

# ANNUAL REPORT

2018/2019



Custodian of Good Governance



# ANNUAL REPORT 2018/2019

## **Vision**

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

## **Mission**

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

- Investigating, monitoring, evaluating the organisation and administration, and Personnel practices;
- Proposing measures to ensure the effective and efficient performance;
- Issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- Advising on personnel practices; and
- Reporting on its activities.



**PUBLIC SERVICE COMMISSION**

**ANNUAL REPORT  
FOR THE  
2018/19 FINANCIAL YEAR**

**RP: 116/2019  
ISBN: 978-0-621-47289-9  
Date of issue: August 2019**

31 August 2019

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

Dear Advocate Sizani

It gives me great pleasure to submit to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2018 to 31 March 2019.

The Report highlights the overall performance of the PSC and the strides it made in fulfilling its Constitutional mandate. The Report also highlights the key achievements and challenges that the PSC experienced during the 2018/19 financial year.

Kind regards



**DR D MAMPHISWANA**

**DIRECTOR-GENERAL**

**OFFICE OF THE PUBLIC SERVICE COMMISSION**

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# **PART A**

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## **GENERAL INFORMATION**

## 1. DEPARTMENT GENERAL INFORMATION

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

## 2. LIST OF ABBREVIATIONS/ACRONYMS

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



### 3. FOREWORD BY THE CHAIRPERSON



**Adv RK Sizani**  
*Chairperson*

The PSC is pleased to present its Annual Report for the 2018/19 financial year. During the period under review, the term of office of two Commissioners came to an end, namely Commissioners Singata Mafanya of the Eastern Cape (10 February 2019) and Dr Henk Boshoff of the Free State (28 February 2019). President Cyril Ramaphosa appointed Dr Boshoff for a second term of 5 years with effect from 25 March 2019. To ensure that the work of the PSC does not get affected as a result of the vacancy in the Eastern Cape, Commissioner Phumelele Nzimande was assigned to assist in the coordination of the PSC's activities in the Province. The PSC also welcomed Mr Leonardo Goosen, as Commissioner of the Western Cape Province, who joined the PSC on 1 October 2018 for a five year term.

The mandate of the PSC is informed amongst others, by the Constitutional Values and Principles (CVPs) that govern public administration and serve as a framework that can be used by the public to assess the performance of the Public Service. The PSC is also responsible for promoting the CVPs throughout the Public Service as set out in Section 195 of the Constitution. To this end, during the reporting period, the PSC launched the CVPs in the country under the theme: "Building a Value-driven Public Service through Ethical Leadership for Service Delivery", during the Public Service Month (September). The purpose of the launch at national and provincial level, was to amongst others, create an improved understanding of the CVPs amongst public servants and the general public; and to promote the internalisation of the CVPs in the daily activities of public servants with the view to change attitudes and behaviour. If everyone embeds these values and principles in their daily work, then as a Country, we can achieve the type of public administration that South Africans aspire to have, as espoused in the Constitution.

In the area of human resources management, during the reporting period, the PSC hosted a roundtable discussion on the Professionalisation of the Public Service. The purpose of the roundtable discussion was to assess the progress made in relation to the professionalisation of the Public Service since the adoption of the National Development Plan (NDP), and to propose concrete initiatives that can be undertaken to deepen and consolidate the professionalisation of the Public Service. Similarly, another roundtable discussion was held focusing on understanding the causes and ending of unfair treatment in the Workplace. The roundtable discussion enabled the PSC to engage stakeholders on its findings and recommendations relating to grievances that the PSC investigated in the Public Service. It also provided the PSC with an opportunity to share with stakeholders its understanding of the causes and impact of unfair treatment on labour relations and organisational performance. It is hoped that these roundtable discussions will go a long way in contributing towards improved labour relations in the Public Service.

During the period under review, the PSC submitted a briefing document to the Presidency on key aspects of the Public Service that requires attention in order to address the capacity, stability and integrity of the Public Service. Following an engagement between the PSC and the President of the Republic of South Africa, Mr MC Ramaphosa, in December 2018, the PSC submitted an Aide Memoire to the Presidency on the Causes of Tensions at the Political Administrative Interface and their Impact on the Public Service.

Through its oversight work, the PSC identified the need to assist Executive Authorities (EAs) and Accounting Officers in the performance of their duties. In this regard a Guide on Governance Practice for EAs and HoDs was developed.

The Guide synthesises critical governance issues, including *inter alia*, ministerial appointments, performance management, labour relations, and institutionalisation of the CVPs, as well as the management of financial disclosures. In the new financial year, the PSC will provide the Guide to all EAs and Accounting Officers and it further intends to engage with departments to ensure a comprehensive understanding of the contents of the Guide and other relevant prescriptions.

As part of promoting a high standard of professional ethics in the Public Service, the PSC continued to manage the National Anti-Corruption Hotline (NACH) for the Public Service. The NACH provides the citizenry with a conduit to report allegations of corruption in the Public Service. Similarly, the PSC continued to monitor the implementation of the Financial Disclosure Framework (FDF). In terms of Regulation 18(1) of the Public Service Regulations (PSR), 2016, all members of the Senior Management Service (SMS) in the Public Service are required to disclose all their financial interests annually to their respective Heads of Department (HoDs), by no later than 30 April of each year. Within the same period, HoDs must submit their financial disclosure forms in terms of Regulation 18(2) of the PSR, 2016 to their respective EAs. HoDs and EAs, as the case may be, are required to submit copies of the financial disclosure forms to the PSC by no later than 31 May of each year. During the period under review, the PSC scrutinized 100% (10 253 of 10 253) of the financial disclosure forms.

In our endeavour to contribute in the fight against corruption, the PSC in partnership with the United Nations Office on Drugs and Crime and the University of South Africa (UNISA) commemorated the 2018 International Anti-Corruption Day under the theme: ***“Working together to enhance an environment where the rule of law prevails”***. International Anti-Corruption Day is celebrated annually on 09 December in recognition of the United Nations Convention against Corruption which was signed in Mexico in 2003. The commemoration provides an opportunity for political leaders, governments, business and lobby groups to join forces against corruption.

On the continental front, the PSC as the outgoing President of the Association of African Public Services Commissions (AAPSComs), hosted the Chairperson of the Civil Service Commission of Zambia in his capacity as the incoming President of AAPSComs as part of the handover process of the Presidency and Secretariat function of the Association. The new President of AAPSComs will, without a doubt, take the Association to greater heights and the South

African PSC will continue to provide advice to ensure its effective functioning. The PSC also hosted the Civil Service Commission of Liberia where the PSC provided its input on the planned establishment of the PSC of Liberia.

The PSC continued to enter into Memorandum of Understanding (MoUs) with various institutions with the view to pursue areas of common interest. During the reporting period, the PSC entered into MoUs with the South African Council for Administrators; Commission for Employment Equity; Sol Plaatje University; and Public Affairs Research Institute. These MoUs provide a framework for collaboration on selected areas of work such as research, monitoring and development of public administration.

The PSC Bill was adopted by the National Assembly in March 2019. The purpose of the Bill is to amend the PSC Act, 1997, so as to clarify the procedure, amongst others, with regard to the renewal of term of office of a Commissioner and to provide for a Commissioner to act as Chairperson when both the Chairperson and Deputy Chairperson are absent.

The PSC achieved its planned outputs in spite of the financial constraints that the organisation experienced. During the period under review, 98% of the planned targets (107 of 109, of which 20 were reflected in the adjusted Annual Performance Plan (APP) for 2018/19) were achieved and I would like to take this opportunity to thank the OPSC under the leadership of the Director-General (DG), Dr Dovhani Mamphiswana for this remarkable achievement.

Let me conclude by thanking my fellow Commissioners and Team PSC for the commitment and hard work that they demonstrated during the period under review. It was through our collective efforts that the PSC achieved great success. I would also like to thank the former Minister for Public Service and Administration, Ms Ayanda Dlodlo and the Chairperson of the Portfolio Committee on Public Service and Administration, Planning, Monitoring and Reporting, Mr Joseph Maswanganyi for their ongoing support and valuable interaction during the reporting period.



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

## 4. REPORT OF THE ACCOUNTING OFFICER



**Dr DC Mamphiswana**  
*Director-General*

It is my pleasure to present the Annual Report on the operations and financial results of the PSC for the 2018/19 financial year. The results in this Annual Report reaffirm the commitment by the PSC Leadership, Senior Managers and employees in the execution of the PSC's constitutional mandate.

During the period under review, the PSC achieved **98%** of the planned annual targets (107 of 109, of which 20 were reflected in the adjusted Annual Performance Plan for 2018/19). This level of performance would not have been possible without the commitment and dedication demonstrated by the collective leadership of the PSC, including employees.

### **Overview of the Operations**

In an effort to strengthen financial management in the organisation, the PSC sought the services of the Government Technical Advisory Centre to support it in its budget planning and performance management. The Government Technical Advisory Centre has since completed the first leg of deliverables and the following were achieved during the period under review:

- a. Review of the CVP booklet
- b. Review of the Annual Performance Plan
- c. Development of service delivery model
- d. Flagship projects
- e. Micro review of the organisation

The PSC continued with the Institutional Practice Review and the PSC Bill will be tabled during the 6<sup>th</sup> Administration. A Senior Counsel was appointed (by the PSC) to analyse the mandate of the PSC, including the PSC Act, as well as to advise the PSC on the process map to achieve the drafting of the new PSC Act. The PSC intends proposing the repeal

of the PSC Act, 1997, to regulate the PSC in accordance with the provisions of section 196 of the Constitution, and to provide for matters incidental thereto, such as:

- a. Addressing the question of the definition of the Public Service in the Public Service Act and the Constitution and the possible extension of the PSC's mandate to local government and public entities.
- b. The PSC's independence being compromised by the OPSC being a national department.
- c. The compromised independence due to the determination of the remuneration and benefits of Commissioners by the President.
- d. The issuing of PSC recommendations and the status of these recommendations.

I am pleased to report that the 5<sup>th</sup> draft of the PSC Bill, was submitted to the Chief State Law Advisor and the Department of Public Service and Administration (DPSA) for comments on the possible areas of contestation.

In order to ensure sound labour relations in the Public Service, during the year under review the PSC received a total of 571 grievances, of which 494 were for levels 2-12 and 77 were for SMS members. Of the 494 grievances lodged for levels 2-12, 444 were finalised of which 355 (80%) were finalised within 30 working days of receipt of all relevant information. Of the 77 grievances for SMS members, 61 were concluded, of which 58 (95%) grievance cases were concluded within 45 working days of receipt of all the relevant information.

In efforts to strengthen human resources management and labour relations within the Public Service, the PSC engaged with different stakeholders and produced the following reports:

- Evaluation of recruitment and selection system.
- Evaluation of the Performance Management Development System.
- Extent of contract appointments in the Public Service.
- Structured collaboration with dispute resolution institutions.

The PSC's commitment to promote the CVPs in public administration and to the general public saw the PSC embarking on the revitalization of the CVPs by launching the CVPs during the month of September 2018. The objectives of the launch were, amongst others, to promote the internalisation of values and principles in the daily activities of public servants with the intention to change attitudes and behaviours, as well as to build a cohort of values driven public servants in order to promote good governance in the Public Service. These principles include, amongst others, the maintenance and promotion of a high standard of professional ethics, promotion of efficient, effective and economical use of resources, responsiveness to people's needs, accountability and good human resource management practices.

During the year under review, the PSC held 99 engagements on the promotion of the CVPs and produced 100 CVP reports. The PSC further held 11 training sessions on the CVPs at national and provincial level. In partnership with the South African Broadcasting Corporation, the PSC also held a Radio Campaign on the CVPs during the month

of December 2018. Two live engagements were held in 11 radio stations wherein members of the PSC engaged with listeners on the CVPs. Furthermore, 188 live reads were done through 11 different radio stations between 16 November and 21 December 2018. The campaign was a resounding success and created greater awareness of the CVPs.

The PSC remains a pivotal role player in combating maladministration and corruption in the Public Service. Through the management of the NACH, during the year under review, the PSC received a total of 1 076 complaints, of which 1 075 (99.9%) were referred to relevant stakeholders within 7 working days for further handling. Through its work on the management of the FDF, as at 31 May 2018, the PSC scrutinized 5 995 financial disclosure forms from national departments and 4 258 from provincial departments. All national and provincial departments complied with the deadline submission of 31 May. In promoting and strengthening professional ethics in the Public Service, the PSC also participated in a total of 40 workshops on Ethical Conduct within the Public Service.

## Overview of the financial results

**Table 1: Departmental receipts**

Departmental Receipts	2018/19			2017/18		
	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000
Sale of goods and services other than capital assets	115	115	-	108	108	-
Interest, dividends and rent on land	9	9	-	8	8	-
Financial transactions in assets and liabilities	315	315	-	353	353	-
Transfer received	96	96	-			
<b>Total</b>	<b>535</b>	<b>535</b>	<b>-</b>	<b>469</b>	<b>469</b>	<b>-</b>

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

**Table 2: Programme expenditure**

Programme Name	2018/19			2017/18		
	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Administration	129,890	129,817	73	125,905	125,655	250
Leadership and Management Practices	42,536	42,208	328	39,312	38,984	328
Monitoring and Evaluation	39,563	39,509	54	33,877	33,785	92
Integrity and Anti-Corruption	52,410	52,361	49	48,965	48,961	4
<b>Total</b>	<b>264,399</b>	<b>263,895</b>	<b>504</b>	<b>248,059</b>	<b>247,385</b>	<b>674</b>

**Unauthorised, fruitless and wasteful expenditure**

No unauthorised, fruitless and wasteful expenditure was incurred during the period under review ending 31 March 2019.

**Future plans**

Details of the PSC's future plans can be found in its Strategic Plan for the periods 2016/17 to 2019/20 and Annual Performance Plan for 2019/20.

**Public private partnerships**

The PSC did not enter into any Public Private Partnerships during the 2018/19 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.

**New or proposed activities**

The PSC's adjusted Annual Performance Plan provides details on the projects and activities that the PSC embarked upon in the 2018/19 financial year. These projects are grouped according to the key performance areas of the PSC.

**Supply Chain Management**

The following bids were listed in the Procurement Plan for the 2018/19 financial year and were not advertised and

awarded:

- Procurement of new furniture for the new accommodation.
- Appointment of a service provider to implement an Electronic Document and Records Management System (eDRMS) for Chief Directorate: Professional Ethics.

The following bids were listed in the Procurement Plan for the 2018/19 financial year and were advertised and awarded:

- Appointment of a service provider to procure and implement an IT and Security Infrastructure at Old Mutual Building (536 Francis Baard Street, Arcadia) for the OPSC.
- Appointment of a Travel and Accommodation Management Company to conduct travel and accommodation arrangements for the OPSC for a period of 36 months.
- Appointment of a service provider to maintain and support Internet Protocol (IP) Telephony for the OPSC for a period of three (3) years.

**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 Public Finance Management Act (PFMA) or Treasury Regulations or deviation from the financial reporting requirements was received for the current and/or prior financial year.

### **Events after the reporting date**

None.

### **Other**

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

### **Acknowledgements and appreciation/ Conclusion**

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

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

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

### **Approval and sign off**

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



**DR DOVHANI MAMPHISWANA**  
**ACCOUNTING OFFICER**  
**OFFICE OF THE PUBLIC SERVICE**  
**COMMISSION**  
**31 AUGUST 2019**

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

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

All information and amounts disclosed throughout the annual report are consistent.

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

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

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

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

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

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2019.

Yours faithfully



**ACCOUNTING OFFICER**  
**DR DOVHANI MAMPHISWANA**  
**31 AUGUST 2019**



## 6. STRATEGIC OVERVIEW

### 6.1 Vision

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

### 6.2 Mission

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

- a. Investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- b. Proposing measures to ensure the effective and efficient performance;

- c. Issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- d. Advising on personnel practices; and
- e. Reporting on its activities.

### 6.3 Values

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



## 7 LEGISLATIVE AND OTHER MANDATES

### 7.1 Constitutional Mandate

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

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

promotions and dismissals. The PSC is accountable to the National Assembly and must annually report to the National Assembly on its activities and performance, and to Provincial Legislatures on its activities in a province.

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

- Human resource management and leadership evaluation;
- Handling labour relations and labour practices;
- Service delivery evaluation and improvement;
- Promotion of the democratic values and principles;
- Conducting Public Service investigations; and
- Promoting professional ethics.

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

**Table 1: Values and Principles**

VALUES AND PRINCIPLES	SECTION OF THE CONSTITUTION
A high standard of professional ethics must be promoted and maintained	195 (1) (a)
Efficient, economic and effective use of resources must be promoted	195 (1) (b)
Public administration must be development-oriented	195 (1) (c)
Services must be provided impartially, fairly, equitably and without bias	195 (1) (d)
People's needs must be responded to, and the public must be encouraged to participate in policymaking	195 (1) (e)
Public administration must be accountable	195 (1) (f)
Transparency must be fostered by providing the public with timely, accessible and accurate information	195 (1) (g)
Good human-resource management and career-development practices, to maximise human potential, must be cultivated	195 (1) (h)
Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation	195 (1) (i)

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



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

**Table 2: Powers and functions**

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service	196 (4) (c)
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with	196 (4) (e)
<p>The PSC may either of its own accord or on receipt of any complaint,</p> <ul style="list-style-type: none"> <li>Investigate and evaluate the application of personnel and public administration practices and to report to the relevant EA and legislature;</li> <li>Investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;</li> <li>Monitor and investigate adherence to applicable procedures in the Public Service; and</li> <li>Advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service</li> </ul>	196 (4) (f)
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament	196 (4) (g)
The PSC is accountable to the National Assembly	196 (5)
The PSC must report at least once a year to the National Assembly	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province	196 (6) (b)

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

**Table 3: 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 PSA	PSC Act: 9
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service	Constitution: 196 (4) (f)
Call upon and administer oath/accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry	PSC Act: 10 (2) (b)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the PSA	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances	PSA 35
Evaluate	Evaluate the organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature	Constitution: 196 (4) (f)
Examine or require a person to act	Any person to produce any book, document or object which may have a bearing on the subject of the inquiry	PSC Act: 10 (2) (c)
Exercise/perform functions	The additional powers or functions prescribed by an Act of Parliament	Constitution: 196 (4) (g)
	The powers and the duties entrusted to it by the Constitution, the PSC Act and the PSA	PSC Act: 8
	Its powers and perform its functions without fear, favour or prejudice	Constitution: 196 (2)
Inspect	Departments and other organisational components in the Public Service	PSC Act: 9
Investigate	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant EA and legislature	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
	Compliance with the PSA	PSA: 5 (8) (a)
	Grievances of employees and HODs under certain circumstances	PSA: 35
Issue directions	Aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195	Constitution: 196 (4) (d)
	Contemplated in Section 196 (4) (d) of the Constitution in order to ensure compliance with the PSA	PSA: 5 (8) (a)
Keeps register	The DG: OPSC shall keep a register of designated employees' interests, who are members of the SMS	PSR, 2016, Chapter 2

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relate	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the PSA, the Constitution or the PSA to provincial commissioners	PSA: 11 (b)
	On the manner in which meetings of the PSC shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in which minutes should be kept	PSA: 11 (c)
Monitor	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service	Constitution: 196 (4) (a)
Propose measures	Measures to ensure effective and efficient performance within the Public Service	Constitution: 196 (4) (c)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service	Constitution: 196 (4) (f)
	That executive authorities act in terms of a particular provision(s) of the PSA or any other law	PSA: 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)
	<p>The PSC is responsible for reporting on the level of compliance as well as trends on financial misconduct in the Public Service</p> <p>As part of conducting its oversight work, the PSC also reports to Parliament</p> <p>The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the DPSA and the PSC on the outcome, including –</p> <ol style="list-style-type: none"> <li>The name and rank of the official against whom the proceedings were instituted;</li> <li>The charges, indicating the financial misconduct the official is alleged to have committed;</li> <li>The findings;</li> <li>Any sanction imposed on the official; and</li> <li>Any further action to be taken against the official, including criminal charges or civil proceedings</li> </ol>	Treasury Regulations:  4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry	PSC Act: 10 (2)(a)
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF	PSR, 2016, Chapter 2

## 7.2 Legislative Mandates

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

- a. The constitution of the PSC;
- b. Appointment of Commissioners;
- c. Designation of the Chairperson and Deputy Chairperson;
- d. Conditions of appointment of Commissioners;
- e. Removal from office of Commissioners;
- f. Functions of the PSC (inspections, inquiries, etc.);
- g. Rules according to which the PSC should operate;
- h. The OPSC; and
- i. Transitional arrangements with regard to service commissions (created under the Interim Constitution).

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

## 7.3 Policy Mandates

The Outcomes Approach as developed by Government<sup>4</sup> provides a framework used by the PSC to assist in its strategic development and focus. In particular, the PSC contributes to Outcome 12: “An efficient, effective and development-oriented Public Service and an empowered, fair and inclusive citizenship”.

The following rules and protocols have been put in place by the PSC in terms of Section 111 of the PSC Act, in order to facilitate its operational functioning:

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

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

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

The mandate of the PSC to issue summonses, is contained in Section 10 read with Section 11 of the PSC Act, 1997, as well as Section 196 (3) of the Constitution of the Republic of South Africa. In order to manage the process in terms of which witnesses can be summonsed, the PSC published Rules for the summoning of witnesses during 2002. The Rules provide for the process that should be followed when a person is summonsed to appear before an inquiry of the PSC.

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

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

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

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

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

<sup>3</sup> Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).

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

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

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

### **7.3.6 Cooperative agreements**

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

#### **Management of the NACH**

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

#### **Resolution of Parliament**

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

#### **Memoranda of Understanding**

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

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

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

#### **Institutions Supporting Democracy:**

- Financial and Fiscal Commission
- Public Protector
- Commission for Employment Equity

#### **Associations:**

- Association of Public Account Committee
- Association of South African Schools and Departments of Public Administration and Management
- Public Affairs Research Institute
- South African Council for Administrators
- South African Monitoring and Evaluation Association

#### **Tertiary Institutions:**

- UNISA
- Tshwane University of Technology
- Sol Plaatje University

#### **Civil Society**

- Moral Regeneration Movement

#### **Other Government Institutions**

- Human Science Research Council
- Military Ombudsman
- Health Ombudsman

## **7.4 Relevant Court Rulings**

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

### **7.4.1 Certification of the Constitution of the Republic of South Africa, 1996 (CCT 23/96) [1996] ZACC 26; 1996 (4) SA 744 (CC); 1996 (10) BCLR 1253 (CC) (6 September 1996)**

In this case, the Constitutional Court dealt with the certification of the formulation of the wording of the role and functions of the PSC. It also ruled that the independence and impartiality of the PSC shall be provided for and safeguarded in the Constitution.

#### **7.4.2 Ex Parte Chairperson of the Constitutional Assembly: In Re Certification of the Amended Text of the Constitution of the Republic of South Africa, 1996 (1997 (2) SA 97 (CC))**

In the second certification case, the Court was presented with the full Constitutional provisions relating to the PSC, including its powers and functions.

The Court decided that Section 196 (1) “provides that there shall be a single PSC for the Republic.” As a commission it will have joint responsibility for the work that it does. This, and the fact that it consists of 14 members appointed by 10 different legislatures, enhances its independence and makes any individual commissioner less vulnerable to unfair dismissal than the Public Protector and the Auditor-General South Africa (AGSA) might be.

During the proceedings, the Court also dealt with the argument that Section 196 (13) provides that a commissioner appointed by a province may perform the functions of the commission in that province as prescribed by national legislation. The Court found that “that is so, but it will not relieve the PSC of joint responsibility for the work that it does, nor prevent the 13 remaining commissioners from coming to the support of an individual commissioner wrongly accused of misconduct, incompetence or incapacity.”

#### **7.4.3 Premier, Western Cape v President of the Republic of South Africa 1999 (3) SA 657 (CC)**

In this case, the Western Cape government sought an order declaring certain provisions of the 1998 Amendment of the PSA to be inconsistent with the Constitution.

The outcome of the case confirms that financial independence is a key component of institutional independence and it is for Parliament and not the Executive to determine what funding is available to the PSC to enable it to carry out its constitutional mandate.

#### **7.4.4 Independent Electoral Commission (IEC) v the Langeberg Municipality**

The case also has relevance for the PSC in that the Court confirmed the independence of the IEC as articulated in Section 181 (2) of the Constitution.

The Court held that “the very reason the Constitution created the Commission was that it should be and manifestly be seen to be outside government” and “the

Commission is accordingly not an organ of state in the national sphere of government”. Given its standing as an Institution Supporting Democracy, as in the case of the IEC, the PSC would therefore also be regarded as an institution outside government.

#### **7.4.5 Macsand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7**

In a different but analogous context, the Constitutional Court has ruled as follows in relation to the overlap of functions and role between spheres of government:

*“...these powers are not contained in hermetically sealed compartments, sometimes the exercise of powers by two spheres may result in an overlap. When this happens, neither sphere is intruding into the functional area of another. Each sphere would be exercising power within its own competence. It is in this context that the Constitution obliges these spheres of government to cooperate with one another in mutual trust and good faith, and to co-ordinate actions taken with one another...”*

#### **7.4.6 Chirwa v Transnet Ltd and Others 2008 (4) SA 367 (CC) at paragraphs 74-76, (relying on the decision of Institute for Democracy in South Africa and Others v African National Congress and Others 2005 (5) SA 39 (C) (2005 (10) BCLR 995)**

In the above matter it was confirmed that the rights in Section 195 of the Constitution are not justiciable. In other words, while Section 195 of the Constitution provides important interpretative assistance, it does not found a right to bring an action for breach of any the principles. The court held that: “The values enunciated in s 1 of the Constitution are of fundamental importance. They inform and give substance to all the provisions of the Constitution.

#### **7.4.7 Khumalo and Another v Member of the Executive Council KwaZulu-Natal Education J-CCT10-13A.**

This case concerns a challenge by the Member of the Executive Council (MEC) for Education, KwaZulu-Natal, the respondent in Court, to the lawfulness of her own department’s employment decisions.

The matter raises the enforcement of the rule of law in the context of a significant delay by the MEC in bringing her challenge to court. The Labour Court held that Section 195 of the Constitution compelled the MEC, in the



public interest, to avoid and eliminate illegalities in public administration. It held that the principle in this Court's decision in Njongi (that it is always open to a government official to admit, without qualification, that an administrative decision was wrongly taken) must apply to unlawful acts committed deliberately, negligently or even in good faith.

The Labour Appeal Court agreed that the "MEC was not only entitled but also duty-bound to approach a court to set aside her irregular administrative act". The Court further held that Section 195 provides for a number of important values to guide decision makers in the context of public-sector employment. When, as in this case, a responsible functionary is enlightened of a potential irregularity, Section 195 lays a compelling basis for the founding of a duty on the functionary to investigate and, if need be, to correct any unlawfulness through the appropriate avenues.

#### **7.4.8 Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22**

In considering what a proper investigation entails, the Supreme Court of Appeal in the above case held in as follows:

*"... I think there is nonetheless at least one feature of an investigation that must always exist ... which is that the investigation must have been conducted with an open and enquiring mind. An investigation that is not conducted with an open and enquiring mind is no investigation at all. That is the benchmark against which I have assessed the investigation in this case. I think that it is necessary to say something about what I mean by an open and enquiring mind. That state of mind is one that is open to all possibilities and reflects upon whether the truth has been told. It is not one that is unduly suspicious but it is also not one that is unduly believing. It asks whether the pieces that have been presented fit into place. If at first they do not then it asks questions and seeks out information until they do. It is also not a state of mind that remains static. If the pieces remain out of place after*

*further enquiry then it might progress to being a suspicious mind. And if the pieces still do not fit then it might progress to conviction that there is deceit. How it progresses will vary with the exigencies of the particular case. One question might lead to another and that question to yet another, and so it might go on. But whatever the state of mind that is finally reached, it must always start out as one that is open and enquiring."*

While the above case was decided in relation to the office of the Public Protector, the scope and meaning of "an investigation" as defined above applies equally, in our view to an investigation carried out by the PSC.

#### **7.4.9 Economic Freedom Fighters v Speaker of the National Assembly and Others; Democratic Alliance v Speaker of the National Assembly and Others [2016] ZACC 11**

The Constitutional Court affirmed that in the case of the Public Protector, the power to take remedial action is binding and if a party is not happy with that remedial action it should take it on review to court. In this regard the Court held that no binding and constitutionally or statutorily sourced decision may be disregarded willy nilly without recourse to a court of law. This would suggest that the directions of the PSC should be treated the same, as the PSA says they are binding. In addition, although the PSC's recommendations are not binding they cannot be disregarded without giving rational reasons.



## 8. ORGANISATIONAL STRUCTURE

### *Members of the PSC:*



**Adv RK Sizani**  
*Chairperson*



**Mr BM Mthembu**  
*Deputy Chairperson*



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



**Ms PC Nzimande**  
*Commissioner, National Office*



**Dr TB Luthuli**  
*Commissioner, National Office*



**Mr S Mafanya**  
*Commissioner, Eastern Cape  
up to 10 February 2019*



**Dr WH Boshoff**  
*Commissioner, Free State  
with effect from 25 March  
2019*



**Mr MH Seloane**  
*Commissioner, Gauteng*



**Dr MP Sithole**  
*Commissioner, KwaZulu-Natal*



**Mr TG Mashamba**  
*Commissioner, Limpopo*



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



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



**Dr MS Leballo**  
*Commissioner, North West*



**Mr L Goosen**  
*Commissioner, Western Cape  
with effect from 1 October  
2018*

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



**Dr DC Mamphiswana**  
*Director-General*



**Ms BP Lerumo**  
*Deputy Director-General:  
Corporate Services up to  
31 January 2019*



**Mr KZ Momeka**  
*Acting Deputy Director-  
General: Corporate  
Services (1 February  
2019 - 31 March 2019)*



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



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



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

## **9. ENTITIES REPORTING TO THE MINISTER**

Not applicable.



# **PART B**

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## **PERFORMANCE INFORMATION**

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

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

Refer to pages 96 -100 of the Report of the AGSA, published as Part E: Financial Information.

## 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

During the State of the Nation Address in 2018, the President indicated that the rising inequality in South Africa was one of the serious challenges that can create social strife, and also promote "us and them" if not attended to. It becomes imperative that the CVPs are abided by and to know that South Africa belongs to all who live in it. This also propels the need to change the mind set of individuals and to realise that although we have different histories, languages, cultures, experiences, views and interests we are bound by common destiny. The social strife is exacerbated by large scale dissatisfaction with access to social services resulting in social instability and service delivery protests from citizens. This has also led to government structures being vandalised. A lot of funds will be needed in order to reconstruct the vandalised structures and this will cause serious burden on the budget.

It is in this regard that the PSC took a strategic decision to focus on the promotion, implementation and evaluation of the CVPs, promoting professional ethics in the Public Service and building a capable state in line with Outcome 12 of the NDP. During the Public Service Month in September 2018, the PSC launched the CVPs throughout the country. The launches were subsequently followed by the evaluation of selected national and provincial department's compliance with the CVPs. The CVPs are central to building a capable and developmental state. It is through the CVPs that a value-based Public Service, which is responsive to the needs of the citizens, is built.

The PSC recognised that the upcoming 2019 National Elections may cause disruptions in the work of government

for various reasons, including possible changes in the level of the political-administrative interface. The PSC accordingly has a significant role to play in ensuring that there is continuity in terms of the programmes of government during the transitional period. A need was identified to provide support during the post-election period to the newly elected EAs, and HoDs and for the PSC to undertake strategic engagements with them in order to promote Public Service stability and continuity prior to, during and after the change of administration. It is in this regard that a Guide on Governance Practice for EAs and HoDs was developed in order to contribute to effective management and governance of the Public Service.

The above mentioned Guide places specific emphasis on the roles of EAs and HoDs, in relation to areas of CVPs, Role clarification at the executive interface, Ministerial appointments, Managing recruitment and selection, Guidelines on the performance management system for DGs and HoDs, Managing ethics in the Public Service, The role of EAs in labour relations, Leadership changes: Ensuring continuity, Responsiveness to citizens and communities, and Relevant oversight reports/ instruments. It is worth mentioning that the Guide does not replace, but supplements Guides and Manuals issued by The Presidency, the DPISA, the Department of Planning, Monitoring and Evaluation and National Treasury.

Additional studies were conducted focusing on the procurement of office accommodation by Department of Public Works (DPW) as well as on appointment of Chief Executive Officers in the Departments of Health, produced in March 2019. The intended outcome of these studies were to ensure that professional ethics are upheld in the Public Service as one of the mechanisms of building and strengthening a capable developmental state.

## 2.1 Service Delivery Improvement Plan

**Table 4: Main services provided and standards**

Main Services	Beneficiaries	Current/ Actual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	<ul style="list-style-type: none"> <li>Public servants</li> <li>Government departments</li> </ul>	As at 31 March 2018, a total of 654 cases were registered of which 559 (85.5%) were concluded	80%	89% (As at 31 March 2019, 571 grievances were registered of which 505 (89%) were concluded).
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	<ul style="list-style-type: none"> <li>National and provincial legislatures</li> <li>Public servants</li> <li>Government departments</li> <li>Public</li> </ul>	360 complaints were on the database, of which 303 (84%) were concluded. Of these complaints that were concluded 61 (20%) were concluded through investigations, of which 49 (80%) were finalised within 3 months of receipt of all relevant documentation.	65% public administration investigations	68% (As at 31 March 2019, there were 283 complaints on the database, of which 193 were finalized and 90 were in progress. Of the 193 finalised, 167 (87%) were finalised within 3 months of receipt of all relevant documents).
		As at 31 March 2018, 165 (78%) cases were finalised as early resolution cases, of which 148 (90%) were finalised within 45 days of receipt of all relevant documentation.	80% of early resolution cases finalised within 45 days upon receipt of all relevant information	95% (As at 31 March 2019, a total of 95% (40 of 42) investigation finalised within 45 days upon receipt of documentation).

**Table 5: Batho Pele arrangements with beneficiaries**

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances and complaints investigated	<b>Consultation</b>		
	Liaise with aggrieved during the investigation	Liaise with aggrieved during the investigation	All aggrieved employees are liaised with as part of the investigation process.
	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	All departments were liaised with during the investigation of grievances.
	Mediation process may be followed in order to resolve a grievance	Mediation process may be followed in order to resolve a grievance	Mediation process was followed in twelve (12) cases, resulting in settlement agreements between the parties.
	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification	Mediation process followed in the twelve (12) cases were finalised within 30 days of notification to the parties.
	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment	Since there was no inquiry, no provisional reports were made available during the period under review.
	<b>Courtesy</b>		
	Acknowledge receipt of a grievance with 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof	All grievances were acknowledged within 48 hours of receipt thereof by the Chief Directorate.
	Telephonic feedback on level of service received	Telephonic feedback on level of service received	Telephonic and email feedback on level of service was received.
	Assist aggrieved employee in completing the Grievance Form	Assist aggrieved employee in completing the Grievance Form	Aggrieved employees were assisted in completing the Grievance Form where requested.
	Obtain the services of an interpreter if necessary	Obtain the services of an interpreter if necessary	Investigators who understand the language used predominantly by the aggrieved were assigned to assist other investigators during meetings and interviews. Therefore there was no need to use external interpreters.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	<b>Access</b>		
	Grievance Rules are posted on the PSC website	Grievance Rules are posted on the PSC website	Grievance Rules were posted on the PSC website in October 2016
	Grievance Rules may be circulated to stakeholders upon request	Grievance Rules may be circulated to stakeholders upon request	Grievance Rules were circulated to DGs/HoDs through a memo and the Rules are also circulated to stakeholders upon request.
	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in	Aggrieved employees submitted their grievances via post, e-mail, fax, hand delivery or walk ins.
	Grievance can be lodged at the National Office or any Provincial Office	Grievance can be lodged at the National Office or any Provincial Office	A combined total of 571 grievances had been lodged at the National Office and Provincial Offices of the PSC.
	<b>Information</b>		
	Aggrieved employee and EA provided with the contact details of the investigator	Aggrieved employee and EA provided with the contact details of the investigator	Aggrieved employees and EAs were provided with the contact details of the investigators
	Aggrieved employee and relevant EA informed with the outcome of the grievance within 30 days of receipt of all information	Aggrieved employee and relevant EA informed with the outcome of the grievance within 30 days of receipt of all information	Aggrieved employees and relevant EAs were informed with the outcome of the grievances within 30 days of receipt of all information
	Publish grievance management communiqué	Publish grievance management communiqué	Published two additional volumes of the grievance management communiqué through the PSC website in October 2018 and February 2019.
	<b>Openness &amp; transparency</b>		
	Inform relevant department of the grievance	Inform relevant department of the grievance	All departments were informed of the grievances received.
	Inform aggrieved employee of the grievance procedure and time frames	Inform aggrieved employee of the grievance procedure and time frames	Aggrieved employees were informed of the grievance procedure and time frames
	Inform aggrieved employee on status of investigation on a regular basis	Inform aggrieved employee on status of investigation on a regular basis	Aggrieved employees were informed on the status of investigation on a regular basis
	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



Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	<b>Redress</b>		
	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay	No communications were directed to aggrieved employees and EAs regarding delays in finalising grievances
	Follow up on implementation of recommendations	Follow up on implementation of recommendations	Follow up on implementation of recommendations was done on a quarterly basis
	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	Two Grievance Service Complaint Forms were received and the matters were investigated accordingly and feedback provided to the complainants
	<b>Value for money</b>		
	Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances	From the 571 grievances registered on the PSC's database, 505 (88%) were concluded in consultation with departments and aggrieved employees, and following consideration by the Panels
	Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed	To improve the turnaround of grievances, Panel meetings were held on a monthly at national office and monthly/bi-monthly basis in provinces and as and when the need arose. However, the PSC made use of its Teleconferencing facilities to save cost
	Teleconferencing facilities used	Teleconferencing facilities used	Teleconferencing facilities used when the need arose
	<b>Time</b>		
	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Of the 571 grievances lodged, 494 were for levels 2 – 12 of which 444 were concluded in the year under review. Of the 444 concluded cases, 355 (80%) were concluded within 30 days.
	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation	Grievances of members of the SMS finalised within 45 working days from date of receipt of all relevant documentation	Of the 571 grievances lodged, 77 were for SMS members of which 61 were concluded in the year under review. Of the 61 concluded cases, 58 (95%) cases were finalised within 45 working days



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	<b>Consultation</b>		
	Liaise with complainant during the investigation	Liaise with complainant during the investigation	Investigators liaised with complainants during investigations, where necessary, e.g. where additional information was required.
	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Investigators and/or Commissioners liaised with all relevant departments during investigations
	Submit provisional investigation report to the EA/HoD for comment	Submit provisional investigation report to the EA/HoD for comment	Provisional investigation reports were submitted to EAs and/or HoDs for comment
	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	All EAs and/or HoDs were provided with an opportunity to comment within 30 days from date of receipt of the provisional report. In some cases, responses were not received from EAs and/or HODs within the stipulated time frame
	<b>Access</b>		
	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. As at 31 March 2019, there were 280 complaints on the database, of which 190 (68%) were finalized
	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	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	<b>Courtesy</b>		
	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer	Investigating Officers acknowledged receipt of all complaints within 48 hours from date of receipt
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	The Complaints Rules was Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint.	
	Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form	
	<b>Openness and transparency</b>		
	Inform the person whom complaint has been laid against.	Inform the person who complaint has been laid against	The Complaints Rules was Gazetted on 20 January 2017. Nevertheless, all persons affected and implicated in a complaint are informed of a complaint and that, the complainants are informed of the complaints procedure and the time frames. Lastly, EAs/HoDs provided with the final reports that contain findings, advice, recommendations and/or directions
	Inform complainant on the complaints procedure and time frames.	Inform complainant on the complaints procedure and time frames	
	Inform complainant on the status of the investigation on a regular basis	Inform complainant on the status of the investigation on a regular basis	
	EA/HoD provided with the final report	EA/HoD provided with the final report	
	<b>Information</b>		
	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision	The Complaints Rules was Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable
	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it	
	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
	<b>Redress</b>		
	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 was Gazetted on 20 January 2017. Nevertheless, the PSC followed up on implementation of recommendations and the issuing of directions in respect of all final reports issued. The positive outcome is that no dissatisfactions were raised with the DG
	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	
	<b>Value for money</b>		
	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
	<b>Time</b>		
	Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	As at 31 March 2019, there were 283 complaints on the database, of which 193 (68%) were finalized and 90 (32%) were in progress. Of the 193 finalised, 167 (87%) were finalised within 3 months of receipt of all relevant documents
	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days upon receipt of all relevant information	As at 31 March 2019, a total of 95% (40 of 42) investigation finalised within 45 days upon receipt of documentation

**Table 6: Service delivery information tool**

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

**Table 7: 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 the status-of-cases database and responded to within the allocated time frames. Investigations were conducted and finalised within 3 months of receipt of all relevant documentation. Early resolution cases were finalised within 45 days of receipt of all relevant documentation

## 2.2 Organisational Environment

The diminishing growth of the PSC's budget continued to pose challenges to the PSC in executing its mandate. As such, the PSC's finances are unsustainable as the PSC's establishment is too expensive for its budget and will become more so as salaries rise and continued growth in spending on accommodation costs squeezes out other spending in the Goods and Services (G&S) budget.

The PSC's organizational structure was revised over the past 2 years to generate savings to stay within the cap set by National Treasury (NT) on the Compensation of Employees (CoE). One of the mechanisms implemented to generate savings was the abolishment of posts. However, this approach poses a risk of placing a significant burden on certain employees who have had to take on additional tasks. This approach is also not sustainable as it may lead to issues of low morale, high levels of stress with an adverse impact on health and productivity of employees as well as increased resignations, thus feeding into the cycle of less employees subject to greater expectations. This could also lead to the loss of critical skills which would in turn adversely affect outputs.

Key impact driven flagship projects were identified in order to enable the PSC to play its strategic role in providing guidance and monitoring of the effectiveness and efficiency in the Public Service. These projects are listed as follows:

- a. Promotion and evaluation of the implementation of the CVPs.
- b. An assessment of leadership commitment in promoting professional ethics in the Public Service.
- c. Formulation of a strategy to build capacity to deal with the consequences of the reorganisation of the state after the elections in 2019.
- d. PSC's contribution to the Induction of new EAs.
- e. Leadership stability
- f. An investigative analysis into poor performance of selected departments in the Public Service.

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

## 2.3 Key Policy Developments and Legislative Changes

### 2.3.1 PSC Amendment Bill of 2015 [B21- 2015]

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

## 3. STRATEGIC OUTCOME ORIENTED GOALS

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

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

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

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

## 4. PERFORMANCE INFORMATION BY PROGRAMME

### 4.1 Programme 1: Administration



**Mr KZ Momeka**

*Acting Deputy Director-General:  
Corporate Services (1 February  
2019 - 31 March 2019)*

#### **Purpose:**

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

#### **Sub-programmes:**

- Public Service Commission
- Management
- Corporate Services.

#### 4.1.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Provide strategic direction to the PSC	APP (2017/18) approved	APP (2018/19) approved	APP (2018/19) approved and tabled in Parliament in March 2019	Target achieved	None
Provide corporate support services	Received an unqualified audit report	Unqualified audit report	Received an unqualified audit report (2017/18)	Target achieved	None

#### 4.1.2 Performance Indicators

Performance Indicator	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Unqualified audit report	Received an unqualified audit report in July 2017	Unqualified audit report	Unqualified audit report	Target achieved	Report received in August 2018 due to delays in audit by the AGSA
Percentage of valid invoices paid within 30 days of receipt	New indicator	100%	100% (3 912 of 3 912)	Target achieved	None
PAIA Section 15 Notice submitted to DoJCD	New indicator	PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD in March 2019	Target achieved	None
Number of risk management reports produced quarterly	New indicator	4	4	Target achieved	None
Number of interim financial statements submitted to NT quarterly	New indicator	4	4	Target achieved	None
% of BBBEE suppliers appointed by March 2019	New indicator	10%	58.8% (153 of 260)	Target exceeded	Monitoring of compliance with government directive on BBBEE requirements

## Summary of performance for Programme I

The PSC continues raising the bar, year to year in terms of good governance. The budget of the PSC was closely monitored through regular Budget Committee meetings, hence the spending rate of 99.80% of the 2018/19 final budget achieved. This translates to an unspent budget of 0.2%.

On 18 October 2017, Cabinet approved Criminal Assets Recovery Account funding amounting to R3, 750, 000.00 for the implementation of the activities of the National Anti-Corruption Forum by the PSC. This funding is used to implement various activities such as the promotion of the constitutional values and principles programme and the strengthening of the implementation of the NACH. This project is implemented to contribute towards strengthening anti-corruption initiatives in South Africa.

The PSC also succeeded in maintaining a credible Asset Register subsequent to the relocation of its National Office in Pretoria, which took place in July 2018. Assets were safely relocated and subsequently verified. Obsolete and redundant assets were donated to duly identified beneficiaries as disclosed in the Annual Financial Statements.

Although there was no financial loss experienced, the PSC is working towards eradicating instances of irregular expenditure reported. The system of internal control is under review to address the root causes that led to this form of undesired expenditure being incurred.

The Information and Communication Technology infrastructure at the new National Office of the PSC (536 Francis Baard Street, Arcadia, Pretoria) was successfully implemented. The implementation was inclusive of cabling reticulation for all floors, access control, Closed Circuit Television, Security control room and erection of the server room, with all the environmental controls. The IT hardware (servers, laptops, desktops, and network switches) was also refreshed as it had reached end of life. This was to ensure that employees are capacitated with the necessary tools that will enable them to be more efficient.

The Information Technology Directorate continued to provide first-line support to the NACH system and the Integrated Grievance and Complaints Management System. In line with IT best practice, the IT Procedure manual was reviewed and approved by the DG in December 2018. The procurement of Wi-Fi for Provincial Offices was also concluded. This is aimed at ensuring that Commissioners and employees get the best user's experience on the network.

The following three (3) Service Level Agreements (SLAs) were signed within 3 months of award of the respective tenders:

- IT and Security Infrastructure  
XON Systems
- Travel and Accommodation arrangements  
Club Corporate Travel
- Maintenance and support Internet Protocol  
VOX Telecommunications

Effective and efficient SCM systems, processes and procedures are in place in compliance with the provisions of PFMA and the Treasury Regulations.

During the period under review, the PSC maintained a vacancy rate of 6.5% (18 of 274) and 6 critical posts were filled at SMS level, 4 of these posts were filled by women in an effort to attain the 50% representation of women at SMS level. Terms of Reference for Employment Equity Consultative Forum were approved and a workshop on the Employment Equity Act was conducted to enable the Human Resource Practitioners to compile the Employment Equity plan with the correct Employment Equity benchmarks.

The following policies were reviewed and aligned to prevailing legislation, prescripts and policies;

- a. Leave
- b. Internal and External Transfer;
- c. Wellness Management;
- d. Performance Management and Development System and Employee Performance Management and Improvement System in respect of the Senior Management Services members and employee on salary level 2-12;
- e. Human Resource Development; and
- f. Bursary, Mentoring and Coaching.

A 100% submission rate in respect of the Performance Agreements (PAs) was achieved by 31 May 2018 and moderation for quality assurance of the PAs for the SMS and MMS members was conducted and this culminated in a formulation of new KPAs, which were later workshopped and informed the revision of the PAs of the affected employees. The moderation of the Performance Appraisals in respect of all eligible employees was finalized in September 2018.

Relationships were forged with organisations for People with Disabilities to enable the PSC to meet the 2% target for PWD and a meeting was held with the South African



National Council for the Blind. Assistive devices to the value of R87 901.22 were procured for 2 employees with disabilities.

The PSC had identified the need to increase its visibility in the Public Service discourse. During the period under review, the Pulse of the PSC was used to report on governance matters in the Public Service. The Pulse provides a commentary on amongst others, the extent to which the CVPs are promoted, integrity matters in the Public Service, including the NACH, FDF and Scrutiny of Financial Disclosure Forms. To this end, the Pulse was released on a quarterly basis through media briefings and members of the media have indicated that they find the bulletin useful. The PSC receives good media coverage as a result of the release of the Pulse. In addition, media statements on governance matters were also issued during the reporting period.

The PSC used its social media platforms such as Facebook and Twitter to communicate key activities of the Organization. To ensure that the PSC products such as research reports reach various stakeholders, in addition to distribution in line with the PSC's distribution strategy, all the reports produced during the reporting period were placed on the PSC website for easy access. Furthermore, the reports were also distributed during exhibitions.

In respect of internal communication, the Chairperson and the DG held Information Sessions on a regular basis. These sessions afforded the Chairperson and the DG to interact with staff and brief them about key developments within the organisation. Similarly, the DG's monthly newsletter aptly titled: Mafhungo was published and the quarterly publication called Izwi lase OPSC was also published.

#### 4.1.3 Changes to planned targets

New indicators and targets were included for implementation in the 2018/19 financial year with no adjustments during the adjustment period.

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of valid invoices paid within 30 days of receipt	New indicator	New indicator	New indicator	New indicator	100%	100%	100%
PAIA Section 15 Notice submitted to DoJCD	New indicator	New indicator	New indicator	New indicator	PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD	PAIA Section 15 Notice submitted to DoJCD
Number of risk management reports produced quarterly	New indicator	New indicator	New indicator	New indicator	4	4	4
Number of interim financial statements submitted to NT quarterly	New indicator	New indicator	New indicator	New indicator	4	4	4
% of BBBEE suppliers appointed by March 2019	New indicator	New indicator	New indicator	New indicator	10%	10%	10%

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

Not applicable.

#### 4.1.5 Linking Performance with Budgets

2018/19				2017/18		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
PSC	26,034	25,981	53	22,028	21,809	219
Management	15,021	15,008	13	13,476	13,459	17
Corporate Services	63,590	63,586	4	52,206	52,192	14
Property Management	25,245	25,242	3	38,195	38,195	-
<b>TOTAL</b>	<b>129,890</b>	<b>129,817</b>	<b>73</b>	<b>125,905</b>	<b>125,655</b>	<b>250</b>

Prior year figures were restated.

#### 4.2 Programme 2: Leadership and Management Practices



**Ms K Sedibe**

Deputy Director-General:  
Leadership and Management Practices

##### Purpose:

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

##### Sub-programmes:

- Labour Relations Improvement.
- Leadership and Human Resource Reviews.

##### 4.2.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Improved labour relations in the Public Service	As at 31 March 2018, a total of 654 cases were registered of which 559 (85.5%) were concluded	80% of all grievances concluded	88% of all grievances concluded (505 of 571)	Target exceeded by 8%	Re-assigning additional capacity to improve on completion of cases.  Investigators at times working extended hours.

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Effective and efficient Leadership and HRM practices promoted in the public service	<ul style="list-style-type: none"> <li>6 Report on recruitment, retention, career pathing and utilisation of SMS expertise and skills in the Public Service approved in August 2017</li> <li>Report on an evaluation of the recruitment and selection process in the Mpumalanga Provincial Government for the 2015/16 financial year approved in March 2018</li> <li>Report on Investigation into contract appointments in the Northern Cape Provincial Administration approved in March 2018</li> <li>Report on Case studies at three major hospitals in the Western Cape regarding the implementation of the PMDS approved in Jan 2018</li> <li>Report on Assessment of the remuneration of HoDs in the Eastern Cape approved by December 2017</li> <li>Report on Investigation into the missing employee records prior to 1993 and implications for current and former employees exiting or exited the Public Service in the North West Provincial Administration approved in March 2018</li> </ul>	<p>5 research reports produced:</p> <ul style="list-style-type: none"> <li>Engagements held on labour relations improvement &amp; PSC findings and recommendations emanating from grievances</li> <li>Structured collaboration with dispute resolution institutions</li> <li>Evaluation of recruitment and selection system</li> <li>Evaluation of PMDS</li> <li>Extent of contract appointments in the Public Service</li> </ul>	<p>5 research reports produced:</p> <ul style="list-style-type: none"> <li>Engagements held on labour relations improvement in December 2018</li> <li>Collaboration with dispute resolution institutions achieved, which resulted in signing of MoUs.</li> <li>Evaluation of recruitment and selection system in October 2018</li> <li>Evaluation of PMDS in June 2018</li> <li>Extent of contract appointments in the Public Service in March 2019</li> </ul>	Target achieved	None

#### 4.2.2 Performance Indicators

Performance Indicator	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
% of grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant information	As at 31 March 2018, a total of 654 cases were registered of which 559 (85.5%) were concluded  The 559 concluded cases include 510 for level 1-12, of which 416 (82%) were concluded within 30 days	80%	80%  (As at 31 March 2019, 571 grievancees were registered of which 494 (87%) were for level 2-12. Of the 494 cases, 444 (90%) were concluded of which 355 (80%) were concluded within 30 working days of receipt of all relevant information)	Target achieved	None
% of grievances of SMS members finalised within 45 working days from date of receipt of all relevant information	The 559 concluded cases mentioned above include 49 cases for members of the SMS, of which 45 (92%) were concluded within 45 days	80%	95%  (Of the 571 cases on the database, 77 (13%) were for SMS members, of which 61 were concluded, with 58 (95%) of 61 being concluded within 45 working days of receipt of all relevant information)	Targeted exceeded by 15%	Additional capacity assigned to selected cases and improved cooperation from departments and aggrieved employees during the investigations
Number of reports on the management of grievances in the Public Service produced	1 (Fact Sheet approved in Dec 2017)	3	3  <ul style="list-style-type: none"> <li>2 Technical briefs on "6 monthly reports on departmental grievance resolution" produced in September 2018 and March 2019</li> <li>1 Factsheet produced in December 2018</li> </ul>	Target achieved	None

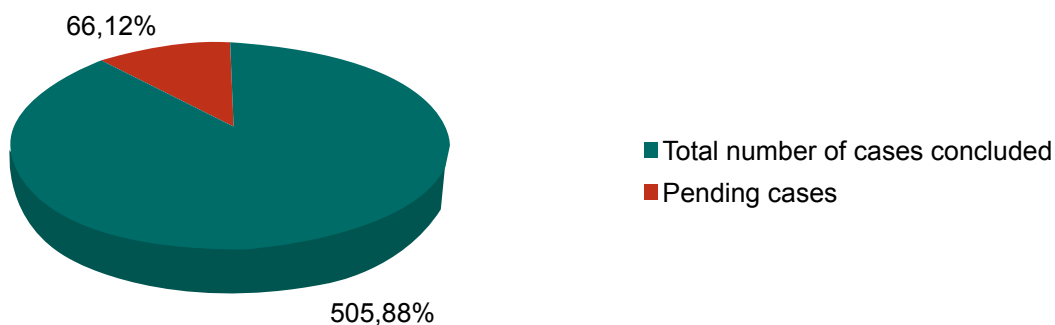
<b>Performance Indicator</b>	<b>Actual Achievement 2017/18</b>	<b>Planned Target 2018/19</b>	<b>Actual Achievement 2018/19</b>	<b>Deviation from Planned Target to Actual Achievement for 2018/19</b>	<b>Comment on Deviations</b>
Number of communiques on grievance management produced by March 2019	New indicator	2	2	Target achieved	None
Number of research reports on labour relations produced by March 2019	<p>2 Reports on Investigation into the implementation of labour court orders and arbitration awards by departments and implications for labour relations was approved in June 2017.</p> <p>Report on the assessment of the influence of grievances on work attendance in Gauteng provincial departments approved in Feb 2018.</p>	5	<p>5</p> <ul style="list-style-type: none"> <li>Engagements held on labour relations improvement in December 2018</li> <li>Evaluation of recruitment and selection system in October 2018</li> <li>Evaluation of PMDS in June 2018</li> <li>Extent of contract appointments in the Public Service in March 2019</li> <li>Structured collaboration with dispute resolution institutions in March 2019</li> </ul>	Target achieved	None

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

As part of promoting sound labour relations in the Public Service, the PSC is mandated to investigate grievances of

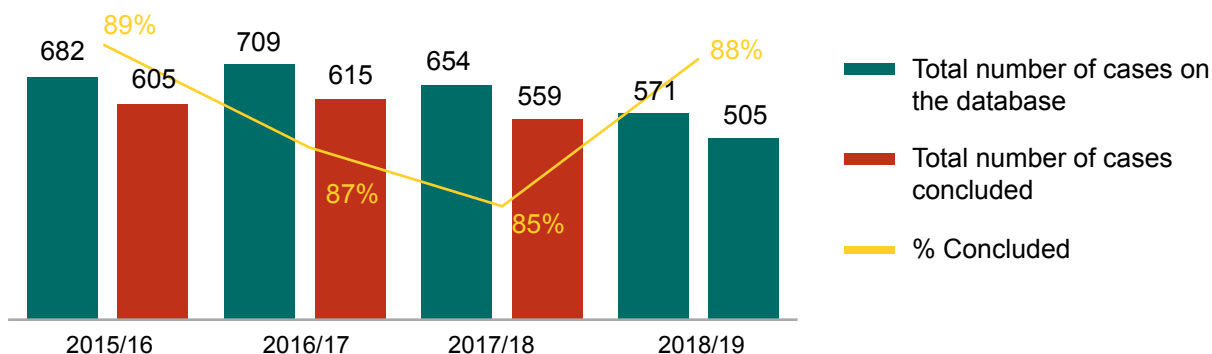
employees in the Public Service, make recommendations and monitor grievance management by departments. In this regard, the PSC concluded 505 (88%) of the 571 cases that were registered on its database, while 66 (12%) remained pending (See **Figure 1** below).

**Figure 1: Total number of grievances received, concluded and pending**



Of the 505 concluded cases;

- a combined total of 413 (82%) grievances were concluded within 30 and 45 working days upon receipt of relevant information as prescribed in the Grievance Rules;
- a combined total of 92 cases (18%) were concluded outside the prescribed timeframe;
- 444 cases were for level 2-12 of which 355 (80%) were concluded within 30 working days of receipt of all relevant information; and
- 61 cases were for members of the SMS of which 58 (95%) were concluded within 45 working days of receipt of relevant information.



**Figure 2: Trends analysis of the management of grievances over the past four years**

The trends analysis in **Figure 2** ( in the previous page ) shows that the number of grievances referred to the PSC over the past four years has marginally declined. In addition the PSC has eliminated its backlogs and carries over a minimum number of cases from one financial year to another. The reason for the marginal reduction in the number of cases may be attributed to a range of proactive strategies adopted by the PSC to guide and support departments in the management of grievances closest to the point of origin and various advocacy sessions and capacity building initiatives through engagements and publications. The proactive engagements have contributed toward the internal resolution of grievances by departments and in some instances withdrawal of grievances by employees once clarity on the implementation of prescripts are provided. In addition, the PSC shares critical information such as case law with departments on key human resource management and labour relations issues to empower departments so they do not repeat similar mistakes.

The PSC continued to monitor the management of grievances by national and provincial departments and produced a Factsheet on Grievance Resolution in the Public Service. An analysis of grievance trends over the past three years revealed that the highest number of grievances lodged by employees in the Public Service, including grievances that were referred to the PSC, relates to performance management, salary-related matters, unfair treatment and the filling of posts, among other things. Though some grievances may be found to be unsubstantiated, it is important to deal with grievances as quickly as possible because unresolved grievances have an impact on employee performance and service delivery. The PSC has also observed that it is fairly easy to deal with grievances related to salary problems, recruitment and selection, performance management matters mostly related to the application of relevant prescripts in clearly regulated environment due to the cause of the act or omission. However, unfair treatment grievances are not easy to deal with due to the complexity of the concept and how it manifests itself in practice. This is the reason why the PSC convened a Roundtable Discussion on Understanding the causes of and ending unfair treatment in the workplace and further produced a roundtable report and communique.

The PSC engaged with various national and provincial departments and made presentations at platforms such as workshops, conferences and labour forums on matters that have a bearing on labour relations. The engagements and presentations will continue during the 2019/2020 financial year. In addition, the PSC has engaged with, and

signed MoUs with various bargaining councils to strengthen working relations in the area of labour relations. The implementation of the MoUs will be strengthened during the 2019/2020 financial year.

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

As part of its mandate of monitoring and evaluating personnel practices and the organisation of administration, the PSC remains committed to working with EAs and other stakeholders in building a capable, career-oriented and professional Public Service that should underpin a capable and developmental state. The commitment is informed by the fact that the public administration, which is a large public organisation constituted by multiple institutions, remains the biggest single employer in the country. While there are advantages and disadvantages associated with the size of the Public Service, the same applies to its identity. In particular, perceptions about the performance of the Public Service are influenced by many factors, including financial resources, employee performance and attitude, the public's experience of dealing with one specific employee/institution in a specific area, and above all, the quality of executive and administrative leadership. In spite of the role of multiple factors, some outside and others within the control of key stakeholders in the Public Service, the skills and attitudes of employees as well as the tone and character of leadership are central to the performance and identity of the Public Service. This is the reason why the NDP highlights the need for well-run and effectively coordinated state institutions with skilled and capable public servants who are committed to the public good and capable of consistently delivering high quality services, whilst prioritising the nation's developmental objectives.

The PSC conducted studies in a number of areas and continued to engage with the EAs, HoDs and various other stakeholders on key topical issues. During the year under review, the PSC completed the following research projects and rapid assessments:

- a. Evaluation of the Effectiveness of the Performance Management Development System for the Public Service.
- b. Evaluation of the Effectiveness of the Recruitment and Selection System of the Public Service.
- c. Extent and Nature of Contract Appointments in the Public Service.
- d. Report on the Investigation into the missing employee records prior to 1993 and implications for current and

former employees exiting or who exited the public service in the North West Province.

- e. Factsheet on the implementation of the PMDS at the Department of Agriculture in the Western Cape Province.
- f. Good Practice Guide on labour relations topics, case law and PSC findings and recommendations emanating from grievance management practices.
- g. Follow-up report on previously identified cases of non-implementation of court orders and arbitration awards by Northern Cape departments.

The process of disseminating and advocating for implementation of findings and recommendations from these studies, and other previous studies, is ongoing.

#### 4.2.3 Changes to Planned Targets

A new indicator was included for implementation in 2018/19 financial year and no adjustments were made during the adjustment period.

Programme Performance Indicator	Audited/Actual Performance				Estimated Performance	Medium-Term Targets		
	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Number of communiques on grievance management produced by March 2019	New indicator	New indicator	New indicator	New indicator	2	2	2	2

Nevertheless, the PSC undertook additional projects or activities on its own initiative and in response to requests from stakeholders as follows:

- a. Produced a paper on Improving accountability and transparency in the public sector by examining how to depoliticise executive governance, including professionalisation of the public sector, state owned enterprises and public procurement for the Public Affairs Research Institute Roundtable Discussion held on 10 April 2018.
- b. The PSC convened the Roundtable on Professionalisation of the Public Service on 25 September 2018 and produced a Roundtable Report on Professionalisation of the Public Service.
- c. Produced a briefing document on key aspects of the Public Service that require attention in order to address the capacity, stability and integrity of the Public Service, submitted to the Presidency in July 2018
- d. A paper on the Political Administrative Interface in the Public Service: Disciplining Directors-General, which was delivered to the 7<sup>th</sup> GovLaw Conference, 29-20 May 2018.
- e. Opinion piece on Building a capable SMS in a developmental state: executive coaching in the public service - a missing puzzle, submitted to the Human Resource Development Council and published in the 5<sup>th</sup> Edition of the South African Municipal Directory.
- f. Aide Memoire on the Causes of Tensions at the Political Administrative Interface and their Impact submitted to the Presidency in December 2018.

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

Not applicable.



#### 4.2.5 Linking Performance with Budgets

2018/19				2017/18		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Labour Relations Improvement	12,912	12,802	110	12,654	12,349	305
Leadership and Human Resource Reviews	7,695	7,505	190	6,910	6,887	23
Programme Manager: LMP	21,929	21,901	28	19,748	19,748	-
<b>TOTAL</b>	<b>42,536</b>	<b>42,208</b>	<b>328</b>	<b>39,312</b>	<b>38,984</b>	<b>328</b>

Prior year figures were restated

#### Programme 3: Monitoring and Evaluation



**Ms I Mathenjwa**

Deputy Director-General: Monitoring and Evaluation

#### Purpose:

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

#### Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations

#### 4.3.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2017/18	Comment on Deviations
Improved functionality of the public service	14 research reports on the evaluation of departments against the CVPs produced	100 quantitative evaluation reports	100 quantitative evaluation reports produced	Target achieved	None

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2017/18	Comment on Deviations
Improved service delivery in the public service	12 reports produced	11 reports produced	11 reports produced	Target achieved	None

#### 4.3.2 Performance Indicators

Performance Indicator	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Number of reports on Evaluation of departments against the CVPs produced	14 <ul style="list-style-type: none"> <li>2 X analytical briefs</li> <li>12 X Reports on evaluation of departments against the CVPs</li> </ul>	100 quantitative evaluation reports	100 quantitative evaluation reports produced	Target achieved	None
Number of CVP Promotion Engagements held by 31 March 2019	New indicator	60	99	Target exceeded by 39	Target exceeded due to the vigorous follow-ups by the PSC with the stakeholders and resulting in increased interest

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

Section 196(4) (e) of the Constitution mandates the PSC to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with. The CVPs were designed as a key instrument for governing public administration. Through its work on the CVPs, the PSC has mainly focused on the evaluation of national and provincial departments towards an efficient and effective Public Service that responds to the developmental needs of the society. The objectives of the CVP programme is, amongst others, to determine whether the values and principles are achieved at an outcome level. Furthermore, it aims to identify systemic public administration issues which are currently hampering the development of the Public Service with a view to make recommendations that are aimed at changing key features of the Public Service.

The methodology of evaluations is informed by the institutional evaluation tool, which is the PSC's intellectual property and consist of performance indicators for each of the principles in section 195 of the Constitution. The key outputs produced in the year under review include:

- a. Eleven (11) qualitative reports on the Social Development Sector covering both National and selected provincial departments of Social Development, Human Settlements (National) and National Treasury.
- b. Hundred (100) quantitative reports on the adherence to the CVPs covering selected national and provincial departments.
- c. The "State of the Public Service" report, which the PSC has produced in terms of section 196(4)(e) of the Constitution.

Findings from the evaluations on compliance with the CVPs indicate that generally, there is a disjuncture between institutional compliance and the actual quality of services rendered to the citizens. As an example, the PSC found that the principle of a high standard of professional ethics is reduced to institutional and mechanistic requirements such as financial disclosure, conflict of interest, appointment of an ethics officer, Remunerative Work Outside the Public Service (RWOPS), Fraud and Anti- Corruption. Whilst these are critical, they are removed from the daily experience of citizens and how public servants conduct themselves in their dealings with them. This renders the Public Service irrelevant and self-serving.

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

Section 196 (4)(a) of the Constitution mandates the PSC to promote the CVPs set out in section 195 in the Public Service. A values-driven public service is a foundation towards building a professional culture, accountability, responsiveness in the delivery of services as well as dignity and respect to all citizens. During the year under review, the PSC embarked on an intensive drive to engage with government departments, key societal stakeholders, parliament and the citizenry at large. These engagements focused on ensuring that the values and principles are understood, adhered to and find expression in the public administration in particular: Key deliverables produced include:

- a. Ninety-nine (99) engagements undertaken to promote the CVPs with departments both at national and provincial levels.
- b. Nine (9) CVP promotion campaigns during the month of September 2018 at national and provincial levels
- c. A CVP promotional campaign from 16 November 2018 to 22 December 2018 in partnership with the SABC was undertaken, through radio. The Constitutional Friday campaign was broadcasted through 11 identified Radio Stations covering all provinces and indigenous languages. The Campaign covered two key aspects, namely Constitutional Live Reads and Constitutional Live Engagements (interviews), both of which were broadcast on Fridays for a period of six weeks. Post Campaign analysis reveals that 18, 834 000 people (47% of the listeners) were reached. 30% of the target audience heard the live reads/ advert more than 3 times.
- d. A workshop was held with Organised Labour, especially those with representation in the Public Service on the CVPs. Key amongst others was to discuss the role of employees representivity in building a high performance culture amongst public servants and delivery of quality services without compromising the employees' rights.
- e. Two presentations were delivered at the NSG's Executive Induction Programme session hosted by the NSG.
- f. A report on these engagements inclusive of the lessons learnt and future improvements was produced.

The real test of the compliance with the CVPs happens during the interface between citizens and public servants, especially during the delivery of government services.

The service delivery inspections methodology has over the years proven to be a crucial mechanism of coercing departments to addressing emerging service delivery challenges in a swift manner and thus effectively responding to people's needs. During the year under review, the PSC produced the following outputs:

- A report on service delivery inspections at the 1 Military Hospital in Pretoria.
- A report on service delivery inspections at the Thelle Mogoerane Hospital in Gauteng.
- A consolidated report on service delivery inspections conducted at the education sector focusing on, amongst others, availability of Learner Teacher Support Material.

Given its oversight mandate, the PSC has also been agile to intervene and respond to citizens needs where citizens have been failed by government departments. Some of the interventions include payments made to service providers following the PSC's intervention, engagements with departments such as National Departments of Transport (licensing and testing station) and Home Affairs following reports of citizens being turned away due to long queues as well as alleged reported poor treatment of patients at Mamelodi Hospital. The above-mentioned service delivery challenges from citizens were executed with efficiency thus ensuring quality services are rendered to citizens whilst restoring the dignity of the people. Through these

interventions the PSC has been able to highlight weaknesses in operational processes and to provide immediate solutions. These reports have further highlighted the need to practically promote the CVPs in all spaces where public servants interacts with citizens.

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

Even though all targets have been achieved with no areas of underperformance, it is worth noting that the CVP institutional evaluations are conceptually challenging and the PSC is continuously issuing guidelines and training to its researchers on how to apply the tools in order to improve the quality of its evaluations. Furthermore, the promotion and engagements on the CVPs is also used to prepare departments for the evaluation for buy-in whilst evaluations assist for better promotion and addressing gaps in processes and systems.

#### 4.3.4 Changes to Planned Targets

One (1) new indicator was introduced for implementation during the adjustment period of 2018/19 in order to increase awareness of and promote departmental compliance with CVP. The rest of the targets reflected in the performance information table remained the same.

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of CVP Promotion Engagements held by 31 March 2019	New indicator	New indicator	New indicator	New indicator	60	10	10

It is worth noting that the PSC responded to requests from stakeholders by completing the following activities:

- a. Produced a paper on the advisability of appointing technically astute members of the Political Executive to Government Portfolios, submitted to the University of Limpopo, Turfloop Graduate School of Leadership in May 2018.
- b. Policy and administrative matters relating to Land Restitution and Land Redistribution programmes of the Department of Rural Development and Land Reform.
- c. The PSC provided comments to the Standing Committee of Appropriations on the 2018 Appropriation Bill and the 2018 Medium Term Budget Policy Statement.
- d. Strengthening the Strategic Leadership and Management echelon towards building a Capable State
- e. Appointment of senior officials in particular; CEOs and CFOs of public entities.

#### 4.3.5 Linking Performance with Budgets

2018/19				2017/18		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Governance Monitoring	9,762	9,755	7	7,185	7,116	69
Service Delivery and Compliance Evaluations	7,908	7,889	19	6,728	6,696	32
Programme Manager: M&E	21,893	21,865	28	19,964	19,973	-9
<b>TOTAL</b>	<b>39,563</b>	<b>39,509</b>	<b>54</b>	<b>33,877</b>	<b>33,785</b>	<b>92</b>

*Prior year figures were restated*

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



**Mr M Malatsi**

*Deputy Director-General: 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.

#### 4.4.1 Strategic Objectives

Strategic Objectives	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Improved public administration practices	69% (211 of 306)	65% of complaints finalised	68% (193 of 283)	Target exceeded by 3%	Target exceeded due to close monitoring of investigations and additional contract capacity for selected investigations
Promote professional ethics	100% (10 267 of 10 267) disclosure forms scrutinised	100%	100% (10 253 of 10 253)	Target achieved	None
	99.5% (878 of 882) of NACH cases referred within 7 days of receipt of case report	85%	99.9% (1 075 of 1 076)	Target exceeded	Target exceeded due to a well-established process for analysing cases and processing them for approval timeously

#### 4.4.2 Performance Indicators

Performance Indicator	Actual Achievement 2017/18	Planned Target 2018/19	Actual Achievement 2018/19	Deviation from Planned Target to Actual Achievement for 2018/19	Comment on Deviations
Percentage of public administration investigations finalised within 3 months upon receipt of all relevant documentation	As at 31 March 2018, there were 306 complaints on the data-base, of which 211 (69%) were finalized. Of the 211, 46 (22%) were finalised through investigations, of which 38 (83%) were finalised within 3 months of receipt of all relevant documentation. Of the 211, 165 (78%) cases were finalised as early resolution cases, of which 148 (90%) were finalised within 45 days of receipt of all relevant documentation	65%	87%  As at 31 March 2019, there were 283 complaints on the data base of the PSC, of which 193 (68%) were finalized and 90 (32%) were in progress. Of the 193 complaints finalised, 167 (87%) were finalised within 3 months from the date of receipt of all documents.	Target exceeded by 22%	Target exceeded due to close monitoring of investigations and additional contract capacity for selected investigations
Number of research reports in relation to public administration practices	2 <ul style="list-style-type: none"> <li>Report on "An investigation and evaluation of the awarding of higher salaries in the national Department of Home Affairs approved in March 2018</li> <li>Report on "Investigation and evaluation of the awarding of higher salaries in the national Department of Basic Education approved in March 2018</li> </ul>	2	2 <ul style="list-style-type: none"> <li>Procurement of Office Accommodation by DPW</li> <li>Appointments of CEO's in the Department of Health</li> </ul>	Target achieved	None

<b>Performance Indicator</b>	<b>Actual Achievement 2017/18</b>	<b>Planned Target 2018/19</b>	<b>Actual Achievement 2018/19</b>	<b>Deviation from Planned Target to Actual Achievement for 2018/19</b>	<b>Comment on Deviations</b>
Factsheet on financial misconduct produced	Factsheet on completed disciplinary proceedings on financial misconduct for the 2016/17 financial year produced and approved in November 2017	1	1 (Factsheet on completed disciplinary proceedings on financial misconduct for the 2017/18 financial year approved in October 2018)	Target achieved	None
% of NACH cases referred within 7 days of receipt of case report	99.5% (878 of 882)	85%	99.9% (1 075 of 1 076)	Target exceeded by 14.9%	Target exceeded due to a well-established process for analysing cases and processing them for approval timeously
Number of reports on the closure of NACH cases by departments	New indicator	1	1	Target achieved	None
Number of workshops on professional ethics in the Public Service	58	22	40	Target exceeded by 18	PSC continued to receive additional requests from both provincial and national departments to conduct workshops on professional ethics in the Public Service
% of investigations through early resolution finalised within 45 days from the date of receipt of all relevant information	New indicator	80%	95% (40/42)	Target exceeded by 15%	The progress of each case was closely monitored.



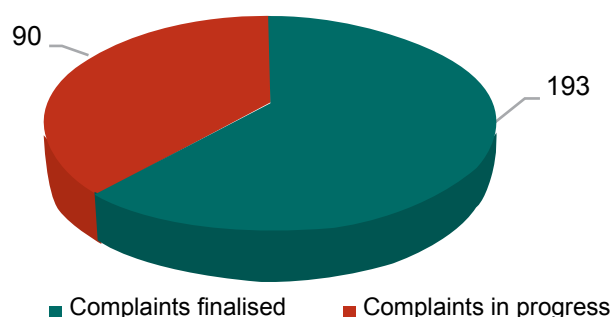
### Summary of performance for sub-programme: Public Administration Investigations

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

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

Figure 3 below provides an overview of the status of complaints lodged with the PSC during the reporting period.

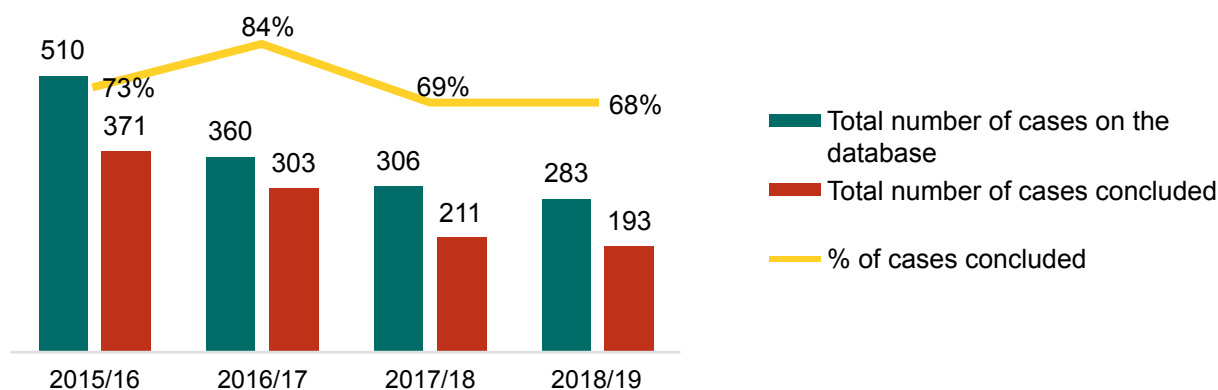
**Figure 3: Status of complaints on the database of the PSC for the period ending 31 March 2019**



In relation to complaints lodged with the PSC, as at 31 March 2019, a total of 283 complaints/requests for investigations were on the database of the PSC. Of the 283 complaints, 193 (68%) were finalised and 90 (32%) were in progress. A breakdown of the nature of the 283 complaints handled by the PSC during the financial year 2018/2019 indicates

that 128 complaints (46%) relate to personnel practices and 155 complaints (54%) relate to public administration practices.

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



The trends analysis in the previous page shows a decrease in the closure rate of over a four year period and is a reflection of the impact of the cost containment measures introduced by National Treasury in respect of Compensation of Employees, which resulted in the PSC abolishing several posts at the level of Deputy Director in the Programme. However, a trend has also emerged wherein the scope and complexity of investigations have increased resulting in more resources being assigned to a single investigation at a time and investigations spanning over extended periods. As an example, during the third and fourth quarters of the 2018/2019 financial year, 60% (6 out of 10) of the PSC investigators at national level were assigned to focus solely on large-scale investigations in the national Departments of Public Works (at the request of the Minister of Public Works) and Agriculture, Forestry and Fisheries. The impact of the lack of funding for travel and subsistence for investigators also impedes negatively on the PSC's ability to effectively conduct public administration investigations.

During June 2018, the Minister of Public Works requested assistance in reviewing appointments made at the DPW during the period 01 April 2017 to 31 March 2018 in order to assess compliance with the public service prescripts. Due to the unprecedented number of appointments to be reviewed (684), the PSC sourced the services of four (4) contract workers to assist in the review. Phase 1 of the review focused on the SMS (37 posts) and the final report was submitted to the Minister of Public Works during February 2019. At the end of the reporting period, the PSC was in the process of finalising Phase 2 of the investigation, which focussed on salary levels 12 and below.

As part of its investigative research into public administration practices, the PSC has, since 2001, reported on the outcome of completed disciplinary proceedings on financial misconduct in the Public Service on an annual basis. These reports have heightened awareness of the negative impact of financial misconduct on service delivery and it is hoped that departments will address the issues, and in so doing, promote greater accountability and transparency in financial management. The Factsheet contains information on completed disciplinary proceedings on financial misconduct reported by national/provincial departments, a trend analysis of completed disciplinary proceedings on financial misconduct and disciplinary proceedings on financial misconduct that were not completed by national departments as at 31 March of the respective financial year.

Further, the PSC finalised the following investigations:

- a. ***An assessment of the effectiveness of the process followed by the DPW in procuring office accommodation to client departments for the period 1 April 2015 to 31 March 2018.*** During the assessment, challenges were experienced regarding access to documentation due to several other audits/investigations conducted by, amongst others, the Directorate for Priority Crime Investigation, the Special Investigative Unit and the Auditor-General of South Africa. The PSC, amongst others, found that the DPW failed to procure office accommodation for client departments within its own set standard of six months. It was also found that due to a high staff turnover within the Procurement Section, members of the Specification, Procurement and Adjudication Committees frequently failed to constitute a quorum and thus the decisions in the procurement processes were delayed; and that client departments tend to change and alter the agreed specifications, whilst the process to procure office accommodation is underway, thus further hampering the finalization of the procurement processes.
- b. ***Appointments of Chief Executive Officers (CEOs) in the Department of Health.*** In this regard, the PSC set out to assess the appointment of health professionals as CEOs of public hospitals and the impact thereof on the management of public hospitals. The PSC, amongst others, found that the salary packages of CEOs of public hospitals ranges from salary levels 12 to 14 and thus are not lucrative. This may be a contributory factor for CEOs of public hospitals not to remain in employment as CEOs for lengthy periods. Furthermore, the salary packages are not sufficient to attract medically qualified professionals as CEOs of public hospitals, particularly in rural areas.

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

The PSC has a constitutional mandate to promote professional ethics in the Public Service. In order to execute this mandate, the PSC promotes ethical conduct amongst public servants by providing advice on professional and ethical conduct in the Public Service. This is done through the management of the NACH and monitoring the implementation of the FDF for senior managers. The PSC has developed a three year strategy in promoting professional ethics in the Public Service. Subsequent to this, the PSC conducted various workshops in national and provincial departments, focusing specifically on the management of conflict of interests, the Code of Conduct

and the promotion of whistleblowing through the NACH.



The NACH for the Public Service is a government initiative to ensure that all cases of corruption are reported centrally and re-directed to relevant stakeholders for thorough investigation. The NACH has been managed by the PSC since September 2004 and is an important mechanism to combat corruption in the Public Service. During the 2018/2019 financial year, the NACH registered a total of 51 581 incoming calls and of these, 1278 investigative case reports were generated. Of the 1278 cases, 1076 cases warranted further investigations in terms of the existing PSC protocols. Out of these 1076 cases, 1075 were referred to national and provincial departments and public entities within seven (7) days for investigation.

Of the 1076 cases, 727 cases were referred to the South African Social Security Agency and closed on the Case Management System (CMS) of the NACH as these cases fall outside the mandate of the PSC. According to the NACH protocol, departments are requested to provide the necessary feedback to the PSC, which in turn logs such feedback onto the CMS. Once the PSC receives feedback (e.g. investigation reports), it critically evaluates the information provided to determine whether the allegations were adequately investigated and whether or not the case can be closed on the CMS. During the period under review, thirty two (32) cases in respect of national and provincial departments were subsequently closed.

The FDF for senior managers in the Public Service is managed by the PSC. The purpose is to promote transparency and to avoid potential conflicts of interest. The requirement for senior managers in the Public Service to disclose their financial interests in terms of PSR 18(1) regarding, among others, shares, directorships, property, and remunerated work outside the Public Service is a significant step in laying the foundation for a credible way to manage conflict of interest. Financial Disclosures increase internal accountability, as they put in place checks and balances to prevent public abuse.

### **Summary of submission rates of financial disclosure forms:**

	<b>As at the due date of 31 May 2018</b>	<b>As at the end of the financial year (31 March 2019)</b>
National Departments	5567 (93%)	5934 (99%)
Provincial Departments	4146 (98%)	4248 (99%)
Overall	9713 (95%)	10182 (99%)

Upon receipt of the financial disclosure forms, the PSC validated with the respective departments the total number of SMS members against the records held by the PSC. The PSC scrutinised the financial disclosure forms in terms of PSR 21(1), which provides that the PSC must assess compliance with the requirement to disclose all financial interests and also to establish whether the involvement of SMS members in any activities of the companies could lead to conflicts of interest.

The PSC scrutinised a total of 10 253 financial disclosure forms during the year under review. The scrutiny revealed that there are SMS members whose financial interests could be construed as posing potential conflicts of interest. This is by virtue of them being linked to public or private companies. There is also a likelihood that these SMS members could use state resources to further their private business interests. The PSC advised the EAs to ensure that the involvement of these SMS members in companies is closely and tightly monitored in order to avoid such involvement leading to actual conflicts of interest.

There were SMS members in departments who are engaged in RWOPS. The PSC advised EAs and HoDs to consult with SMS members who did not provide proof of approval to engage in RWOPS, to determine if such approval was granted; and if not, consider taking appropriate steps in terms of section 31 of the PSA as amended. The PSC further advised EAs to sensitize the SMS members of the provisions of PSR 13(c) which prohibits officials to conduct business with any organ of state and/or being a director of a public or private company conducting business with an organ of state. The PSC also assessed the extent to which SMS members received gifts and/or sponsorships during the period under review. The EAs were advised to consult with SMS members who received gifts and/or sponsorships other than diplomatic gifts to verify if these were not gratification or gifts received, solicited or

accepted in contravention of PSR 13(a) and/or (h). Where contravention of the PSR could be established, EAs were advised to consider taking disciplinary action against the affected officials in terms of Section 16A of the PSA.

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

Not applicable

#### 4.4.4 Changes to Planned Targets

Three (3) new indicators were introduced for implementation in 2018/19 financial year and no adjustments were made during the adjustment period.

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of research reports on public administration practices	New indicator	New indicator	New indicator	New indicator	2	2	2
Number of reports on the closure of NACH cases by departments	New indicator	New indicator	New indicator	New indicator	1	1	1
Percentage of early resolution cases finalised within 45 days upon receipt of all relevant information <sup>1</sup>	New indicator	New indicator	New indicator	New indicator	80%	80%	80%

5. This indicator is as a result of the merger of two business processes to improve coordination

#### 4.4.5 Linking Performance with Budgets

2018/19				2017/19		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Public Administration Investigation	12,861	12,854	7	12,576	12,574	2
Professional Ethics	19,003	18,972	31	17,722	17,722	0
Programme Manager: IAC	20,546	20,535	11	18,667	18,665	2
<b>TOTAL</b>	<b>52,410</b>	<b>52,361</b>	<b>49</b>	<b>48,965</b>	<b>48,961</b>	<b>4</b>

## 5. TRANSFER PAYMENTS

### 5.1 Transfer Payments to Public Entities

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

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

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

## 6. CONDITIONAL GRANTS

### 6.1 Conditional Grants and Earmarked Funds Paid

No conditional grants and earmarked funds were paid during the period 1 April 2018 to 31 March 2019.

### 6.2 Conditional Grants and Earmarked Funds Received

No conditional grants and earmarked funds were received during the period 1 April 2018 to 31 March 2019.

## 7. DONOR FUNDS

### 7.1 Donor Funds Received

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

## 8. CAPITAL INVESTMENT

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

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

All official assets in the PSC were captured in the asset register in accordance to the minimum requirements as set by National Treasury. Furthermore, bi-annual asset verification was conducted twice to ensure that the asset register reflected credible information.



# **PART C**

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## **GOVERNANCE**

## 1. INTRODUCTION

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

The structures that are central to the functionality of the PSC are the following: Plenary, Executive Committee, Specialist Teams, Audit Committee, Executive Management Committee, Ethics and Risk Management Committee, Information Technology Steering Committee, Budget Committee and supply chain structures such as the Bid Evaluation Committee and Bid Adjudication Committee. In addition to these, supplementary structures, such as the Management Committee and the Provincial Directors' Forum have been established to facilitate operational performance reporting, information sharing and coordination between management and staff.

## 2. RISK MANAGEMENT

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

The risk management process is aligned to the strategic planning process of the PSC. The PSC held its Strategic Planning Session in June and July 2018, and the following strategic risks were identified, affecting the execution of the PSC's mandate:

- a. Limited financial and human resources impacts negatively on the PSC's ability to meet the expectations of all critical stakeholders.
- b. Lack of cooperation by key stakeholders such as NSG, DPSA, dispute resolutions institutions and others will impact negatively on the delivery of collaboration-dependent initiatives.
- c. Low staff morale among some employees will have an impact on the PSC's performance.
- d. Increase in the number of ad hoc and crisis management assignments, thus resulting in lack of focus on medium to long term initiatives.
- e. Inability to obtain cooperation from Departments/ or stakeholder apathy.
- f. Lack of skills (capacity) to carry out projects.

- g. Lack of implementation of recommendations.
- h. Lack of buy-in into a cohesive strategic thrusts by the PSC – moving together with the same passion for the same issues.
- i. Staff turnover vis-à-vis abolition of posts due to Compensation of Employees cuts.
- j. Workload versus staff capacity.

The Strategic Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis. The PSC achieved mixed results in terms of its ability to mitigate the strategic risks, mainly as they were linked to the lack of availability of financial resources to fund key performance areas and its impact on the PSC's reputation.

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

## 3. FRAUD AND CORRUPTION

The PSC focuses strongly on ethics and fraud awareness. An Ethics Officer and an Ethics and Risk Management Committee is in place, which meets on a quarterly basis to discuss, amongst others, ethics issues.

The PSC is committed to a zero-tolerance approach to fraud and corruption. The PSC has an approved Anti-Corruption and Fraud Prevention Plan that is managed by the Ethics and Risk Management Committee. The Plan includes Whistle-Blowing Guidelines to provide employees with a mechanism to raise concerns about fraud and corruption. The Guidelines are intended to encourage and enable employees to raise serious concerns about fraud and corruption within the PSC rather than overlooking such a problem or "blowing the whistle" outside. The Guidelines provide steps for reporting within the PSC (e.g. DGs and EA) and to the NACH. In addition, a Whistle-Blowing Log is maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms.

The Ethics and Risk Management Committee provided oversight over the implementation of the Risk Management



Implementation Plan and the Anti-Corruption and Fraud Prevention Plan.

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

### **4.1 Senior Management Service:**

A 100% submission rate was achieved at the end of April 2018 in respect of the SMS members, and newly appointed SMS members submitted their forms within the prescribed period. The financial disclosure forms of designated employees were scrutinized in terms of Regulation 21(2) of the Public Service Regulations, 2016.

### **4.2 Implementation of MPSA Directive in respect of other designated employees:**

The OPSC has 104 employees who are classified as "Any other designated employees" in terms of Regulation 18 (3) of the PSR, 2016. A total of 103 of these employees submitted their financial disclosure forms as required by the PSR, 2016. One (1) employee was unable to submit her financial disclosure form. The employee is on approved extended sick leave until December 2018 and is incapacitated. A 100% submission rate in respect of the designated employees was achieved. A letter on the scrutiny of the financial disclosure forms for designated employees for the 2017/2018 financial year was submitted to the Director-General: Public Service and Administration on 31 August 2018.

The Gift Register was scrutinised for actual or potential conflicts of interest and all employees in the PSC are required to request permission from the EA or DG (as delegated authority) before they perform remunerative work outside the Public Service. As at 31 March 2019, 12 employees had permission to perform remunerative work outside the Public Service.

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

## **5. CODE OF CONDUCT**

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

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

## **6. 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 2018/2019 financial year.

## **8. SCOPA RESOLUTIONS**

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

## **9. PRIOR MODIFICATIONS TO AUDIT REPORTS**

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

## **10. INTERNAL CONTROL UNIT**

The PSC has effective and efficient systems of financial, risk management and internal control as required in terms of section 38 of the PFMA. However due to budgetary constraints, the PSC does not have an internal control unit as the internal audit function is outsourced to Grant Thornton which later during the financial year became known as BDO.

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

**Table 8: Audit Committee members**

Name	Qualifications	Internal or External	Date of Appointment	Contract Expiry Date/ Date Resigned	No. of Meetings Attended
Mr AS Simelane	B Com (Hons), MBA	External	1 April 2017	31 March 2020	5
Prof DP van der Nest	B Com (Hons), M Com D Tech	External	1 August 2017	31 July 2019	5
Mr ME Zakwe	B Com (Hons) MBA CA (SA)	External	1 May 2015	30 April 2020	2
Ms DM Mathabela	B. Proc, Diploma: Corporate Law, LLM	External	24 November 2016	23 November 2019	5

## 12. AUDIT COMMITTEE REPORT

It is my pleasure to present our report for the financial year ended 31 March 2019.

### **Audit Committee Responsibility**

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

### **Internal Audit**

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

The Internal Auditors had performed a number of audits and our review of the Internal Audit work, which was based on the risk assessments conducted in the PSC, revealed some weaknesses, which the PSC addressed once these were brought to the attention of the Accounting Officer and senior management. The PSC is committed to continuously address all the internal control weaknesses once these are brought to the attention of the Accounting Officer and senior management. This process enabled the strengthening of internal controls within the PSC.

During the 2018/2019 financial year, the internal auditors completed the following activities and reviews; amongst others:

- a. Finance Review
- b. Review of Annual Financial Statements for 2017/18 Financial Year
- c. Supply Chain Management Review
- d. Human Resources Management and Development Review
- e. Annual and Quarterly Audit of Predetermined Objectives ( AOPI ) Reviews
- f. Integrity and Anti-Corruption Review
- g. Monitoring and Evaluation Review
- h. Leadership and Management Practices Review

The internal auditors also concluded the Review of the Audit Charter and Internal Audit Charter and the Review of the North West and Limpopo Provincial Offices during this financial year but the review reports were tabled in the next Audit Committee held in May 2019.

Management addressed any findings that the internal auditors identified and a tracking system was introduced to track progress in addressing them. No major areas of concern were identified based on the work performed by the internal auditors. The system of internal control and the concomitant control environment within the PSC were reasonably effective as the various reports of the AGSA and Internal Audit will attest.

### **In Year Management and Monthly/Quarterly Report**

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

### **Evaluation of Financial Statements**

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

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

The Audit Committee would like to acknowledge the dedication and hard work performed by the PSC, Director-General as the Accounting Officer, management and

employees. Furthermore, the Audit Committee wishes to express its appreciation to the Director-General, management of the Office, the AGSA and the Internal Auditors (BDO) for their co-operation and for the information they have provided to enable us to compile this report.



**MR SAKHISENI SIMELANE**  
**CHAIRPERSON OF THE AUDIT COMMITTEE**  
**PUBLIC SERVICE COMMISSION**  
**31 AUGUST 2019**



# **PART D**

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## **HUMAN RESOURCE MANAGEMENT**

## 1. INTRODUCTION

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

## 2. OVERVIEW OF HUMAN RESOURCES

For the year under review, critical Senior Management Service (SMS) posts were filled, however, the target of 50% women in the SMS in the Office was not achieved. The vacancy rate was maintained below 10%.

### Organisational Structure

The Institutional Practice Review is still in process and staff in the Office has been kept abreast of developments in this regard. The PSC appointed a Legislation Specialist to advise the PSC on the drafting of the new Public Service Commission Act. As part of adhering to the National Treasury directive to curb the compensation of employees' budget, the OPSC abolished two (2) posts and three (3) posts were created and this led to an increase of the number of posts on the staff establishment from 271 to 274.

### Recruitment and Selection

Management took a decision to abolish non-critical posts due to budgetary constraints and critical SMS posts have been advertised and will be filled through the recruitment of competent potential employees. The filling of these posts is in line with the HR Planning needs.

### Performance Management

The PMDS and EPMIS policies were workshopped and implemented. However, due to the changes on the organisational structure, both policies are being reviewed to align them with the changes and to also incorporate the contents of Circular No. 1 of 2019: Notice of a reduction in the percentage allocated of remuneration budgets for the payment of performance bonuses for all categories of employees with effect from 1 April 2019. The intention of this Circular is to introduce the decremental adjustment of the percentage that can be allocated from the remuneration budget for the payment of performance bonuses. This means that the maximum percentage for a budgeted provisioning for performance rewards is set out as follows for the indicated financial year:

Financial Year	Maximum % Remuneration Budget
2018-19	1.5%
2019-20	0.75%
2020-21	0.5%
2021-22	0%
Post 2022	To be determined based on the Comprehensive Review of ALL PMDSs for ALL categories of Employees

### Employee Wellness

The PSC is committed to promoting quality of work-life balance and the creation of a conducive work environment for its employees. Employee wellness issues significantly affect the productivity of the workforce and it is imperative that this is addressed. In the year under review, the OPSC provided a variety of interventions to assist employees manage their health risks, including the following:

- Health screenings including testing to check the wellbeing of employees.
- Sports initiatives (soccer, netball, running and aerobics).
- Access to health and wellness information.
- An employee assistance programme course (Counselling and Advisory Services).

### Human Resources Challenges

The following are challenges experienced in the year under review:

- The current systems for managing HR planning information are inadequate and PERSAL is generally seen as a system that is not ideal for HR information management. There is a need for a uniform integrated HR information management system to address this challenge.
- The environment in which the Office operates is not static and is changing necessitating key strategic changes that had an impact on human resources decision making. Data collection and analysis on HR is critical and more must be done to identify risks, challenges and best practice methods for implementation.
- Lack of funding for training and development interventions aligned to the strategic objectives of the PSC.
- Constraints in recruiting persons with disabilities and women especially at SMS level.

- Work overload due to the abolishment of some of the vacant posts.

#### **Human Resources Priorities for 2018/2019**

- To strengthen the organisational structure and assessment of employee utilisation in the PSC through the IPR- doing things differently.
- To strengthen the capacity of employees in the PSC through Human Resource Development Interventions which are aligned to the strategic objectives of the OPSC.
- To enhance employee health and wellness in the workplace.
- To strengthen the Employee Wellness Programme (EWP) and promote awareness of the programme.
- Maintain a vacancy rate of below 10%.

- To ensure that women consist of at least 50% of staff employed at SMS level.
- To ensure employment of people with disabilities preferably at SMS level.

### **3. HUMAN RESOURCES OVERSIGHT STATISTICS**

#### **3.1 Personnel Related Expenditure**

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

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

**Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2018 to 31 March 2019**

<b>Programme</b>	<b>Total expenditure (R'000)</b>	<b>Personnel expenditure (R'000)</b>	<b>Training expenditure (R'000)</b>	<b>Professional and special services expenditure (R'000)</b>	<b>Personnel expenditure as a % of total expenditure</b>	<b>Average personnel cost per employee (R'000)</b>
Programme 1	129,350	72,532	232	3,146	56	672
Programme 2	42,208	40,771	-	16	97	728
Programme 3	39,509	36,916	59	484	93	724
Programme 4	52,361	49,544	-	50	95	698
Theft and losses	467	-	-	-	-	-
<b>TOTAL</b>	<b>263,895</b>	<b>199,763</b>	<b>291</b>	<b>3,696</b>	<b>76</b>	<b>699</b>

**Table 3.1.2 - Personnel costs by salary band for the period 1 April 2018 to 31 March 2019**

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	1,261	1	8	158
Skilled (Levels 3-5)	9,235	5	35	264
Highly skilled production (Levels 6-8)	22,026	11	63	350
Highly skilled supervision (Levels 9-12)	86,506	43	107	808
Senior and top management (Levels 13-16)	60,087	30	43	1,397
Contract (Levels 1-2)	403	0.20	3	134
Contract (Levels 3-5)	645	0.32	6	108
Contract (Levels 6-8)	629	0.31	2	315
Contract (Levels 9-12)	2,581	1.29	6	430
Contract (Levels 13-16)	16,390	8	1	16,390
Periodical remuneration	0	0	0	0
Abnormal appointment	0	0	0	0
<b>TOTAL</b>	<b>199,763</b>	<b>100</b>	<b>274</b>	<b>729</b>

**Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2018 to 31 March 2019**

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	61,667	31	463	0.23	1,528	0.76	1,784	1
Programme 2	36,292	18	9	0.00	309	0.15	746	0.37
Programme 3	32,794	16	0	0	472	0.23	910	0.45
Programme 4	44,052	22	35	0.01	874	0.43	1,110	0.55
<b>TOTAL</b>	<b>174,805</b>	<b>88</b>	<b>507</b>	<b>0.25</b>	<b>3,183</b>	<b>1.59</b>	<b>4,550</b>	<b>2.27</b>

**Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2018 to 31 March 2019**

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)	905	0.45	12	0.01	118	0.05	122	0.06
Skilled (Levels 3-5)	6 798	3	296	0.14	565	0.28	668	0.33



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
Highly skilled production (Levels 6-8)	17,709	9	85	0.04	886	0.44	1 278	0.63
Highly skilled supervision (Levels 9-12)	75,900	38	84	0.04	852	0.42	1 786	0.89
Senior management (Levels 13-16)	52,771	26	0	0	0	0	696	0.34
Contract (Levels 1-2)	380	0.19	11	0.01	0	0	0	0
Contract (Levels 3-5)	633	0.31	0	0	0	0	0	0
Contract (Levels 6-8)	623	0.31	6	0.003	0	0	0	0
Contract (Levels 9-12)	2,568	1	13	0.01	0	0	0	0
Contract (Levels 13-16)	16,518	8	0	0	0	0	0	0
Periodical remuneration	0	0	0	0	0	0	0	0
Abnormal appointment	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>174,805</b>	<b>88</b>	<b>507</b>	<b>0.25</b>	<b>3,183</b>	<b>2</b>	<b>4,550</b>	<b>2</b>

### 3.2 Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. The information is presented in terms of three key variables:

- programme

- salary band
- critical occupations.

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. The vacancy rate therefore reflects the percentage of posts that are not filled.

**Table 3.2.1 - Employment and vacancies by programme as at 31 March 2019**

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Programme 1	98	88	10	7
Programme 2	56	56	0	0
Programme 3	50	47	6	4
Programme 4	70	65	7	6
<b>TOTAL</b>	<b>274</b>	<b>256</b>	<b>7</b>	<b>17</b>

**Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2019**

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)	11	8	27	3
Skilled (Levels 3-5)	37	35	5	6
Highly skilled production (Levels 6-8)	65	63	3	1
Highly skilled supervision (Levels 9-12)	112	107	4	6
Senior management (Levels 13-16)	49	43	12	1
<b>TOTAL</b>	<b>274</b>	<b>256</b>	<b>7</b>	<b>17</b>

**Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2019**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	4	4	0	0
Cleaner	13	10	23	3
Receptionist	1	0	100	1
Communication and information related	3	3	0	0
Finance and economics related	1	1	0	0
Financial and related professionals	6	6	0	0
Financial clerks	4	4	0	4
Head of Department	1	1	0	0
Human resources & organisation development related	75	73	3	6
Human resources clerks	10	10	0	0
Human resources related	24	21	13	0
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	2	2	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	7	0	1
Other information technology personnel	4	4	0	0
Others occupations	0	0	0	0
Secretaries	41	40	2	0
Security officers	11	10	9	0
Senior managers	48	42	13	1
<b>TOTAL</b>	<b>274</b>	<b>256</b>	<b>7</b>	<b>17</b>

### 3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it related to members of the SMS by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed time-frames and disciplinary steps taken.

**Table 3.3.1 – SMS posts information as at 31 March 2019**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	3	3	100	0	0
Salary Level 14	9	6	67	3	33
Salary Level 13	36	33	92	3	8
<b>TOTAL</b>	<b>49</b>	<b>43</b>	<b>88</b>	<b>6</b>	<b>12</b>

**Table 3.3.2 – SMS posts information as at 30 September 2018**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	4	4	100	0	0
Salary Level 14	7	7	100	0	0
Salary Level 13	36	31	86	5	14
<b>TOTAL</b>	<b>48</b>	<b>43</b>	<b>90</b>	<b>5</b>	<b>10</b>

**Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2018 to 31 March 2019**

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	0	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	1	0	0
Salary Level 13	9	5	4
<b>TOTAL</b>	<b>10</b>	<b>5</b>	<b>4</b>

**Table 3.3.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2018 to 31 March 2019**

Reasons for vacancies not advertised within six months
<b>PSC took a decision to delay the filling of certain posts due to its funding constraints</b>

Reasons for vacancies not filled within twelve months
<b>PSC took a decision to delay the filling of certain posts due to its funding constraints</b>

**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 2018 to 31 March 2019**

Disciplinary steps taken
<b>None</b>

### 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 2018 to 31 March 2019**

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)	11	0	0	0	0	0	0
Skilled (Levels 3-5)	37	2	5	0	0	0	0
Highly skilled production (Levels 6-8)	65	5	8	1	2	0	0
Highly skilled supervision (Levels 9-12)	112	0	0	0	0	0	0
Senior Management Service Band A	36	0	0	0	0	0	0
Senior Management Service Band B	9	2	22	0	0	0	0
Senior Management Service Band C	3	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>274</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

**Table 3.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2018 to 31 March 2019**

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
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 2018 to 31 March 2019**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	0	0	0	None
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 2018 to 31 March 2019**

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

<b>Total number of employees whose remuneration exceeded the grade determined by job evaluation</b>	<b>0</b>
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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 2018 to 31 March 2019**

Salary band	Number of employees at beginning of period - April 2018	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	7	1	0	0
Skilled (Levels 3-5)	36	2	2	6
Highly skilled production (Levels 6-8)	59	7	1	2
Highly skilled supervision (Levels 9-12)	105	7	7	7
Senior Management Service Band A	34	5	7	21
Senior Management Service Band B	7	0	1	14
Senior Management Service Band C	4	0	1	25
Senior Management Service Band D	1	0	0	0
Contracts	5	41	30	600
<b>TOTAL</b>	<b>258</b>	<b>63</b>	<b>49</b>	<b>19</b>

**Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2018 to 31 March 2019**

Critical occupation	Number of employees at beginning of period – April 2018	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	7	1	0	0
Skilled	36	2	2	6
Highly skilled production	59	7	1	2
Highly skilled supervision	105	7	7	7
Senior Management Service	46	5	9	20
Contracts	5	41	30	600
<b>TOTAL</b>	<b>258</b>	<b>63</b>	<b>49</b>	<b>19</b>

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

**Table 3.5.3 - Reasons why staff left the PSC for the period 1 April 2018 to 31 March 2019**

Termination type	Number	% of total resignations
Death	0	0
Resignation	11	22
Expiry of contract	30	61
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	3	6
Transfer to other Public Service Departments	5	10
Other	0	0
<b>TOTAL</b>	<b>49</b>	
Total number of employees who left as a % of total employment		19

**Table 3.5.4 - Promotions by critical occupation for the period 1 April 2018 to 31 March 2019**

Occupation	Employees as at 1 April 2018	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progress-ions to another notch within a salary level	Notch progression as a % of employees by occupation
Lower skilled	7	0	0	8	114
Skilled	36	0	0	35	97
Highly skilled production	59	2	3	56	95
Highly skilled supervision	105	6	6	101	96
Senior management	46	1	2	36	78
<b>TOTAL</b>	<b>253</b>	<b>9</b>	<b>4</b>	<b>236</b>	<b>93</b>

**Table 3.5.5 - Promotions by salary band for the period 1 April 2018 to 31 March 2019**

Salary band	Employees as at 1 April 2018	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progress-ions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	7	0	0	8	114
Skilled (Levels 3-5)	36	0	0	35	97
Highly skilled production (Levels 6-8)	59	2	3	56	95
Highly skilled supervision (Levels 9-12)	105	6	6	101	96
Senior management (Levels 13-16)	46	1	2	36	78
<b>TOTAL</b>	<b>253</b>	<b>9</b>	<b>4</b>	<b>236</b>	<b>93</b>

### 3.6 Employment Equity

**Table 3.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2019**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	18	2	1	2	16	1	1	2	43
Professionals (Levels 9 – 12)	45	2	1	6	44	1	2	6	107
Technicians and associate professionals (Levels 6 – 8)	15	1	0	0	46	0	1	0	63



Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Clerks (Levels 3 – 5)	14	0	0	0	18	2	1	0	35
Elementary occupations (Levels 1 – 2)	2	0	0	0	6	0	0	0	8
<b>TOTAL</b>	<b>94</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>130</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>256</b>
Employees with disabilities	2	0	0	1	1	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 2019**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	2	0	0	0	2	0	0	0	4
Senior management (Levels 13 – 14)	16	2	1	2	14	1	1	2	39
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	45	2	1	6	44	1	2	6	107
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	15	1	0	0	46	0	1	0	63
Semi-skilled and discretionary decision making (Levels 3 – 5)	14	0	0	0	18	2	1	0	35
Unskilled and defined decision making (Levels 1 – 2)	2	0	0	0	6	0	0	0	8
<b>TOTAL</b>	<b>94</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>130</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>256</b>
Employees with disabilities	2	0	0	1	1	0	0	1	5

**Table 3.6.3 - Recruitment for the period 1 April 2018 to 31 March 2019**

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	3	0	0	1	5	0	0	0	9
Professionally qualified and experienced specialists and mid-management	7	0	0	0	6	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	0	0	0	6	0	0	0	10
Semi-skilled and discretionary decision making	8	0	0	0	5	0	0	0	13
Unskilled and defined decision making	15	0	0	0	3	0	0	0	18
<b>TOTAL</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63</b>
Employees with disabilities	0	0	0	0	0	0	0	0	0

**Table 3.6.4 - Promotions for the period 1 April 2018 to 31 March 2019**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	6	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	2	0	0	0	2

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>
Employees with disabilities	0	0	0	0	0	0	0	0	0

**Table 3.6.5 - Terminations for the period 1 April 2018 to 31 March 2019**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	1	0	0	0	1
Senior management	2	0	0	1	6	0	1	1	11
Professionally qualified and experienced specialists and mid-management	5	0	0	1	0	1	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	1	0	0	0	3
Semi-skilled and discretionary decision making	6	0	0	0	5	0	0	0	11
Unskilled and defined decision making	15	0	0	0	1	0	0	0	16
<b>TOTAL</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>49</b>
Employees with disabilities	0	0	0	0	0	0	0	1	1

**Table 3.6.6 - Disciplinary action for the period 1 April 2018 to 31 March 2019**

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 2018 to 31 March 2019**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	13	1	1	0	21	1	0	0	37
Professionally qualified and experienced specialists and middle management (Level 9-12)	32	1	1	2	22	1	1	2	62
Skilled technical, junior management and supervisors (Level 6-8)	8	0	0	0	29	0	1	0	38
Semi-skilled workers (Level 3-5)	6	0	0	0	12	0	0	0	18
Elementary occupations (Level 1-2)	2	0	0	0	0	0	0	0	2
<b>TOTAL</b>	<b>61</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>84</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>157</b>
Employees with disabilities	1	0	0	0	1	0	0	0	2

### 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 2018**

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/Head of Department	1	1	1	100
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	4	4	4	100
Salary Level 14	7	7	7	100
Salary Level 13	36	33	32	97
<b>TOTAL</b>	<b>48</b>	<b>45</b>	<b>44</b>	<b>98</b>

**Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2018**

Reasons
One SMS Member was on maternity leave.

**Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2018**

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 2018 to 31 March 2019**

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	44	92	48	842	19
Female	75	129	58	1,290	17
Asian					
Male	0	2	0	0	0
Female	3	5	60	94	31
Coloured					
Male	2	5	40	39	19
Female	2	4	50	24	12
White					
Male	5	7	71	142	28
Female	4	7	57	122	30
Employees with a disability	4	5	80	152	38
<b>TOTAL</b>	<b>139</b>	<b>256</b>	<b>54</b>	<b>2,705</b>	<b>19</b>

**Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2018 to 31 March 2019**

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)	8	8	100	64	8	0.03
Skilled (Level 3-5)	30	35	86	344	11	0.17
Highly skilled production (Level 6-8)	42	63	67	698	17	0.34
Highly skilled supervision (Level 9-12)	52	107	49	1,342	26	1
<b>TOTAL</b>	<b>132</b>	<b>213</b>	<b>62</b>	<b>2,448</b>	<b>19</b>	<b>1.22</b>

**Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2018 to 31 March 2019**

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)	7	43	16	257	37
Professionally qualified and experienced special-ists and middle manage-ment (Levels 9-12)	52	107	49	1,342	26
Skilled technical and academically qualified workers, junior manage-ment, supervisors, (Levels 6-8)	42	63	67	698	17
Semi-skilled and discre-tionary decision making (Levels 3-5)	30	35	86	344	11
Unskilled and defined decision making (Levels 1-2)	8	8	100	64	8
<b>TOTAL</b>	<b>139</b>	<b>256</b>	<b>54</b>	<b>2,705</b>	<b>19</b>

**Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2018 to 31 March 2019**

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)	6	33	18	155	26	0.07
Band B (Level 14)	1	6	17	102	102	0.05
Band C (Level 15)	0	3	0	0	0	0
Band D (Level 16)	0	1	0	0	0	0
<b>TOTAL</b>	<b>7</b>	<b>43</b>	<b>16</b>	<b>257</b>	<b>37</b>	<b>0.12</b>

### 3.9 Foreign Workers

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

**Table 3.9.1 – Foreign workers by salary band for the period 1 April 2018 to 31 March 2019**

Salary band	1 April 2018		31 March 2019		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	1	100	1	100
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>100</b>

**Table 3.9.2 – Foreign workers by major occupation for the period 1 April 2018 to 31 March 2019**

Major occupation	1 April 2018		31 March 2019		Change	
	Number	% of total	Number	% of total	Number	% change
Senior Management	0	0	1	100	1	100
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>100</b>

### 3.10 Leave Utilisation

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

**Table 3.10.1 – Sick leave for the period 1 January 2018 to 31 December 2018**

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)	61	57	7	2.90	9	31
Skilled (Levels 3-5)	191	65	30	12.6	6	167
Highly skilled production (Levels 6-8)	445	62	60	25.20	7	587
Highly skilled supervision (Levels 9-12)	606	70	93	39.10	7	1,807
Senior management (Levels 13-16)	271	78	38	16	7	1,192
Contract (Levels 1-2)	3	0	2	0.80	2	1
Contract (Levels 3-5)	0	0	0	0	0	0
Contract (Levels 6-8)	1	0	1	0.40	1	1
Contract (Levels 9-12)	5	40	2	0.80	3	16
Contract (Levels 13-16)	26	1	5	2.2	7	152
<b>TOTAL</b>	<b>1 609</b>	<b>68</b>	<b>238</b>	<b>100</b>	<b>7</b>	<b>3,955</b>

**Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2018 to 31 December 2018**

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	180	100	4	21.10	45	150
Highly skilled production (Levels 6-8)	74	100	3	15.80	25	110
Highly skilled supervision (Levels 9-12)	137	100	10	52.60	14	396
Senior management (Levels 13-16)	73	100	2	10.50	37	312
<b>TOTAL</b>	<b>464</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>24</b>	<b>968</b>

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



**Table 3.10.3 – Annual leave for the period 1 January 2018 to 31 December 2018**

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	175	9	19
Skilled (Level 3-5)	879	35	25
Highly skilled production (Level 6-8)	1 424	64	22
Highly skilled supervision (Level 9-12)	2 925	114	26
Senior management (Level 13-16)	1 362	55	25
Contract (Levels 1-2)	10	4	3
Contract (Levels 3-5)	9	1	9
Contract (Levels 6-8)	6	3	2
Contract (Levels 9-12)	21	6	4
Contract (Levels 13-16)	179	10	18
<b>TOTAL</b>	<b>6 990</b>	<b>301</b>	<b>23</b>

**Table 3.10.4 – Capped leave for the period 1 January 2018 to 31 December 2018**

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 2018
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	22
Highly skilled production (Level 6-8)	0	0	0	42
Highly skilled supervision (Level 9-12)	16	4	4	33
Senior management (Level 13-16)	20	2	10	56
<b>TOTAL</b>	<b>36</b>	<b>6</b>	<b>6</b>	<b>42</b>

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

**Table 3.10.5 – Leave payouts for the period 1 April 2018 to 31 March 2019**

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay outs for 2018/19 due to non-utilisation of leave for the previous cycle	34	1	34
Capped leave payouts on termination of service for 2018/19	474	5	95
Current leave payouts on termination of service for 2018/19	519	17	31
<b>TOTAL</b>	<b>1,027</b>	<b>23</b>	<b>45</b>

### 3.11 HIV/AIDS and Health Promotion Programmes

**Table 3.11.1 – Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
None	None

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part 3 Regulation 55 (2) (c) of Chapter 4 of the Public Service Regulations, 2016? If so, provide her/his name and position	✓		Mr DC Ndondlozi, Director: Human Resource Management and Development
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	✓		<ul style="list-style-type: none"> <li>The OPSC currently have a designated person to promote the health and wellness of OPSC employees</li> <li>Budget of R278 000 allocated for the 2018/2019 financial year</li> </ul>
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	✓		<p>The programme aims to:</p> <ul style="list-style-type: none"> <li>Encourage and assist employees to overcome personal problems affecting their work performance negatively</li> <li>Provide an effective framework for wellness promotion and preventative services</li> <li>In so far as it is possible to provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life</li> <li>Enhance and maintain high productivity levels of all employees</li> <li>Establish a working relationship with other departments and stakeholders who are involved in employee wellness</li> <li>Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors</li> <li>Allow supervisors to manage their human resources in an objective and consistent manner</li> </ul>

Question	Yes	No	Details, if yes
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent		✓	The OPSC is in the process of finalising the establishment of an Employment Equity Consultative Forum. Department of Labour conducted training on Employment Equity on 5 March 2019
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	✓		<ul style="list-style-type: none"> <li>Employee Wellness Policy was approved on 17 August 2018</li> <li>The review of the HIV/AIDS, TB and STI Policy is in progress</li> </ul>
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures	✓		<ul style="list-style-type: none"> <li>HIV/AIDS and Employee Wellness Programme Policies</li> <li>Contracted NBC Holdings for a two year period with effect from 11 July 2017 to 12 July 2019</li> </ul>
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	✓		<ul style="list-style-type: none"> <li>Employees are encouraged to use facilities offered by NBC Holdings</li> <li>Positive results have been achieved since employees are utilising the service effectively</li> </ul>
8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	✓		<ul style="list-style-type: none"> <li>Monthly, quarterly and annual reports received from NBC Holdings</li> <li>Outcome of Health Risk Assessment, VCT and TB sessions conducted during the Wellness Day event and World Aids Day celebrations</li> <li>Condom dispensers are monitored on a quarterly basis to determine the utilisation thereof by employees</li> </ul>

### 3.12 Labour Relations

**Table 3.12.1 – Collective agreements for the period 1 April 2018 to 31 March 2019**

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 2018 to 31 March 2019**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	1	50
Suspended without pay	1	50
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
<b>TOTAL</b>	<b>2</b>	<b>100</b>

**Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2018 to 31 March 2019**

Type of misconduct	Number	% of total
Reporting for duty under the influence of alcohol	1	100
<b>TOTAL</b>	<b>1</b>	<b>100</b>

**Table 3.12.4 - Grievances lodged for the period 1 April 2018 to 31 March 2019**

Grievances	Number	% of total
Number of grievances resolved	4	80
Number of grievances not resolved	1	20
<b>Total number of grievances lodged</b>	<b>5</b>	<b>100</b>

**Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2018 to 31 March 2019**

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	2	100
<b>Total number of disputes lodged</b>	<b>2</b>	<b>100</b>

**Table 3.12.6 - Strike actions for the period 1 April 2018 to 31 March 2019**

Total number of persons working days lost	0
Total costs (R'000) of working days lost	0
<b>Amount (R'000) recovered as a result of no work no pay</b>	<b>0</b>

**Table 3.12.7 - Precautionary suspensions for the period 1 April 2018 to 31 March 2019**

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	109
<b>Cost (R'000) of suspensions</b>	<b>45 001.48</b>

### 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 2018 to 31 March 2019**

Occupational category	Gender	Number of employees as at 1 April 2018	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	23	0	0	0	0
	Male	23	0	0	0	0
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	48	0	0	0	0
	Male	57	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	46	0	0	0	0
	Male	13	0	0	0	0
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	0	0	0
	Male	14	0	0	0	0
Unskilled and defined decision making (Levels 1-2)	Female	6	0	0	0	0
	Male	1	0	0	0	0
Sub Total	Female	145	0	0	0	0
	Male	108	0	0	0	0
<b>TOTAL</b>		<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 3.13.2 - Training provided for the period 1 April 2018 to 31 March 2019**

Occupational category	Gender	Number of employees as at 1 April 2018	Training provided within the reporting period			
			Learner-ships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	23	0	0	22	22
	Male	23	0	0	15	15
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	48	0	0	26	26
	Male	57	0	0	36	36
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	46	0	0	30	30
	Male	13	0	2	8	10
Semi-skilled and discretionary decision making (Levels 3-5)	Female	22	0	2	12	14
	Male	14	0	0	6	6
Unskilled and defined decision making (Levels 1-2)	Female	6	0	0	2	2
	Male	1	0	0	2	2
Sub Total	Female	145	0	2	92	94
	Male	108	0	2	67	69
<b>TOTAL</b>		<b>253</b>	<b>0</b>	<b>4</b>	<b>159</b>	<b>163</b>

**3.14 Injury on Duty**

The following table provide basic information on injury on duty.

**Table 3.14.1 - Injury on duty for the period 1 April 2018 to 31 March 2019**

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
<b>TOTAL</b>	<b>1</b>	<b>100</b>

### 3.15 Utilisation of Consultants

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

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

**Table 3.15.1 - Report on consultant appointments using appropriated funds for the period 1 April 2018 to 31 March 2019**

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Support and maintenance services for the Integrated Complaints and Grievance Management System for a period of 24 months	2	95	*R474 240  (R237 120 paid in the 2017/2018 financial year and R239 200 paid in the 2018/2019 financial year)  *Note: An amount of R2 080 more was paid to the service provider resulting from the increase in VAT from 14% to 15% with effect from 1 April 2018.
Support and maintenance of the Data Warehouse and integration for a period of 12 months	3	340 days inclusive of 12 months support (34 days for the project plus 4 months support)	*R883 063.40 (R174 135 paid in the 2017/2018 financial year and R714 248.81 paid in the 2018/2019 financial year)  *Note: An amount of R5 320.41 more was paid to the service provider resulting from the increase in VAT from 14% to 15% with effect from 1 April 2018.
Planning, Budgeting and Financial Management Support	4	90	R1 628 488 (R300 000 paid in the 2017/2018 financial year and R958 943 paid in the 2018/2019 financial year)
Communication support to the PSC for a period of 6 months	4	45	R498 000 (R427 050 paid in the 2018/2019 financial year)
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration (work days)</b>	<b>Total contract value in Rand</b>
4	13	264	R3 121 646.81

**Table 3.15.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2018 to 31 March 2019**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Support and maintenance services for the Integrated Complaints and Grievance Management System for a period of 24 months	71	71	2
Support and maintenance of the Data Warehouse and integration for a period of 12 months	100	100	3
Planning, Budgeting and Financial Management Support	Government component of the National Treasury	---	1
Communication support to the PSC for a period of 6 months	100	100	3

**Table 3.15.3 - Report on consultant appointments using donor funds for the period 1 April 2018 to 31 March 2019**

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
None			
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
None			

**Table 3.15.4 - Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2018 to 31 March 2019**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
None			

### 3.16 Severance Packages

**Table 3.16.1 - Granting of employee initiated severance packages for the period 1 April 2018 to 31 March 2019**

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





# **PART E**

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## **AUDITED FINANCIAL STATEMENTS**

# 1. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO. 10: PUBLIC SERVICE COMMISSION

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the Public Service Commission (PSC) set out on pages 101 to 162, which comprise the appropriation statement, the statement of financial position as at 31 March 2019, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the department as at 31 March 2019, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standards (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the department in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' **Code of ethics for professional accountants** (IESBA code), parts 1 and 3 of the International Ethics Standards Board for Accountants' **International Code of Ethics for Professional Accountants (including International Independence Standards)** and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Emphasis of matter

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

### Restatement of corresponding figures

7. As disclosed in note 30 to the financial statements, the corresponding figures for the year ended 31 March 2018 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2019.

### Other matter

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

### Unaudited supplementary schedules

9. The supplementary information set out in pages 163 - 165 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly, I do not express an opinion on them.

### Responsibilities of the accounting officer for the financial statements

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with MCS and the requirements of the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

### Auditor-general's responsibilities for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

### **Report on the audit of the annual performance report**

#### **Introduction and scope**

14. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
15. My procedures address the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
16. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2019:

<b>Programmes</b>	<b>Pages in the annual performance report</b>
Programme 2 – Leadership and management practices	40 - 47
Programme 3 – Monitoring and evaluation	47 - 51
Programme 4 – Integrity and anti-corruption	52 - 59

17. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
18. The material findings in respect of the usefulness and reliability of the selected programmes are as follows:

#### **Programme 4 – Integrity and anti-corruption**

#### **Percentage of public administration investigations finalised within 3 months upon receipt of all relevant information**

19. The achievement for target of 65% reported in the annual performance report was 87%. However, the supporting evidence provided did not agree to the reported achievement.
20. I did not raise any material findings on the usefulness and reliability of the reported performance information for these programmes:
- Programme 2 – Leadership and management practices
  - Programme 3 – Monitoring and evaluation

#### **Other matters**

21. I draw attention to the matters below.

#### **Achievement of planned targets**

22. Refer to the annual performance report on pages 40-43, 47-48 and 52-54 for information on the achievement of planned targets for the year and explanations provided for the under/ over achievement of a number of targets. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraphs 19 of this report.

**Adjustment of material misstatements**

23. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 2 – leadership and management practices and programme 4 – integrity and anti-corruption. As management subsequently corrected only some of the misstatements, I raised material findings on the reliability of the reported performance information. Those that were not corrected are reported above.

**Report on the audit of compliance with legislation**
**Introduction and scope**

24. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
25. The material findings on compliance with specific matters in key legislations are as follows:

**Procurement and contract management**

26. One contract relating to IT goods and services, classified as mandatory, was not procured through SITA as required by treasury regulation 16A6.3(e) and section 7(3) of the SITA Act. Similar non-compliance was also reported in the prior year.
27. Some of the goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by treasury regulation 16A6.1.

**Annual financial statements, performance and annual report**

28. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 40(1) (b) of the PFMA.
29. Material misstatements of commitments identified by the auditors in the submitted financial statements were corrected resulting in the financial statements receiving an unqualified opinion.

**Expenditure management**

30. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R980 000.00, as disclosed in note 23 to the annual financial statements, as required by section 38(1)(c) (ii) of the PFMA and treasury regulation 9.1.1. The majority of the irregular expenditure was caused by non-compliance with SCM regulations relating to a contract identified as irregular in the prior year.

**Other information**

31. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.
32. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
33. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
34. If, based on the work I have performed, I conclude that there is a material misstatement in this other information; I am required to report that fact. I have nothing to report in this regard.

**Internal control deficiencies**

35. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.
36. Certain applicable laws and regulations pertaining to selected supply chain management practices were not complied with, owing to the processes implemented over these not being appropriately discharged which

then resulted in the non-compliance with laws and regulations.

37. The financial statements and the annual performance report contained misstatements. This was mainly due to inadequate reviews of information reported in the annual performance reports and the annual financial statements.
38. Management did not implement effective internal controls to review, agree information as per the supporting schedules/listing to the physical files.

*Auditor - General*

Pretoria

31 July 2019



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## ANNEXURE – AUDITOR-GENERAL’S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the department’s compliance with respect to the selected subject matters.

### Financial statements

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

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

to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a department to cease continuing as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

### Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

## 2. ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

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# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

APPROPRIATION PER PROGRAMME									
2018/19								2017/18	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expendi-ture as % of final appro-priation	Final Appropriation	Actual expendi-ture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Programme</b>									
1. Administration	124,822	-	5,068	129,890	129,817	73	99.9%	125,905	125,655
2. Leadership and Management Practices	44,682	-	(2,146)	42,536	42,208	328	99.2%	39,312	38,984
3. Monitoring and Evaluation	39,716	-	(153)	39,563	39,509	54	99.9%	33,877	33,785
4. Integrity and Anti-Corruption	55,179	-	(2,769)	52,410	52,361	49	99.9%	48,965	48,961
<b>TOTAL</b>	<b>264,399</b>	<b>-</b>	<b>-</b>	<b>264,399</b>	<b>263,895</b>	<b>504</b>	<b>99.8%</b>	<b>248,059</b>	<b>247,385</b>
Reconciliation With Statement of Financial Performance									
ADD									
Departmental receipts				535				469	
Aid assistance				3,750					
<b>Actual Amounts Per Statement of Financial Performance (Total Revenue)</b>				<b>268,684</b>				<b>248,528</b>	
ADD									
Aid assistance				-	2,471			-	
<b>Actual Amounts Per Statement of Financial Performance (Total Expenditure)</b>					<b>266,366</b>				<b>247,385</b>



# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

APPROPRIATION PER ECONOMIC CLASSIFICATION									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>263,103</b>	<b>(5,312)</b>	<b>(6,585)</b>	<b>251,206</b>	<b>250,434</b>	<b>772</b>	<b>99.7%</b>	<b>245,279</b>	<b>244,600</b>
<b>Compensation of employees</b>	<b>200,711</b>	<b>(587)</b>	<b>(131)</b>	<b>199,993</b>	<b>199,763</b>	<b>230</b>	<b>99.9%</b>	<b>180,217</b>	<b>179,887</b>
Salaries and wages	183,051	(4,022)	(3,999)	175,030	174,805	225	99.9%	159,629	159,624
Social contributions	17,660	3,435	3,868	24,963	24,958	5	100.0%	20,588	20,263
<b>Goods and services</b>	<b>62,392</b>	<b>(5,060)</b>	<b>(6,454)</b>	<b>50,878</b>	<b>50,337</b>	<b>541</b>	<b>98.9%</b>	<b>65,062</b>	<b>64,713</b>
Administrative fees	42	80	21	143	142	1	99.3%	114	118
Advertising	191	148	(71)	268	256	12	95.5%	231	229
Minor Assets	156	848	(11)	993	790	203	79.6%	57	58
Audit costs: External	3,621	349	(300)	3,670	3,668	2	99.9%	3,409	3,409
Bursaries: Employees	396	(198)	-	198	198	-	100.0%	105	105
Catering	318	3	107	428	419	9	97.9%	466	465
Communication	4,448	(569)	(73)	3,806	3,778	28	99.3%	4,110	4,120
Computer services	7,193	(1,977)	94	5,310	5,309	1	100.0%	6,411	6,410
Consultants: Business advisory services	3,359	669	(327)	3,701	3,696	5	99.9%	2,832	2,764
Legal services	-	-	-	-	-	-	-	145	145
Contractors	5,099	21	(4,037)	1,083	1,078	5	99.5%	246	242
Agency and support / outsourced services	3	-	-	3	-	3	-	-	-
Fleet services	1,140	(376)	(288)	476	473	3	99.4%	832	827
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Consumables supplies	278	665	(10)	933	906	27	97.2%	403	402
Consumable: Stationery, printing and office supplies	1,395	139	4	1,538	1,502	36	97.7%	1,496	1,490
Operating leases	24,114	(3,341)	(1,737)	19,036	19,031	5	100.0%	30,553	30,553
Property payments	4,493	417	(186)	4,724	4,722	2	100.0%	8,698	8,614
Travel and subsistence	3,062	(465)	495	3,092	2,926	166	94.6%	3,359	3,313
Training and development	1,581	(1,314)	-	267	291	(24)	109.0%	443	441
Operating payments	1,378	(245)	(85)	1,048	1,021	27	97.4%	844	915
Venues and facilities	125	86	(50)	161	131	30	81.4%	308	93

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

APPROPRIATION PER ECONOMIC CLASSIFICATION									
2018/19								2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Interest and rent on land</b>	-	335	-	335	334	1	99,7%	-	-
<b>Transfers and subsidies</b>	307	723	-	1 030	1 024	6	99,4%	1 428	1 416
Foreign governments and international organisations	33	(33)	-	-	-	-	-	31	24
Non-profit institutions	-	-	-	-	-	-	-	-	-
<b>Households</b>	274	756	-	1,030	1,024	6	99,4%	1,397	1,391
Social benefits	274	756	-	1,030	1 024	6	99,4%	-	245
Other transfers to households	-	-	-	-	-	-	-	1,397	1,147
<b>Payments for capital assets</b>	989	4,589	6,585	12,163	11,970	193	98,4%	1,352	1,350
Buildings and other fixed structures	-	1,617	2,394	4,011	4,010	1	100,0%	-	-
Buildings	-	1,617	2,394	4,011	4,010	1	100,0%	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
<b>Machinery and equipment</b>	989	2,972	3,980	7,941	7,749	192	97,6%	940	938
Other machinery and equipment	989	2,972	3,980	7,941	7,749	192	97,6%	940	938
<b>Software &amp; other intangible assets</b>	-	-	211	211	211	-	100,0%	412	412
<b>Payments for financial assets</b>	-	-	-	-	467	(467)	-	-	20
<b>TOTAL</b>	<b>264,399</b>	<b>-</b>	<b>-</b>	<b>264,399</b>	<b>263,895</b>	<b>504</b>	<b>99,8%</b>	<b>248,059</b>	<b>247,385</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

PROGRAMME I: ADMINISTRATION									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
1. Public Service Commission	21,345	102	4,587	26,034	25,981	53	99,8%	22,028	21,809
2. Management	15,338	(379)	62	15,021	15,008	13	99,9%	13,476	13,459
3. Corporate Services	60,873	2,635	82	63,590	62,586	4	100,0%	52,206	52,192
4. Property Management	27,266	(2,358)	337	25,245	25,242	3	100,0%	38,195	38,195
<b>TOTAL:</b>	<b>124,822</b>	<b>-</b>	<b>5,068</b>	<b>129,890</b>	<b>129,817</b>	<b>73</b>	<b>99,9%</b>	<b>125,905</b>	<b>125,655</b>
<b>Current payments</b>	<b>123,772</b>	<b>(4,953)</b>	<b>(1,213)</b>	<b>117,606</b>	<b>117,249</b>	<b>357</b>	<b>99,7%</b>	<b>124,389</b>	<b>124,129</b>
<b>Compensation of employees</b>	<b>68,550</b>	<b>(180)</b>	<b>4,164</b>	<b>72,534</b>	<b>72,532</b>	<b>2</b>	<b>100,0%</b>	<b>65,208</b>	<b>65,205</b>
Salaries and wages	61,076	295	296	61,667	61,667	-	100,0%	58,018	58,017
Social contributions	7,474	(475)	3,868	10,867	10,865	2	100,0%	7,190	7,188
<b>Goods and services</b>	<b>55,222</b>	<b>(5,074)</b>	<b>(5,409)</b>	<b>44,739</b>	<b>44,384</b>	<b>355</b>	<b>99,2%</b>	<b>59,181</b>	<b>58,924</b>
Administrative fees	42	80	21	143	142	1	99,3%	83	87
Advertising	88	30	(28)	90	89	1	98,9%	98	98
Minor assets	115	844	(3)	956	753	203	78,9%	56	57
Audit costs: External	3,619	349	(300)	3,668	3,668	-	100,0%	3,409	3,409
Bursaries: Employees	396	(198)	-	198	198	-	100,0%	105	105
Catering: Departmental activities	291	(93)	111	309	303	6	98,1%	317	317
Communication (G&S)	2,836	(590)	114	2,360	2,355	5	99,8%	2,595	2,604
Computer services	7,193	(1,977)	94	5,310	5,309	1	100,0%	6,411	6,410
Consultants: Business and advisory services	3,010	252	(115)	3,147	3,146	1	100,0%	2,460	2,460
Legal services	-	-	-	-	-	-	-	145	145
Contractors	5,031	-	(3,972)	1,059	1 060	(1)	100,1%	192	189
Fleet services (including government motor transport)	329	(200)	2	131	130	1	99,2%	246	241
Consumable supplies	227	613	-	840	835	5	99,4%	368	366

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

PROGRAMME 1: ADMINISTRATION									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	23,899	(3,368)	(1,970)	18,561	18,559	2	100,0%	30,553	30,553
Property payments	3,399	519	6	3,924	3,922	2	99,9%	7,731	7,730
Travel and subsistence	1,756	(221)	582	2,117	2,013	104	95,1%	2,128	2,086
Training and development	1,581	(1,374)	-	207	232	(25)	112,1%	398	397
Operating payments	803	19	(62)	760	741	19	97,5%	730	730
Venues and facilities	25	86	-	111	89	22	80,2%	308	93
<b>Interest and rent on land</b>	<b>-</b>	<b>333</b>	<b>-</b>	<b>333</b>	<b>333</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
<b>Transfers and subsidies</b>	<b>146</b>	<b>378</b>	<b>-</b>	<b>524</b>	<b>522</b>	<b>2</b>	<b>99,6%</b>	<b>334</b>	<b>325</b>
Foreign governments and international organisations	33	(33)	-	-	-	-	-	31	24
<b>Households</b>	<b>113</b>	<b>411</b>	<b>-</b>	<b>524</b>	<b>522</b>	<b>2</b>	<b>99,6%</b>	<b>303</b>	<b>301</b>
Social benefits	113	411	-	524	522	2	99,6%	-	-
Other transfers to households	-	-	-	-	-	-	-	303	301
<b>Payments for capital assets</b>	<b>904</b>	<b>4,575</b>	<b>6,281</b>	<b>11,760</b>	<b>11,579</b>	<b>181</b>	<b>98,5%</b>	<b>1,182</b>	<b>1,181</b>
Buildings and other fixed structures	-	1,617	2,394	4,011	4,010	1	100,0%	-	-
Buildings	-	1,617	2,394	4,011	4,010	1	100,0%	-	-
<b>Machinery and equipment</b>	<b>904</b>	<b>2,958</b>	<b>3,887</b>	<b>7,749</b>	<b>7,569</b>	<b>180</b>	<b>97,7%</b>	<b>770</b>	<b>769</b>
Other machinery and equipment	904	2,958	3,887	7,749	7,569	180	97,7%	770	769
<b>Software and other intangible assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>412</b>	<b>412</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>467</b>	<b>(467)</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>TOTAL</b>	<b>124,822</b>	<b>-</b>	<b>5,068</b>	<b>129,890</b>	<b>129,817</b>	<b>73</b>	<b>99,9%</b>	<b>125,905</b>	<b>125,655</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.1 PUBLIC SERVICE COMMISSION									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>21,345</b>	<b>(3)</b>	<b>4,587</b>	<b>25,929</b>	<b>25,877</b>	<b>52</b>	<b>99,8%</b>	<b>21,827</b>	<b>21,608</b>
<b>Compensation of employees</b>	<b>19,383</b>	<b>-</b>	<b>4,102</b>	<b>23,485</b>	<b>23,484</b>	<b>1</b>	<b>100,0%</b>	<b>19,549</b>	<b>19,547</b>
Salaries and wages	18,260	-	234	18,494	18,493	1	100,0%	17,899	17,898
Social contributions	1,123	-	3,868	4,991	4,991	-	100,0%	1,650	1,649
<b>Goods and services</b>	<b>1,962</b>	<b>(304)</b>	<b>453</b>	<b>2,111</b>	<b>2,060</b>	<b>51</b>	<b>97,6%</b>	<b>2,278</b>	<b>2,061</b>
Administrative fees	12	12	(10)	14	14	-	100,0%	-	-
Advertising	-	-	-	-	-	-	-	-	-
Audit costs:									
External	-	-	-	-	-	-	-	25	25
Catering:									
Departmental activities	104	(58)	110	156	155	1	99,4%	171	170
Communication (G&S)	279	(84)	114	309	306	3	99,0%	312	312
Contractors	10	-	(5)	5	2	3	40,0%	2	1
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	1	1	1	-	100,0%	-	-
Consumable supplies	3	-	(2)	1	-	1	-	1	-
Consumable: Stationery, printing and office supplies	49	(120)	143	72	68	4	94,4%	81	81
Property payments	-	-	-	-	-	-	-	1	1
Travel and subsistence	1,315	(16)	143	1 442	1 441	1	99,9%	1,329	1,329
Operating payments	169	(70)	(9)	90	73	17	81,1%	56	56
Venues and facilities	21	-	-	21	-	21	-	300	85
<b>Interest and rent on land</b>	<b>-</b>	<b>333</b>	<b>-</b>	<b>333</b>	<b>333</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.1 PUBLIC SERVICE COMMISSION									
2018/19								2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	-	105	-	105	104	1	99,0%	201	201
<b>Households</b>	-	105	-	105	104	1	99,0%	201	201
Other transfers to households	-	105	-	105	104	1	99,0%	201	201
<b>TOTAL</b>	<b>21,345</b>	<b>102</b>	<b>4,587</b>	<b>26,034</b>	<b>25,981</b>	<b>53</b>	<b>99,8%</b>	<b>22,028</b>	<b>21,089</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.2 MANAGEMENT									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>15,305</b>	<b>(393)</b>	<b>45</b>	<b>14,957</b>	<b>14,946</b>	<b>11</b>	<b>99,9%</b>	<b>13 424</b>	<b>13,416</b>
<b>Compensation of employees</b>	<b>14,605</b>	<b>(1,692)</b>	<b>62</b>	<b>12,975</b>	<b>12,974</b>	<b>1</b>	<b>100,0%</b>	<b>12 062</b>	<b>12,062</b>
Salaries and wages	13,557	(2,077)	62	11,542	11,541	1	100,0%	10 739	10,739
Social contributions	1,048	385	-	1,433	1,433	-	100,0%	1 323	1,323
<b>Goods and services</b>	<b>700</b>	<b>1,299</b>	<b>(17)</b>	<b>1,982</b>	<b>1,972</b>	<b>10</b>	<b>99,5%</b>	<b>1 362</b>	<b>1,354</b>
Administrative fees	-	-	6	6	6	-	100,0%	6	6
Advertising	30	1	-	31	30	1	96,8%	7	7
Minor assets	-	2	-	2	2	-	100,0%	-	-
Catering:									
Departmental activities	64	(10)	-	54	54	-	100,0%	31	31
Communication (G&S)	282	-	-	282	281	1	99,6%	342	351
Consultants:									
Business and advisory services	-	968	-	968	967	1	100,0%	300	300
Contractors	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	5	1	6	5	1	83,31%	4	-
Consumable supplies	-	34	-	34	33	1	97,1%	1	-
Consumable:									
Stationery, printing and office supplies	30	-	-	30	27	3	90,0%	49	49
Property payments	-	1	-	1	-	1	-	1	1
Travel and subsistence	284	112	(18)	378	377	1	99,7%	403	391
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	10	138	(6)	142	142	-	100,0%	218	218
Venues and facilities	-	48	-	48	48	-	100,0%	-	-
Rental and hiring	-	-	-	-	-	-	-	-	-

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.2 MANAGEMENT									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	<b>33</b>	<b>12</b>	<b>-</b>	<b>45</b>	<b>44</b>	<b>1</b>	<b>97,8%</b>	<b>33</b>	<b>25</b>
Foreign governments and international organisations	33	(33)	-	-	-	-	-	31	24
<b>Households</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>45</b>	<b>44</b>	<b>1</b>	<b>97,8%</b>	<b>2</b>	<b>1</b>
Other transfers to households	-	45	-	45	44	1	97,8%	2	1
<b>Payments for capital assets</b>	<b>-</b>	<b>2</b>	<b>17</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>94,7%</b>	<b>19</b>	<b>18</b>
<b>Machinery and equipment</b>	<b>-</b>	<b>2</b>	<b>17</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>94,7%</b>	<b>19</b>	<b>18</b>
Other machinery and equipment	-	2	17	19	18	1	94,7%	19	18
<b>Software and other Intangible assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>15,338</b>	<b>(379)</b>	<b>62</b>	<b>15021</b>	<b>15,008</b>	<b>13</b>	<b>99,9%</b>	<b>13,476</b>	<b>13,459</b>



# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.3: CORPORATE SERVICES									
	2018/1							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>59,856</b>	<b>(582)</b>	<b>(3,788)</b>	<b>55,486</b>	<b>55,194</b>	<b>292</b>	<b>99,5%</b>	<b>50,943</b>	<b>50,910</b>
<b>Compensation of employees</b>	<b>34,562</b>	<b>1,512</b>	<b>-</b>	<b>36,074</b>	<b>36,074</b>	<b>-</b>	<b>100,0%</b>	<b>33,597</b>	<b>33,596</b>
Salaries and wages	29,259	2,372	-	31 631	31,633	(2)	100,0%	29,380	29,380
Social contributions	5,303	(860)	-	4,443	4,441	2	100,0%	4,217	4,216
<b>Goods and services</b>	<b>25,294</b>	<b>(2,094)</b>	<b>(3,788)</b>	<b>19,412</b>	<b>19,120</b>	<b>292</b>	<b>98,5%</b>	<b>17,346</b>	<b>17,314</b>
Administrative fees	30	68	25	123	122	1	99,2%	77	81
Advertising	58	29	(28)	59	59	-	100,0%	91	91
Minor assets	115	842	(3)	954	751	203	78,7%	56	57
Audit costs:									
External	3,619	349	(300)	3,668	3,668	-	100,0%	3,384	3,384
Bursaries:									
Employees	396	(198)	-	198	198	-	100,0%	105	105
Catering:									
Departmental activities	123	(25)	1	99	94	5	94,9%	115	115
Communication (G&S)	2,275	(506)	-	1,769	1,768	1	99,9%	1,941	1,941
Computer services	7,193	(1,977)	94	5 310	5,309	1	100,0%	6,411	6,410
Consultants:									
Business and advisory services	3,010	(716)	(115)	2,179	2,179	-	100,0%	2,160	2,160
Legal services	-	-	-	-	-	-	-	145	145
Contractors	5,021		(3,967)	1,054	1,058	(4)	100,4%	190	188
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	329	(205)	-	124	124	-	100,0%	242	241
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.3: CORPORATE SERVICES									
	2018/1							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Inventory: Medical suppliers	-	-	-	-	-	-	-	-	-
Consumable supplies	224	579	2	805	802	3	99,6%	366	366
Consumable: Stationery printing and office supplies	503	243	-	746	745	1	99,9%	718	717
Operating leases	-	629	87	716	715	1	99,9%	-	-
Property payments	32	496	6	534	534	-	100,0%	87	86
Travel and subsistence	157	(317)	457	297	195	102	65,7%	396	366
Training and development	1 581	(1 374)		207	232	(25)	112,1%	398	397
Operating payments	624	(49)	(47)	528	526	2	99,6%	456	456
Venues and facilities	4	38	-	42	41	1	97,6%	8	8
Rental and hiring	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>113</b>	<b>261</b>	<b>-</b>	<b>374</b>	<b>374</b>	<b>-</b>	<b>100,0%</b>	<b>100</b>	<b>99</b>
<b>Households</b>	<b>113</b>	<b>261</b>	<b>-</b>	<b>374</b>	<b>374</b>	<b>-</b>	<b>100,0%</b>	<b>100</b>	<b>99</b>
Social benefits	113	261	-	374	374	-	100,0%	100	99
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>904</b>	<b>2,956</b>	<b>3,870</b>	<b>7,730</b>	<b>7,551</b>	<b>179</b>	<b>97,7%</b>	<b>751</b>	<b>751</b>
<b>Machinery and equipment</b>	<b>904</b>	<b>2,956</b>	<b>3,870</b>	<b>7,730</b>	<b>7,551</b>	<b>179</b>	<b>97,7%</b>	<b>751</b>	<b>751</b>
Other machinery and equipment	904	2,956	3,870	7,730	7,551	179	97,7%	751	751
<b>Software and other Intangible assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>412</b>	<b>412</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>467</b>	<b>(467)</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>TOTAL</b>	<b>60,873</b>	<b>2,635</b>	<b>82</b>	<b>63,590</b>	<b>63,586</b>	<b>4</b>	<b>100,0%</b>	<b>52,206</b>	<b>52,192</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 1.4: PROPERTY MANAGEMENT									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>27,266</b>	<b>(3,975)</b>	<b>(2,057)</b>	<b>21,234</b>	<b>21,232</b>	<b>2</b>	<b>100,0%</b>	<b>38,195</b>	<b>38,195</b>
<b>Goods and services</b>	<b>27,266</b>	<b>(3,975)</b>	<b>(2,057)</b>	<b>21,234</b>	<b>21,232</b>	<b>2</b>	<b>100,0%</b>	<b>38,195</b>	<b>38,195</b>
Operating leases	23,899	(3,997)	(2,057)	17,845	17,844	1	100,0%	30,553	30,553
Property payments	3,367	22	-	3,389	3,388	1	100,0%	7,642	7,642
<b>Payments for capital assets</b>	<b>-</b>	<b>1,617</b>	<b>2,394</b>	<b>4,011</b>	<b>4,010</b>	<b>1</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	1,617	2,394	4,011	4,010	1	100,0%	-	-
Buildings	-	1,617	2 394	4,011	4,010	1	100,0%	-	-
<b>TOTAL</b>	<b>27,266</b>	<b>(2,358)</b>	<b>337</b>	<b>25,245</b>	<b>25,242</b>	<b>3</b>	<b>100,0%</b>	<b>38,195</b>	<b>38,195</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
1. Labour Relations Improvement	14,784	1,022	(850)	12,912	12,802	110	99,1%	12,654	12,349
2. Leadership and Human Resource Reviews	9,367	(814)	(858)	7,695	7,505	190	97,5%	6,910	6,887
3. Programme Management: Leadership and Management Practices	20,531	1,836	(438)	21,929	21,901	28	99,9%	19,748	19,748
<b>TOTAL:</b>	<b>44,682</b>	<b>-</b>	<b>(2,146)</b>	<b>42,536</b>	<b>42,208</b>	<b>328</b>	<b>99,2%</b>	<b>39,312</b>	<b>38,984</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>44,459</b>	<b>25</b>	<b>(2,146)</b>	<b>42,338</b>	<b>42,021</b>	<b>317</b>	<b>99,3%</b>	<b>39,088</b>	<b>38,761</b>
<b>Compensation of employees</b>	<b>41,831</b>	<b>(3)</b>	<b>(859)</b>	<b>40,969</b>	<b>40,771</b>	<b>198</b>	<b>99,5%</b>	<b>37,899</b>	<b>37,575</b>
Salaries and wages	38,460	(1,112)	(859)	36,489	36,292	197	99,5%	33,307	33,307
Social contributions	3,371	1,109	-	4,480	4,479	1	100,0%	4,592	4,268
<b>Goods and services</b>	<b>2,628</b>	<b>28</b>	<b>(1,287)</b>	<b>1,369</b>	<b>1,250</b>	<b>119</b>	<b>91,3%</b>	<b>1,189</b>	<b>1,186</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	30	24	-	54	45	9	83,3%	32	31
Minor Assets	8	2	(1)	9	9	-	100,0%	-	-
Catering: Departmental activities	9	64	2	75	75	-	100,0%	48	48
Communication	576	-	(174)	402	381	21	94,8%	413	413
Consultants: Business and advisory services	-	17	-	17	16	1	94,1%	8	8
Legal services	-	-	-	-	-	-	-	-	-
Contractors	53	1	(51)	3	-	3	-	31	31
Agency and support / outsourced services	3	-	-	3	-	3	-	-	-
Fleet services	256	(32)	(160)	64	64	-	100,0%	148	148
Consumable supplies	18	-	15	33	16	17	48,5%	19	18

# **APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

<b>PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES</b>									
	<b>2018/19</b>							<b>2017/18</b>	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Operating leases	215	-	(59)	156	155	1	99,4%	106	106
Property payments	237	-	(110)	127	127	-	100,0%	-	-
Travel and subsistence	512	(21)	(307)	184	150	34	81,5%	228	229
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	273	-	(245)	28	22	6	78,6%	34	34
Venues and facilities	50	-	(50)	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>158</b>	<b>(29)</b>	<b>-</b>	<b>129</b>	<b>129</b>	<b>-</b>	<b>100,0%</b>	<b>170</b>	<b>169</b>
<b>Households</b>	<b>158</b>	<b>(29)</b>	<b>-</b>	<b>129</b>	<b>129</b>	<b>-</b>	<b>100,0%</b>	<b>170</b>	<b>169</b>
Social benefits	158	(29)	-	129	129	-	100,0%	170	169
Other transfers to household	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>65</b>	<b>4</b>	<b>-</b>	<b>69</b>	<b>58</b>	<b>11</b>	<b>84,1%</b>	<b>54</b>	<b>54</b>
<b>Machinery and equipment</b>	<b>65</b>	<b>4</b>	<b>-</b>	<b>69</b>	<b>58</b>	<b>11</b>	<b>84,1%</b>	<b>54</b>	<b>54</b>
Other machinery and equipment	65	4	-	69	58	11	84,1%	54	54
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>44,682</b>	<b>-</b>	<b>(2 146)</b>	<b>42,536</b>	<b>42,208</b>	<b>328</b>	<b>99,2%</b>	<b>39,312</b>	<b>38,984</b>

# **APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

<b>SUB PROGRAMME 2.1: LABOUR RELATIONS IMPROVEMENT</b>									
<b>2018/19</b>								<b>2017/18</b>	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>14,626</b>	<b>(990)</b>	<b>(807)</b>	<b>12,829</b>	<b>12,719</b>	<b>110</b>	<b>99,1%</b>	<b>12,564</b>	<b>12,349</b>
<b>Compensation of employees</b>	<b>13,475</b>	<b>(1,022)</b>	<b>228</b>	<b>12,681</b>	<b>12,584</b>	<b>97</b>	<b>99,2%</b>	<b>12,513</b>	<b>12,210</b>
Salaries and wages	12,314	(1,170)	228	11 372	11,275	97	99,1%	10,885	10,885
Social contributions	1,161	148		1,309	1,309	-	100,0%	1,628	1,325
<b>Goods and services</b>	<b>1,151</b>	<b>32</b>	<b>(1,035)</b>	<b>148</b>	<b>135</b>	<b>13</b>	<b>91,2%</b>	<b>141</b>	<b>139</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	10	-	10	10	-	100,0%	2	2
Communication (G&S)	260	-	(176)	84	83	1	98,8%	105	105
Consultants: Business and advisory services	-	17	-	17	16	1	94,1%	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	51	-	(51)	-	-	-	-	-	-
Fleet services (including government motor transport)	53	-	(46)	7	7	-	100,0%	-	-
Consumable supplies	7	-	-	7	1	6	14,3%	-	-
Consumable: Stationery printing and office supplies	141	(27)	(103)	11	8	3	72,7%	23	22
Operating leases	215	-	(215)	-	-	-	-	-	-
Property payments	44	-	(44)	-	-	-	-	-	-
Travel and subsistence	246	32	(270)	8	7	1	87,5%	6	5
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	134	-	(130)	4	3	1	75,0%	5	5
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>115</b>	<b>(32)</b>	<b>-</b>	<b>83</b>	<b>83</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
<b>Households</b>	<b>115</b>	<b>(32)</b>	<b>-</b>	<b>83</b>	<b>83</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
Other transfers to household	115	(32)	-	83	83	-	100,0%	-	-
<b>Payments for capital assets</b>	<b>43</b>	<b>-</b>	<b>(43)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and equipment</b>	<b>43</b>	<b>-</b>	<b>(43)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other machinery and equipment	43	-	(43)	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>14,784</b>	<b>(1,022)</b>	<b>(850)</b>	<b>12,912</b>	<b>12,802</b>	<b>110</b>	<b>99,1%</b>	<b>12,654</b>	<b>12,349</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

## SUB PROGRAMME 2.2: LEADERSHIP AND HUMAN RESOURCE REVIEWS

	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>9,302</b>	<b>(817)</b>	<b>(847)</b>	<b>7,638</b>	<b>7,459</b>	<b>179</b>	<b>97,7%</b>	<b>6,910</b>	<b>6,887</b>
<b>Compensation of employees</b>	<b>9,047</b>	<b>(817)</b>	<b>(847)</b>	<b>7 383</b>	<b>7,283</b>	<b>100</b>	<b>98,6%</b>	<b>6,795</b>	<b>6,773</b>
Salaries and wages	8,472	(1,003)	(847)	6,622	6,523	99	98,5%	6,065	6,065
Social contributions	575	186	-	761	760	1	99,9%	730	708
<b>Goods and services</b>	<b>255</b>	<b>-</b>	<b>-</b>	<b>255</b>	<b>176</b>	<b>79</b>	<b>69,0%</b>	<b>115</b>	<b>114</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	30	-	-	30	21	9	70,0%	32	31
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	4	53	-	57	57	-	100,0%	-	-
Communication (G&S)	66	-	-	66	49	17	74,2%	52	52
Consultants: Business and advisory services	-	-	-	-	-	-	-	8	8
Contractors	2	-	-	2	-	2	-	-	-
Agency and support / outsourced services	3	-	-	3	-	3	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Consumable: Stationery printing and office supplies	46	-	-	46	26	20	56,5%	4	4
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	100	(53)	-	47	23	24	48,9%	19	19
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	4	-	-	4	-	4	-	-	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>43</b>	<b>3</b>	<b>-</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
<b>Households</b>	<b>43</b>	<b>3</b>	<b>-</b>	<b>6</b>	<b>46</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
Social benefits	43	3	-	46	46	-	100,0%	-	-
Other transfers to household	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>22</b>	<b>-</b>	<b>(11)</b>	<b>11</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and equipment</b>	<b>22</b>	<b>-</b>	<b>(11)</b>	<b>11</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other machinery and equipment	22	-	(11)	11	-	11	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>9,367</b>	<b>(814)</b>	<b>(858)</b>	<b>7,695</b>	<b>7,505</b>	<b>190</b>	<b>97,5%</b>	<b>6,910</b>	<b>6,887</b>

# **APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

<b>SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES</b>									
<b>2018/19</b>								<b>2017/18</b>	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>20,531</b>	<b>1,832</b>	<b>(492)</b>	<b>21,871</b>	<b>21,843</b>	<b>28</b>	<b>99,9%</b>	<b>19,524</b>	<b>19,525</b>
<b>Compensation of employees</b>	<b>19,309</b>	<b>1,836</b>	<b>(240)</b>	<b>20,905</b>	<b>20,904</b>	<b>1</b>	<b>100,0%</b>	<b>18,591</b>	<b>18,592</b>
Salaries and wages	17,674	1,061	(240)	18,495	18,494	1	100,0%	16,357	16,357
Social contributions	1,635	775		2410	2410	-	100,0%	2,234	2,235
<b>Goods and services</b>	<b>1,222</b>	<b>(4)</b>	<b>(252)</b>	<b>966</b>	<b>939</b>	<b>27</b>	<b>97,2%</b>	<b>933</b>	<b>933</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	24	-	24	24	-	100,0%	-	-
Minor Assets	8	2	(1)	9	9	-	100,0%	-	-
Bursaries:									
Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	5	1	2	8	8	-	100,0%	46	46
Communication (G&S)	250	-	2	252	249	3	98,8%	256	256
Contractors	-	1	-	1	-	1	-	31	31
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	203	(32)	(114)	57	57	-	100,0%	148	148
Consumable supplies	11	-	15	26	15	11	57,7%	19	18
Consumable: Stationery									
printing and office supplies	201	-	(44)	157	156	1	99,4%	95	94
Operating leases	-	-	156	156	155	1	99,4%	-	-
Property payments	193	-	(66)	127	127	-	100,0%	106	106
Travel and subsistence	166	-	(37)	129	120	9	93,0%	203	205
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	135	-	(115)	20	19	1	95,0%	29	29
Venues and facilities	50	-	(50)	-	-	-	-	-	-



## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-	<b>170</b>	<b>169</b>
<b>Households</b>	-	-	-	-	-	-	-	<b>170</b>	<b>169</b>
Social benefits	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	170	169
<b>Payments for capital assets</b>	-	<b>4</b>	<b>54</b>	<b>58</b>	<b>58</b>	-	<b>100,0%</b>	<b>54</b>	<b>54</b>
<b>Machinery and equipment</b>	-	<b>4</b>	<b>54</b>	<b>58</b>	<b>58</b>	-	<b>100,0%</b>	<b>54</b>	<b>54</b>
Other machinery and equipment	-	4	54	58	58	-	100,0%	54	54
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>20,531</b>	<b>1,836</b>	<b>(438)</b>	<b>21,929</b>	<b>21,901</b>	<b>28</b>	<b>99,9%</b>	<b>19,748</b>	<b>19,748</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

### PROGRAMME 3: MONITORING AND EVALUATION

	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
1. Governance									
Monitoring	9,582	(56)	236	9,762	9,755	7	99,9%	7,185	7,116
2. Service Delivery and Compliance									
Evaluations	7,476	151	281	7,908	7,889	19	99,8%	6,728	6,696
3. Programme Management: Monitoring and Evaluation	22,658	(95)	(670)	21,893	21,865	28	99,9%	19,964	19,973
<b>TOTAL:</b>	<b>39,716</b>	<b>-</b>	<b>(153)</b>	<b>39,563</b>	<b>39,509</b>	<b>54</b>	<b>99,9%</b>	<b>33,877</b>	<b>33,785</b>
<b>Economic classification</b>									
<b>Current</b>									
<b>payments</b>	<b>39,716</b>	<b>(168)</b>	<b>(423)</b>	<b>39,125</b>	<b>39,072</b>	<b>53</b>	<b>99,9%</b>	<b>33,554</b>	<b>33,463</b>
<b>Compensation of employees</b>	<b>37,896</b>	<b>(195)</b>	<b>(781)</b>	<b>36,920</b>	<b>36,916</b>	<b>4</b>	<b>100,0%</b>	<b>31,691</b>	<b>31,688</b>
Salaries and wages	35,043	(1,466)	(781)	32,796	32,794	2	100,0%	27,979	27,975
Social contributions	2,853	1,271	-	4,124	4,122	2	100,0%	3,712	3,713
<b>Goods and services</b>	<b>1,820</b>	<b>25</b>	<b>358</b>	<b>2,203</b>	<b>2,155</b>	<b>48</b>	<b>97,8%</b>	<b>1,863</b>	<b>1,775</b>
Administrative fees	-	-	-	-	-	-	-	31	31
Advertising	31	55	(31)	55	54	1	98,2%	16	16
Minor assets	31	-	(5)	26	26	-	100,0%	-	-
Catering:									
Departmental activities	4	23	2	29	28	1	96,6%	26	26
Communication (G&S)	368	3	12	383	382	1	99,7%	404	403
Consultants:									
Business and advisory services	-	485	-	485	484	1	99,8%	205	138
Contractors	-	2	-	2	1	1	50,0%	2	2
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	307	(89)	(21)	197	196	1	99,5%	233	233
Consumable supplies	10	21	(6)	25	23	2	92,0%	8	10

**APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

<b>PROGRAMME 3: MONITORING AND EVALUATION</b>									
<b>2018/19</b>								<b>2017/18</b>	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable:									
Stationery, printing and office supplies	165	(4)	9	170	168	2	98,8%	172	170
Operating leases	-	27	82	109	108	1	99,1%		
Property payments	204	(102)	-	102	102	-	100,0%	212	171
Travel and subsistence	534	(192)	16	358	331	27	92,5%	451	444
Training and development	-	60	-	60	59	1	98,3%	45	44
Operating payments	116	(264)	300	152	151	1	99,3%	58	87
Venues and facilities	50	-	-	50	42	8	84,0%	-	-
<b>Interest and rent on land</b>	-	<b>2</b>	-	<b>2</b>	<b>1</b>	<b>1</b>	<b>50,0%</b>	-	-
<b>Transfers and subsidies</b>	-	<b>165</b>	-	<b>165</b>	<b>164</b>	<b>1</b>	<b>99,4%</b>	<b>266</b>	<b>265</b>
<b>Households</b>	-	<b>165</b>	-	<b>165</b>	<b>164</b>	<b>1</b>	<b>99,4%</b>	<b>266</b>	<b>265</b>
Social benefits	-	165	-	165	164	1	99,4%	266	265
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	<b>3</b>	<b>270</b>	<b>273</b>	<b>273</b>	-	<b>100,0%</b>	<b>57</b>	<b>57</b>
<b>Machinery and equipment</b>	-	<b>3</b>	<b>59</b>	<b>62</b>	<b>62</b>	-	<b>100,0%</b>	<b>57</b>	<b>57</b>
Other machinery and equipment	-	3	59	62	62	-	100,0%	57	57
<b>Software and other intangible assets</b>	-	-	<b>211</b>	<b>211</b>	<b>211</b>	-	<b>100,0%</b>	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>39,716</b>	<b>-</b>	<b>(153)</b>	<b>39,563</b>	<b>39,509</b>	<b>54</b>	<b>99,9%</b>	<b>33,877</b>	<b>33,785</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 3.1: GOVERNANCE MONITORING									
2018/19								2017/18	
	Adjust- ed Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expendi- ture as % of final appropriation	Final Appropriation	Actual expendi- ture
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>9,582</b>	<b>(56)</b>	<b>25</b>	<b>9,551</b>	<b>9,544</b>	<b>7</b>	<b>99,9%</b>	<b>7,165</b>	<b>7,096</b>
<b>Compensation of employees</b>	<b>9,258</b>	<b>(404)</b>	<b>-</b>	<b>8,854</b>	<b>8,852</b>	<b>2</b>	<b>100,0%</b>	<b>6,791</b>	<b>6,791</b>
Salaries and wages	8,642	(676)	-	7,966	7,965	1	100,0%	6,040	6,040
Social contributions	616	272	-	888	887	1	99,9%	751	751
<b>Goods and services</b>	<b>324</b>	<b>348</b>	<b>25</b>	<b>697</b>	<b>692</b>	<b>5</b>	<b>99,3%</b>	<b>374</b>	<b>305</b>
Administrative fees	-	-	-	-	-	-	-	31	31
Advertising	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	-	-	-	-	-	-	5	5
Communication (G&S)	27	38	-	65	64	1	98,5%	54	53
Consultants: Business and advisory services	-	460	-	460	460	-	100,0%	197	130
Consumable supplies	2	-	-	2	1	1	50,0%	-	-
Consumable: Stationery, printing and office supplies	43	(18)	-	25	24	1	96,0%	5	5
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	252	(192)	25	85	84	1	98,8%	29	29
Training and development	-	60	-	60	59	1	98,3%	45	44
Operating payments	-	-	-	-	-	-	-	8	8
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>
<b>Foreign governments and international organisations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Households</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other transfers to households	-	-	-	-	-	-	-	20	20
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
<b>Machinery and equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Software and other intangible assets</b>	<b>-</b>	<b>-</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>-</b>	<b>100,0%</b>	<b>-</b>	<b>-</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>9,582</b>	<b>(56)</b>	<b>236</b>	<b>9,762</b>	<b>9,755</b>	<b>7</b>	<b>99,9%</b>	<b>7,185</b>	<b>7,116</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2018/19								2017/18	
	Adjust- ed Appro- piation	Shifting of Funds	Virement	Final Appropri- ation	Actual Expendi- ture	Variance	Expendi- ture as % of final appropri- ation	Final Appro- piation	Actual expend- iture
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>7,476</b>	<b>82</b>	<b>281</b>	<b>7,839</b>	<b>7,821</b>	<b>18</b>	<b>99,8%</b>	<b>6 728</b>	<b>6696</b>
<b>Compensation of employees</b>	<b>7,373</b>	<b>36</b>	<b>262</b>	<b>7,671</b>	<b>7,670</b>	<b>1</b>	<b>100,0%</b>	<b>6 531</b>	<b>6530</b>
Salaries and wages	6,850	(203)	262	6,909	6,908	1	100,0%	5 824	5823
Social contributions	523	239	-	762	762	-	100,0%	707	707
<b>Goods and services</b>	<b>103</b>	<b>46</b>	<b>19</b>	<b>168</b>	<b>151</b>	<b>17</b>	<b>89,9%</b>	<b>197</b>	<b>166</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	24	-	24	24	-	100,0%	-	-
Minor assets	26	-	-	26	26	-	100,0%	-	-
Catering:									
Departmental activities	1	12	-	13	12	1	92,3%	-	-
Communication (G&S)	33	5	4	42	42	-	100,0%	62	62
Consultants:									
Business and advisory services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	2	-	2	1	1	50,0%	-	-
Consumable supplies	-	-	-	-	-	-	-	-	-
Consumable:									
Stationery, printing and office supplies	17	3	-	20	20	-	100,0%	47	45
Property payments	-	-	-	-	-	-	-	53	-
Travel and subsistence	26	-	15	41	26	15	63,4%	35	27
Training and development	-	-	-	-	-	-	-	-	-

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2018/19								2017/18	
	Adjust- ed Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating payments	-	-	-	-	-	-	-	-	32
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Interest and rent on land</b>	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	-	<b>69</b>	-	<b>69</b>	<b>68</b>	<b>1</b>	<b>98,6%</b>	-	-
<b>Households</b>	-	<b>69</b>	-	<b>69</b>	<b>68</b>	<b>1</b>	<b>98,6%</b>	-	-
Social benefits	-	69	-	69	68	1	98,6%	-	-
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and equipment</b>	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>7,476</b>	<b>151</b>	<b>281</b>	<b>7,908</b>	<b>7,889</b>	<b>19</b>	<b>99,8%</b>	<b>6,728</b>	<b>6,696</b>

**APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019****SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION**

	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>22,658</b>	<b>(194)</b>	<b>(729)</b>	<b>21,735</b>	<b>21,707</b>	<b>28</b>	<b>99,9%</b>	<b>19,661</b>	<b>19,671</b>
<b>Compensation of employees</b>	<b>21,265</b>	<b>173</b>	<b>(1,043)</b>	<b>20,395</b>	<b>20,394</b>	<b>1</b>	<b>100,0%</b>	<b>18,369</b>	<b>18,367</b>
Salaries and wages	19,551	(587)	(1,043)	17,921	17,921	-	100,0%	16,115	16,112
Social contributions	1,714	760		2,474	2,473	1	100,0%	2,254	2,255
<b>Goods and services</b>	<b>1,393</b>	<b>(369)</b>	<b>314</b>	<b>1,338</b>	<b>1,312</b>	<b>26</b>	<b>98,1%</b>	<b>1,292</b>	<b>1,304</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	31	31	(31)	31	30	1	96,8%	16	16
Minor assets	5	-	(5)	-	-	-	-	-	-
Bursaries:									
Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	3	11	2	16	16	-	100,0%	21	21
Communication (G&S)	308	(40)	8	276	276	-	100,0%	288	288
Consultants:									
Business and advisory services	-	25	-	25	24	1	96,0%	8	8
Contractors	-	2	-	2	1	1	50,0%	2	2
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	307	(91)	(21)	195	195	-	100,0%	233	233
Consumable supplies	8	21	(6)	23	22	1	95,7%	8	10
Consumable:									
Stationery, printing and office supplies	105	11	9	125	124	1	99,2%	120	120
Operating leases	-	27	82	109	108	1	99,1%	-	-
Property payments	204	(102)	-	102	102	-	100,0%	159	171
Travel and subsistence	256	-	(24)	232	221	11	95,3%	387	388
Training and development	-	-	-	-	-	-	-	-	-

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION									
2018/19								2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating payments	116	(264)	300	152	151	1	99,3%	50	47
Venues and facilities	50	-	-	50	42	8	84,0%	-	-
Interest and rent on land	-	2	-	2	1	1	50,0%	-	-
Interest (Incl. interest on unitary payments (PPP))	-	2	-	2	1	1	50,0%	-	-
<b>Transfers and subsidies</b>	-	<b>96</b>	-	<b>96</b>	<b>96</b>	-	<b>100,0%</b>	<b>246</b>	<b>245</b>
<b>Households</b>	-	<b>96</b>	-	<b>96</b>	<b>96</b>	-	<b>100,0%</b>	<b>246</b>	<b>245</b>
Social benefits	-	96	-	96	96	-	100,0%	246	245
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	<b>3</b>	<b>59</b>	<b>62</b>	<b>62</b>	-	<b>100,0%</b>	<b>57</b>	<b>57</b>
<b>Machinery and equipment</b>	-	<b>3</b>	<b>59</b>	<b>62</b>	<b>62</b>	-	<b>100,0%</b>	<b>57</b>	<b>57</b>
Other machinery and equipment	-	3	59	62	62	-	100,0%	57	57
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>22,658</b>	<b>(95)</b>	<b>(670)</b>	<b>21,893</b>	<b>21,865</b>	<b>28</b>	<b>99,9%</b>	<b>19,964</b>	<b>19,973</b>



# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION									
2018/19								2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
1. Public Administration									
Investigations	13,496	(425)	(210)	12,861	12,854	7	99,9%	12,576	12,574
2. Professional Ethics	22,315	(820)	(2,492)	19,003	18,972	31	99,8%	17,722	17,722
3. Programme Management: Integrity and Anti-Corruption	19,368	1,245	(67)	20,546	20,535	11	99,9%	18,667	18,665
<b>TOTAL:</b>	<b>55,179</b>	<b>-</b>	<b>(2,769)</b>	<b>52,410</b>	<b>52,361</b>	<b>49</b>	<b>99,9%</b>	<b>48,965</b>	<b>48,961</b>
<b>Economic classification</b>									
<b>Current</b>									
<b>payments</b>	<b>55,156</b>	<b>(216)</b>	<b>(2,803)</b>	<b>52,137</b>	<b>52,092</b>	<b>45</b>	<b>99,9%</b>	<b>48,248</b>	<b>48,246</b>
<b>Compensation of employees</b>	<b>52,434</b>	<b>(209)</b>	<b>(2,655)</b>	<b>49,570</b>	<b>49,544</b>	<b>26</b>	<b>99,9%</b>	<b>45,419</b>	<b>45,417</b>
Salaries and wages	48,472	(1,739)	(2,655)	44,078	44,052	26	99,9%	40,325	40,325
Social contributions	3,962	1,530	-	5,492	5,492	-	100,0%	5,094	5,092
<b>Goods and services</b>	<b>2,722</b>	<b>(7)</b>	<b>(148)</b>	<b>2,567</b>	<b>2,548</b>	<b>19</b>	<b>99,3%</b>	<b>2,829</b>	<b>2,829</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	42	39	(12)	69	68	1	98,6%	85	84
Minor assets	2	2	(2)	2	2	-	100,0%	1	1
Audit costs:									
External	2	-	-	2	-	2	-	-	-
Bursaries:									
Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	14	9	(8)	15	13	2	86,7%	75	75
Communication	668	18	(25)	661	660	1	99,8%	698	700
Computer services	-	-	-	-	-	-	-	-	-
Consultants:									
Business and advisory services	349	(85)	(212)	52	50	2	96,2%	159	158
Infrastructure and planning services	-	-	-	-	-	-	-	-	-
Contractors	15	18	(14)	19	17	2	89,5%	21	20
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	248	(55)	(109)	84	83	1	98,8%	205	205

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

## PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

	2018/19							2017/18	
	Adjust- ed Appro- piation	Shifting of Funds	Virement	Final Appropri- ation	Actual Expendi- ture	Variance	Expenditure as % of final appropri- ation	Final Appropri- ation	Actual expend- iture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	23	31	(19)	35	32	3	91,4%	8	8
Consumable: Stationery, printing and office supplies	260	47	(1)	306	304	2	99,3%	354	353
Operating leases	-	-	210	210	209	1	99,5%	-	-
Property payments	653	-	(82)	571	571	-	100,0%	649	607
Travel and subsistence	260	(31)	204	433	432	1	99,8%	552	554
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	186	-	(78)	108	107	1	99,1%	22	64
<b>Transfers and subsidies</b>	<b>3</b>	<b>209</b>	<b>-</b>	<b>212</b>	<b>209</b>	<b>3</b>	<b>98,6%</b>	<b>658</b>	<b>657</b>
<b>Households</b>	<b>3</b>	<b>209</b>	<b>-</b>	<b>212</b>	<b>209</b>	<b>3</b>	<b>98,6%</b>	<b>658</b>	<b>657</b>
Social benefits	3	209	-	212	209	3	98,6%	-	-
Other transfers to households	-	-	-	-	-	-	-	658	657
<b>Payments for capital assets</b>	<b>20</b>	<b>7</b>	<b>34</b>	<b>61</b>	<b>60</b>	<b>1</b>	<b>98,4%</b>	<b>59</b>	<b>58</b>
<b>Machinery and equipment</b>	<b>20</b>	<b>7</b>	<b>34</b>	<b>61</b>	<b>60</b>	<b>1</b>	<b>98,4%</b>	<b>59</b>	<b>58</b>
Other machinery and equipment	20	7	34	61	60	1	98,4%	59	58
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>55,179</b>	<b>-</b>	<b>(2,769)</b>	<b>52,410</b>	<b>52,361</b>	<b>49</b>	<b>99,9%</b>	<b>48,965</b>	<b>48,961</b>

# **APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

## **SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS**

2018/19								2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>13,493</b>	<b>(467)</b>	<b>(210)</b>	<b>12,816</b>	<b>12,810</b>	<b>6</b>	<b>100,0%</b>	<b>12,523</b>	<b>12,522</b>
<b>Compensation of employees</b>	<b>13,223</b>	<b>(467)</b>	<b>(131)</b>	<b>12,625</b>	<b>12,624</b>	<b>1</b>	<b>100,0%</b>	<b>12,342</b>	<b>12,341</b>
Salaries and wages	12,151	(680)	(131)	11,340	11,339	1	100,0%	11,071	11,071
Social contributions	1,072	213		1,285	1,285	-	100,0%	1,271	1,270
<b>Goods and services</b>	<b>270</b>	<b>-</b>	<b>(79)</b>	<b>191</b>	<b>186</b>	<b>5</b>	<b>97,4%</b>	<b>181</b>	<b>181</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	39	-	39	39	-	100,0%	-	-
Bursaries:									
Employees	-	-	-	-	-	-	-	-	-
Audit costs: External	2	-	-	2	-	2	-	-	-
Catering:									
Departmental activities	5	-	(5)	-	-	-	-	-	-
Communication	129	(27)	(26)	76	76	-	100,0%	101	101
Consultants:									
Business and advisory services	-	-	-	-	-	-	-	-	-
Computer services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	8	-	(7)	1	-	1	-	-	-
Consumable: Stationery, printing and office supplies	57	(35)	(12)	10	9	1	90,0%	41	41
Property payments	17	-	(17)	-	-	-	-	-	-
Travel and subsistence	6	23	-	29	29	-	100,0%	39	39
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	46	-	(12)	34	33	1	97,1%	-	-

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>3</b>	<b>42</b>	<b>-</b>	<b>45</b>	<b>44</b>	<b>1</b>	<b>97,8%</b>	<b>53</b>	<b>52</b>
<b>Households</b>	<b>3</b>	<b>42</b>	<b>-</b>	<b>45</b>	<b>44</b>	<b>1</b>	<b>97,8%</b>	<b>53</b>	<b>52</b>
Social benefits	3	42	-	45	44	1	97,8%	-	-
Other transfers to households	-	-	-	-	-	-	-	53	52
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other machinery and equipment	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>13,496</b>	<b>(425)</b>	<b>(210)</b>	<b>12,861</b>	<b>12,854</b>	<b>7</b>	<b>99,9%</b>	<b>12,576</b>	<b>12,574</b>

# **APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

<b>SUB PROGRAMME 4.2: PROFESSIONAL ETHICS</b>									
	<b>2018/19</b>							<b>2017/18</b>	
	Adjust- ed Appropriation	Shift- ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
<b>Economic classification</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Current payments</b>	<b>22,295</b>	<b>(9,27)</b>	<b>(2,472)</b>	<b>18,896</b>	<b>18,866</b>	<b>30</b>	<b>99,8%</b>	<b>17,567</b>	<b>17,567</b>
<b>Compensation of employees</b>	<b>21,384</b>	<b>(927)</b>	<b>(2,062)</b>	<b>18,395</b>	<b>18,371</b>	<b>24</b>	<b>99,9%</b>	<b>17,017</b>	<b>17,017</b>
Salaries and wages	19,957	(1,584)	(2,062)	1,631	16,287	24	99,9%	15,126	15,126
Social contributions	1,427	657	-	2,084	2,084	-	100,0%	1,891	1,891
<b>Goods and services</b>	<b>911</b>	<b>-</b>	<b>(410)</b>	<b>501</b>	<b>495</b>	<b>6</b>	<b>98,8%</b>	<b>550</b>	<b>550</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	53	52
Minor assets	-	-	-	-	-	-	-	1	1
Bursaries:									
Employees	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	2	-	-	2	1	1	50,0%	61	60
Communication	427	-	(150)	277	277	-	100,0%	170	173
Consultants:									
Business and advisory services	349	(110)	(212)	27	26	1	96,3%	150	150
Contractors	5	-	(4)	1	-	1	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	3	-	-	3	2	1	66,7%	-	-
Consumable:									
Stationery, printing and office supplies	55	54	-	109	108	1	99,1%	71	71
Property payments	-	-	-	-	-	-	-	42	-
Travel and subsistence	26	56	-	82	81	1	98,8%	44	43
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	44	-	(44)	-	-	-	-	(42)	-
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>107</b>	<b>-</b>	<b>107</b>	<b>106</b>	<b>1</b>	<b>99,1%</b>	<b>155</b>	<b>155</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

### SUB PROGRAMME 4.2: PROFESSIONAL ETHICS

	2018/19							2017/18	
	Adjusted Appropriation	Shift-ing 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
<b>Households</b>	-	107	-	107	106	1	99,1%	155	155
Social benefits	-	107	-	107	106	1	99,1%	-	-
Other transfers to households	-	-	-	-	-	-	-	155	155
<b>Payments for capital assets</b>	20	-	(20)	-	-	-	-	-	-
<b>Machinery and equipment</b>	20	-	(20)	-	-	-	-	-	-
Other machinery and equipment	20	-	(20)	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>22,315</b>	<b>(820)</b>	<b>(2,492)</b>	<b>19,003</b>	<b>18,972</b>	<b>31</b>	<b>99,8%</b>	<b>17,722</b>	<b>17,722</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

## SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION

	2018/19							2017/18	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>19,368</b>	<b>1,178</b>	<b>(121)</b>	<b>20,425</b>	<b>20,416</b>	<b>9</b>	<b>100,0%</b>	<b>18,158</b>	<b>18,157</b>
<b>Compensation of employees</b>	<b>17,827</b>	<b>1,185</b>	<b>(462)</b>	<b>18,550</b>	<b>18,549</b>	<b>1</b>	<b>100,0%</b>	<b>16,060</b>	<b>16,059</b>
Salaries and wages	16,364	525	(462)	16,427	16,426	1	100,0%	14,128	14,128
Social contributions	1,463	660	-	2,123	2,123	-	100,0%	1,932	1,931
<b>Goods and services</b>	<b>1,541</b>	<b>(7)</b>	<b>341</b>	<b>1,875</b>	<b>1,867</b>	<b>8</b>	<b>99,6%</b>	<b>2,098</b>	<b>2,098</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	42	-	(12)	30	29	1	96,7%	32	32
Minor assets	2	2	(2)	2	2	-	100,0%	-	-
Catering:									
Departmental activities	7	9	(3)	13	12	1	92,3%	14	14
Communication (G&S)	112	45	151	308	307	1	99,7%	427	427
Computer services	-	-	-	-	-	-	-	-	-
Consultants: Business and advisory services	-	25	-	25	24	1	96,0%	9	8
Contractors	10	18	(10)	18	17	1	94,4%	21	20
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	248	(55)	(109)	84	83	1	98,8%	205	205

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

SUB PROGRAMME 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION									
2018/19								2017/18	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	12	31	(12)	31	30	1	96,8%	8	8
Consumable: Stationery, printing and office supplies	148	28	11	187	187	-	100,0%	242	241
Operating leases	-	-	210	210	209	1	99,5%	-	-
Property payments	636	-	(65)	571	571	-	100,0%	607	607
Travel and subsistence	228	(110)	204	322	322	-	100,0%	469	472
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	96	-	(22)	74	74	-	100,0%	64	64
Venues and facilities	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	-	<b>60</b>	-	<b>60</b>	<b>59</b>	<b>1</b>	<b>98,3%</b>	<b>450</b>	<b>450</b>
<b>Households</b>	-	<b>60</b>	-	<b>60</b>	<b>59</b>	<b>1</b>	<b>98,3%</b>	<b>450</b>	<b>450</b>
Social benefits	-	60	-	60	59	1	98,3%	-	-
Other transfers to households	-	-	-	-	-	-	-	450	450
<b>Payments for capital assets</b>	-	<b>7</b>	<b>54</b>	<b>61</b>	<b>60</b>	<b>1</b>	<b>98,4%</b>	<b>59</b>	<b>58</b>
<b>Machinery and equipment</b>	-	<b>7</b>	<b>54</b>	<b>61</b>	<b>60</b>	<b>1</b>	<b>98,4%</b>	<b>59</b>	<b>58</b>
Other machinery and equipment	-	7	54	61	60	1	98,4%	59	58
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>19,368</b>	<b>1,245</b>	<b>(67)</b>	<b>20,546</b>	<b>20,535</b>	<b>11</b>	<b>99,9%</b>	<b>18,667</b>	<b>18,665</b>



**NOTES TO THE APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2019****1. Detail of transfers and subsidies as per Appropriation Act (after Virement):**

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

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

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

**3. Detail on payments for financial assets**

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

**4. Explanations of material variances from Amounts Voted (after Virement):****4.1 Per Programme**

	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Variance as a % of Final Appropriation</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>
Programme 1	129,890	129,817	73	0.06%
Programme 2	42,536	42,208	328	0.77%
Programme 3	39,563	39,509	54	0.14%
Programme 4	52,410	52,361	49	0.09%

**4.2 Per economic classification:**

	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Variance as a % of Final Appropriation</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>
<b>Current payment:</b>				
Compensation of employees	199,993	199,763	230	0.12%
Goods and services	50,878	50,337	541	1.06%
Interest and rent on land	335	334	1	0.30%
<b>Transfers and subsidies:</b>				
Foreign payments	-	-	-	-
Households	1,030	1,024	6	0.58%
<b>Payments for capital assets:</b>				
Buildings and other fixed structures	4,011	4,010	1	0.02%
Machinery and equipment	7,941	7,749	192	2.42%
Intangible assets	211	211	-	0.00%
<b>Payments for financial assets</b>	-	467	(467)	-

**Explanation of variance**

The variance of 2.42% on Machinery and equipment is due to failure by suppliers to deliver ordered capital assets. These assets were delivered after closure of the financial year.

## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>REVENUE</b>			
Annual appropriation	1	264,399	248,059
Departmental revenue	2	535	469
Aid assistance	3	3,750	-
<b>TOTAL REVENUE</b>		<b>268 684</b>	<b>248,528</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	4	199,763	179,887
Goods and services	5	50,337	64,713
Interest and rent on land	6	334	-
Aid assistance	3	2,471	-
<b>Total current expenditure</b>		<b>252,905</b>	<b>244,600</b>
<b>Transfers and subsidies</b>	<b>8</b>	<b>1,024</b>	<b>1,416</b>
<b>Expenditure for capital assets</b>			
Tangible capital assets	9	11,759	937
Software and other intangible assets	9	211	412
<b>Total expenditure for capital assets</b>		<b>11,970</b>	<b>1,349</b>
<b>Payment for financial assets</b>	<b>7</b>	<b>467</b>	<b>20</b>
<b>TOTAL EXPENDITURE</b>		<b>266,366</b>	<b>247,385</b>
<b>SURPLUS FOR THE YEAR</b>		<b>2,318</b>	<b>1,143</b>
<b>Reconciliation of Net Surplus for the year</b>			
Voted Funds	13	504	674
Departmental Revenue	14	535	469
Aid Assistance	3	1,279	-
<b>SURPLUS FOR THE YEAR</b>		<b>2,318</b>	<b>1,143</b>

## STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>ASSETS</b>			
<b>Current assets</b>			
		<b>2,602</b>	<b>942</b>
Cash and cash equivalents	10	2,140	832
Prepayments and advances	11	-	3
Receivables	12	462	107
<b>Non-Current Assets</b>			
		<b>864</b>	<b>1,105</b>
Receivables	12	864	1,105
<b>TOTAL ASSETS</b>		<b>3,466</b>	<b>2,047</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
		<b>1,963</b>	<b>731</b>
Voted funds to be surrendered to the Revenue Fund	13	504	674
Departmental revenue to be surrendered to the Revenue Fund	14	10	42
Payables	15	170	15
Aid assistance unutilised	3	1,279	-
<b>Non-Current Liabilities</b>			
		<b>346</b>	<b>341</b>
Payables	16	346	341
<b>TOTAL LIABILITIES</b>		<b>2,309</b>	<b>1,072</b>
<b>NET ASSETS</b>		<b>1,157</b>	<b>975</b>
<b>Represented by:</b>			
Recoverable revenue		1,157	975
<b>TOTAL</b>		<b>1,157</b>	<b>975</b>

## STATEMENT OF CHANGES IN NET ASSETS YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>Recoverable revenue</b>			
Opening balance		975	371
<b>Transfers</b>		<b>182</b>	<b>604</b>
Irrecoverable amounts written off	7.2	443	1
Debts recovered (included in departmental receipts)		(1,423)	(18)
Debts raised		1,162	621
Closing balance		1,157	975
<b>TOTAL</b>		<b>1,157</b>	<b>975</b>

**CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2019**

	Note	2018/19 R'000	2017/18 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>		<b>268,684</b>	<b>248,528</b>
Annual appropriated funds received	1	264,399	248,059
Departmental revenue received	2	526	461
Interest received	2	9	8
Aid assistance	3	3,750	-
Increase in working capital		44	(767)
Surrendered to Revenue Fund		(1,241)	(628)
Current payments		(252,571)	(244,600)
Interest paid	6	(334)	-
Payment for financial assets	7	(467)	(20)
Transfers and subsidies paid	8	(1,024)	(1,416)
<b>Net cash flow available from operating activities</b>	17	<b>13,091</b>	<b>1,097</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	9	(11,970)	(1,349)
<b>Net cash flows from investing activities</b>		<b>(11,970)</b>	<b>(1,349)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in net assets		182	604
Decrease in non-current payables		5	5
<b>Net cash flows from financing activities</b>		<b>187</b>	<b>609</b>
<b>Decrease in cash and cash equivalents</b>		<b>1,308</b>	<b>357</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>832</b>	<b>475</b>
<b>Cash and cash equivalents at end of period</b>	18	<b>2,140</b>	<b>832</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****Summary of significant accounting policies****PART A: ACCOUNTING POLICIES**

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

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

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

**1. Basis of preparation**

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

**2. Going concern**

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

**3. Presentation currency and Foreign currency translation**

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

**4. Rounding**

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

**5. Comparative information****5.1 Prior period comparative information**

Prior period comparative information has been presented

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

**5.2 Current year comparison with budget**

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

**6. Revenue****6.1 Appropriated funds**

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

**6.2 Departmental revenue**

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

**6.3 Accrued departmental revenue**

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

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

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

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

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

**7. Expenditure****7.1 Compensation of employees****7.1.1 Salaries and Wages**

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

**7.1.2 Social Contributions**

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

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

**7.2 Other expenditure**

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

**7.3 Accruals and payables not recognised**

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

**7.4 Leases****7.4.1 Operating leases**

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

**7.4.2 Finance leases**

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned

between the capital and interest portions.

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

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

**8. Aid Assistance****8.1 Aid assistance received**

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

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

**8.2 Aid assistance paid**

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

**9. Cash and cash equivalents**

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

**10. Prepayments and advances**

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

Prepayments and advances are initially and subsequently measured at cost.

**11. Loans and receivables**

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

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

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

**12. Financial assets**

A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

**13. Payables**

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

**14. Capital Assets****14.1 Movable capital assets**

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined accurately, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

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

**14.2 Intangible assets**

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

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

**15. Provisions and Contingents****15.1 Provisions**

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

**15.2 Contingent liabilities**

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

**15.3 Contingent assets**

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

**15.4 Commitments**

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

responsibilities thereby incurring future expenditure that will result in the outflow of cash.

**16. Unauthorised expenditure**

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

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

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

**17. Fruitless and wasteful expenditure**

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

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

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

**18. Irregular expenditure**

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the irregularity unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority or transferred to receivables for recovery or not condoned and is not recoverable.

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

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

Changes in accounting policies have been effected by management and are applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the department must restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

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

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

**20. Events after the reporting date**

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

**21. Departures from the MCS requirements**

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

**22. Recoverable revenue**

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year and transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

## **NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

### **23. Related party transactions**

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions are recorded in the notes to the financial statements when the transaction is not at arm's length.

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.

### **24. Employee benefits**

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

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

## PART B: EXPLANATORY NOTES

## 1. Annual Appropriation

## 1.1 Annual Appropriation

Included are funds appropriated in terms of the Adjustments Appropriation Act No.17 of 2018.

	2018/19			2017/18	
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	129,890	129,890	-	125,905	125,905
Leadership and Management Practices	42,536	42,536	-	39,312	39,312
Monitoring and Evaluation	39,563	39,563	-	33,877	33,877
Integrity and Anti-Corruption	52,410	52,410	-	48,965	48,965
<b>TOTAL</b>	<b>264,399</b>	<b>264,399</b>	<b>-</b>	<b>248,059</b>	<b>248,059</b>

## 2. Departmental Revenue

Note	2018/19 R'000	2017/18 R'000
2.1 Sales of goods and services other than capital assets	115	108
2.2 Interest, dividends and rent on land	9	8
2.3 Transactions in financial assets and liabilities	315	353
Transfer received	96	-
<b>Departmental revenue collected</b>	<b>535</b>	<b>469</b>

## 2.1 Sales of goods and services other than capital assets

## Sales of goods and services produced by the department

	2018/19 R'000	2017/18 R'000
Sales by market establishment	53	51
Other sales	60	57
Sales of scrap, waste and other used current goods	2	-
<b>TOTAL</b>	<b>115</b>	<b>108</b>

## 2.2 Interest, dividends and rent on land and buildings

Interest	9	8
<b>TOTAL</b>	<b>9</b>	<b>8</b>

## 2.3 Transactions in financial assets and liabilities

Receivables	74	156
Other Receipts including Recoverable Revenue	241	197
<b>TOTAL</b>	<b>315</b>	<b>353</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19	2017/18
	Annexure IC	R'000	R'000
<b>2.4 Transfer received</b>			
Public corporations and private enterprises		96	-
<b>TOTAL</b>		<b>96</b>	<b>-</b>
<b>3. Aid assistance</b>			
Opening balance		-	-
Prior period error		-	-
As restated		-	-
Transferred from statement of financial performance		1,279	-
<b>Closing balance</b>		<b>1,279</b>	<b>-</b>
*An amount of R3.75m was received from CARA, of which R2.471m was spent, with R1,279m unspent.			
<b>3.1 Analysis of balance by source</b>			
CARA		1,279	-
<b>TOTAL</b>		<b>1,279</b>	<b>-</b>
<b>3.2 Analysis of balance</b>			
Aid assistance unutilised		1,279	-
<b>TOTAL</b>		<b>1,279</b>	<b>-</b>
<b>3.3 Aid assistance expenditure per economic classification</b>			
Current		2,471	-
<b>TOTAL</b>		<b>2,471</b>	<b>-</b>
<b>4. Compensation of Employees</b>			
<b>4.1 Salaries and Wages</b>			
Basic salary		135,696	124,233
Performance award		3,026	1,936
Service Based		298	125
Compensative/circumstantial		1,051	1,177
Other non-pensionable allowances		34,734	32,154
<b>TOTAL</b>		<b>174,805</b>	<b>159,625</b>
<b>4.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		20,384	16,004
Medical		4,550	4,237
Bargaining council		24	21
<b>TOTAL</b>		<b>24,958</b>	<b>20,262</b>
<b>TOTAL COMPENSATION OF EMPLOYEES</b>		<b>199,763</b>	<b>179,887</b>
Average number of employees		281	270

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>5. Goods and services</b>			
Administrative fees		142	119
Advertising		256	229
Assets less than R5,000	5.1	789	58
Bursaries (employees)		198	105
Catering		419	464
Communication		3,778	4,120
Computer services	5.2	5,309	6,410
Consultants, contractors and agency/outsourced services		3,696	2,764
Legal services		-	145
Contractors		1,078	242
Audit cost – external	5.3	3,668	3,409
Fleet services		473	827
Consumables	5.4	2,409	1,895
Operating leases		19,031	30,553
Property payments	5.5	4,722	8,613
Travel and subsistence	5.6	2,926	3,312
Venues and facilities		131	92
Training and staff development		291	441
Other operating expenditure	5.7	1,021	915
<b>TOTAL</b>		<b>50,337</b>	<b>64,713</b>
<b>5.1 Minor assets</b>			
Tangible assets		789	58
Machinery and equipment		789	58
<b>TOTAL</b>		<b>789</b>	<b>58</b>
<b>5.2 Computer services</b>			
SITA computer services		3,208	5,158
External computer service providers		2,101	1,252
<b>TOTAL</b>		<b>5,309</b>	<b>6,410</b>
<b>5.3 Audit cost - external</b>			
Regulatory and computer audits		3,391	3,128
Computer audits		277	281
<b>TOTAL</b>		<b>3,668</b>	<b>3,409</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>5.4 Consumables</b>			
Consumable supplies		906	399
Uniform and clothing		267	143
Household supplies		290	115
Building material and supplies		137	-
Communication accessories		87	4
IT consumables		103	44
Other consumables		22	93
Stationery, printing and office supplies		1,503	1,496
<b>TOTAL</b>		<b>2,409</b>	<b>1,895</b>
<b>5.5 Property payments</b>			
Municipal services		3,389	7,642
Property maintenance & repairs		490	41
Other		843	930
<b>TOTAL</b>		<b>4,722</b>	<b>8,613</b>
<b>5.6 Travel and subsistence</b>			
Local		2,874	3,181
Foreign		52	131
<b>TOTAL</b>		<b>2,926</b>	<b>3,312</b>
<b>5.7 Other operating expenditure</b>			
Professional bodies, membership and subscription fees		35	84
Resettlement costs		176	166
Other		810	665
<b>TOTAL</b>		<b>1,021</b>	<b>915</b>
<b>6. Interest and Rent on land</b>			
Interest paid		334	-
<b>TOTAL</b>		<b>334</b>	<b>-</b>
<b>7. Payment for financial assets</b>			
Material losses through criminal conduct			
Theft	7.3	20	13
Other material losses written off	7.1	4	6
Debts written-off	7.2	443	1
<b>TOTAL</b>		<b>467</b>	<b>20</b>
<b>7.1 Other material losses written off Nature of losses</b>			
Damaged car rental vehicle		2	-
Fixed Assets		2	6
<b>TOTAL</b>		<b>4</b>	<b>6</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>7.2 Debts written off</b>			
Recoverable revenue written off			
Staff debts		443	1
<b>TOTAL</b>		<b>443</b>	<b>1</b>
<b>7.3 Details of theft</b>			
<b>Nature of theft</b>			
Computer equipment		20	13
<b>TOTAL</b>		<b>20</b>	<b>13</b>
<b>8. Transfers and subsidies</b>			
Foreign governments and international organisations	Annex 1A		24
Households	Annex 1B	1,024	1,392
<b>TOTAL</b>		<b>1,024</b>	<b>1,416</b>
<b>9. Expenditure for Capital Assets</b>			
<b>Tangible assets</b>			
Buildings and other fixed structures		4,010	-
Machinery and equipment	27.1	7,749	937
<b>Intangible assets</b>			
Software	28.1	211	412
<b>TOTAL</b>		<b>11,970</b>	<b>1,349</b>
<b>9.1 Analysis of funds utilised to acquire capital assets – 2018/19</b>			
	<b>Voted Funds</b>	<b>Aid assistance</b>	<b>TOTAL</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Tangible assets			
Buildings and other fixed structures	4,010	-	4,010
Machinery and equipment	7,749	-	7,749
Intangible assets			
Software	211	-	211
<b>TOTAL</b>	<b>11,970</b>	<b>-</b>	<b>11,970</b>
<b>9.2 Analysis of funds utilised to acquire capital assets – 2017/18</b>			
	<b>Voted Funds</b>	<b>Aid assistance</b>	<b>TOTAL</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Tangible assets</b>			
Machinery and equipment	937	-	937
<b>Intangible assets</b>			
Software	412	-	412
<b>TOTAL</b>	<b>1,349</b>	<b>-</b>	<b>1,349</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>9.3 Finance lease expenditure included in Expenditure for capital assets</b>			
Tangible assets			
Machinery and equipment		394	387
<b>TOTAL</b>		<b>394</b>	<b>387</b>

**10. Cash and cash equivalents**

Consolidated Paymaster General Account	1,011	595
Cash on hand	50	50
Investments (Domestic)	1,079	187
<b>TOTAL</b>	<b>2,140</b>	<b>832</b>

**11. Prepayments and Advances**

Travel and subsistence	-	3
<b>TOTAL</b>	<b>-</b>	<b>3</b>

**12. Receivables**

	Note	2018/19			2017/18		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	12.1	7	-	7	5	3	8
Recoverable expenditure	12.2	3	35	38	4	39	43
Staff debt	12.3	452	829	1,281	98	1,063	1,161
<b>TOTAL</b>		<b>462</b>	<b>864</b>	<b>1,326</b>	<b>107</b>	<b>1,105</b>	<b>1,212</b>

**12.1 Claims recoverable**

Annexure 2

National departments	7	5
Provincial departments	-	3
<b>TOTAL</b>	<b>7</b>	<b>8</b>

**12.2 Recoverable expenditure (disallowance accounts)**

SAL: Deduction Disall Acc	3	3
SAL: Income Tax	35	39
Telephone Control Account: CL	-	1
<b>TOTAL</b>	<b>38</b>	<b>43</b>

**12.3 Staff debts**

Salary	45	261
Bursary	700	770
Other	470	37
Tax debt	66	93
<b>TOTAL</b>	<b>1,281</b>	<b>1,161</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>13. Voted funds to be surrendered to the Revenue Fund</b>			
Opening balance		674	128
Transfer from Statement of Financial Performance		504	674
Paid during the year		(674)	(128)
<b>CLOSING BALANCE</b>		<b>504</b>	<b>674</b>
<b>14. Departmental revenue to be surrendered to the Revenue Fund</b>			
Opening balance		42	73
Transfer from Statement of Financial Performance		535	469
Paid during the year		(567)	(500)
<b>CLOSING BALANCE</b>		<b>10</b>	<b>42</b>
<b>15. Payables – Current</b>			
Clearing accounts	15.1	170	-
Other payables	15.2	-	15
<b>TOTAL</b>		<b>170</b>	<b>15</b>
<b>Clearing accounts</b>			
SAL: GEHS Refund Control Acc: CL		35	-
SAL: Income Tax: CL		26	-
SAL: Insurance Deduction: CL		3	-
SAL: Pension Fund: CL		6	-
Telephone Control Acc: CL		100	-
<b>TOTAL</b>		<b>170</b>	<b>-</b>
<b>15.2 Other payables</b>			
SAL: Deduction Disallowance Account		-	10
SAL: Income Tax: CL		-	5
<b>TOTAL</b>		<b>-</b>	<b>15</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
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**16. Payables – non-current**

		2018/19			2017/18
		One to two years	Two to three years	More than three years	Total
		R'000	R'000	R'000	R'000
Advances received	16.1	-	-	297	297
Other payables	16.2	-	-	49	44
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>346</b>	<b>341</b>

**16.1 Advances Received**

National departments	Annexure 3	297	297
Other Payables			
Department of International Relations and Cooperation		44	44
SAL: Deduction Disallow Acc		5	-
<b>TOTAL</b>		<b>49</b>	<b>44</b>

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

Net surplus as per Statement of Financial Performance		2,318	1,143
Add back non cash/cash movements not deemed operating activities		10,773	(46)
(Increase)/Decrease in receivables		(114)	(595)
Decrease in prepayments and advances		3	14
Decrease in payables – current		155	(186)
Expenditure on capital assets	9.1	11,970	1,349
Surrenders to Revenue Fund		(1,241)	(628)
<b>Net cash flow generated by operating activities</b>		<b>13,091</b>	<b>1,097</b>

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

Consolidated Paymaster General account	1,011	595
Cash on hand	50	50
Investments (Domestic)	1,079	187
<b>TOTAL</b>	<b>2,140</b>	<b>832</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

**19. Commitments****Current expenditure**

Approved and contracted

25,074

28,590

Approved but not yet contracted

-

-

**25,074****28,590****Capital expenditure**

Approved and contracted

1,145

\*262

Approved but not yet contracted

-

-

**1,145****262****TOTAL COMMITMENTS****26,219****28,852**

12 contracts are for longer than 1 year at a value of R18 390 m

Prior period commitments were understated by the non-disclosure of the State Information Technology Agency (SITA) related commitments.

**20. Accruals and Payables not recognised****20.1 Accruals****Listed by economic classification**

	<b>2018/19</b>		<b>2017/18</b>
	<b>30 Days</b>	<b>30+ Days</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Goods and services	1,981	-	<b>1,981</b>
Transfers and Subsidies	-	-	-
Capital Assets	257	-	<b>257</b>
<b>TOTAL</b>	<b>2,238</b>	<b>-</b>	<b>2,238</b>

Listed by programme level

Programme 1: Administration

2,103

650

Programme 2: Leadership and Management Practices

31

38

Programme 3: Monitoring and Evaluation

44

178

Programme 4: Integrity and Anti-Corruption

60

83

**2,238****949****20.2 Payables**

	<b>30 Days</b>	<b>30+ Days</b>	<b>Total</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Goods and services	32	-	32	1,281
Transfers and Subsidies	-	-	-	-
<b>TOTAL</b>	<b>32</b>	<b>-</b>	<b>32</b>	<b>1,281</b>

Listed by programme level				
Programme 1: Administration	-	-	-	1,281
Programme 2: Leadership and Management Practices	-	-	-	-
Programme 3: Monitoring and Evaluation	4	-	-	-
Programme 4: Integrity and Anti-Corruption	28	-	-	-
<b>TOTAL</b>	<b>32</b>	<b>-</b>	<b>32</b>	<b>1,281</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2018/19 R'000	2017/18 R'000
<b>21. Employee benefits</b>			
Leave entitlement		6,715	6,583
Service bonus (Thirteenth cheque)		4,846	4,722
Performance awards		3,193	3,041
Capped leave commitments		6,304	6,221
<b>TOTAL</b>		<b>21,058</b>	<b>20,567</b>

\*Included in the total leave entitlement is negative leave of 81.74 days, which amounts to R 232 381.

**22. Lease commitments****22.1 Operating leases expenditure**

	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2018/19</b>				
Not later than 1 year	-	18,505	513	19,018
Later than 1 year and not later than 5 years	-	46,480	357	46,837
Later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>64,985</b>	<b>870</b>	<b>65,855</b>
<b>2017/18</b>				
Not later than 1 year	-	12,580	691	13,271
Later than 1 year and not later than 5 years	-	66,445	495	66,940
Later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>79,025</b>	<b>1,186</b>	<b>80,211</b>

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

**22.2 Finance lease expenditure**

	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2018/19</b>				
Not later than 1 year	-	-	393	393
Later than 1 year and not later than 5 years	-	-	63	63
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>456</b>	<b>456</b>
<b>2017/18</b>				
Not later than 1 year	-	-	401	401
Later than 1 year and not later than 5 years	-	-	456	456
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>857</b>	<b>857</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

Note	2018/19	2017/18
	R'000	R'000

**23 Irregular expenditure****23.1 Reconciliation of irregular expenditure**

Opening balance	610	193
Prior period error	-	-
As restated	610	193
Add: Irregular expenditure relating to prior year	714	-
Add: Irregular expenditure – relating to current year	266	610
Less: Prior year amounts condoned	(610)	(193)
<b>Closing balance</b>	<b>980</b>	<b>610</b>

**Analysis of awaiting condonation per age classification**

Current year	266	610
Prior year	714	-
<b>TOTAL</b>	<b>980</b>	<b>610</b>

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

Incident	Disciplinary steps taken/criminal proceedings	2018/19 R'000
1. Carry through effects of the irregular expenditure incurred during 2017/18 – competitive bidding process not followed	Written warning	714
2. Deviation from competitive bidding on the basis of emergency – catering for a farewell function	Under investigation	18
3. Deviation from competitive bidding on the basis of emergency – catering for a follow-up Strategic Planning Session	Under investigation	22
4. Mandatory services not done through SITA – Vox Telecom	Under investigation	86
5. Supplier with the lowest quote not appointed	Under investigation	53
6. Relocation of the DSTV and video conference equipment from ABSA Towers to the Public Service Commission House	Under investigation	87
<b>TOTAL</b>		<b>980</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****23.3 Details of irregular expenditure condoned**

Incident	Disciplinary steps taken/criminal proceedings	2018/19 R'000
1. Fair procurement process to obtain catering services for the UNISA not followed	Director-General	91
2. Competitive bidding process not followed	Director-General	174
3. Not stipulating the minimum threshold for local production and content	Director-General	215
4. Invalid lease agreement for the 12 parking bays	Director-General	130
<b>TOTAL</b>		<b>610</b>

**24. Related Party Transactions**

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

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

**25. Key management personnel**

	No. of Individuals	2018/19 R'000	2017/18 R'000
Political Office Bearers *	14	20,269	19,734
Officials:			
Level 15 to 16	5	7,997	6,355
Level 14	10	9,473	8,376
Family members of Key management personnel		-	-
<b>TOTAL</b>		<b>37,739</b>	<b>34,465</b>

\*Chairperson (1), Deputy Chairperson (1) and other members of the Commission.

**26. Provisions**

Long service awards	115	165
Pension Liability	-	3,311
<b>TOTAL</b>	<b>115</b>	<b>3,476</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****26.1 Reconciliation of movement in provisions – 2018/19**

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

**26.2 Reconciliation of movement in provisions – 2017/18**

	<b>Provision 1</b>	<b>Provision 2</b>	<b>Total Provisions</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Opening balance	60	2,998	3,058
Increase in provision	165	313	478
Settlement in provision	(60)	-	(60)
<b>Closing balance</b>	<b>165</b>	<b>3,311</b>	<b>3,476</b>

**27. Movable Tangible Capital Assets**

	<b>Opening balance</b>	<b>Value Adjustments</b>	<b>Additions</b>	<b>Disposals</b>	<b>Closing Balance</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>MACHINERY AND EQUIPMENT</b>	<b>19,403</b>	<b>18</b>	<b>7,355</b>	<b>661</b>	<b>26,115</b>
Computer equipment	13,060	-	3,573	350	16,283
Furniture and office equipment	5,945	18	2,758	311	8,410
Other machinery and equipment	398	-	1,024	-	1,422
<b>TOTAL MOVABLE TANGIBLE ASSETS</b>	<b>19,403</b>	<b>18</b>	<b>7,355</b>	<b>661</b>	<b>26,115</b>

**Movable Tangible Capital Assets under investigation**

	<b>Number</b>	<b>Value</b>
		<b>R'000</b>
<b>Machinery and equipment</b>	<b>11</b>	<b>952</b>

\*The above-mentioned assets were part of the unverified assets as a result of the relocation exercise from ABSA to Commission House.

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****27.1 Additions**

	(Capital Work in Progress current costs and Finance Leases)	Received current, not paid  (Paid current year, received prior year)	Total
Cash			
R'000	R'000	R'000	R'000

**MACHINERY AND EQUIPMENT**

Computer equipment

Furniture and office equipment

Other machinery and equipment

**TOTAL**

3,573	-	-	3,573
2,758	-	-	2,758
1,418	(394)	-	1,024
<b>7,749</b>	<b>(394)</b>	<b>-</b>	<b>7,355</b>

**27.2 Disposals****DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019**

Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
R'000	R'000	R'000	R'000

**MACHINERY AND EQUIPMENT**

Computer equipment

Furniture and office equipment

Other machinery and equipment

**TOTAL**

-	350	350	-
-	311	311	-
-	-	-	-
<b>-</b>	<b>661</b>	<b>661</b>	<b>-</b>

**27.3 Movement for 2017/18**

Opening balance	Prior period error	Additions	Disposals	Closing balance
R'000	R'000	R'000	R'000	R'000

**MACHINERY AND EQUIPMENT**

Computer equipment

Furniture and office equipment

Other machinery and equipment

**TOTAL MOVABLE TANGIBLE CAPITAL ASSETS**

13,541	-	296	777	13,060
6,125	-	47	227	5,945
413	-	-	15	398
<b>20,079</b>	<b>-</b>	<b>343</b>	<b>1,019</b>	<b>19,403</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

## 27.4 Minor assets

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

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	178	1	6,127	-	6,306
Value adjustment	-	-	309	-	309
Additions	-	-	789	-	789
Disposals	-	-	695	-	695
<b>TOTAL MINOR ASSETS</b>	<b>178</b>	<b>1</b>	<b>6,530</b>	<b>-</b>	<b>6,709</b>

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	-	3	-	3
Number of minor assets at cost	100	1	4,885	-	4,986
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>100</b>	<b>1</b>	<b>4,888</b>	<b>-</b>	<b>4,989</b>

Minor Assets under investigation

Number	Value R'000
--------	----------------

Included in the above total of the minor assets per the asset register are assets that are under investigation:

## Machinery and equipment

11 11

\* The above mentioned assets were part of the unverified assets as a result of the relocation exercise from ABSA to Commission House.

## Minor assets

## MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2018

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	1,082	1	6,415	-	7,498
Prior period error	-	-	-	-	-
Additions	-	-	59	-	59
Disposals	904	-	347	-	1,251
<b>TOTAL</b>	<b>178</b>	<b>1</b>	<b>6,127</b>	<b>-</b>	<b>6,306</b>

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	1	3	-	4
Number of minor assets at cost	100	-	4,930	-	5,030
<b>TOTAL</b>	<b>100</b>	<b>1</b>	<b>4,933</b>	<b>-</b>	<b>5,034</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****27.5 Movable assets written off****MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2019**

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

**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2018**

	<b>Intangible assets</b>	<b>Heritage assets</b>	<b>Machinery and equipment</b>	<b>Biological assets</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Assets written off	-	-	19	-	19
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>19</b>

**28. Intangible Capital Assets****MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019**

	<b>Opening balance</b>	<b>Value adjustment</b>	<b>Additions</b>	<b>Disposals</b>	<b>Closing Balance</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Software	5,175	-	211	-	5,386
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>5,175</b>	<b>-</b>	<b>211</b>	<b>-</b>	<b>5,386</b>

**28.1 Additions****ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019**

	<b>Cash</b>	<b>Non-Cash</b>	<b>(Develop- ment work in progress – current costs)</b>	<b>Received current year, not paid  (Paid current year, received prior year)</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Software	211	-	-	-	211
<b>TOTAL</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>211</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****28.2 Disposals****DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019**

	<b>Sold for cash</b>	<b>Transfer out or destroyed or scrapped</b>	<b>Total disposals</b>	<b>Cash Received Actual</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Software	-	-	-	-
<b>TOTAL DISPOSAL OF INTANGIBLE CAPITAL ASSETS</b>	-	-	-	-

**28.3 Movement for 2017/18****MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	<b>Opening balance</b>	<b>Prior period error</b>	<b>Additions</b>	<b>Disposals</b>	<b>Closing balance</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Software	7,141	(1,116)	412	1,262	5,175
<b>TOTAL</b>	<b>7,141</b>	<b>(1,116)</b>	<b>412</b>	<b>1,262</b>	<b>5,175</b>

**28.3.1 Prior period error****Note****2017/18****R'000****Nature of prior period error**

Relating to 2016/17 [affecting the opening balance] - Software

(1,072)

Relating to 2017/18 [affecting the opening balance] -Software

(44)\*

**Total prior period errors****(1,116)**

\*Prior period balance erroneously included non-intangible assets expenditure, which resulted in overstatement of intangible assets in the prior year:

**29. Immovable Tangible Capital Assets****MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019**

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

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****29.1 Additions****ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS FOR YEAR ENDED 31 MARCH 2019**

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Total
	R'000		R'000	R'000
<b>BUILDING &amp; OTHER FIXED</b>				
Other Fixed structures	4,010	-	-	4,010
<b>TOTAL</b>	<b>4,010</b>	<b>-</b>	<b>-</b>	<b>4,010</b>

**30. Prior period errors****30.1 Correction of prior period errors**

	Note	Amount bef error correction	Prior period error	Restated Amount
		2017/18	2017/18	2017/18
		R'000	R'000	R'000
Intangible Capital Assets	28			
Software	28.3	6,291	(1,116)	5,175
<b>Net effect</b>		<b>6,291</b>	<b>(1,116)</b>	<b>5,175</b>

Prior period balance erroneously included non-intangible assets expenditure, which resulted in overstatement of intangible assets in the prior year.

	Note	Amount bef error correction	Prior period error	Restated Amount
		2017/18	2017/18	2017/18
		R'000	R'000	R'000
Commitments	19			
Current		6,830	21,760	28,590
Capital		211	51	262
<b>Net effect</b>		<b>7,041</b>	<b>21,811</b>	<b>28,852</b>

Prior period commitments were understated by the non-disclosure of the State Information Technology Agency (SITA) related commitments.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

## ANNEXURE 1A

## STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2017/18
	Adjusted Appropriation Act	Roll Overs	Adjust-ments	Total Available	Actual Trans-fer	% of Avail-able Funds Trans-ferred	Final Appro-riation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
Association of African Public Services Commissions (AAPSComs)	-	-	-	-	-		24
<b>TOTAL</b>	-	-	-	-	-		<b>24</b>

## ANNEXURE 1B

## STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2017/18
	Adjusted Appropriation Act	Roll Overs	Ad-just-ments	Total Available	Actual Trans-fer	% of Available funds Trans-ferred	Final Ap-pro-riation
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
Retirement and Resignations benefits	1,024	-	-	1,024	1,024	100%	1,392
<b>TOTAL</b>	<b>1,024</b>	<b>-</b>	<b>-</b>	<b>1,024</b>	<b>1,024</b>		<b>1,392</b>

## ANNEXURE 1C

## STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2018/19	2017/18
		R'000	R'000
<b>Received in kind</b>			
Internationale Zusammenarbeit (GIZ)	Sponsorship for International Anti-Corruption day 2017	-	84
Standard Bank of South Africa (Ltd)	Launch of the Constitutional Values and Principles (CVPs)	96	-
<b>TOTAL</b>		<b>96</b>	<b>84</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****ANNEXURE ID****STATEMENT OF AID ASSISTANCE RECEIVED**

NAME OF DONOR	PURPOSE	OPENING BALANCE	REVENUE	EXPEN-DI-TURE	PAID BACK ON/BY 31 MARCH	CLOSING BALANCE
		R'000	R'000	R'000	R'000	R'000
<b>Received in cash</b>						
Criminal Assets Recovery Account (CARA)	National Anti-Corruption Forum (NACF)	-	3,750	2,471	-	1,279
<b>TOTAL</b>		<b>-</b>	<b>3,750</b>	<b>2,471</b>	<b>-</b>	<b>1,279</b>

**ANNEXURE IE****STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE**

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2018/19	2017/18
	R'000	R'000

**Made in kind**

Office furniture and equipment (11 cabinets, 5 chairs, 8 desks, 3 shredders, 2 vacuum cleaners, 1 camera, computer equipment (11 CPU, 2 laptops and 3 servers)

- -

The following were the recipients of the above items:

Qobo Recycling CC, Boschkop Primary School, Molelekweneng Primary School, Luvoyo Orphanage Home, uThando Pre School, Solomon Mahlangu, Makgodu Inde Com School, Roodepan Primary School, The Methodist Church and Tumelong Mission

**TOTAL**

- -

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

## ANNEXURE 2

## CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year-end 2018/19	
	31/03/2019	31/03/2018	31/03/2019	31/03/2018	31/03/2019	31/03/2018	Receipt date up to six (6) working days after year-end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		
<b>Department</b>								
Gauteng Provincial Government	-	-	-	3	-	3	-	-
Department of Planning Monitoring and Evaluation	-	-	-	5	-	5	-	-
Department of Mineral Resources	7	-	-	-	7	-	-	-
<b>TOTAL</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>-</b>	<b>-</b>

## ANNEXURE 3

## INTER-ENTITY ADVANCES RECEIVED (Note 16)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2019	31/03/2018	31/03/2019	31/03/2018	31/03/2019	31/03/2018
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Non-current</b>						
Department of Public Service and Administration	-	-	297	297	297	297
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>297</b>	<b>297</b>	<b>297</b>	<b>297</b>

[illegible]



[illegible]

[illegible]

## PUBLIC SERVICE COMMISSION PROVINCIAL OFFICES

### Eastern Cape

91 Alexandra Road  
PO Box 2167  
King William's Town 5601  
Tel: (043) 643-4704  
Fax: (043) 642-1371

### Gauteng

Schreiner Chambers  
6th Floor  
94 Prichard Street  
Johannesburg, 2000  
Tel: (011) 833-5721/2/3/4/5/6  
Fax: (011) 834-1200

### Limpopo

Kirk Patrick Building  
40 Schoeman Street  
Polokwane  
0699  
Tel: (015) 291-4783  
Fax: (015) 291-4683

### North West

Shop 111, Ground Floor  
Unit 1, Megacity Shopping Centre  
Cnr Sekame Street and Dr James Moroka Drive  
Mmabatho  
Tel: (018) 384-1000  
Fax: (018) 384-1012

### Parliamentary Office

Sanlam Golden Acre Building  
21st Floor, Adderley Street  
PO Box 2078  
Cape Town  
8001  
Tel: (021) 418-4940  
Fax: (021) 418-1362

### Free State

62 Fedsure Building  
3rd Floor, St Andrews Street  
Bloemfontein, 9301  
Tel: (051) 448-8696  
Fax: (051) 448-4135

### KwaZulu-Natal

221 Pietermaritzburg Street  
1st Floor Prestasi House  
Pietermaritzburg, 3200  
Tel: (033) 345-1621  
Fax: (033) 345-8505

### Mpumalanga

5th floor, Allied Building  
34 Brown Street  
Nelspruit (Mbombela)  
Tel: (013) 755-4070  
Fax: (013) 752-5814

### Northern Cape

1st Floor, Woolworths Building  
Cnr Lennox and Chapel Streets  
Kimberley 8301  
Tel: (053) 832-6222  
Fax: (053) 832-6225

### Western Cape

Sanlam Golden Acre Building  
21st Floor, Adderley Street  
PO Box 2078  
Cape Town  
8001  
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## This image shows a full page of blank handwriting practice paper. It features approximately 30 evenly spaced, horizontal blue lines across the entire page. The lines are thin and consistent in color, providing a guide for letter height and placement. There are no margins, text, or other markings on the paper.





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