (Levels 6-8)	27 252	13.18%	74	368
Highly skilled supervision (Levels 9-12)	88 437	42.78%	113	783
Senior and top management (Levels 13-16)	75 992	36.76%	63	52
Contract (Levels 1-2)	202	0.10%	2	101
Contract (Levels 3-5)	417	0.20%	5	83
Contract (Levels 6-8)	358	0.17%	2	179
Contract (Levels 9-12)	497	0.24%	10	50
Contract (Levels 13-16)	192	0.09%	3	64
Periodical remuneration	-	-	-	-
Abnormal appointment	-	-	-	-
TOTAL	1 158	0.56%	28	41

Table 3.1.3 Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2022 to 31 March 2023

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	59 910	28.98%	369	0.18%	1 497	0.72%	2 305	1.11%
Programme 2	39 741	19.22%	-	0.00%	374	0.18%	831	0.40%
Programme 3	35 482	17.16%	-	0.00%	452	0.22%	975	0.47%
Programme 4	43 907	21.24%	-	0.00%	1 011	0.49%	1 419	0.69%
TOTAL	179 040	86.60%	369	0.18%	3 334	1.61%	5 530	2.67%

Table 3.1.4 Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2022 to 31 March 2023

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	2 020	0.98%	-	0.00%	181	0.09%	278	0.13%
Skilled (Levels 3-5)	7 053	3.41%	327	0.16%	536	0.26%	837	0.40%
Highly skilled production (Levels 6-8)	21 552	10.42%	20	0.01%	1 137	0.55%	2 095	1.01%
Highly skilled supervision (Levels 9-12)	77 176	37.33%	22	0.01%	837	0.40%	1 798	0.87%
Senior management (Levels 13-16)	66 650	32.24%	-	0.00%	643	0.31%	522	0.25%
Contract (Levels 1-2)	202	0.10%	-	0.00%	-	0.00%	-	0.00%
Contract (Levels 3-5)	417	0.20%	-	0.00%	-	0.00%	-	0.00%
Contract (Levels 6-8)	358	0.17%	-	0.00%	-	0.00%	-	0.00%
Contract (Levels 9-12)	497	0.24%	-	0.00%	-	0.00%	-	0.00%
Contract (Levels 13-16)	1 957	0.95%	-	0.00%	-	0.00%	-	0.00%
Periodical remuneration	-	-	-	-	-	-	-	-
Abnormal appointment	-	-	-	-	-	-	-	-
Contract (Other)	1 158	0.56%	-	0.00%	-	0.00%	-	0.00%
TOTAL	179 040	86.60%	369	0.18%	3 334	1.61%	5 530	2.67%

3.2 EMPLOYMENT AND VACANCIES

Table 3.2.1 Employment and vacancies by programme as on 31 March 2023

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Programme 1	122	109	10.6	9
Programme 2	69	64	7.2	12
Programme 3	64	60	6.2	14
Programme 4	82	78	4.8	9
TOTAL	337	311	7.7	44

Table 3.2.2 Employment and vacancies by salary band as at 31 March 2023

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	17	16	5.8	0
Skilled (Levels 3-5)	36	35	2.7	0
Highly skilled production (Levels 6-8)	65	62	4.6	0
Highly skilled supervision (Levels 9-12)	112	97	13.3	0
Senior management (Levels 13-16)	63	57	9.5	0
Other, Permanent	26	26	0	26
Contract (Levels 3-5), Permanent	4	4	0	4
Contract (Levels 6-8), Permanent	1	1	0	1
Contract (Levels 9-12), Permanent	10	10	0	10
Contract (Levels 13), Permanent	3	3	0	3
TOTAL	337	311	7.7	44

Table 3.2.3 Employment and vacancies by critical occupation as at 31 March 2023

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	5	4	20	1
Cleaner	17	16	5.8	0
Receptionist	1	1	0	0
Communication and information related	3	3	0	0
Finance and economics related	1	0	100	0
Financial and related professionals	6	5	16.6	0
Financial clerks	6	6	0	2
HoD	1	1	0	0
Human resources & organisation development related	78	70	10.2	1
Human resources clerks	6	6	0	0
Human resources related	38	34	10.5	10
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	0	100	0
Driver	1	1	0	0
Logistical support personnel	3	3	0	1
Material recording and transport clerks	13	13	0	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	6	14.2	0
Other information technology personnel	4	4	0	0
Others occupations	26	26	0	26
Secretaries	41	39	4.8	0
Security officers	10	10	0	0
Senior managers	65	59	26.6	3
TOTAL	337	311	7.7	44

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 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	12	20	3	20
Salary Level 14	9	9	100	0	0
Salary Level 13	36	33	8.3	3	8.3
TOTAL	63	57	9.5	6	9.5

Table 3.3.2 SMS posts information as at 30 September 2022

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
DG	1	1	100	0	0
Salary Level 16	2	2	100	0	0
Salary Level 15	15	12	80	3	20
Salary Level 14	9	7	77.7	2	5.5
Salary Level 13	36	34	94.4	2	5.5
TOTAL	63	56	88.8	7	11.1

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2022 to 31 March 2023

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	1	0	2
Salary Level 13	2	0	0
TOTAL	3	0	2

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 2022 to 31 March 2023

Reasons for vacancies not advertised within six months
The post of Chief Director: Professional Ethics has been evaluated, approval for the JE results and filled 12 months after being vacant.
Reasons for vacancies not filled within twelve months
On 2022 the web-enabled Evaluation Job Evaluation system was authorised to be utilised as a temporary measure for a period of six (6) months to evaluate jobs that were not evaluated in 60 calendar months.

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 2022 to 31 March 2023

Reasons for vacancies not advertised within six months
None, as the reasons for the delays were not within the control of employees.
Reasons for vacancies not filled within twelve months
None, as the reasons for the delays were not within the control of employees.

3.4 JOB EVALUATION

Within a nationally determined framework, EAs may evaluate or re-evaluate any job in their organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job evaluation by salary band for the period 1 April 2022 to 31 March 2023

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	7	10.7	0	9	0	0
Highly skilled supervision (Levels 9-12)	112	31	27.6	0	1	19	61.2
SMS Band A	36	9	25	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	47	16	0	3	19	40.4

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 2022 to 31 March 2023

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 2022 to 31 March 2023

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 2022 to 31 March 2023

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 2022 to 31 March 2023

Salary band	Number of employees at beginning of period - April 2022	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	13	7	1	7.7
Skilled (Levels 3-5)	30	1	1	3.3
Highly skilled production (Levels 6-8)	62	7	2	3.2
Highly skilled supervision (Levels 9-12)	98	5	5	5.10
SMS Band A	32	2	2	6.3
SMS Band B	7	1	1	14.3
SMS Band C	4	1	0	0
SMS Band D	1	0	0	0
Other Permanent	0	28	0	0
Other Permanent	0	0	3	0
Contract (Levels 1-2) Permanent	2	0	2	100
Contract (Levels 3-5) Permanent	1	4	2	200
Contract (Levels 6-8) Permanent	1	1	1	100
Contract (Levels 9-12) Permanent	0	8	0	0
Contract Band A Permanent	0	3	0	0
Contract Band C Permanent	6	3	1	16.7
Contract Band D Permanent	1	0	0	0
TOTAL	258	71	21	8.10

Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2022 to 31 March 2023

Critical occupation	Number of employees at beginning of period – April 2022	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	13	7	1	7.7
Skilled	30	1	1	3.3
Highly skilled production	62	7	2	3.2
Highly skilled supervision	98	5	5	5.10
SMS	44	4	3	6.8
Contracts	11	47	9	81.8
TOTAL	258	71	21	8.1

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 2022 to 31 March 2023

Termination type	Number	% of total resignations
Death	1	4.1
Resignation	6	25
Expiry of contract	8	33.3
Dismissal – operational changes	0	0
Dismissal – misconduct	1	4.1
Dismissal – inefficiency	0	0
Discharged	0	0
Retirement	5	20.8
Transfer to other Departments	3	12.5
Other	0	0
TOTAL	24	
Total number of employees who left as a % of total employment		9.3

Table 3.5.4 Promotions by critical occupation for the period 1 April 2022 to 31 March 2023

Occupation	Employees as at 1 April 2022	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	13	1	7.6	11	84.6
Skilled	30	3	10	24	80
Highly skilled production	62	2	3.2	42	67.7
Highly skilled supervision	98	7	7.1	62	63.2
Senior management	44	4	9	26	20.4
Contracts	11	0	0	0	0
TOTAL	258	17	6.5	165	63.9

Table 3.5.5 Promotions by salary band for the period 1 April 2022 to 31 March 2023

Salary band	Employees as at 1 April 2022	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)	13	1	7.6	11	84.6
Skilled (Levels 3-5)	30	3	10	24	80
Highly skilled production (Levels 6-8)	62	2	3.2	42	67.7
Highly skilled supervision (Levels 9-12)	98	7	7.1	62	63.2
Senior management (Levels 13-16)	44	4	9	26	20.4
Contracts	11	0	0	0	0
TOTAL	258	17	6.5	165	63.9

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 2023

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	26	4	0	3	19	3	2	0	57
Professionals (Levels 9 – 12)	44	1	1	4	52	1	1	3	107
Technicians and associate professionals (Levels 6 – 8)	17	1	0	0	43	0	2	0	63
Clerks (Levels 3 – 5)	13	0	0	0	23	2	1	0	39
Elementary occupations (Levels 1 – 2)	16	0	0	0	27	0	0	0	43
TOTAL	116	6	1	7	164	6	6	3	309
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2023

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	5	1	0	1	4	1	0	0	12
Senior management (Levels 13 – 14)	23	3	0	2	13	2	2	0	45
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	44	1	1	4	52	1	1	3	107
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	17	1	0	0	43	0	2	0	63
Semi-skilled and discretionary decision making (Levels 3 – 5)	13	0	0	0	23	2	1	0	39
Unskilled and defined decision making (Levels 1 – 2)	16	0	0	0	27	0	0	0	43
TOTAL	116	6	1	7	164	6	6	3	309
Employees with disabilities	1	0	0	1	2	0	0	1	5

Table 3.6.3 Recruitment for the period 1 April 2022 to 31 March 2023

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	0	0	0	0	0	1
Senior management	2	1	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	1	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	4	0	1	0	7
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	3	0	0	0	4	0	0	0	7
Contracts	22	0	0	0	25	0	0	0	47
TOTAL	32	1	0	0	36	0	2	0	71
Employees with disabilities	0	0	0	0	1	0	0	0	1

Table 3.6.4 Promotions for the period 1 April 2022 to 31 March 2023

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	0	2	0	0	0	3
Senior management	10	2	0	2	11	2	1	1	29
Professionally qualified and experienced specialists and mid-management	31	1	0	2	38	0	0	2	74
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	8	0	0	0	34	1	1	0	44
Semi-skilled and discretionary decision making	14	0	0	0	13	0	1	0	28
Unskilled and defined decision making	2	0	0	0	9	0	0	0	11
Contracts	11	0	0	0	14	0	0	0	25
TOTAL	77	3	0	4	121	3	3	3	214
Employees with disabilities	0	0	0	1	2	0	0	0	3

Table 3.6.5 - Terminations for the period 1 April 2022 to 31 March 2023

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	2	3
Professionally qualified and experienced specialists and mid-management	3	0	0	0	1	0	0	1	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	1	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	1	0	0	0	1
Contracts	4	0	0	0	5	0	0	0	9
TOTAL	10	0	0	0	8	0	0	3	21
Employees with disabilities	0	0	0	0	0	0	0	1	1

Table 3.6.6 Disciplinary action for the period 1 April 2022 to 31 March 2023

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

Table 3.6.7 Skills development for the period 1 April 2022 to 31 March 2023

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	15	0	0	4	6	0	0	1	26
Professionally qualified and experienced specialists and middle management (Level 9-12)	9	1	0	0	10	0	0	0	20
Skilled technical, junior management and supervisors (Level 6-8)	22	0	0	0	63	1	0	0	86
Semi-skilled workers (Level 3-5)	2	0	0	0	5	0	0	0	7
Elementary occupations (Level 1-2)	0	0	0	0	0	0	0	0	0
TOTAL	48	1	0	4	84	1	0	1	139
Employees with disabilities	0	0	0	0	0	0	0	0	0

3.7 SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 – Signing of performance agreements by SMS members as at 31 May 2022

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
DG	1	1	1	100
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	3	3	3	100
Salary Level 14	9	7	7	77.7
Salary Level 13	36	35	34	91
TOTAL	49	46	45	89

Table 3.7.2 Reasons for not having concluded performance agreements for all SMS members as at 31 May 2022

Reasons
One (1) SMS member could not sign the performance agreement as he was on approved prolonged leave with effect from 1 April 2022.

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2022

Reasons
None

3.8 PERFORMANCE REWARDS

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

Table 3.8.1 – Performance rewards by race, gender and disability for the period 1 April 2022 to 31 March 2023

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African					
Male	1	117	0.90	5.65	5 652
Female	0	156	0	0	0
Asian					
Male	0	1	0	0	0
Female	0	7	0	0	0
Coloured					
Male	0	6	0	0	0
Female	0	5	0	0	0
White					
Male	0	6	0	0	0
Female	0	4	0	0	0
Employees with a disability	0	5	0	0	0
TOTAL	1	307	0.30	5.65	5 652

Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2022 to 31 March 2023

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	16	0	0	0	0
Skilled (Level 3-5)	1	31	3.20	5.65	5 652	0.04
Highly skilled production (Level 6-8)	0	65	0	0	0	0
Highly skilled supervision (Level 9-12)	0	99	0	0	0	0
Contracts	0	37	0	0	0	0
TOTAL	1	248	0.40	5.65	5 652	0.37

Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2022 to 31 March 2023

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	59	0	0	0
Professionally qualified and experienced specialists and middle management (Levels 9-12)	0	99	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	0	65	0	0	0
Semi-skilled and discretionary decision making (Levels 3-5)	1	31	3.20	5.65	5 652
Unskilled and defined decision making (Levels 1-2)	0	16	0	0	0
Contracts	0	37	0	0	0
TOTAL	1	307	3.20	5.65	5 652

Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2022 to 31 March 2023

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	35	0	0	0	41 572.80
Band B (Level 14)	0	9	0	0	0	10 684.90
Band C (Level 15)	0	12	0	0	0	19 766.48
Band D (Level 16)	0	3	0	0	0	5 511.40
TOTAL	0	59	0	0	0	77 535.58

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 2022 to 31 March 2023

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
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 2022 to 31 March 2023

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 2022 to 31 December 2022

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)	125	90.40	15	6	8	71
Skilled (Levels 3-5)	246	75.60	27	10.90	9	245
Highly skilled production (Levels 6-8)	619	76.40	58	23.40	11	929
Highly skilled supervision (Levels 9-12)	848	79.10	92	37.10	9	2 748
Senior management (Levels 13-16)	458	83.40	45	18.10	10	2 203
Contract (Levels 1-2)	8	62.50	2	0.80	4	4
Contract (Levels 3-5)	5	100	1	0.40	5	5
Contract (Levels 6-8)	3	33.30	1	0.40	3	4
Contract (Levels 9-12)	0	0	0	0	0	0
Contract (Levels 13-16)	5	100	1	0.40	5	30
Contract Other	10	40	6	2.40	2	5
TOTAL	2 327	79.30	248	100	9	6 243

Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2022 to 31 December 2022

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Contract (Levels 1 – 2)	0	0	0	0	0	0
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	20	100	1	50	20	73
Senior management (Levels 13-16)	74	100	1	50	74	343
TOTAL	94	100	2	100	47	416

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 2022 to 31 December 2022

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	327	16	20
Skilled (Level 3-5)	753	32	24
Highly skilled production (Level 6-8)	1 800	67	27
Highly skilled supervision (Level 9-12)	2 670	110	24
Senior management (Level 13-16)	1 195	49	24
Contract (Levels 1-2)	22	2	11
Contract (Levels 3-5)	12	2	6
Contract (Levels 6-8)	7	1	7
Contract (Levels 9-12)	1	1	1
Contract (Levels 13-16)	112	10	11
Contract Other	74	20	4
TOTAL	6 973	310	22

Table 3.10.4 – Capped leave for the period 1 January 2022 to 31 December 2022

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 December 2022
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	11
Highly skilled production (Level 6-8)	0	0	0	43
Highly skilled supervision (Level 9-12)	0	0	0	29
Senior management (Level 13-16)	3	1	3	43
TOTAL	3	1	3	37

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

Table 3.10.5 – Leave pay-outs for the period 1 April 2022 to 31 March 2023

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual – Discounting: Unused Vacation Credits (Work Days)	33	1	33
Annual – Discounting with Resignation (Word Days)	536	9	59 556
Annual – Gratuity: Death/Retirement/Medical Retirement (Work Days)	292	5	58 400
Capped – Gratuity: Death/Retirement/Medical Retirement (Work Days)	265	3	88 333
TOTAL	1 126	18	206 322

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> <p>n) Distribution of Male Condoms: 400 and Female Condoms: 200 to ensure effective Management of the HIV/AIDS, STI & TB in the Office of the Public Service Commission.</p> <p>o) During Men's Wellness session, the importance of medical circumcision and its benefits was reflected and the different kinds of STI's and treatment.</p> <p>p) Female and Male Reproductive Health Awareness.</p> <p>q) Promotion of behaviour change Drug Awareness Week was commemorated.</p> <p>r) Men's wellness on Prostate Cancer Awareness.</p> <p>s) Women's Health Awareness.</p>

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

Question	Yes	No	Details, if yes
Has the department designated a member of the SMS to implement the provisions contained in Part 3 Regulation 55 (2) (c) of Chapter 4 of the PSR, 2016? If so, provide her/his name and position	√		Post is still vacant.
Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		The Sub-Directorate: People Development, Labour Relations and Special Projects, has two (2) specific employees to promote the health and wellbeing of employees. The annual budget for promoting health and wellbeing of employees is R316 000.

Question	Yes	No	Details, if yes
Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	√		a) Provide employee professional counselling and trauma debriefing when there's a need. b) To enhance workplace health education and productivity. c) Enhancing implementation of work life balance. d) Promotion of employee wellness programmes. e) Provide Capacity Building to management and employees on behavioural problems in the workplace. f) Provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life. g) Prevent unnecessary absenteeism and presentism caused by social, physical and psychological factors.
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		√	SHERQ MANAGEMENT COMMITTEE MEMBERS HR designated Senior Manager

Question	Yes	No	Details, if yes
Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	√		HIV/AIDS and TB Management policy a) Ensure implementation of Behavioural Change Models and HIV/AIDS knowledge programmes to mitigate the risk of HIV/AIDS as preventative initiatives.
Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures	√		a) Employees living with HIV shall have the same rights and obligations as all employees and will be protected against any form of discrimination. b) Existing HR policies shall be adjusted in a manner that renders them non-discriminatory against employees living with HIV. c) Confidentiality regarding the HIV status of any employee shall be maintained at all times. d) Care and support of the affected and infected employees.
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 OPSC utilise the following measures to evaluate the implementation of the employee health and wellness programme and the impact. a) Employee Wellness Programme Quarterly Report b) Integrated Employee Health and Wellness Reporting tool (Quarterly & Annual report) c) Employee Health and Wellness Systems Monitoring Tool.

3.12 LABOUR RELATIONS

Table 3.12.1 – Collective agreements for the period 1 April 2022 to 31 March 2023

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

Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2022 to 31 March 2023

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

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2022 to 31 March 2023

Type of misconduct	Number	% of total
Failure to comply with the policy	0	0
Nepotism, misrepresentation and bringing the OPSC into disrepute by breaching Chapter 2 of the PSR	0	0
Absent from Work without Reason or Permission	1	100
Insubordination and insolent behaviour	0	0
Failure to carry out assigned tasks	0	0
TOTAL	1	100

Table 3.12.4 - Grievances lodged for the period 1 April 2022 to 31 March 2023

Grievances	Number	% of total
Number of grievances resolved	5	100
Number of grievances not resolved	0	0
Total number of grievances lodged	5	100

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2022 to 31 March 2023

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes still in process	1	100
Total number of disputes lodged	1	100

Table 3.12.6 - Strike actions for the period 1 April 2022 to 31 March 2023

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 2022 to 31 March 2023

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	46
Cost (R'000) of suspensions	37 232

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 2022 to 31 March 2023

Occupational category	Gender	Number of employees as at 1 April 2022	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	21	0	24	0	24
	Male	22	0	25	0	25
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	57	0	43	0	43
	Male	49	0	46	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	45	0	45	0	45
	Male	18	0	13	0	13
Semi-skilled and discretionary decision making (Levels 3-5)	Female	20	0	20	0	20
	Male	13	0	13	0	13
Unskilled and defined decision making (Levels 1-2)	Female	10	0	10	0	10
	Male	3	0	3	0	3
Sub Total	Female	153	0	142	0	142
	Male	105	0	100	0	100
TOTAL		258	0	242	0	242

Table 3.13.2 - Training provided for the period 1 April 2022 to 31 March 2023

Occupational category	Gender	Number of employees as at 1 April 2022	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	21	0	7	3	10
	Male	22	0	19	4	23
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	57	0	10	3	13
	Male	49	0	10	4	14

Occupational category	Gender	Number of employees as at 1 April 2022	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	45	0	66	14	80
	Male	18	0	22	4	26
Semi-skilled and discretionary decision making (Levels 3-5)	Female	20	0	5	1	6
	Male	13	0	2	2	4
Unskilled and defined decision making (Levels 1-2)	Female	10	0	0	0	0
	Male	3	0	0	0	0
Sub Total	Female	153	0	88	21	109
	Male	105	0	53	14	67
TOTAL		258	0	141	35	176

3.14 INJURY ON DUTY

Table 3.14.1 - Injury on duty for the period 1 April 2022 to 31 March 2023

Nature of injury on duty	Number	% of total
Required basic medical attention only	2	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
TOTAL	2	100

3.15 UTILISATION OF CONSULTANTS

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

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

Table 3.15.1 - Report on consultant appointments using appropriated funds for the period 1 April 2022 to 31 March 2023

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Assessment of government support for service delivery focusing on Information and Communication Technology (ICT).	3	30	R750 000
An Assessment of the effectiveness of Government Support for service delivery with a focus on office accommodation and property management Services.	4	37	R793 770.10
An impact assessment on the work of the PSC.	12	35	R1 497 554.11
Total number of projects	Total individual Consultants	Total Duration (work days)	Total Contract value in Rand
	19	102	R3 041 324.21

Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2022 to 31 March 2023

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Assessment of government support for service delivery focusing on Information and Communication Technology (ICT).	State owned	State owned	2
An Assessment of the effectiveness of Government Support for service delivery with a focus on office accommodation and property management Services.	State owned	State owned	2
An impact assessment on the work of the PSC.	State owned	State owned	10

Table 3.15.3 - Report on consultant appointments using donor funds for the period 1 April 2022 to 31 March 2023

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

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

Table 3.15.4 – Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2022 to 31 March 2023

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 2022 to 31 March 2023

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



PART E: PFMA COMPLIANCE REPORT



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PART E: PFMA COMPLIANCE

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

1.1 IRREGULAR EXPENDITURE

e) Reconciliation of Irregular Expenditure

Table 1: Reconciliation of Irregular Expenditure

Description	2022/23	2021/22
	R'000	R'000
Opening balance	1,218	2,534
Add: Irregular expenditure confirmed	71	772
Less: Irregular expenditure condoned	(892)	(2,088)
Less: Irregular expenditure not condoned and removed	(326)	-
Irregular expenditure recoverable	-	-
Irregular expenditure not recovered and written off	-	-
Closing balance	71	1,218

Reconciling notes

Table 2: Reconciliation notes

Description	2022/23	2021/22
	R'000	R'000
Irregular expenditure that was under assessment in 2022/23	-	-
Irregular expenditure that relates to *prior year and identified in 2018/19	-	1,218
Irregular expenditure for current year	71	-
Total	71	1,218

*R326 was incurred during 2019/20 financial year and R892 during 2018/19 financial year.

f) 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	2022/23	2021/22
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	71	-
Irregular expenditure under investigation	-	-
Total	71	-

g) Details of current and previous year irregular expenditure condoned

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

Description	2022/23	2021/22
	R'000	R'000
Irregular expenditure condoned	892	2,088
Total	892	2,088

h) 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	2022/23	2021/22
	R'000	R'000
Irregular expenditure NOT condoned and recovered	326	-
Total	326	-

i) Details of current and previous year irregular expenditure recovered

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

Description	2022/23	2021/22
	R'000	R'000
Irregular expenditure recovered	-	-
Total	-	-

j) 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	2022/23	2021/22
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

k) 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

l) 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	2022/23	2021/22
	R'000	R'000
No cases	-	-
Total	-	-

m) 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
Warning letters were issued to the relevant officials with regards to the irregular expenditure amounting to R2.0 million that was condoned during 2021/22 financial year.
Warning letters were issued to the relevant officials with regards to the irregular expenditure amounting to R1.2 million which was not condoned by National Treasury and later condoned and removed by the Accounting Officer in line with paragraphs 44(b) and 55 of the Irregular Expenditure Framework.

1.2 FRUITLESS AND WASTEFUL EXPENDITURE

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

1.3 UNAUTHORISED EXPENDITURE

- b) 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))

a) 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	2022/23	2021/22
	R'000	R'000
Theft	37	16
Other material losses	40	31
Recovered	-	(6)
Less: Not recovered and written off	(3)	(11)
Total	74	30

b) Details of other material losses

Table 12: Details of other material losses

Nature of other material losses	2022/23	2021/22
	R'000	R'000
Damaged assets	40	31
Total	40	31

c) Other material losses recovered

Table 13: Details of other material losses

Nature of losses	2022/23	2021/22
	R'000	R'000
Damaged assets	-	(6)
Total	-	(6)

d) Other material losses written off

Table 14: Other material losses written off

Nature of losses	2022/23	2021/22
	R'000	R'000
Laptop	-	(11)
Car damage	(3)	-
Total	(3)	(11)

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	3 709	87, 565
Invoices paid within 30 days or agreed period	3 766	91,257
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)	1	79

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 (PressReader)	Deviation	OR-130038	R'480
Utilisation of the Deeds Registration System	Department of Agriculture, Land Reform and Rural Development	Deviation	OR-013066	R'247
Training to Commissioners and top management (3 hours)	LeadAfrika Consulting	Deviation	OR-013068	R'30
Training to Commissioners and top management	ACCORD	Deviation	OR-013075	R'41
Training	Institute of Directors of South Africa (IODSA)	Deviation	OR-013113	R'55
Impact Assessment of the work of the PSC	Human Sciences Research Council (HSRC)	Deviation	OR-013109	R'1 498
Catering	Department of Correctional Services	Deviation	OR-013229	R'34
Catering	UNISA Enterprise	Deviation	OR-013171	R'99
Assessment of Effectiveness of Government Support for service delivery focusing on Office Accommodation	Council for Scientific and Industrial Research (CSIR)	Deviation	OR-013297	R'794
Assesment of Effectiveness of Government Support for service delivery focusing on Information Communication Technology (ICT)	Council for Scientific and Industrial Research (CSIR)	Deviation	OR-013289	R'750
Procurement of venue	Travel with Flair	Deviation	OR-013182	R'68
Subscription for 18 licenses to Sabinet Online	Sabinet Online	Deviation	OR-013220	R'162
Subscription for 18 licenses to LexisNexis	LexisNexis	Deviation	OR-013222	R'258
Procurement of venue	Bolivia Lodge	Deviation	OR-013258	R'167
Transportation for citizens for the KZN Citizens Forum (pre-engagement meeting)	Gasolo and Masina	Deviation	OR-013261	R'54
Transportation for KZN Citizens Forum	Gasolo and Masina	Deviation	OR-013305	R'48
Catering	UNISA Enterprise	Deviation	OR-013309	R'87
Transportation for citizens for the Mpumalanga Citizens Forum	TTG Transport and Projects	Deviation	OR-013343	R'16
Transportation for citizens for the Eastern Cape Citizens Forum	Qamulisi Trading	Deviation	2962/2022-23	R'51
Total				R'4 939

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
Extension of the contract term with Boxfusion for a further 3 months	Boxfusion	Variation	OR-012972	R'331	R'0	R'270
Additional logo on inspection jackets	Calvinate Investments	Expansion	OR-013164	R'128	R'0	R'14
Extension of contract term Rendering of Employee Health and Wellness services until 31 December 2023	ICAS	Variation	OR-013337	R'822	R'0	R'443
Total				R'1 281	R'0	R'727





PART F: FINANCIAL INFORMATION

PART F: FINANCIAL INFORMATION

1. AUDITOR GENERAL REPORT

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE 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 **140 to 197**, which comprise the appropriation statement, Office of the Public Service Commission statement of financial position as at 31 March 2023, Office of the Public Service Commission 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 Office of the Public Service Commission financial statements, including a summary of significant accounting policies.
- 2.) In my opinion, the Office of the Public Service Commission financial statements present fairly, in all material respects, the financial position of the PSC as at 31 March 2023 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 Office of the Public Service Commission 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 in pages **198 to 204** 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.

National Treasury Instruction No. 4 of 2022/2023: PFMA Compliance and Reporting

- 8.) On 23 December 2022 National Treasury issued Instruction Note no.4: PFMA Compliance and Reporting Framework of 2022-23 in terms of section 76(1) (b), (e) and (f), 2(e) and 4(a) and (c) of the PFMA, which came into effect on 3 January 2023. The PFMA Compliance and Reporting Framework also addresses the disclosure of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure. Among the effects of this framework is that irregular and fruitless and wasteful expenditure incurred in previous financial years and not addressed is no longer disclosed in the disclosure notes of the annual financial statements, only the current year and prior year figures are disclosed in note 22 to the financial statements. The movements in respect of irregular expenditure and fruitless and wasteful expenditure are no longer disclosed in the notes to the annual financial statements of the OPSC. The disclosure of these movements (e.g. condoned, recoverable, removed, written off, under assessment, under determination and under investigation) are now required to be included as part of other information in the annual report of the auditees.
- 9.) I do not express an opinion on the disclosure of irregular expenditure and fruitless and wasteful expenditure in the annual report.

Responsibilities of the accounting officer for the Office of the Public Service Commission financial statements

- 10.) The accounting officer is responsible for the preparation and fair presentation of the Office of the Public Service Commission 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 Office of the Public Service Commission financial statements that are free from material misstatement, whether due to fraud or error.
- 11.) In preparing the Office of the Public Service Commission 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 Office of the Public Service Commission financial statements

- 12.) My objectives are to obtain reasonable assurance about whether the Office of the Public Service Commission 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 Office of the Public Service Commission financial statements.
- 13.) A further description of my responsibilities for the audit of the Office of the Public Service Commission financial statements is included in the annexure to this auditor's report.

Report on the annual performance report

- 14.) 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 information against predetermined

objectives for the selected material performance indicators presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

- 15.) I selected the following material performance indicators related to programme 4: integrity and anti-corruption presented in the annual performance report for the year ended 31 March 2023. I selected those indicators that measure the department's performance on its primary mandated functions and that are of significant national, community or public interest.
- Percentage of investigations finalised within 90 working days upon receipt of a valid compliant
 - Number of own accord investigation reports as contemplated in section 1.94 (4)(f)(i), (iii) and (iv) of the Constitution 1996 finalised
 - Number of oversight reports on the implementation of ethics framework
 - Number of articles on the promotion of professional ethic produced
 - Number of engagements on professional ethics
- 16.) I evaluated the reported performance information for the selected material performance indicators 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.
- 17.) 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
 - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements
 - the targets 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 what was 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
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

- 18.) I performed the procedures for the purpose of reporting material findings only.
- 19.) I did not identify any material findings on the reported performance information for the reported performance information for the selected material performance indicators.

Other matter

- 20.) I draw attention to the matters below.

Achievement of planned targets

- 21.) The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements. This information should be considered in the context of the material findings on the reported performance information.

Material misstatements

- 22.) I did not include any material findings in this report.

Report on compliance with legislation

- 23.) 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.
- 24.) 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.

- 25.) 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 Office of the public service commission, 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.
- 26.) I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

- 27.) The accounting officer is responsible for the other information included in the annual report, which includes the accounting officers' report and the audit committee's report. The other information referred to does not include the Office of the Public Service Commission financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that have been specifically reported on in this auditor's report.
- 28.) My opinion on the Office of the Public Service Commission 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.
- 29.) My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the Office of the Public Service Commission financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

Internal control deficiencies

- 30.) I considered internal control relevant to my audit of the Office of the Public Service Commission 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

Auditor-General

Pretoria

31 July 2023



2. 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 Office of the Public Service Commission financial statements and the procedures performed on reported performance information for selected material performance indicators and on the department's compliance with selected requirements in key legislation.

Financial statements

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

- identify and assess the risks of material misstatement of the Office of the Public Service Commission 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 Office of the Public Service Commission 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 Office of the Public Service Commission financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the Office of the Public Service Commission 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 financial statements, including the disclosures, and determine whether the Office of the Public Service Commission 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 to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

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 (Definition of irregular expenditure); Sections 38(1)(a)(iv); 38(1)(b); 38(1)(c)(i)-(ii); Sections 38(1)(d); 38(1)(h)(iii); 39(1)(a); 39(2)(a); Sections 40(1)(a) and (b); 40(1)(c)(i); Sections 43(4); 44; 45(b); 51(1)(a)(iv); 57(b)
Treasury regulations	TR 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); TR 5.3.1; 6.3.1(a) - (d); 6.4.1(b); 7.2.1; TR 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; 9.1.4; TR 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; 11.5.1; TR 12.5.1; TR 15.10.1.2(c); TR 16A3.2 (fairness); 16A3.2(a); 16A6.1; TR 16A6.2(a) and (b); 16A6.3(a) - (c); 16A6.3(e); TR 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A.7.3; TR 16A7.6; 16A.7.7; 16A8.3; 16A8.4; TR 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2(a)(ii); TR 17.1.1; 18.2; 19.8.4
Construction Industry Development Board Act 38 of 2000 (CIDB)	Section 18(1)
CIDB regulations	Regulations 17; 25(7A)
Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA)	Sections 1(i); 2.1(a),(b) and (f)
Preferential Procurement regulations (PPR), 2011	Regulations 4.1; 4.3; 5.5; 6.1; 6.5; 7.1; Regulations 9.1; 9.5; 11.2; 11.5
Preferential Procurement regulations (PPR), 2017	Regulations 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; Regulations 6.1; 6.2; 6.3; 6.5; 6.6; 6.8; Regulations 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulations 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004 (PRECCA)	Section 34(1)
Public Service regulations (PSR), 2016	Regulations 18(1); 18(2); 25(1)(e)(i) and (iii)
State Information Technology Agency Act 88 of 1998 (SITA)	Section 7(3)
NT SCM Instruction Note 05 of 2009/10	Par 3.3
NT SCM Instruction Note 04 of 2015/16	Par 3.4
NT SCM Instruction Note 03 of 2016/17	Par 8.1; 8.2; 8.3; 8.5

Legislation	Sections or regulations
NT SCM Instruction Note 4A of 2016/17	Par 6
NT SCM Instruction Note 07 of 2017/18	Par 4.3
NT SCM Instruction note 03 of 2019/20 [Annexure A - FIPDM]	Par 5.5.1(vi); 5.5.1(x)
NT SCM Instruction Note 08 of 2019/20	Par 3.1.1; 3.6; 3.7.2; 3.7.6(i) - (iii)
NT SCM Instruction Note 03 of 2020/21	Par 3.6; 3.7; 5.1(i); 6.1; 6.3
NT SCM Instruction Note 05 of 2020/21	Par 3.2; 3.7; 4.3; 4.6; 4.8; 4.9; 5.3
Erratum NT SCM Instruction Note 05 of 2020/21	Par 1; 2
Second Amendment to NT SCM Instruction Note 05 of 2020/21	Par 1
NT Instruction Note 11 of 2020/21	Par 3.1; 3.4(b); 3.9
NT SCM Instruction Note 02 of 2021/22	Par 3.2.1; 3.2.4(a); 3.3.1; 4.1
SCM Practice Note 8 of 2007/08	Par 3.3.1; 3.3.3; 3.4.1; 3.5
SCM Practice Note 7 of 2009/10	Par 4.1.2

3. ANNUAL FINANCIAL STATEMENTS

Chief Financial Officer
Mr Zweli Momeka



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APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Voted funds and Direct charges	2022/23							2021/22	
	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	142 316	-	(6 623)	135 693	127 928	7 765	94,3%	134 559	121 947
2 LEADERSHIP AND MANAGEMENT PRACTICES	49 852	-	1 701	51 553	48 634	2 919	94,3%	49 773	49 728
3 MONITORING AND EVALUATION	44 970	-	2 251	47 221	45 228	1 993	95,8%	44 267	41 668
4 INTEGRITY AND ANTI-CORRUPTION	58 403	-	2 671	61 074	57 136	3 938	93,6%	57 672	52 428
Programme sub total	295 541	-	-	295 541	278 926	16 615	94,4%	286 271	265 771
TOTAL	295 541	-	-	295 541	278 926	16 615	94,4%	286 271	265 771
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				362				398	
Actual amounts per Statement of Financial Performance (Total Revenue)				295 903				286 669	
Add:									
Aid assistance					11				130
Prior year unauthorised expenditure approved without funding									
Actual amounts per Statement of Financial Performance Expenditure					278 937				265 901

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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	293 492	-	(1 377)	292 115	275 752	16 363	94,4%	280 949	260 444
Compensation of employees	223 834	-	(912)	222 922	206 742	16 180	92,7%	216 505	204 753
Salaries and wages	199 730	(1 641)	(912)	197 177	182 743	14 434	92,7%	191 263	180 830
Social contributions	24 104	1 641	-	25 745	23 999	1 746	93,2%	25 242	23 923
Goods and services	69 658	-	(465)	69 193	69 009	184	99,7%	64 444	55 691
Administrative fees	105	30	4	139	139	-	99,9%	222	173
Advertising	392	(12)	26	406	406	-	100,0%	257	189
Minor assets	1 157	14	(976)	195	194	1	99,3%	251	219
Audit costs: External	3 882	326	-	4 208	4 208	-	100,0%	5 566	5 090
Bursaries: Employees	1 037	-	(568)	469	469	-	100,0%	797	797
Catering: Departmental activities	351	412	638	1 401	1 400	1	100,0%	321	180
Communication (G&S)	4 005	(530)	(94)	3 381	3 360	21	99,4%	4 886	3 615
Computer services	11 062	1 276	(910)	11 428	11 426	2	100,0%	8 891	8 643
Consultants: Business and advisory services	4 185	(423)	(1 052)	2 710	2 643	67	97,5%	3 706	2 369
Legal services	3 608	(870)	(1 672)	1 066	1 066	-	100,0%	3 443	3 442
Contractors	390	(341)	233	282	282	-	100,0%	103	102
Fleet services (including government motor transport)	569	(202)	156	523	525	(2)	100,3%	598	334
Inventory: Medical supplies	105	19	-	124	124	-	100,1%	-	-
Consumable supplies	1 383	(26)	56	1 413	1 416	(3)	100,2%	1 668	1 016
Consumable: Stationery, printing and office supplies	3 378	(1 459)	253	2 172	2 085	87	96,0%	2 928	1 496
Operating leases	22 322	(33)	(1 845)	20 444	20 443	1	100,0%	21 284	21 312
Property payments	4 989	(76)	(380)	4 533	4 530	3	99,9%	4 730	4 166
Travel and subsistence	3 552	1 599	4 541	9 692	9 691	1	100,0%	2 296	1 470
Training and development	1 171	29	-	1 200	1 201	(1)	100,0%	1 724	374
Operating payments	767	(58)	101	810	808	2	99,8%	773	704

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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
Venues and facilities	1 186	252	557	1 995	1 993	2	99,9%	-	-
Rental and hiring	62	73	467	602	602	-	100,0%	-	-
Transfers and subsidies	611	-	912	1 523	1 158	365	76,0%	1 933	1 933
Foreign governments and international organisations	90	-	-	90	-	90	0,0%	30	30
Households	521	-	912	1 433	1 158	275	80,8%	1 903	1 903
Social benefits	521	-	912	1 433	1 158	275	80,8%	1 903	1 903
Payments for capital assets	1 438	-	465	1 903	1 902	1	99,9%	3 389	3 383
Machinery and equipment	1 438	-	465	1 903	1 902	1	99,9%	3 389	3 383
Other machinery and equipment	1 438	-	465	1 903	1 902	1	99,9%	3 389	3 383
Payment for financial assets	-	-	-	-	115	(115)	0,0%	-	11
	295 541	-	-	295 541	278 926	16 615	94,4%	286 271	265 771

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Programme 1: ADMINISTRATION

	2022/23							2021/22	
	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	22 931	-	1 455	24 386	20 552	3 834	84,3%	19 828	18 663
2 MANAGEMENT	19 949	(23)	(1 738)	18 188	15 929	2 259	87,6%	16 428	16 150
3 CORPORATE SERVICES	29 474	1 788	(596)	30 666	29 659	1 007	96,7%	28 528	24 922
4 PROPERTY MANAGEMENT	25 376	(22)	(2 956)	22 398	22 396	2	100,0%	23 509	23 282
5 CHIEF FINANCIAL OFFICER	44 586	(1 743)	(2 788)	40 055	39 391	664	98,3%	46 266	38 930
	142 316	-	(6 623)	135 693	127 928	7 765	94,3%	134 559	121 947
Economic classification									
Current payments	140 593	-	(7 686)	132 907	125 391	7 516	94,3%	130 514	117 897
Compensation of employees	78 385	-	(621)	77 764	70 431	7 333	90,6%	71 346	67 439
Salaries and wages	68 950	(222)	(621)	68 107	61 776	6 331	90,7%	62 845	59 302
Social contributions	9 435	222	-	9 657	8 656	1 001	89,6%	8 501	8 137
Goods and services	62 208	-	(7 065)	55 143	54 960	183	99,7%	59 168	50 458
Administrative fees	105	26	-	131	131	-	100,2%	222	173
Advertising	379	(39)	-	340	340	-	100,0%	202	135
Minor assets	1 157	11	(976)	192	190	2	99,0%	250	218
Audit costs: External	3 882	326	-	4 208	4 208	-	100,0%	5 566	5 090
Bursaries: Employees	1 037	-	(568)	469	469	-	100,0%	797	797
Catering: Departmental activities	259	303	1	563	564	(1)	100,2%	279	145
Communication (G&S)	2 415	(277)	(212)	1 926	1 914	12	99,4%	3 363	2 100
Computer services	11 062	1 276	(910)	11 428	11 426	2	100,0%	8 891	8 643
Consultants: Business and advisory services	3 839	(458)	(1 079)	2 302	2 235	67	97,1%	3 449	2 113
Legal services	3 608	(870)	(1 672)	1 066	1 066	-	100,0%	3 443	3 442
Contractors	384	(360)	-	24	24	-	100,8%	72	72

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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)	373	(298)	-	75	75	-	99,8%	320	56
Inventory: Medical supplies	105	19	-	124	124	-	100,1%	-	-
Consumable supplies	1 222	(37)	(10)	1 175	1 173	2	99,9%	1 573	926
Consumable: Stationery, printing and office supplies	2 315	(1 124)	(52)	1 139	1 054	85	92,5%	2 207	792
Operating leases	21 711	-	(2 024)	19 687	19 686	1	100,0%	20 785	20 780
Property payments	4 316	(95)	(1 005)	3 216	3 213	3	99,9%	3 990	3 432
Travel and subsistence	1 542	1 135	1 442	4 119	4 108	11	99,7%	1 389	592
Training and development	1 171	29	-	1 200	1 201	(1)	100,0%	1 724	374
Operating payments	725	(85)	-	640	639	1	99,8%	646	578
Venues and facilities	589	519	-	1 108	1 108	-	100,0%	-	-
Rental and hiring	12	(1)	-	11	11	-	101,3%	-	-
Transfers and subsidies	496	-	621	1 117	753	364	67,4%	865	864
Foreign governments and international organisations	90	-	-	90	-	90	0,0%	30	30
Households	406	-	621	1 027	753	274	73,3%	835	834
Social benefits	406	-	621	1 027	753	274	73,3%	835	834
Payments for capital assets	1 227	-	442	1 669	1 669	-	100,0%	3 180	3 175
Machinery and equipment	1 227	-	442	1 669	1 669	-	100,0%	3 180	3 175
Other machinery and equipment	1 227	-	442	1 669	1 669	-	100,0%	3 180	3 175
Payment for financial assets	-	-	-	-	115	(115)	0,0%	-	11
	142 316	-	(6 623)	135 693	127 928	7 765	94,3%	134 559	121 947

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 1.1: PUBLIC SERVICE COMMISSION

	2022/23							2021/22	
	Adjusted Budget	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	22 931	-	1 327	24 258	20 425	3 833	84,2%	19 257	18 093
Compensation of employees	21 250	-	(128)	21 122	17 290	3 832	81,9%	17 771	17 253
Salaries and wages	18 713	361	(128)	18 946	15 699	3 247	82,9%	16 074	15 678
Social contributions	2 537	(361)	-	2 176	1 591	585	73,1%	1 697	1 575
Goods and services	1 681	-	1 455	3 136	3 136	-	100,0%	1 486	840
Catering: Departmental activities	64	18	1	83	84	(1)	100,9%	114	87
Communication (G&S)	379	(128)	4	255	251	4	98,5%	359	252
Consultants: Business and advisory services	100	(100)	-	-	-	-	0,0%	-	-
Consumable supplies	2	2	1	5	5	-	105,0%	-	-
Consumable: Stationery, printing and office supplies	61	(44)	-	17	17	-	99,0%	31	24
Travel and subsistence	854	311	1 449	2 614	2 616	(2)	100,1%	906	401
Operating payments	3	3	-	6	6	-	103,0%	76	76
Venues and facilities	218	(62)	-	156	156	-	99,9%	-	-
Transfers and subsidies	-	-	128	128	127	1	99,3%	571	570
Households	-	-	128	128	127	1	99,3%	571	570
Social benefits	-	-	128	128	127	1	99,3%	571	570
Payments for capital assets	-	-	-	-	-	-	0,0%	-	-
Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
Total	22 931	0	1 455	24 386	20 552	3 834	84,3%	19 828	18 663

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 1.2: MANAGEMENT

	2022/23							2021/22	
	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	19 605	(23)	(1 745)	17 837	15 667	2 170	87,8%	16 239	15 961
Compensation of employees	14 725	-	-	14 725	12 559	2 166	85,3%	11 719	11 713
Salaries and wages	13 427	(284)	-	13 143	11 157	1 986	84,9%	10 301	10 297
Social contributions	1 298	284	-	1 582	1 402	180	88,6%	1 418	1 416
Goods and services	4 880	(23)	(1 745)	3 112	3 109	3	99,9%	4 520	4 248
Administrative fees	60	10	-	70	70	-	99,8%	-	-
Advertising	25	(12)	-	13	13	-	99,4%	51	51
Catering: Departmental activities	16	185	-	201	201	-	100,1%	37	27
Communication (G&S)	271	1	(42)	230	228	2	99,1%	322	245
Consultants: Business and advisory services	236	(210)	-	26	26	-	99,1%	352	353
Legal services	3 608	(870)	(1 672)	1 066	1 066	-	100,0%	3 443	3 442
Consumable supplies	-	6	-	6	8	(2)	125,6%	3	3
Consumable: Stationery, printing and office supplies	93	3	(24)	72	71	1	98,7%	85	41
Travel and subsistence	245	353	(7)	591	589	2	99,6%	214	73
Training and development	41	-	-	41	41	-	100,4%	-	-
Operating payments	1	13	-	14	14	-	102,4%	13	13
Venues and facilities	284	498	-	782	782	-	99,9%	-	-
Transfers and subsidies	327	-	-	327	237	90	72,5%	167	167
Foreign governments and international organisations	90	-	-	90	-	90	0,0%	30	30
Households	237	-	-	237	237	-	100,1%	137	137
Social benefits	237	-	-	237	237	-	100,1%	137	137
Payments for capital assets	17	-	7	24	24	-	101,7%	22	22
Machinery and equipment	17	-	7	24	24	-	101,7%	22	22
Other machinery and equipment	17	-	7	24	24	-	101,7%	22	22
Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
Total	19 949	(23)	(1 738)	18 188	15 929	2 259	87,6%	16 428	16 150

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 1.3: CORPORATE SERVICES

Economic classification	2022/23							2021/22	
	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	29 305	1 788	(1 075)	30 018	29 285	733	97,6%	28 504	24 898
Compensation of employees	24 225	-	(479)	23 746	23 025	721	97,0%	23 439	22 306
Salaries and wages	20 889	(154)	(479)	20 256	19 612	644	96,8%	20 213	19 231
Social contributions	3 336	154	-	3 490	3 413	77	97,8%	3 226	3 075
Goods and services	5 080	1 788	(596)	6 272	6 259	13	99,8%	5 065	2 592
Administrative fees	-	-	-	-	(-)	-	0,0%	1	-
Advertising	348	(21)	-	327	327	-	100,0%	66	-
Bursaries: Employees	1 037	-	(568)	469	469	-	100,0%	797	797
Catering: Departmental activities	172	92	-	264	265	(1)	100,2%	126	29
Communication (G&S)	90	650	-	740	737	3	99,6%	128	125
Computer services	-	420	-	420	420	-	100,1%	-	-
Consultants: Business and advisory services	386	(85)	-	301	301	-	99,8%	364	215
Fleet services (including government motor transport)	-	12	-	12	13	(1)	106,2%	-	-
Inventory: Medical supplies	105	19	-	124	124	-	100,1%	-	-
Consumable supplies	414	283	-	697	697	-	100,0%	496	56
Consumable: Stationery, printing and office supplies	685	81	(28)	738	734	4	99,4%	669	630
Property payments	-	-	-	-	-	-	0,0%	271	-
Travel and subsistence	246	287	-	533	527	6	98,9%	86	55
Training and development	1 130	29	-	1 159	1 159	-	100,0%	1 724	374
Operating payments	380	(73)	-	307	306	1	99,8%	337	311
Venues and facilities	87	83	-	170	170	-	100,1%	-	-
Rental and hiring	-	11	-	11	11	-	101,3%	-	-

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Economic classification	2022/23							2021/22	
	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
Transfers and subsidies	169	-	479	648	374	274	57,7%	24	24
Households	169	-	479	648	374	274	57,7%	24	24
Social benefits	169	-	479	648	374	274	57,7%	24	24
Payments for capital assets	-	-	-	-	-	-	0,0%	-	-
Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
Total	29 474	1 788	(596)	30 666	29 659	1 007	96,7%	28 528	24 922

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 1.4: PROPERTY MANAGEMENT

	2022/23							2021/22	
	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	25 376	(22)	(2 956)	22 398	22 396	2	100,0%	23 509	23 282
Goods and services	25 376	(22)	(2 956)	22 398	22 396	2	100,0%	23 509	23 282
Operating leases	21 427	-	(1 978)	19 449	19 449	-	100,0%	20 515	20 515
Property payments	3 949	(22)	(978)	2 949	2 948	1	100,0%	2 994	2 767
Transfers and subsidies	-	-	-	-	-	-	0,0%	-	-
Payments for capital assets	-	-	-	-	-	-	0,0%	-	-
Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
Total	25 376	(22)	(2 956)	22 398	22 396	2	100,0%	23 509	23 282

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 1.5: CHIEF FINANCIAL OFFICER

	2022/23							2021/22	
	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	43 376	(1 743)	(3 237)	38 396	37 618	778	98,0%	43 005	35 663
Compensation of employees	18 185	-	(14)	18 171	17 557	614	96,6%	18 417	16 167
Salaries and wages	15 921	(145)	(14)	15 762	15 308	454	97,1%	16 257	14 096
Social contributions	2 264	145	-	2 409	2 250	159	93,4%	2 160	2 071
Goods and services	25 191	(1 743)	(3 223)	20 225	20 060	165	99,2%	24 588	19 496
Administrative fees	45	16	-	61	61	-	100,5%	221	173
Advertising	6	(6)	-	-	-	-	0,0%	85	84
Minor assets	1 157	11	(976)	192	190	2	98,8%	250	218
Audit costs: External	3 882	326	-	4 208	4 208	-	100,0%	5 566	5 090
Catering: Departmental activities	7	8	-	15	15	-	98,1%	2	2
Communication (G&S)	1 675	(800)	(174)	701	698	3	99,6%	2 554	1 478
Computer services	11 062	856	(910)	11 008	11 006	2	100,0%	8 891	8 643
Consultants: Business and advisory services	3 117	(63)	(1 079)	1 975	1 909	66	96,7%	2 733	1 545
Contractors	384	(360)	-	24	24	-	99,1%	72	72
Fleet services (including government motor transport)	373	(310)	-	63	62	1	98,6%	320	56
Consumable supplies	806	(328)	(11)	467	464	3	99,3%	1 074	867
Consumable: Stationery, printing and office supplies	1 476	(1 164)	-	312	232	80	74,5%	1 422	97
Operating leases	284	-	(46)	238	238	-	100,0%	270	265
Property payments	367	(73)	(27)	267	266	1	99,5%	725	665
Travel and subsistence	197	184	-	381	377	4	98,8%	183	63
Operating payments	341	(28)	-	313	312	1	99,6%	220	178
Rental and hiring	12	(12)	-	-	-	-	0,0%	-	-

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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	-	-	14	14	14	-	101,9%	103	103
Households	-	-	14	14	14	-	101,9%	103	103
Social benefits	-	-	14	14	14	-	101,9%	103	103
Payments for capital assets	1 210	-	435	1 645	1 644	1	100,0%	3 158	3 153
Machinery and equipment	1 210	-	435	1 645	1 644	1	100,0%	3 158	3 153
Other machinery and equipment	1 210	-	435	1 645	1 644	1	100,0%	3 158	3 153
Payment for financial assets	-	-	-	-	115	(115)	0,0%	-	11
Total	44 586	(1 743)	(2 788)	40 055	39 391	664	98,3%	46 266	38 930

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Programme 2: LEADERSHIP AND MANAGEMENT PRACTICES

	2022/23							2021/22	
	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	14 851	(5)	70	14 916	14 271	645	95,7%	16 056	16 042
2 LEADERSHIP AND HUMAN RESOURCE REVIEWS	9 938	(13)	40	9 965	9 319	646	93,5%	9 537	9 527
3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES	25 063	18	1 591	26 672	25 044	1 628	93,9%	24 180	24 159
	49 852	-	1 701	51 553	48 634	2 919	94,3%	49 773	49 728
Economic classification									
Current payments	49 759	-	1 721	51 480	48 562	2 918	94,3%	49 509	49 465
Compensation of employees	47 982	-	(1)	47 981	45 063	2 918	93,9%	48 363	48 345
Salaries and wages	42 968	(208)	(1)	42 759	40 115	2 644	93,8%	43 305	43 291
Social contributions	5 014	208	-	5 222	4 949	273	94,8%	5 058	5 054
Goods and services	1 777	-	1 722	3 499	3 499	-	100,0%	1 146	1 120
Administrative fees	-	-	4	4	4	-	99,4%	-	-
Advertising	-	26	-	26	26	-	99,4%	-	-
Minor assets	-	3	-	3	3	-	108,5%	-	-
Catering: Departmental activities	10	49	252	311	310	1	99,7%	13	11
Communication (G&S)	455	(118)	52	389	388	1	99,6%	470	466
Consultants: Business and advisory services	-	27	-	27	27	-	98,8%	-	-
Contractors	-	1	110	111	111	-	100,2%	-	-
Fleet services (including government motor transport)	13	34	86	133	133	-	100,0%	8	9
Consumable supplies	25	(7)	16	34	33	1	96,8%	15	14
Consumable: Stationery, printing and office supplies	395	(137)	63	321	321	-	100,0%	172	164
Operating leases	191	-	64	255	255	-	100,1%	186	186

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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
Property payments	87	(6)	27	108	109	(1)	100,7%	143	143
Travel and subsistence	444	64	604	1 112	1 115	(3)	100,2%	129	117
Operating payments	7	(1)	21	27	28	(1)	103,4%	10	10
Venues and facilities	150	15	185	350	349	1	99,8%	-	-
Rental and hiring	-	50	238	288	287	1	99,8%	-	-
Transfers and subsidies	18	-	1	19	19	-	98,3%	201	201
Households	18	-	1	19	19	-	98,3%	201	201
Social benefits	18	-	1	19	19	-	98,3%	201	201
Payments for capital assets	75	-	(21)	54	53	1	98,8%	63	62
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	75	-	(21)	54	53	1	98,8%	63	62
Other machinery and equipment	75	-	(21)	54	53	1	98,8%	63	62
Payment for financial assets	-	-	-	-	-	-	-	-	-
	49 852	-	1 701	51 553	48 634	2 919	94,3%	49 773	49 728

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 2.1: LABOUR RELATIONS IMPROVEMENT

Economic classification	2022/23							2021/22	
	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	14 847	(5)	70	14 912	14 267	645	95,7%	15 974	15 960
Compensation of employees	14 554	-	-	14 554	13 912	642	95,6%	15 820	15 810
Salaries and wages	13 158	(208)	-	12 950	12 416	534	95,9%	14 362	14 355
Social contributions	1 396	208	-	1 604	1 496	108	93,3%	1 458	1 455
Goods and services	293	(5)	70	358	355	3	99,2%	154	150
Advertising	-	13	-	13	13	-	99,4%	-	-
Catering: Departmental activities	-	22	58	80	79	1	99,0%	-	-
Communication (G&S)	130	(56)	-	74	74	-	100,2%	134	132
Consultants: Business and advisory services	-	18	-	18	18	-	98,8%	-	-
Consumable supplies	-	-	1	1	1	-	97,5%	-	-
Consumable: Stationery, printing and office supplies	131	(48)	8	91	90	1	98,9%	20	18
Travel and subsistence	32	46	3	81	80	1	98,9%	-	-
Transfers and subsidies	4	-	-	4	4	-	107,6%	82	82
Households	4	-	-	4	4	-	107,6%	82	82
Social benefits	4	-	-	4	4	-	107,6%	82	82
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	14 851	(5)	70	14 916	14 271	645	95,7%	16 056	16 042

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS

Economic classification	2022/23							2021/22	
	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	9 938	(13)	40	9 965	9 319	646	93,5%	9 537	9 527
Compensation of employees	9 692	-	-	9 692	9 046	646	93,3%	9 435	9 431
Salaries and wages	8 638	47	-	8 685	8 070	615	92,9%	8 413	8 409
Social contributions	1 054	(47)	-	1 007	976	31	96,9%	1 022	1 022
Goods and services	246	(13)	40	273	273	-	100,0%	102	96
Administrative fees	-	-	4	4	4	-	99,4%	-	-
Advertising	-	13	-	13	13	-	99,4%	-	-
Catering: Departmental activities	-	3	-	3	3	-	98,6%	2	2
Communication (G&S)	108	(61)	1	48	47	1	98,7%	85	84
Consultants: Business and advisory services	-	9	-	9	9	-	98,8%	-	-
Consumable supplies	-	-	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	94	(65)	3	32	32	-	99,1%	11	9
Travel and subsistence	44	23	32	99	100	(1)	101,0%	4	1
Venues and facilities	-	65	-	65	65	-	100,0%	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	9 938	(13)	40	9 965	9 319	646	93,5%	9 537	9 527

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 2.3: PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES

Economic classification	2022/23							2021/22	
	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	24 974	18	1 611	26 603	24 976	1 627	93,9%	23 998	23 978
Compensation of employees	23 736	-	(1)	23 735	22 106	1 629	93,1%	23 108	23 104
Salaries and wages	21 172	(47)	(1)	21 124	19 629	1 495	92,9%	20 530	20 527
Social contributions	2 564	47	-	2 611	2 477	134	94,9%	2 578	2 577
Goods and services	1 238	18	1 612	2 868	2 871	(3)	100,1%	890	874
Minor assets	-	3	-	3	3	-	108,5%	-	-
Catering: Departmental activities	10	24	194	228	228	-	100,0%	11	9
Communication (G&S)	217	(1)	51	267	266	1	99,6%	251	250
Contractors	-	1	110	111	111	-	100,2%	-	-
Fleet services (including government motor transport)	13	34	86	133	133	-	100,0%	8	9
Consumable supplies	25	(7)	15	33	32	1	96,3%	15	14
Consumable: Stationery, printing and office supplies	170	(24)	52	198	199	(1)	100,6%	141	137
Operating leases	191	-	64	255	255	-	100,1%	186	186
Property payments	87	(6)	27	108	109	(1)	100,7%	143	143
Travel and subsistence	368	(5)	569	932	935	(3)	100,3%	125	116
Operating payments	7	(1)	21	27	28	(1)	103,4%	10	10
Venues and facilities	150	(50)	185	285	284	1	99,8%	-	-
Rental and hiring	-	50	238	288	287	1	99,8%	-	-
Transfers and subsidies	14	-	1	15	14	1	95,8%	119	119
Households	14	-	1	15	14	1	95,8%	119	119
Social benefits	14	-	1	15	14	1	95,8%	119	119
Payments for capital assets	75	-	(21)	54	53	1	98,8%	63	62
Machinery and equipment	75	-	(21)	54	53	1	98,8%	63	62
Other machinery and equipment	75	-	(21)	54	53	1	98,8%	63	62
Total	25 063	18	1 591	26 672	25 044	1 628	93,9%	24 180	24 159

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Programme 3: MONITORING AND EVALUATION

	2022/23							2021/22	
	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	9 271	57	48	9 376	9 052	324	96,5%	9 255	9 024
2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS	9 974	218	467	10 659	10 039	620	94,2%	9 478	9 471
3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION	25 725	(275)	1 736	27 186	26 137	1 049	96,1%	25 534	23 173
	44 970	-	2 251	47 221	45 228	1 993	95,8%	44 267	41 668
Economic classification									
Current payments	44 809	-	2 018	46 827	44 834	1 993	95,7%	43 703	41 104
Compensation of employees	42 657	-	(228)	42 429	40 436	1 993	95,3%	41 821	39 238
Salaries and wages	38 701	(600)	(228)	37 873	35 935	1 938	94,9%	37 418	34 874
Social contributions	3 956	600	-	4 556	4 502	54	98,8%	4 403	4 364
Goods and services	2 152	-	2 246	4 398	4 398	-	100,0%	1 882	1 866
Administrative fees	-	3	-	3	3	-	102,0%	-	-
Advertising	-	-	26	26	26	-	100,0%	40	40
Catering: Departmental activities	74	24	182	280	280	-	100,0%	17	16
Communication (G&S)	411	(25)	66	452	445	7	98,4%	489	488
Consultants: Business and advisory services	99	8	-	107	107	-	100,3%	218	218
Contractors	-	13	21	34	34	-	100,4%	21	21
Fleet services (including government motor transport)	151	24	55	230	231	(1)	100,4%	194	194
Consumable supplies	78	5	-	83	86	(3)	103,4%	7	5
Consumable: Stationery, printing and office supplies	248	(136)	73	185	183	2	99,0%	168	164
Operating leases	130	(11)	-	119	119	-	100,0%	131	131
Property payments	84	12	220	316	316	-	100,1%	46	44

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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
Travel and subsistence	701	126	1 155	1 982	1 988	(6)	100,3%	451	446
Operating payments	26	7	-	33	33	-	99,1%	100	99
Venues and facilities	100	(50)	372	422	421	1	99,8%	-	-
Rental and hiring	50	-	76	126	126	-	99,9%	-	-
Transfers and subsidies	97	-	228	325	325	-	100,0%	491	491
Households	97	-	228	325	325	-	100,0%	491	491
Social benefits	97	-	228	325	325	-	100,0%	491	491
Payments for capital assets	64	-	5	69	69	-	99,7%	73	73
Machinery and equipment	64	-	5	69	69	-	99,7%	73	73
Other machinery and equipment	64	-	5	69	69	-	99,7%	73	73
Payment for financial assets	-	-	-	-	-	-	-	-	-
	44 970	-	2 251	47 221	45 228	1 993	95,8%	44 267	41 668

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 3.1: GOVERNANCE MONITORING

Economic classification	2022/23							2021/22	
	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	9 271	57	(25)	9 303	8 979	324	96,5%	8 796	8 565
Compensation of employees	9 024	63	(70)	9 017	8 690	327	96,4%	8 473	8 243
Salaries and wages	8 222	(127)	(70)	8 025	7 738	287	96,4%	7 575	7 346
Social contributions	802	190	-	992	952	40	96,0%	898	897
Goods and services	247	(6)	45	286	289	(3)	101,1%	323	322
Advertising	-	-	-	-	-	-	0,0%	14	14
Catering: Departmental activities	-	4	-	4	5	(1)	122,3%	4	4
Communication (G&S)	70	2	-	72	65	7	90,5%	86	86
Consultants: Business and advisory services	9	-	-	9	9	-	98,8%	-	-
Fleet services (including government motor transport)	-	2	-	2	2	-	112,0%	-	-
Consumable supplies	1	(1)	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	36	(7)	4	33	33	-	99,0%	16	15
Travel and subsistence	131	(7)	41	165	174	(9)	105,5%	203	203
Operating payments	-	1	-	1	1	-	105,0%	-	-
Transfers and subsidies	-	-	73	73	73	-	99,6%	459	459
Households	-	-	73	73	73	-	99,6%	459	459
Social benefits	-	-	73	73	73	-	99,6%	459	459
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	9 271	57	48	9 376	9 052	324	96,5%	9 255	9 024

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS

	2022/23							2021/22	
	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	9 974	218	312	10 504	9 884	620	94,1%	9 446	9 439
Compensation of employees	9 589	197	(158)	9 628	9 010	618	93,6%	9 145	9 140
Salaries and wages	8 765	68	(158)	8 675	8 066	609	93,0%	8 258	8 257
Social contributions	824	129	-	953	944	9	99,1%	887	883
Goods and services	385	21	470	876	874	2	99,8%	301	299
Administrative fees	-	3	-	3	3	-	87,0%	-	-
Advertising	-	-	26	26	26	-	100,0%	-	-
Catering: Departmental activities	-	2	-	2	2	-	77,7%	3	2
Communication (G&S)	65	(17)	-	48	47	1	98,7%	68	68
Consultants: Business and advisory services	90	-	-	90	90	-	100,0%	150	150
Contractors	-	4	-	4	4	-	103,5%	-	-
Consumable supplies	-	2	-	2	3	(1)	130,3%	1	1
Consumable: Stationery, printing and office supplies	59	(28)	-	31	31	-	100,5%	46	46
Travel and subsistence	159	67	212	438	437	1	99,8%	9	9
Operating payments	12	(12)	-	-	-	-	-	24	23
Venues and facilities	-	-	232	232	232	-	99,8%	-	-
Transfers and subsidies	-	-	155	155	155	-	100,0%	32	32
Households	-	-	155	155	155	-	100,0%	32	32
Social benefits	-	-	155	155	155	-	100,0%	32	32
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	9 974	218	467	10 659	10 039	620	94,2%	9 478	9 471

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 3.3: PROGRAMME MANAGEMENT: MONITORING AND EVALUATION

	2022/23							2021/22	
	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	25 564	(275)	1 731	27 020	25 971	1 049	96,1%	25 461	23 100
Compensation of employees	24 044	(260)	-	23 784	22 736	1 048	95,6%	24 203	21 855
Salaries and wages	21 714	(541)	-	21 173	20 131	1 042	95,1%	21 585	19 271
Social contributions	2 330	281	-	2 611	2 606	5	99,8%	2 618	2 584
Goods and services	1 520	(15)	1 731	3 236	3 234	2	100,0%	1 258	1 245
Advertising	-	-	-	-	-	-	0,0%	26	26
Catering: Departmental activities	74	18	182	274	273	1	99,8%	10	10
Communication (G&S)	276	(10)	66	332	332	-	100,0%	335	334
Consultants: Business and advisory services	-	8	-	8	8	-	105,5%	68	68
Contractors	-	9	21	30	30	-	100,0%	21	21
Fleet services (including government motor transport)	151	22	55	228	229	(1)	100,3%	194	194
Consumable supplies	77	4	-	81	83	(2)	102,8%	6	4
Consumable: Stationery, printing and office supplies	153	(101)	69	121	119	2	98,7%	106	103
Operating leases	130	(11)	-	119	119	-	100,0%	131	131
Property payments	84	12	220	316	316	-	100,1%	46	44
Travel and subsistence	411	66	902	1 379	1 376	3	99,8%	239	234
Operating payments	14	18	-	32	32	-	98,9%	76	76
Venues and facilities	100	(50)	140	190	190	-	99,9%	-	-
Rental and hiring	50	-	76	126	126	-	99,9%	-	-

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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	97	-	-	97	97	-	100,3%	-	-
Households	97	-	-	97	97	-	100,3%	-	-
Social benefits	97	-	-	97	97	-	100,3%	-	-
Payments for capital assets	64	-	5	69	69	-	99,7%	73	73
Machinery and equipment	64	-	5	69	69	-	99,7%	73	73
Other machinery and equipment	64	-	5	69	69	-	99,7%	73	73
Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
Total	25 725	(275)	1 736	27 186	26 137	1 049	96,1%	25 534	23 173

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Programme 4: INTEGRITY AND ANTI-CORRUPTION

		2022/23							2021/22	
		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	12 450	(416)	79	12 113	11 178	935	92,3%	11 672	9 517
2	PROFESSIONAL ETHICS	21 833	362	126	22 321	20 474	1 847	91,7%	21 563	20 404
3	PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION	24 120	54	2 466	26 640	25 485	1 155	95,7%	24 437	22 507
		58 403	-	2 671	61 074	57 136	3 938	93,6%	57 672	52 428
Economic classification										
	Current payments	58 331	-	2 570	60 901	56 964	3 937	93,5%	57 223	51 978
	Compensation of employees	54 810	-	(62)	54 748	50 811	3 937	92,8%	54 975	49 731
	Salaries and wages	49 111	(611)	(62)	48 438	44 918	3 520	92,7%	47 695	43 363
	Social contributions	5 699	611	-	6 310	5 894	416	93,4%	7 280	6 368
	Goods and services	3 521	-	2 632	6 153	6 153	-	100,0%	2 248	2 247
	Administrative fees	-	1	-	1	1	-	57,5%	-	-
	Advertising	13	1	-	14	14	-	100,6%	15	14
	Minor assets	-	-	-	-	-	-	0,0%	1	1
	Catering: Departmental activities	8	36	203	247	246	1	99,7%	12	8
	Communication (G&S)	724	(110)	-	614	613	1	99,9%	564	561
	Consultants: Business and advisory services	247	-	27	274	274	-	99,8%	39	38
	Contractors	6	5	102	113	113	-	99,6%	10	9
	Fleet services (including government motor transport)	32	38	15	85	86	(1)	101,2%	76	75
	Consumable supplies	58	13	50	121	124	(3)	102,2%	73	71
	Consumable: Stationery, printing and office supplies	420	(62)	169	527	527	-	100,0%	381	376
	Operating leases	290	(22)	115	383	383	-	99,9%	182	215
	Property payments	502	13	378	893	892	1	99,8%	551	547

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

		2022/23							2021/22	
		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
	Travel and subsistence	865	274	1 340	2 479	2 480	(1)	100,0%	327	315
	Operating payments	9	21	80	110	109	1	99,0%	17	17
	Venues and facilities	347	(232)	-	115	115	-	100,0%	-	-
	Rental and hiring	-	24	153	177	177	-	100,3%	-	-
	Transfers and subsidies	-	-	62	62	61	1	98,6%	376	377
	Households	-	-	62	62	61	1	98,6%	376	377
	Social benefits	-	-	62	62	61	1	98,6%	376	377
	Payments for capital assets	72	-	39	111	111	-	99,8%	73	73
	Buildings and other fixed structures	-	-	-	-	-	-	0,0%	-	-
	Machinery and equipment	72	-	39	111	111	-	99,8%	73	73
	Other machinery and equipment	72	-	39	111	111	-	99,8%	73	73
	Payment for financial assets	-	-	-	-	-	-	0,0%	-	-
		58 403	-	2 671	61 074	57 136	3 938	93,6%	57 672	52 428

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS

Economic classification	2022/23							2021/22	
	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	12 450	(416)	79	12 113	11 178	935	92,3%	11 671	9 515
Compensation of employees	12 073	(514)	0	11 559	10 623	936	91,9%	11 539	9 383
Salaries and wages	11 218	(912)	0	10 306	9 373	933	90,9%	8 919	7 633
Social contributions	855	398	0	1 253	1 250	3	99,8%	2 620	1 750
Goods and services	377	98	79	554	555	(1)	100,2%	132	132
Catering: Departmental activities	0	3	0	3	3	0	97,5%	1	1
Communication (G&S)	81	(15)	0	66	66	0	99,5%	73	73
Consumable supplies	0	0	0	0	1	(1)	0,0%	1	1
Consumable: Stationery, printing and office supplies	62	16	0	78	78	(0)	100,4%	48	49
Travel and subsistence	234	94	79	407	407	(0)	100,1%	9	8
Transfers and subsidies	0	0	0	0	0	0	0,0%	1	2
Payments for capital assets	0	0	0	0	0	0	0,0%	0	0
Payment for financial assets				0		0	0,0%	0	-
Total	12 450	(416)	79	12 113	11 178	935	92,3%	11 672	9 517

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

Subprogramme: 4.2: PROFESSIONAL ETHICS

	2022/23							2021/22	
	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	21 833	362	30	22 225	20 378	1 847	91,7%	21 453	20 294
Compensation of employees	21 013	449	(62)	21 400	19 555	1 845	91,4%	21 071	19 919
Salaries and wages	18 732	231	(62)	18 901	17 299	1 602	91,5%	18 801	17 673
Social contributions	2 281	218	0	2 499	2 256	243	90,3%	2 270	2 246
Goods and services	820	(87)	92	825	823	2	99,7%	382	375
Advertising	13	1	0	14	14	(0)	100,6%	15	14
Catering: Departmental activities	0	13	0	13	12	1	92,5%	0	0
Communication (G&S)	341	(128)	0	213	212	1	99,6%	136	135
Consultants: Business and advisory services	247	0	27	274	274	0	99,8%	30	30
Consumable supplies	0	1	0	1	1	(0)	145,3%	0	0
Consumable: Stationery, printing and office supplies	159	(41)	0	118	117	1	99,5%	184	182
Travel and subsistence	60	45	0	105	106	(1)	100,8%	17	14
Operating payments	0	10	65	75	74	1	99,3%	0	0
Rental and hiring	0	12	0	12	12	0	99,7%	0	0
Transfers and subsidies	0	0	56	56	56	0	100,0%	110	110
Households	0	0	56	56	56	0	100,0%	110	110
Social benefits	0	0	56	56	56	0	100,0%	110	110
Payments for capital assets	0	0	40	40	40	0	100,0%	0	0
Machinery and equipment	0	0	40	40	40	0	100,0%	0	0
Other machinery and equipment	0	0	40	40	40	0	100,0%	0	0
Payment for financial assets	0	0	0	0	0	0	0,0%	0	0
Total	21 833	362	126	22 321	20 474	1 847	91,7%	21 563	20 404

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

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

	2022/23							2021/22	
	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	24 048	54	2 461	26 563	25 409	1 154	95,7%	24 099	22 169
Compensation of employees	21 724	65	0	21 789	20 634	1 155	94,7%	22 365	20 429
Salaries and wages	19 161	70	0	19 231	18 246	985	94,9%	19 975	18 057
Social contributions	2 563	(5)	0	2 558	2 388	170	93,4%	2 390	2 372
Goods and services	2 324	(11)	2 461	4 774	4 775	(1)	100,0%	1 734	1 740
Administrative fees	0	1	0	1	1	0	57,5%	0	-
Minor assets	0	0	0	0	0	0	0,0%	1	1
Catering: Departmental activities	8	20	203	231	231	(0)	100,1%	11	7
Communication (G&S)	302	33	0	335	336	(1)	100,2%	355	353
Consultants: Business and advisory services	0	0	0	0	0	0	0,0%	9	8
Contractors	6	5	102	113	113	0	99,6%	10	9
Fleet services (including government motor transport)	32	38	15	85	86	(1)	101,2%	76	75
Consumable supplies	58	12	50	120	122	(2)	101,3%	72	70
Consumable: Stationery, printing and office supplies	199	(37)	169	331	331	(0)	100,1%	149	145
Operating leases	290	(22)	115	383	383	0	99,9%	182	215
Property payments	502	13	378	893	892	1	99,8%	551	547
Travel and subsistence	571	135	1 261	1 967	1 966	1	100,0%	301	293
Operating payments	9	11	15	35	34	1	98,4%	17	17
Venues and facilities	347	(232)	0	115	115	(0)	100,0%	0	-
Rental and hiring	0	12	153	165	166	(1)	100,3%	0	-
Transfers and subsidies	0	0	6	6	5	1	85,9%	265	265
Households	0	0	6	6	5	1	85,9%	265	265
Social benefits	0	0	6	6	5	1	85,9%	265	265

APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	2022/23							2021/22	
	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
Payments for capital assets	72	0	(1)	71	71	0	99,7%	73	73
Machinery and equipment	72	0	(1)	71	71	0	99,7%	73	73
Other machinery and equipment	72	0	(1)	71	71	0	99,7%	73	73
Payment for financial assets	0	0	0	0	0	0	0,0%	0	-
Total	24 120	54	2 466	26 640	25 485	1 155	95,7%	24 437	22 507

NOTES TO THE APPROPRIATION STATEMENT AS AT 31 MARCH 2023

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

135 693	127 928	7 765	5,7%
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The variance on Compensation of Employees was due to vacant posts for both employees and Commission posts. Transfers and Subsidies underspending was due to the delayed Government Employee Pension Fund(GEPF) invoices on employees who are on early retirements.

Programme 2: Leadership Management Practices

51 553	48 634	2 919	5,7%
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The variance on Compensation of Employees was due to vacant posts.

Programme 3: Monitoring and Evaluation

47 221	45 228	1 993	4,2%
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The variance on Compensation of Employees was due to vacant posts.

NOTES TO THE APPROPRIATION STATEMENT AS AT 31 MARCH 2023

Programme 4 : Integrity and Anti-Corruption

61 074

57 136

3 938

6,4%

The variance on Compensation of Employees was due to 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

222 922

206 742

16 180

7,3%

Goods and services

69 193

69 009

184

0,3%

Transfers and subsidies

Foreign governments and international organisations

90

-

90

-

Households

1 433

1 158

275

19,2%

Payments for capital assets

Machinery and equipment

1 903

1 902

1

0,1%

Payments for financial assets

-

115

(115)

-

The variance on Compensation of Employees was due to vacant posts for both employees and Commission posts. Transfers and Subsidies underspending was due to the delayed Government Employee Pension Fund(GEPF) invoices on employees who are on early retirements.

STATEMENT OF FINANCIAL PERFORMANCE AS AT 31 MARCH 2023

		2022/23 R'000	2021/22 R'000
REVENUE			
Annual appropriation	1	295 541	286 271
Departmental revenue	2	362	398
Aid assistance	3	-	-
TOTAL REVENUE		295 903	286 669
EXPENDITURE			
Current expenditure			
Compensation of employees	4	206 742	204 753
Goods and services	5	69 009	55 691
Aid assistance	3	11	6
Total current expenditure		275 762	260 450
Transfers and subsidies			
Transfers and subsidies	7	1 158	1 933
Total transfers and subsidies		1 158	1 933
Expenditure for capital assets			
Tangible assets	8	1 902	3 507
Total expenditure for capital assets		1 902	3 507

		2022/23 R'000	2021/22 R'000
Payments for financial assets	6	115	11
TOTAL EXPENDITURE		278 937	265 901
SURPLUS/(DEFICIT) FOR THE YEAR		16 966	20 768
Reconciliation of Net Surplus/ (Deficit) for the year			
		16	20
Voted Funds		615	500
Annual appropriation		16 615	20 500
Departmental revenue and NRF Receipts	18	362	398
Aid assistance	4	(11)	(130)
SURPLUS/(DEFICIT) FOR THE YEAR		16 966	20 768

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
ASSETS			
Current Assets		17 278	20 818
Cash and cash equivalents	9	15 405	19 912
Prepayments and advances	10	1 236	756
Receivables	11	637	150
Non-Current Assets		83	463
Receivables	11	83	463
TOTAL ASSETS		17 361	21 281
LIABILITIES			
Current Liabilities		16 693	20 691
Voted funds to be surrendered to the Revenue Fund	12	16 615	20 500
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	13	7	53
Payables	14	71	127
Aid assistance unutilised	3	-	11
TOTAL LIABILITIES		16 693	20 691
NET ASSETS		668	590

	Note	2022/23 R'000	2021/22 R'000
Represented by:			
Capitalisation reserve		-	-
Recoverable revenue		668	590
Retained funds		-	-
Revaluation reserves		-	-
Unauthorised expenditure		-	-
TOTAL		668	590

STATEMENT OF CHANGES IN NET ASSETS AS AT 31 MARCH 2023

NET ASSETS		2022/23 R'000	2021/22 R'000
	Note		
Recoverable revenue			
Opening balance		590	578
Transfers		78	12
Irrecoverable amounts written off	6	115	(11)
Debts revised		-	-
Debts recovered (included in departmental receipts)		(206)	(207)
Debts raised		169	230
Closing balance		668	590
TOTAL		668	590

CASH FLOW STATEMENT AS AT 31 MARCH 2023

		2022/23 R'000	2021/22 R'000
	<i>Note</i>		
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		295 894	286 632
Annual appropriated funds received	1	295 541	286 271
Departmental revenue received	2	339	344
Interest received	2	14	17
Net (increase)/ decrease in working capital		(1 023)	(1 939)
Surrendered to Revenue Fund		(20 908)	(13 525)
Current payments		(275 762)	(260 450)
Payments for financial assets	6	(115)	(11)
Transfers and subsidies paid	7	(1 158)	(1 933)
Net cash flow available from operating activities	15	(3 072)	8 774
CASH FLOWS FROM INVESTING ACTIVITIES			
Distribution/dividend received		-	-
Payments for capital assets	8	(1 902)	(3 507)
Proceeds from sale of capital assets		9	37
(Increase)/decrease in non-current receivables		380	-
Net cash flows from investing activities		(1 513)	(3 470)

		2022/23 R'000	2021/22 R'000
	<i>Note</i>		
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		78	12
Net cash flows from financing activities		78	12
Net increase/ (decrease) in cash and cash equivalents		(4 507)	5 316
Cash and cash equivalents at beginning of period		19 912	14 596
Cash and cash equivalents at end of period		15 405	19 912

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/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.
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
	<p>Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Write-offs are made according to the department's debt write-off policy.</p>
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.
	Social Contributions
	<p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>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.</p>
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
	<p>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.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> • 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.

ACCOUNTING POLICIES AS AT 31 MARCH 2023

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
	<p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p> <p>Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:</p> <ul style="list-style-type: none"> • 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. <p>Unauthorised expenditure recorded in the notes to the financial statements comprise of</p> <ul style="list-style-type: none"> • 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
	<p>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.</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of .</p> <ul style="list-style-type: none"> • 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
	<p>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.</p> <ul style="list-style-type: none"> • 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	<p>Changes in accounting policies, accounting estimates and errors</p> <p>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.</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>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.</p>
21	<p>Events after the reporting date</p> <p>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.</p>
22	<p>Departures from the MCS requirements</p> <p>Management has concluded that the financial statements present fairly the department's primary and secondary information and complied with the Standards</p>
23	<p>Recoverable revenue</p> <p>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.</p>
24	<p>Related party transactions</p> <p>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.</p>

25	<p>Inventories</p> <p>At the date of acquisition, inventories are recognised at cost in the statement of financial performance.</p> <p>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.</p>
26	<p>Employee benefits</p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.</p> <p>Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date.</p> <p>The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.</p>

PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of 2022 Appropriation Act.

	Final Appropriation	Actual Funds Received	2022/23 Funds not requested/ not received	Final Appropriation	2021/22 Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	135,693	135,693	-	134,559	134,559
Leadership and Management Practices	51,553	51,553	-	49,773	49,773
Monitoring and Evaluation	47,221	47,221	-	44,267	44,267
Integrity and Anti-Corruption	61,074	61,074	-	57,672	57,672
TOTAL	295,541	295,541	-	286,271	286,271

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
2. Departmental Revenue			
Sales of goods and services other than capital assets	2.1	117	117
Interest, dividends and rent on land	2.2	14	17
Sales of capital assets	2.3	9	37
Transactions in financial assets and liabilities	2.4	222	227
Transfer received		-	-
Departmental revenue collected		362	398

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	117	117
Sales by market establishment	52	65
Other sales	65	52
Sales of scrap, waste and other used current goods	-	-
TOTAL	117	117

2.2 Interest, dividends and rent on land and buildings

Interest	14	17
TOTAL	14	17

2.3 Sales of capital assets

Tangible assets	9	37
Machinery and equipment	9	37
TOTAL	9	37

	Note	2022/23 R'000	2021/22 R'000
2.4 Transactions in financial assets and liabilities			
Receivables		193	207
Other Receipts including Recoverable Revenue		29	20
TOTAL		222	227
3. Aid assistance			
Opening balance		11	141
Prior period error		-	-
As restated		11	141
Transferred from statement of financial performance		(11)	(130)
Closing balance		-	11

*The PSC Received R3.750 Million Through The Criminal Assets Recovery Account (CARA) Funding From The Department Of Justice And Constitutional Development On 14 June 2018 To Implement National Anti-Corruption Forum (NACF) Activities. 100% of the grant had been spent as at 31 March 2023

3.1 Analysis of balance by source

CARA	-	11
TOTAL	-	11

3.2 Analysis of balance

Aid assistance unutilised	-	11
TOTAL	-	11

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
3.3 Aid assistance expenditure per economic classification			
Current		11	6
Capital		-	124
TOTAL		11	130
4. Compensation of Employees			
4.1 Salaries and Wages			
Basic salary		142,243	138,724
Performance award		125	1,131
Service Based		200	400
Compensative/circumstantial		992	1,114
Other non-pensionable allowances		39,183	39,461
TOTAL		182,743	180,830
4.2 Social contributions Employer contributions			
Pension		18,429	18,538
Medical		5,530	5,355
UIF		2	2
Bargaining council		38	28
TOTAL		23,999	23,923
TOTAL COMPENSATION OF EMPLOYEES		206,742	204,753
Average number of employees		280	271

	Note	2022/23 R'000	2021/22 R'000
5. Goods and services			
Administrative fees		139	173
Advertising		406	189
Assets less than R5,000	5.1	194	219
Bursaries (employees)		469	797
Catering		1,400	180
Communication		3,360	3,615
Computer services	5.2	11,426	8,643
Consultants, contractors and agency/outsourced services		2,643	2,369
Legal services		1,066	3,442
Contractors		282	102
Audit cost – external	5.3	4,207	5,090
Fleet services		525	334
Inventory	5.4	124	-
Consumables	5.5	3,501	2,512
Operating leases		20,443	21,312
Property payments	5.6	4,530	4,166
Rental and hiring		602	-
Travel and subsistence	5.7	9,691	1,470
Venues and facilities		1,993	-
Training and staff development		1,200	374
Other operating expenditure	5.8	808	704
TOTAL		69,009	55,691

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
5.1 Minor assets			
Tangible assets			
Machinery and equipment		194	219
TOTAL		194	219
5.2 Computer services			
SITA computer services		6,272	4,679
External computer service providers		5,154	3,964
TOTAL		11,426	8,643
5.3 Audit cost - external			
Regulatory audits		4,207	4,656
Computer audits		-	434
TOTAL		4,207	5,090
5.4 Inventory			
Medical supplies		124	-
TOTAL		124	-

5.5 Consumables

Consumable supplies	1,416	1,016
Uniform and clothing	301	173
Household supplies	457	296
Building material and supplies	257	27
Communication accessories	-	40
IT consumables	183	143
Other consumables	218	337
Stationery, printing and office supplies	2,085	1,496

TOTAL

3,501 **2,512**

5.6 Property payments

Municipal services	2,933	2,765
Property maintenance & repairs	-	138
Other	1,597	1,263
TOTAL	4,530	4,166

5.7 Travel and subsistence

Local	9,475	1,470
Foreign	216	-
TOTAL	9,691	1,470

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
5.8 Other operating expenditure			
Professional bodies, membership and subscription fees		-	17
Resettlement costs		-	112
Other		808	575
TOTAL		808	704
5.9 Remuneration of Audit committee members (Included in Consultants: Business and advisory services)			
Five(5) Audit Committee members		205	93
TOTAL		205	93
6. Payment for financial assets			
Material losses through criminal conduct			
Theft	6.1	16	11
Other Material losses written off		99	
TOTAL		115	11
6.1 Details of theft			
Nature of theft			
Computer equipment		16	11
TOTAL		16	11

	Note	2022/23 R'000	2021/22 R'000
6.2. Other material losses written-off			
No show Accommodation		83	-
Windshiled damage		3	-
Damaged laptop		13	-
TOTAL		99	-
7. Transfers and subsidies			
Foreign governments and international organisations	Annex 1A	-	30
Households	Annex 1B	1,158	1,903
TOTAL		1,158	1,933
8. Expenditure for Capital Assets			
Tangible assets			
Buildings and other fixed structures		-	-
Machinery and equipment	26	1,902	3,507
Intangible assets			
Software		-	-
TOTAL		1,902	3,507

*Note 26 excludes the finance lease amount of R576 000

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

8.1 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
Intangible assets	-	-	-
Software	-	-	-
TOTAL	1,902	-	1,902

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

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

Note

2022/23	2021/22
R'000	R'000

8.3 Finance lease expenditure included in Expenditure for capital assets

Tangible assets		
Machinery and equipment	576	557
TOTAL	576	557

9. Cash and cash equivalents

	2022/23 R'000	2021/22 R'000
Consolidated Paymaster General Account	15,305	19,862
Cash on hand	100	50
TOTAL	15,405	19,912

10. Prepayments and Advances

	Note	2022/23 R'000	2021/22 R'000
Advances paid (Not expensed)	10.1	1,236	756
TOTAL		1,236	756

Analysis of Total Prepayments and advances

Current Prepayments and advances	1,236	756
Non-current Prepayments and advances	-	-
TOTAL	1,236	756

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

10.1 Advances paid (Not expensed)

	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
	10	R'000	R'000	R'000	R'000	R'000
National departments		756	(909)	-	1,389	1,236
TOTAL		756	(909)	-	1,389	1,236

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

11. Receivables

	Note	2022/23			2021/22		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	11.1	64	-	64	129	-	129
Recoverable expenditure	11.2	66	-	66	1	-	1
Staff debt	11.3	507	83	590	20	463	483
Other receivables		-	-	-	-	-	-
TOTAL		637	83	720	150	463	613

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
11.1 Claims Recoverable			
National departments		-	129
Foreign governments		36	-
Private enterprises		28	-
TOTAL		64	129
11.2 Recoverable expenditure (disallowance accounts)			
Telephone Control Acc: CL		-	1
Sal: Disallowance Account: CA		66	-
TOTAL		66	1
11.3 Staff debts			
Salary		94	61
Bursary		482	404
Other		14	18
TOTAL		590	483
12. Voted funds to be surrendered to the Revenue Fund			
Opening balance		20,500	12,624
Transfer from Statement of Financial Performance (as restated)		16,615	20,500
Voted funds not requested/not received		-	-
Paid during the year		(20,500)	(12,624)
CLOSING BALANCE		16,615	20,500

	Note	2022/23 R'000	2021/22 R'000
13. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance		53	556
Transfer from Statement of Financial Performance		362	398
Paid during the year		(408)	(901)
CLOSING BALANCE		7	53
14. Payables – Current			
Clearing accounts	14.1	71	127
TOTAL		71	127
14.1. Clearing accounts			
SAL: Income Tax: CL		69	127
SAL: Pension Fund:CL		1	-
SAL: GEHS refund control acc:CL		1	-
TOTAL		71	127

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

	Note	2022/23 R'000	2021/22 R'000
15. Net Cash Flow Available from operating activities			
Net surplus as per Statement of Financial Performance		16,966	20,768
Add back non cash/cash movements not deemed operating activities		(20,038)	(11,994)
(Increase)/Decrease in receivables		(487)	(135)
Decrease in prepayments and advances		(480)	(579)
Increase in payables – current		(56)	(1,225)
Proceeds from sale of capital assets		(9)	(37)
Expenditure on capital assets	8.1	1,902	3,507
Surrenders to Revenue Fund		(20,908)	(13,525)
Net cash flow generated by operating activities		(3,072)	8,774

16. Reconciliation of Cash and Cash Equivalents for Cash flow Purposes

Consolidated Paymaster General account		15,305	19,862
Cash on hand		100	50
Investments (Domestic)		-	-
TOTAL		15,405	19,912

17. Contingent liabilities and contingent assets

Contingent liabilities

Claims against the department	Annex 2	350	500
Intergovernmental payables		-	12
TOTAL		350	512

18. Capital Commitments

Machinery and Equipment	858	382
TOTAL COMMITMENTS	858	382

Included in the Capital Commitments amount are for the once-off orders.

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

	2022/23			2021/22
19. Accruals and Payables not recognised				
19.1 Accruals				
Listed by economic classification	30 Days	30+ Days	Total	Total
	R'000	R'000	R'000	R'000
Goods and services	7,440	-	7,440	1,284
Transfers and Subsidies	-	-	-	-
Capital Assets	97	-	97	53
TOTAL	7,537	-	7,537	1,337

	2022/23 R'000	2021/22 R'000
Listed by programme level		
Programme 1: Administration	5,675	1,088
Programme 2: Leadership and Management Practices	452	50
Programme 3: Monitoring and Evaluation	606	85
Programme 4: Integrity and Anti-Corruption	804	114
TOTAL	7,537	1,337

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

19.2 Payables

Listed by economic classification	30 Days	30+ Days	2022/23 Total	2021/22 Total
	R'000	R'000	R'000	R'000
Goods and services	1,318	-	1,318	115
Transfers and Subsidies	-	-	-	-
Capital Assets	50	-	50	41
TOTAL	1,368	-	1,368	156

Listed by programme level	Note	2022/23 R'000	2021/22 R'000
Programme 1: Administration		732	144
Programme 2: Leadership and Management Practices		4	4
Programme 3: Monitoring and Evaluation		304	6
Programme 4: Integrity and Anti-Corruption		328	2
TOTAL		1,368	156

20. Employee benefits

Leave entitlement	9,107	10,372
Service bonus (Thirteenth cheque)	5,210	4,738
Performance awards	-	-
Capped leave commitments	4,035	4,304
Other (Long service awards)	62	189
TOTAL	18,414	19,603

*Included in the Leave entitlement is negative leave credit days of (83.99) amounting to the value of (R212,447.11).

*Included in Other (long Service Award) is the estimated value of approximately R62 000 for 3 officials that will receive 20, 30 & 40 years' long-term service rewards, in the 2023/24 financial year

21. Lease commitments

21.1 Operating leases expenditure

2022/23	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
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
Later than 5 years	-	-	-	-
Total lease commitments	-	14,803	1,309	16,112

2021/22

Not later than 1 year	-	17,879	95	17,974
Later than 1 year and not later than 5 years	-	10,481	48	10,529
Later than 5 years	-	-	-	-
Total lease commitments	-	28,360	143	28,503

Office Accommodation Leases:

The total amount of lease commitments for buildings includes the National Office and nine (9) Provincial Offices. Lease contracts of the six (6) 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 contract for two (2) buildings have been extended due to delays in procurement process. Other two (2) leases have expired and alternative office accommodation is required hence only two (2) months commitment has been recognised.

Vehicles Leases:

Three (3) new vehicles have been leased for a period of three (3) years. One contract is expiring at the end of September 2023. A total of six (6) leases have expired however the office is still utilising the vehicles hence only two (2) months commitment has been recognised.

21.2 Finance lease expenditure

	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
2022/23				
Not later than 1 year	-	-	313	313
Later than 1 year and not later than 5 years	-	-	-	-
Total lease commitments	-	-	313	313
2021/22				
Not later than 1 year	-	-	561	561
Later than 1 year and not later than 5 years	-	-	313	313
Total lease commitments	-	-	874	874

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

Note

2022/23	2021/22
R'000	R'000

22. Unauthorised, Irregular and Fruitless expenditure

Irregular expenditure	71	-
	71	-

23. 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 2022/23 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.

24. Key management personnel

	2022/23 R'000	2021/22 R'000
Political Office Bearers *	17,417	17,800
Officials:		
Level 15 to 16	7,450	6,537
Level 14	11,516	13,190
Family members of Key management personnel	-	-
TOTAL	36,383	37,527

Chairperson (1), Deputy Chairperson (1) and Commissioners 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.

25. Provisions

Government Employees Pension Fund Liability (GEPF)	-	-
TOTAL	-	-

25.1 Reconciliation of movement in provisions – 2022/23

	Provision 1	Provision 2	Total Provisions
	R'000	R'000	R'000
Opening balance	-	-	-
Increase in provision	-	-	-
Settlement in provision	-	-	-
Closing balance	-	-	-

25.2 Reconciliation of movement in provisions – 2021/22

	Provision 1	Provision 2	Total Provisions
	R'000	R'000	R'000
Opening balance	885	-	885
Increase in provision	-	-	-
Settlement in provision	(885)	-	(885)
Closing balance	-	-	-

26.1 Movable Tangible Capital Assets

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

	Opening balance R'000	Value Adjustments 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 ASSETS	33,814	-	1,326	724	34,416

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Machinery and equipment	12	101

*Included in the above total of movable tangible capital assets as per the asset register,

four (4) stolen assets under LCC and ten (8) unverified assets are all under investigation.

26.1 Movement for 2021/22

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

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

26.2 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 MINOR ASSETS	-	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 NUMBER OF MINOR ASSETS	-	1	4,784	-	4,785

Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2022

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	1	7,241	-	7,242
Prior period error	-	-	-	-	-
Additions	-	-	219	-	219
Disposals	-	-	133	-	133
TOTAL	-	1	7,327	-	7,328

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AS AT 31 MARCH 2023

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

26.3 Movable assets written off

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

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2022

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	11	-	11
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	11	-	11

27. Intangible Capital Assets

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

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

27.1 Movement for 2021/22

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

	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 2023

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES					
Other fixed structures	4,158	-	-	-	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

	Opening balance 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

Movement for 2021/22

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

	Opening balance 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. COVID 19 Response Expenditure

	2022/23 R'000	2021/22 R'000
<i>Annexure 6</i>		
Goods and services	188	422
Expenditure for capital Assets	-	-
TOTAL	188	422

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

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2021/22	
	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)	90	-	-	90	-	0%	30	30
TOTAL	90	-	-	90	-		30	30

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2021/22	
	Adjusted Budget	Roll Overs	Adjust-ments	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	521	-	912	1,433	1,158	81%	1,903	1,903
TOTAL	521	-	912	1,433	1,158		1,903	1,903

ANNEXURE 1C**STATEMENT OF AID ASSISTANCE RECEIVED**

NAME OF DONOR	PURPOSE	OPENING BALANCE	REVENUE	EXPENDI- TURE	PAID BACK ON/BY 31 MARCH	CLOSING BALANCE
		R'000	R'000	R'000	R'000	R'000
Received in cash						
Criminal Assets Recovery Account (CARA)	National Anti-Corruption Forum (NACF)	11	-	11	-	-
TOTAL		11	-	11	-	-

ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2022/23	2021/22
	R'000	R'000
Made in kind		
Computer equipment (3 Laptops, 2 CPU and 3 Monitor)	631	-
Office furniture and equipment (1 Air Conditioner and 2 Camera, 5 Chairs, 1 Projector, 4 recorder, 4 routers, 2 shredder, 2 presentation unit and 3 vacuum cleaners)		
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		
Made in kind		
Computer equipment (7 CPU, 9 Laptops and 1 Printers)		
Office furniture and equipment (14 Chair and 1 Table)		
Other machinery and equipment (1 Projector)	-	310
The following were the recipients of the above items:		
Batsha ba kopane Organization, Tsweleng Service Club, Nonkudla JP School, Etyeni Circuit 1530 and Neolet Foundation		
TOTAL	631	310

ANNEXURE 2**STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2023**

NATURE OF LIABILITY	Opening Balance 01 April 2022	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recover-able (Provide details hereunder)	Closing Balance 31 March 2023
	R'000	R'000	R'000	R'000	R'000
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)	500	-	(500)	-	-
2. Applicant vs speaker of national assembly, chairperson of National council of provinces and PSC	-	50	-	-	50
3. 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
4. Case number 1931/23 high court Western Cape, applicant VS PSC and 3 others	-	100	-	-	100
TOTAL	500	350	(500)	-	350

ANNEXURE 3

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2023	31/03/2022	31/03/2023	31/03/2022	31/03/2023	31/03/2022
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Gauteng Department of Education	-	-	-	112	-	112
Department of Employment and Labour	-	17	-	-	-	17
OTHER PRIVATE ENTITIES						
Travel With Flair	-	-	28	-	28	-
TOTAL	-	17	28	112	28	129

ANNEXURE 4

INTER-ENTITY ADVANCE PAID

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2023	31/03/2022	31/03/2023	31/03/2022	31/03/2023	31/03/2022
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
National School of Government	-	-	624	756	624	756
Government Communications and Information Systems	612	-	-	-	612	-
TOTAL	612	-	624	756	1,236	756

ANNEXURE 5**INTER-GOVERNMENT PAYABLES**

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2023	31/03/2022	31/03/2023	31/03/2022	31/03/2023	31/03/2022
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Department of Tourism	-	-	-	12	-	12
TOTAL	-	-	-	12	-	12

ANNEXURE 6

COVID 19 RESPONSE EXPENDITURE

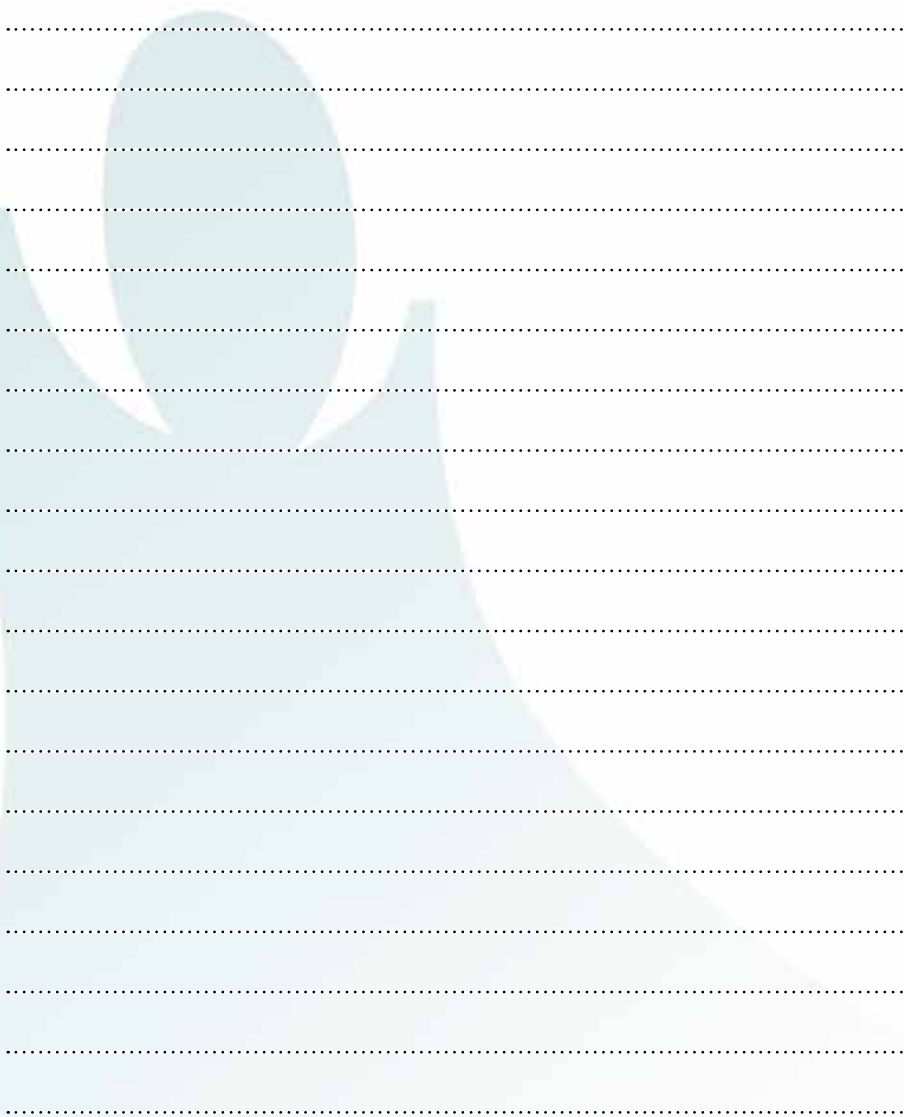
Per Quarter and in Total

Expenditure per economic classification	Subtotal Q1	Subtotal Q2	Subtotal Q3	Subtotal Q4	2022/23 TOTAL	2021/22 TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	-	-	-	-	-	-
Goods services	55	44	22	67	188	422
<i>Please list all the applicable SCOA level 4 items:</i>						
Consult: Business & Advisory Services	-	-	-	-	-	-
Minor Assets	-	-	-	-	-	18
Consumables Supplies	37	4	-	7	48	100
Training and Development	-	-	-	-	-	-
Property Payments	18	40	22	60	140	304
Expenditure for capital assets	-	-	-	-	-	-
<i>Please list all the applicable SCOA level 4 items:</i>						
Machinery and Equipment	-	-	-	-	-	-
TOTAL COVID 19 RESPONSE EXPENDITURE	55	44	22	67	188	422

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