



ANNUAL REPORT **2024/25**



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Strategic Workshop on the Implementation of the Professionalisation Framework



PART A

GENERAL INFORMATION

PART A: GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION:

Full name: Public Service Commission
E-mail address: info@opsc.gov.za
Website address: www.psc.gov.za

Name of facility	Physical Address	Postal Address
National Office	Public Service Commission House, Block B, 536 Francis Baard Street, Arcadia, Pretoria Tel: (012) 352 1000 Fax: (012) 325 8382	Private Bag X 121, Pretoria 0001
Eastern Cape	91 Alexandra Road, King William's Town, 5601 Tel: (043) 643 4704 Fax: (043) 642 1371	PO Box 2167, King William's Town, 5601
Free State	Fedsure Building, 3 rd Floor, 62 St Andrews Street, Bloemfontein, 9301 Tel: (051) 448 8696 Fax: (051) 448 4135	Private Bag X 20572, Bloemfontein 9300
Gauteng	Schreiner Chambers, 6 th Floor, 94 Prichard Street, Johannesburg, 2000 Tel: (011) 833 5721/2//3/4/5/6 Fax: (011) 834 1200	PO Box 8962, Johannesburg, 2000
KwaZulu-Natal	Prestasi House, 1 st Floor, 221 Pietermaritz Street, Pietermaritzburg, 3200 Tel: (033) 345 1621 Fax: (033) 345 8505	Private Bag X 910, Pietermaritzburg, 3200

Name of facility	Physical Address	Postal Address
Mpumalanga	Allied Building, 5 th Floor, 34 Brown Street, Nelspruit Tel: (013) 755 4070 Fax: (013) 752 5814	Private Bag X11303, Nelspruit, 1200
Northern Cape	Woolworths Building, 1 st Floor, Cnr Lennox and Chapel Streets, Kimberly, 8301 Tel: (053) 832 6222 Fax: (053) 832 6225	Private X 5071, Kimberley, 8300
Limpopo	Kirk Patrick Building, 40 Schoeman Street, Polokwane, 0699 Tel: (015) 291 4783 Fax: (015) 291 4683	Private Bag X 9543, Polokwane, 0700
North West	Megacity Shopping Centre, Unit 1, Ground Floor, Shop 111, Cnr Sekame Street and Dr James Moroka Drive, Mmabatho Tel: (018) 384 1000 Fax: (018) 384 1012	Private Bag X 2065, Mmabatho, 2735
Western Cape	Sanlam Golden Acre Building, 21 st Floor, 9 Adderley Street, Cape Town, 8001 Tel: (021) 421 3980 Fax: (021) 421 4060	P O Box 2078, Cape Town, 8000



2. LIST OF ABBREVIATIONS/ACRONYMS:

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

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

3. FOREWORD BY THE CHAIRPERSON



On behalf of the Public Service Commission (PSC) I am honoured to deliver the Annual Report of the Public Service Commission (PSC) for 2024/25, having yet again obtained a clean audit opinion by the Auditor-General of South Africa for the sixth consecutive year. As the PSC prides itself as the 'custodian of good governance', it is essential that we demonstrate exemplary outcomes when assessed by the supreme audit institution, even under stringent resource conditions. While we are grateful for the achievement, both in the plans we set for ourselves and the audit outcomes, our work remains gigantic and requires monumental effort, especially in the myriad of the prevalent challenges within the public service. The achievement of targets and clean audit outcomes are meaningless if the work of the public service cannot be translated into improvements in the lives of citizens. As we are on the threshold of enactment of the Public Service Commission Bill that, inter-alia, significantly increases our oversight footprint in the accountability ecosystem, our work is expected to grow exponentially in the coming years.

It is through the standards in public services that the quality of life of citizens can be ascertained. The public service and public servants are key enablers of government and state capability to deliver on the needs of the nation. This is one of the reasons why at the PSC, in our duty to the constitutional mandate, we have been painstakingly involved with public service reforms. While legislative amendments are key to these processes, the National Framework towards the Professionalisation of the Public Sector is at the heart of the public sector reforms that are essential elements of building a capable ethical developmental state. These reforms and resultant capacity will enable the state and successive administrations to effectively serve citizens and be globally competitive.

The PSC has been instrumental, in conjunction with other key role-players such as the Department of Public Service and Administration, Department of Planning, Monitoring and Evaluation, and the National School of Government, in conducting

strategic stakeholder engagements aimed at strengthening coordination efforts for the execution of the Framework, and devise monitoring mechanisms thereof. The engagements were important in ensuring that the imperatives of the Professionalisation Framework are embedded into the priorities of the 7th Administration and Medium-Term Development Plan 2024 – 2029.

The other key tenet in the public service reforms is the institutionalisation of integrity and ethics across the public sector to foster an ethical and value-driven public service. Our work in this area has dealt with issues of financial disclosures, integrity assessments and anti-corruption initiatives. We have strengthened collaboration with the National Advisory Council on Anti-Corruption and held the annual International Anti-Corruption Day commemoration event.

The promotion of Constitutional Values and Principles (CVP) should be the point of reference for every public servant. This is one of the key constitutional tasks for the PSC, and we have continued to strive for their institutionalisation through various strategic advocacy, awareness raising and monitoring initiatives. Our assessment of the state of the public service indicates much that is yet to be accomplished where adherence to the CVPs by government departments is concerned. There is need to strengthen accountability mechanisms in addition to the compliance imperatives if we are to fulfil the needs of citizens.

We are gratified that there have been alterations to the centralised provision of state Information and Communication Technology (ICT) as an enabler of government service provision, owing to some of the impact-based interventions of the PSC. Departments should henceforth be able to leverage efficiencies in certain components of their ICT environments. We are confident that our efforts in the area of functional accommodation would yield similar, progressive outcomes to facilitate for more conducive settings for the wider provision of services by government entities.

The instatement of the 7th Administration in June 2024 magnified the focus on the politics – administration interface, which is under the spotlight of the public service reforms and the professionalisation processes.

The PSC intensively participated in the induction and orientation of the executive leadership and management since the beginning of the new administration. We have seen effectively the results of this work wherein what would have been unlawful instructions in some instances being prevented.

The PSC has gradually spread its influence across the continent as well during the period under review. We hosted the inaugural Annual General Meeting of the Southern African Development Community Public Service Commissions (SADC-PSC) Forum in August 2024, having been elected as the Interim Chairperson of this continental structure. The Forum is constituted by the Public Service Commissions and equivalent institutions from the SADC countries. The key objects of the Forum are to engage on matters of common interest in the region, including, inter alia, collaboration and sharing best practices, mobilisation of resources, strengthening and professionalising the public service to better serve citizens, and co-ordination of input and establishing linkages with regional, continental, and international bodies to advance public service priorities across the continent. These bodies include the Association of African Public Service Commissions (AAPSCOMS), in which we currently serve as the Deputy President since November 2024, representing the Southern African region.

While all these important developments unfolded, and we continued with the regular execution of our mandate, we set our focus on the process of ensuring the strengthening of our independence through the enactment of the Public Service Commission Bill into law. We have made strides in advocating for the consideration of the Bill, which was handed over by the 6th Administration to the current, and subsequently adopted by the National Assembly in March 2025. The importance of the Bill is in the establishment of an independent Secretariat for the Commission, and expansion of scope to cover local government and State Owned Entities, many of which are plagued by ethical, governance and administrative challenges. The Bill provides a vital element for the strengthening of the oversight role of the PSC, and by extension, that of other constitutional bodies and the Legislature, as we work in collaboration.

The pinnacle of oversight is diminished by the constantly declining budget allocations. This would be growingly exposed when the Bill receives the anticipated assent and made into law, as it requires the strengthening of the PSC in the furtherance of its expanded scope of oversight work. The time has come for the assertion and acknowledgment of the need to strengthen the role of the PSC, which has been pronounced in consecutive State of the Nation Addresses by the President, to be translated into concrete action through the provision of additional resources. The effectiveness, efficiencies and impact realised by the interventions of the PSC, which enhance the capabilities and capacity of the state, would multiply many fold were it to be strengthened with the requisite provision of resources. The issue of resource allocation therefore needs to be aligned to the set priorities of the 7th Administration, especially considering the contribution of the PSC to the building of an ethical, capable and developmental state.

We highly appreciate the support of the Parliament, in both the 6th and 7th Administrations. The previous Administration acknowledged the impact of the work of the PSC on the public service reform agenda and unblocking many obstacles. The current Administration continues to recognise our work, and reflect on our findings and recommendations in its oversight role and calling for accountability by the responsible Executive Authorities. Such collaboration is more than necessary to strengthen the oversight mechanisms.

In conclusion, we owe our organisational success to the dedication of our fellow Commissioners and employees, who work tirelessly under difficult conditions, aggravated by the financial and human resources constraints. We are grateful for all their commitment and invaluable contribution to the efficacy of the PSC towards advancing public service reforms in our country.



PROFESSOR S. FIKENI
CHAIRPERSON: PUBLIC SERVICE COMMISSION



4. REPORT OF THE ACCOUNTING OFFICER



It is my pleasure to present the Annual Report on the operations and financial results of the PSC for the 2024/25 financial year. The results in this Annual Report validate the commitment of the PSC Leadership, Senior Managers and employees in the execution of the PSC's constitutional mandate.

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

During the period under review, the PSC achieved 26 of 27 planned annual targets. One of the targets that was not achieved is in relation to vacancy rate maintained at maximum 10%. The PSC could not realise this target due to the continuous budget cuts which was further exacerbated by an instruction to all state organs to freeze the filling of vacant positions. The organisation has recorded **96%** achievement of its planned annual targets.

The eagerness for the professionalisation of the Public Sector following the adoption of the Professionalisation Framework by Cabinet in October 2022 was not without challenges, such as budget cuts. As a result of these challenges, in 2021, the PSC entered into a Partnership Agreement with the United Nations Development Programme (UNDP) with the project title, Building State Capability. The duration of the partnership is from 01 January 2021 until 31 December 2025. The project consists of three legs, namely, enhanced professionalisation of the public service; strengthen the capacity of the public service to use data and evidence in planning and programme implementation and strong, dynamic institutions built through improved public administration processes

On 27 March 2024, the UNDP strengthened its commitment and support towards professionalisation of the public sector by making available project management and technical advisory support. In this regard, all the expenditure incurred by the PSC for the successful implementation of the professionalisation framework project were fully reimbursed. The total amount reimbursed by the UNDP was R3.2 million and it assisted PSC in lowering the operational costs in view of the extreme budget pressures.

The performance of the PSC during the 2024/25 financial year is depicted in a table on the next page.

Table 1: PSC Performance for the 2024/25 financial year

Programme	Number of Annual Targets	Number of Achieved Annual Targets	Number of Annual Targets Not Achieved	Percentage Annual Performance for the year
Administration	5	4	(1)	80%
Leadership and Management Practices	6	6	-	100%
Monitoring and Evaluation	5	5	-	100%
Integrity and Anti-Corruption	8	8	-	100%
Provincial Coordination	3	3	-	100%
TOTAL	27	26	(1)	96%

Programme 1: Administration

The PSC has received clean audits for a number of consecutive years in a row. The Administration programme has exceeded its target on the payment of service providers within 30 days. Furthermore, the Administration Programme has exceeded its target on B-BBBEE. Through this target, the PSC is able to target youth, women and persons with disabilities in its offerings. One target area on the maintenance of vacancies under Programme 1 was not achieved. The non-achievement of this target is attributed to the persistent budget cuts that the PSC has been witnessing over the years. The Branch overall performance is **80%** for the reporting period.

Programme 2: Leadership and Management Practices

The Branch has achieved all of its targets for the 2024/25 financial year. Out of six reporting targets, the Branch recorded overachievements in 3 of its targets. These over-achievements are ascribed to the high demand for advocacy and strategic engagements to deal with issues raised in various PSC reports, guides and circulars at the end of the sixth and start of the seventh Administration. Secondly, the over-achievement in the area of grievances is because of the improved efficiencies in the management of grievances. The Branch has achieved **100%** of its targets.

Programme 3: Monitoring and Evaluation

The Branch has not only continued to support the implementation of professionalisation through producing oversight monitoring reports, but the Branch has achieved all of its annual targets for the reporting period. The Branch has recorded **100%** achievement of its annual targets.

Programme 4: Integrity and Anti-Corruption

The Branch IAC decided to split its target on the investigation of complaints between early resolutions and complex complaints. All of these targets were achieved. Furthermore, the Branch continued with the promotion of constitutional values and principles as well as the promotion of professional ethics. The Branch recorded **100%** achievement of its targets.

Programme 5: Provincial Coordination

Despite operating under significant budgetary constraints, the programme achieved its target of two Citizens' Forum follow-up engagements. These follow-ups played a critical role in closing accountability loops by tracking whether government departments fulfilled the commitments made during earlier engagements with citizens. Where delivery gaps persisted, provincial offices led direct interventions or escalated issues to ensure corrective action, thus reinforcing the PSC's oversight role rooted in community-grounded approaches.



Unannounced inspection at Sundumbili Home Affairs - KwaZulu-Natal



Dialogue on Persons with Disabilities

OVERVIEW OF THE FINANCIAL RESULTS

Table 2: Departmental receipts

Departmental receipts	2024/25			2023/24		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	135	113	22	135	118	17
Interest, dividends and rent on land	10	22	(12)	25	24	1
Sale of capital assets	0	7	(7)	10	32	(22)
Financial transactions in assets and liabilities	90	118	(28)	215	201	14
Total	235	261	(26)	385	375	10

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

Table 3: Programme expenditure

Departmental receipts	2024/25			2023/24		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	137,176	137,164	12	136,907	136,878	29
Leadership and Management Practices	28,255	28,254	1	52,257	52,212	45

Departmental receipts	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
Monitoring and Evaluation	23,341	23,341	-	46,988	46,975	13
Integrity and Anti-Corruption	34,028	34,026	2	64,601	63,201	1,400
Provincial Coordination	65,699	65,698	1	-	-	-
Total	288,499	288,483	16	300,753	299,267	1,486

For the year under review, the PSC identified a need to reposition itself as a Chapter 10 institution. This was aimed at transforming the organisation to ensure repositioning and renewal is in line with the vision, mission and values of the PSC. To achieve an organisational fit, a fifth programme namely Provincial Coordination, was created. All the work done by the nine provincial offices will be centrally coordinated under this new programme. The final appropriated budget was R288.5 million and actual spending amounted to R288.5 million or 100 per cent of the budget which was within the spending norm.

Unauthorised, fruitless and wasteful expenditure

No unauthorised, fruitless and wasteful expenditure were incurred during the period under review ending 31 March 2025.

The strategic focus over the short to medium-term period

Details of the PSC's future plans can be found in its Strategic Plan for the periods 2025/26 to 2029/30 and Annual Performance Plan for 2025/26.

Public-private partnerships

The PSC did not enter into any Public Private Partnerships during the 2024/25 financial year.

Discontinued activities/activities to be discontinued

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

New or proposed activities

No adjustments were made to the Annual Performance Plan for the 2024/25 financial year.

Supply Chain Management

During the period under review, no unsolicited bid proposals were received for consideration. Centralisation of procurement of goods and services under the SCM directorate has consistently ensured effective and efficient compliance with all applicable prescripts. The maturity of the internal control systems and procedures accentuated the effectiveness and efficiency of mitigating risks of incurring any undesirable expenditures namely: irregular, fruitless and wasteful, and unauthorised expenditures. High premium was placed on ethical conduct by all the SCM Practitioners through proactive avoidance of conflicts of interest.

Gifts and donations received in kind from non-related parties

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

Exemptions and deviations received from National Treasury

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

Events after the reporting date

No events after the reporting date

Other Matters

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

Acknowledgements, Appreciation and Conclusion

I would like to thank the PSC for the confidence it showed in me to serve as the Accounting Officer of the OPSC during the period under review.

Furthermore, I thank the members of the PSC, under the leadership of the Chairperson, Professor Somadoda Fikeni, for their knowledge, wisdom and contribution to the execution of the PSC mandate. I would also like to thank all the PSC's stakeholders for their continued cooperation. To the Audit Committee, under the leadership of Ms T Ndlovu, thank you for ensuring that the PSC remains the custodian of good governance in the Public Service and exemplary in the manner it conducts and manages its financial resources. To Team PSC, thank you for your unwavering support and commitment in ensuring that the PSC delivers on its mandate.

Approval and sign off

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



ADV. DINKIE P. DUBE

ACCOUNTING OFFICER:
OFFICE OF THE PUBLIC SERVICE COMMISSION



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

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

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

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

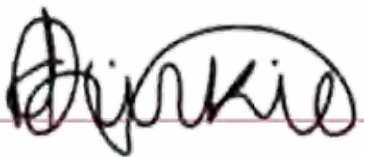
The Annual Financial Statements (Part F) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

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

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

The external auditors are engaged to express an independent opinion on the Annual Financial Statements. In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the PSC for the financial year ended 31 March 2025.

Yours faithfully



ADV. DINKIE P. DUBE

ACCOUNTING OFFICER:
OFFICE OF THE PUBLIC SERVICE COMMISSION



5. STRATEGIC OVERVIEW



6. LEGISLATIVE AND OTHER MANDATES

Constitutional Mandate

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

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable and must at least once per annum report to the National Assembly on its activities and performance, and to the Provincial Legislatures on its activities in provinces.

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

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

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

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

Table 4: Powers and functions of the PSC

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

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

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

Table 5: Key responsibilities

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

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

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
	Contemplated in Section 196 (4) (d) of the Constitution to ensure compliance with the Public Service Act.	Public Service Act: 5 (8) (a)
Keeps register	The DG: OPSC shall keep a register of designated employees' interests, who are members of the SMS.	Public Service Regulations (PSR), 2016, Chapter 2
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relates.	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the Constitution, PSC Act, and the Public Service Act to provincial commissioners.	PSC Act: 11 (b)
	On how meetings of the PSC shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in how minutes will be kept.	PSC Act: 11 (c)
Monitor	The organisation, administration and personnel practices of the Public Service.	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service.	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service.	Constitution: 196 (4) (a)
Propose measures	Measures to ensure effective and efficient performance within the Public Service.	Constitution: 196 (4) (c)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service.	Constitution: 196 (4) (f)
	That an EA acts in terms of a particular provision(s) of the Public Service Act or any other law.	Public Service Act: 35
Report	On its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with.	Constitution: 196 (4) (e)
	To the relevant EA and legislature on the application of personnel and public administration practices.	Constitution: 196 (4) (f)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
	At least once a year to the National Assembly.	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province.	Constitution: 196 (6) (b)
	The PSC is responsible for reporting on the level of compliance as well as trends in financial misconduct in the Public Service. As part of conducting its oversight work, the PSC also reports to Parliament. The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the EA, the Department of Public Service and Administration and the PSC on the outcome, including – (a) the name and rank of the official against whom the proceedings were instituted; (b) the charges, indicating the financial misconduct the official is alleged to have committed; (c) the findings; (d) any sanction imposed on the official; and (e) any further action to be taken against the official, including criminal charges or civil proceedings.	Treasury Regulations: 4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry.	PSC Act: 10 (2) (a)
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the FDF	PSR, 2016, Chapter 2

Legislative Mandates

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

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

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

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

Policy Mandates

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

The following rules and protocols have been put in place by the PSC in terms of Section 11 of the PSC Act, to facilitate its operational functioning:

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

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

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

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

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

Rules on Referral and Investigation of Grievances of Employees in the Public Service, published in Government Gazette no 40359 of 21 October 2016.

The purpose of the Rules is to provide for the procedures and service standards in the investigation of grievances by the PSC, timeframes within which grievances may be referred to or lodged with the PSC and mechanisms of monitoring grievance management by departments. Once the PSC has finalised its investigation, the relevant EA is informed of its findings and recommendations. The latter is expected to inform the PSC and aggrieved employees about their decision based on the PSC's recommendations. The PSC also reports on the outcome of its investigations in respect of grievances to the National Assembly and Provincial Legislatures on at least an annual basis. The Grievance Rules have been amended as of March 2024.

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

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



7. ORGANISATIONAL STRUCTURE

Members of the Public Service Commission



The PSC consists of fourteen Commissioners, with five at the national office and one for each of the nine provincial offices. Currently, there is one vacant position of a Commissioner: North West.

Members of the Executive Management of the OPSC



8. ENTITIES REPORTING TO THE COMMISSION

There are no entities reporting to the PSC.



Provincial Directors Forum Workshop



PART B

PERFORMANCE INFORMATION

PART B: PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on the performance information to provide limited assurance as per the signed engagement letter and the audit report issued in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report of the AGSA.

Refer to pages 159 of the Report of the AGSA, published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The PSC is in the process of positioning itself as an independent chapter 10 constitutional institution. In this regard, the PSC has recorded serious strides towards strengthening its role by submitting the PSC Bill to Parliament. The Bill has been tabled to the Portfolio Committee on Public Administration, Monitoring and Evaluation. This mammoth task, will require the PSC to operate at all spheres of government. To do this, an additional funding will be required.

During the 2024/25 financial year, the PSC planned to implement 27 annual targets. Out of these targets, the PSC achieved 26 of the planned annual targets. The target that could not be achieved relate to the maintenance of vacant posts at 10% or below.



AUDITOR-GENERAL
SOUTH AFRICA

2.2 Service Delivery Improvement Plan

Table 1: Main services provided and standards

Main Services	Beneficiaries	Current /nActual Standard of Service	Desired Standard of Service	Actual Achievement
Grievances and complaints investigated	- National and provincial legislatures - Public servants - Government departments - Public	80% of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator 80% of all registered SMS grievances concluded within 150 days of receipt of all relevant information 80% of early resolution complaints finalised within six months upon receipt of a valid complaint. 75% of complex complaints finalised within six months upon receipt of a valid complaint	80% finalisation of grievances and complaints investigated	91% of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator 83% of all registered SMS grievances concluded within 150 days of receipt of all relevant information 87% of early resolution complaints finalised within six months upon receipt of a valid complaint 100% of complex complaints finalised within six months upon receipt of a valid complaint
Own Accord Investigations	- National and provincial legislatures - Public servants - Government departments - Public	16 Own accord investigations conducted	13 own accord investigations	16 Own accord investigations conducted

Table 2: Batho Pele arrangements with beneficiaries

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
Grievances investigated	Consultation		
	Liaise with aggrieved during the investigation	Liaise with aggrieved during the investigation	All aggrieved employees are liaised with as part of the investigation
	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	All departments were liaised with during the investigation of grievances
	Mediation process may be followed in order to resolve a grievance	Mediation process may be followed in order to resolve a grievance.	Informal mediation was used.
	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification.	Informal mediation was used.
	Courtesy		
	Acknowledge receipt of a grievance within 48 hours of receipt thereof.	Acknowledge receipt of a grievance with 48 hours of receipt thereof.	100% of grievances were acknowledged within 48 hours of receipt by the Chief Directorate.
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	Telephonic and email feedback on the level of service was received.
	Assist the aggrieved employee in completing the Grievance Form	Assist the aggrieved employee in completing the Grievance Form.	Aggrieved employees were assisted in completing the Grievance Form where requested.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Obtain the services of an interpreter if necessary.	Obtain the services of an interpreter if necessary.	Investigators who understand the language used predominantly by the aggrieved were assigned to assist other investigators during meetings and interviews. Therefore, there was no need to use external interpreters.
	Access		
	Grievance Rules are posted on the PSC website.	Grievance Rules are posted on the PSC website.	Grievance Rules are available on the PSC website.
	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules may be circulated to stakeholders upon request.	Grievance Rules were circulated to DGs/ Heads of Departments (HoDs) through a memo and the Rules are also circulated to stakeholders upon request.
	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in.	Aggrieved employees submitted their grievances via post, e-mail, fax, hand delivery or walk ins.
	Information		
	Aggrieved employee and Executive Authority (EA) provided with the contact details of the investigator.	Aggrieved employee and EA provided with the contact details of the investigator.	Aggrieved employees and EAs were provided with the contact details of the investigators.
	Aggrieved employee and relevant EA informed of the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employee and relevant EA informed of the outcome of the grievance within 30 days of receipt of all information.	Aggrieved employees and relevant EAs were informed of the outcome of the grievances within 30 days of receipt of all information.

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

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Value for money		
	Cluster of Panels formed to discuss grievances.	Cluster of Panels formed to discuss grievances.	From the 591 grievances registered on the PSC's database, 423 (82%) were concluded in consultation with departments and aggrieved employees and following the consideration by the Panels.
	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meeting held only when there are more than 10 cases to be discussed.	To improve the turnaround of grievances, Panel meetings were held monthly at national office and monthly/bi-monthly basis in provinces and as and when the need arose. However, the PSC made use of its Teleconferencing facilities to save costs.
	Teleconferencing facilities used.	Teleconferencing facilities used.	Teleconferencing facilities used when the need arose.
	Time		
	Grievances of employees on salary levels 2 – 12 finalised within 150 days from date of receipt of all relevant documentation.	Grievances of employees on salary levels 2 – 12 finalised within 150 days from date of receipt of all relevant documentation.	91% of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator
	Grievances of members of the SMS finalised within 150 from date of receipt of all relevant documentation.	Grievances of members of the SMS finalised within 150 days from date of receipt of all relevant documentation.	83% of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator.

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.	Consultation		
	Liaise with complainant during the investigation.	Liaise with complainant during the investigation.	Investigators liaised with complainants during investigations, where necessary, e.g. where additional information was required.
	Liaise with the relevant department during the investigation.	Liaise with the relevant department during the investigation.	Investigators and/or Commissioners liaised with all relevant departments during investigations.
	Submit provisional investigation report to the EA/HoD for comment.	Submit provisional investigation report to the EA/HoD for comment.	Provisional investigation reports were submitted to EAs and/or HoDs for comment.
	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report.	All EAs and/or HoDs were provided with an opportunity to comment within 30 days from date of receipt of the provisional report. In some cases, responses were not received from EAs and/or Heads of Department within the stipulated time frame.
	Access		
	Complaints Rules are posted on the PSC website.	Complaints Rules are posted on the PSC website.	Complaints Rules which were gazetted in January 2017, were posted on the PSC website in February 2017 and circulated to stakeholders upon request. With regard to mode of receipt, complaints are received via post,
	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.	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Complaints can be lodged at the National Office or any Provincial Office.	Complaints can be lodged at the National Office or any Provincial Office.	e-mail, short message service, fax, telephone or in person and are lodged in any official language.
	Complaint can be lodged in any official language.	Complaint can be lodged in any official language.	
	Courtesy		
	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer.	Investigating Officers acknowledged receipt of all complaints within 48 hours from date of receipt.
	Telephonic feedback on level of service received.	Telephonic feedback on level of service received.	The Complaints Rules were Gazetted on 20 January 2017.
	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint. Assist complainant in completing a Complaints Form.	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint. Assist complainant in completing a Complaints Form.	Complainants were informed of the outcome of the investigation where they are contactable. Complainants were assisted to complete the Complaints Forms where requested.
	Openness and transparency		
	Inform the person whom complaint has been laid against.	Inform the person whom complaint has been laid against.	The Complaints Rules were Gazetted on 20 January 2017. Nevertheless, all persons affected and implicated in a complaint are informed of the complaints procedure and the time frames. Lastly, EAs/HoDs are provided with the final reports that contain findings, advice, recommendations and/or directions.
	Inform complainant on the complaints procedure and time frames.	Inform complainant on the complaints procedure and time frames.	
	Inform complainant on the status of the investigation on a regular basis.	Inform complainant on the status of the investigation on a regular basis.	
	EA/HoD provided with the final report.	EA/HoD provided with the final report.	

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Information		
	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision.	If a complainant's lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision.	The Complaints Rules were Gazetted on 20 January 2017. Complainants were informed of the outcome of the investigation where they are contactable.
	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it.	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from the date of receipt of complaint that the PSC will not investigate it.	
	Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised.	Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised.	
	May inform complainant of the outcome of the investigation where they are contactable.	May inform complainant of the outcome of the investigation where they are contactable.	
	Redress		
	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay.	The Complaints Rules were Gazetted on 20 January 2017. Nevertheless, the PSC followed up on implementation of recommendations and the issuing of directions in respect of all final reports issued.

Main Services	Current/Actual Arrangement	Desired Arrangement	Actual Achievements
	Follow up on implementation of recommendations and the issuing of directions.	Follow up on implementation of recommendations and the issuing of directions.	
	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the DG.	
	Value for money		
	Cluster of Panels formed to discuss complaints.	Cluster of Panels formed to discuss complaints.	Cluster of Panels (Grievance and Complaints Panel) met to discuss and make determinations on complaints and grievances.
	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meeting held only when there are more than 10 cases to be discussed.	Panel meetings were also held to conclude a smaller number of cases so as to ensure finalisation of complaints within the 3 months of receiving all the relevant documentation.
	Teleconferencing facilities used.	Teleconferencing facilities used.	Teleconferencing facilities used when the need arose.
	Time		
	Complaints finalised within 6 months for early resolutions.	Complaints finalised within 6 months from date of receipt of all relevant documentation.	87% Complaints finalised within 6 months from date of receipt of all relevant documentation. 100% complaints finalised within 12 months for complex complaints

Table 3: Service delivery information tool

Current/Actual Information Tools	Desired Information Tools	Actual Achievements
In order to ensure wider accessibility, the PSC reports are distributed to stakeholders.	In order to ensure wider accessibility, the PSC reports are distributed to stakeholders.	All PSC reports were distributed in accordance with the distribution strategy and all published reports were placed on the PSC website (www.psc.gov.za) for easy access.
Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically.	Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically.	Hard copies of reports were distributed to affected stakeholders and in some instances, reports were distributed electronically.

Table 4: Complaints mechanism

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievement
All complaints are recorded and responded to within the allocated time frames. Complaints from the public are referred to the Public Protector.	All complaints are recorded and responded to within the allocated time frames. Complaints from the public are referred to the Public Protector.	All complaints handled during the reporting period that were lodged were recorded on a database and responded to within the allocated time frames. Investigations were conducted and finalised within 6 months complaints that fall in the early resolution category and 12 months for complex complaints. Where relevant, complaints are referred to an appropriate statutory body.

2.3 Organisational Environment

As at the end of the 2024/25 financial year, one (1) of the (14) fourteen posts of Commissioner was vacant. The position of the North West Commissioner is vacant. The PSC has worked exceedingly well with all the Offices of the Premier as well as Provincial Legislatures in filling the positions of Provincial Commissioners. Once the North West Provincial Legislator and the Office of the Premier appointed the North West Commissioner, the PSC will have full complement of Commissioners.

2.4 Key Policy Developments and Legislative Changes

2.4.1 PSC Bill

The PSC Bill is currently progressing very well in terms of Parliamentary processes. It is envisaged that before the end of 2025/26 financial year, the PSC Bill would have been signed into law by the President. The main objectives of the PSC Bill is to:

- Facilitate for the establishment of the PSC as a Secretariat to replace the OPSC. This is to ensure that the PSC executes its mandate fully as an independent and impartial constitutional entity.
- Convert the OPSC from a government department in terms of the Public Service Act of 1994, into a function shift to the PSC as a Secretariat established in terms of the Public Service Commission Act.
- Reinforce the PSC mandate in terms of local government and public entities in line with section 196(2) of the Constitution.

The importance of the PSC Bill was also mentioned by the President during the State of the Nation Address. This Bill will strengthen the role of the PSC. As indicated above, the PSC will be expected to take its services to the local government sphere.

2.4.2 National Framework for the Professionalisation of the Public Sector

The Professionalisation of the Public Sector is geared towards attaining a “Professional, Meritocratic and Ethical Public Administration” which will drive the developmental state. As part of its PSC oversight role on the implementation of professionalisation the following developments are noteworthy:

On 28 to 30 October 2024 the PSC convened a Strategic Workshop on the implementation of the Professionalisation Framework which was attended by critical role players and key stakeholders. This was done in collaboration with the United Nations Development Programme (UNDP).

A comprehensive presentation on the outcomes of the Strategic workshop was presented to the MPSA on 31 January 2025, the Governance, State Capabilities and Institutional Development (GSCID) Technical Working Group on 13 February 2025 and to the Portfolio Committee on Public Service and Administration on 19 February 2025.

As part of its responsibility to establish a panel of independent technical experts to serve in the recruitment and section panels, the PSC has created and circulated the link to all Professional bodies to request their members to register given the lack of funding for a fully-fledged database system.

3. ACHIEVEMENT OF PSC IMPACT AND OUTCOMES

IMPACT STATEMENT

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

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

OUTCOME 1	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
An improved service delivery culture in the Public Service	Number of processes changed	6 Processes changed	7 reports have been produced on changed processes in the Public Service
	% increase in departmental compliance with CVPs	10% increase against baseline	During the year under review, 65 CVP promotional engagements were held with various departments.
	% improvement in the management of potential conflict of interest for SMS members in the Public Service	98%	Over 98% of Senior Management Services (SMS) submitted financial disclosures as part of accountability and institutionalization of ethics. Financial disclosures are the first part of the lifestyle audit process.

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

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
Sound leadership practices in the Public Service	Number of strategic engagements with	30	94 strategic engagements with departments on PSC findings and recommendations

OUTCOME 2	OUTCOME INDICATOR	FIVE YEAR TARGET	ACTUAL ACHIEVEMENT
	departments on PSC findings and recommendations		
	Ethics Management Framework institutionalised in the Public Service	Year 3-5: Conduct feedback sessions on departments already surveyed to promote ethics	144 engagements conducted on the ethics framework

Table 7: Report on five-year Strategic Plan: Outcome 3

OUTCOME 3	OUTCOME INDICATOR	FIVE YEAR TARGET (CUMULATIVE)	ACTUAL ACHIEVEMENT
A well-coordinated and functioning M&E System (Data Warehouse) for the PSC	% alignment of IGCMS to Data Warehouse	100% Data warehouse fully aligned to IGCMS	The Data Warehouse was aligned with the Integrated Grievance and Complaints Management System (IGCMS) with regards to the data and consistency in the statistical reporting between the two systems. However, due to instability of the IGCMS, it was discontinued and the new system for intake was developed and ultimately integrated 100% with the Data Warehouse.
	% implementation of PSC recommendations by departments	60% (cumulative)	Cumulatively the percentage of implementation of PSC recommendations is 50%. In order to ensure that departments implement the recommendations made by the PSC, the PSC continues to engage departments including Executive Authorities on the implementation of the PSC Recommendations.

Table 8: Report on five-year Strategic Plan: Outcome 4

OUTCOME 4	OUTCOME INDICATOR	FIVE YEAR TARGET (CUMULATIVE)	PROGRESS
A strong & well-functioning PSC	% implementation of decisions of Plenary, EXCO, MANCO	80%	The PSC ended the financial year with 89% implementation of the decisions taken by the highest decision making body.
	A skilled workforce in identified areas	100% implementation of the training plan.	The PSC has conducted training in line with the training plan. While the PSC had granted officials bursaries to study in line with their Personal Development Plans for the first 3 years of the Medium Term Strategic Framework, it had to curtail on the allocations during the 2023/24 financial year due to budget cuts.



4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 PROGRAMME 1: ADMINISTRATION

Purpose:

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

Sub-programmes:

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



Mr Siyasanga Giyose
Chief Director: Executive Support and Stakeholder Relations



Ms Amanda Kelengeshe
Acting Chief Director: People Management Practices



Mr Zweli Momeka
Chief Financial Officer

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

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
A strong & well-functioning PSC	Audit opinion obtained	Audit opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	Unqualified audit outcome opinion	None	None
	Valid invoices paid within 30 working days	Percentage of valid invoices paid within 30 days of receipt	100%	100%	100%	100%	None	None
	B-BBEE suppliers including special groups appointed	Percentage of B-BBEE suppliers including special groups appointed	87.07%	83.2%	60%	92%	32%	The evaluation criteria involves allocation of points for specific goals.
	Report on stakeholder outreach programme produced	Number of reports produced on stakeholder outreach programmes	4	4	4	4	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	Institution Building Reforms implemented	Percentage maintenance of the vacancy rate	New output indicator	Vacancy rate maintained at maximum 10%	Vacancy rate maintained at maximum 10%	12.63%	2.63%	Persistent budget cuts experienced beyond the control of the PSC.

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

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

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

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

The Directorate Financial Management performs its support function in a highly regulated environment where the PFMA and the regulations issued in terms of this Act prevails.

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

The Directorate: Information Technology provides information technology services and applications as strategic tools for business enablement. The Directorate continues to strive for the modernisation of the PSC under difficult budgetary constraints.

Linking performance with budgets

Table 10: Sub-programme expenditure

Sub-Programme Name	2024/2025			2023/2024		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
PSC	24,481	24,479	2	25,006	24,994	12
Management	18,309	18,308	1	19,960	19,956	4
People Management Practices	24,860	24,862	(2)	28,356	28,347	9
Chief Financial Officer	38,863	38,853	-	42,086	42,081	0
Property Management	30,663	30,663	10	21,499	21,499	0
Total	137,176	137,164	12	136,907	136,878	30

Strategy to overcome areas of underperformance:

The PSC is currently engaging National Treasury to seek additional funding in order to fill vacant funded posts in the staff establishment, as well as critical posts that are on the approved establishment but could not be filled due to budget constraints resulting from the budget cuts.

4.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Purpose:

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

Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.



Outcomes, outputs, output indicators, targets and actual achievements

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

Programme 2: Leadership and Management Practices								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
Sound leadership practices in the public services	Grievances finalised	Percentage of registered levels 2-12 grievances concluded within 150 days upon receipt of the case by the investigator.	86%	85%	80%	91%	11%	The amended Standard Operating Procedures was streamlined to remove non-value adding processes which resulted in improved efficiencies
		Percentage of registered SMS grievances concluded within 150 days upon receipt of the case by the investigator	96%	77%	80%	83%	3%	

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	Reports on own accord engagements	Number of reports on own accord engagements for improved labour relations in terms of section 196(4) (f)	New PI	3	3	3	None	None
	Reports on the management of grievances and efficiency of the grievance procedure in the Public Service	Number of reports produced on grievance management and efficiency of the grievance procedure in the Public Service	3	3	3	3	None	None
	Reports/ Factsheets produced on leadership and human	Number of reports/ factsheets produced on leadership	3	5	3	3	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	resource management practices	and human resource management practices						
	Advocacy and strategic engagements on key challenges and implementation of PSC recommendations	Number of advocacy and strategic engagements conducted on key challenges and implementation of PSC recommendations on human resource management and labour relations practices	10	35	18	49	31	High demand for advocacy and strategic engagements to deal with issues raised in various PSC reports, guides and circulars at the end of the 6 th and start of the 7 th

The **Sub-programme: Labour Relations Improvement** contributes towards the improvement of sound labour relations in the Public Service by investigating referred grievances that could not be resolved within departments and making recommendations, monitoring grievance management by departments, providing advice to employees and departments, and engaging with stakeholders on different labour relations matters. To this end, the PSC continued to monitor grievance management through the six-monthly reporting by departments and further developed the annual Fact Sheet. Furthermore, the amended PSC Rules on Grievance Referral, which were gazetted in March 2024, were presented to the national labour relations, some provincial and sector-specific labour relations structures as well as employees in most national and provincial departments. Support was also provided to three national departments, namely, Correctional Services, Agriculture, Land Reform and Rural Development and Employment and Labour as part of the own accord engagements project. The objective of the project is to make a positive contribution and impact in improving sound labour relations through promoting the proactive identification of challenges, reflecting on underlying causes and implementing appropriate short and medium-term interventions. In addition, the PSC had strategic engagements on labour relations matters with the departments of Public Works and Infrastructure, Statistics South Africa and Forestry, Fisheries and Environment. The objective of the strategic engagements is to improve sound labour relations and minimise the number of grievances through information sharing and provision of guidance and support. Presentations were also made to various other departments and provincial/sectoral labour relations forums in response to invitations from these stakeholders.

The PSC has continued to play a critical role in investigating grievances that could not be resolved between departments and their employees and making recommendations. As shown in **Figure 1** below, during the 2024/2025 financial year, the PSC had **439** grievance cases registered on its database, which is a 14.8% decrease when compared with the 2023/2024 statistics, and 25.7% reduction in relation to the 2022/2023 figures. The reduction is encouraging as it demonstrates positive developments in departments and aggrieved employees heeding to the call to resolve grievances close to the point of origin.



Figure 1: Trend analysis of grievances referred to the PSC between 2020/21 and 2024/25

Figure 2 below shows that the PSC managed to resolve 338 (77%) of the cases through investigations, formal and informal mediation, and engagements with aggrieved employees and employer representatives. Whilst most of the finalised grievances were concluded within the required timeframes, in terms of absolute numbers, fewer grievances were concluded when compared to the 2023/24 financial year, as demonstrated by the **8%** decline when compared with the **85%** grievances that were concluded during the 2023/24 financial year. The slight reduction in the overall number of cases that were concluded is attributed to reduced capacity due to lack of funds to fill vacancies at the national and provincial levels as well as non-availability of some employees due to prolonged sick leave, ongoing disciplinary processes and secondments to other operations areas that were affected by unfilled vacancies.

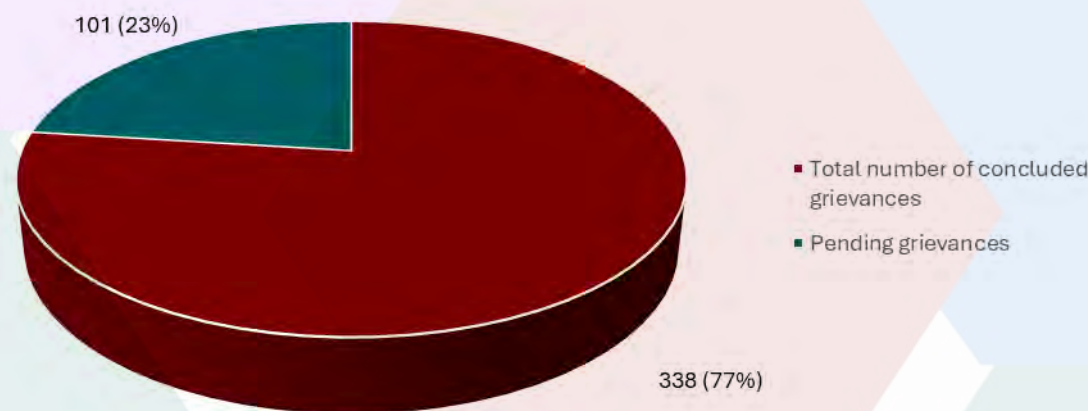


Figure 2: Number of grievances concluded and those that are pending

A decrease in the number of grievances referred to the PSC during 2024/2025 is consistent with the number of grievances lodged within departments where the number of grievances reported have decreased. According to the PSC's Grievance Resolution Factsheet for the period 01 April 2023 to 31 March 2024, which is accessible through the PSC website, a total of **7968** grievances were reported in both national and provincial departments, which is a **9.2%** decrease from the total of **8775** grievances reported for the 2022/23 financial year and a further decrease of **6.2%** when compared to the **8496** grievances that were reported for the 2021/22 financial year. However, further analysis of the statistics provided by national and provincial departments revealed that of the **3682** cases reported by national departments for the 2023/24 financial year, **2313 (62.8%)** grievances were resolved, which shows an increase of **(7.1%)** from **55.7%** resolved during the 2022/23 financial year. From the **4286** grievances reported by provincial departments, a total of **2716 (63.4%)** grievances were concluded, which shows a slight decrease of **(2.5%)** when compared to **65.9%** of grievances resolved during the 2022/23 financial year. The reduction in the number of grievances referred to the PSC may be indicative of agreements between employees and departments to resolve matters closest to the point of origin, or an increase in the utilisation of alternative dispute resolution mechanisms by employees.

The **Sub-programme: Leadership and Human Resource Reviews** plays a strategic role in enhancing leadership effectiveness and human resources management practices across the Public Service. These outcomes are achieved through rigorous evidence-based research undertaken, structured capacity building initiatives through targeted advocacy and information sharing sessions, provision of advice, development of guidelines and dissemination of findings and recommendations founded in the various reports developed. All these mechanisms serve as a platform to institutionalise the constitutional values and principles within departmental policies, programmes and operations and to sustained commitment to the advancement of the professionalisation journey in the Public Service.

In fulfilment of its broad oversight mandate of ensuring the effective and efficient operation of administration in the Public Service, as stated in section 196(4)(a) to (g) of the Constitution, and contributing towards building an ethical developmental and capable state, the PSC initiated preparations to support government after the May 2024 general elections. The preparations included updating *"The PSC Guide on Governance Practice for Executive Authorities and Heads of Departments"* and engaging with The Presidency and Offices of the Premier (OtPs) regarding the importance of inducting and orientating members of the 7th Administration and its readiness to participate in the induction of executive and oversight structures at the beginning of the 7th Administration. Whilst the Guide was finalised and published in May 2024, on the 7th of June 2024, the PSC issued a Circular to advise Executive Authorities, Heads of Departments and employees regarding the prevention and management of unlawful instructions (Circular on Unlawful Instruction). The purpose of the Circular is to:

- (a) To advise Executive Authorities (EAs) and Heads of Departments (HoDs) as well as all public servants regarding their responsibility to perform their duties within the confines of applicable legislative frameworks and to report irregularities as well as unlawful instructions to relevant authorities.
- (b) To appeal to the HoDs and all public servants to remain professional and to support the new administration within the confines of the law, in line with the framework for professionalisation.
- (c) To appeal to EAs to act within the confines of the law to ensure organisational stability and service delivery continuity to the people.

Amongst others, the *Guide and Circular on Unlawful Instructions* served as critical sources of reference during the induction of executive authorities, various portfolio committees of parliaments and legislatures as well as strategic engagements sessions with executive committees of heads of departments and senior managers in various departments. Overall, the PSC participated in more than forty induction and strategic engagement sessions at the national and provincial level. As shown in **Table 11**, additional engagements and presentations to approximately fifty national and provincial departments were made. Specifically, the presentations dealt with findings and recommendations from various research reports, guides and circulars, including those that were finalised at the beginning of 2024 and prior years. The demand for engagements on these products signaled a significant shift by departments regarding the importance of discussing the PSC's findings and recommendations and sharing strategies for implementing the recommendations.

In addition, the PSC concluded additional research studies by the end of March 2025, one of which evolved from a planned factsheet into a comprehensive report. The report titled *"The utilisation of categories of leave in the Public Service: Facts, observations and recommendations"*, presents a detailed analysis of capped leave (as at 31 December 2023), as well as study leave and sick leave including temporary and permanent incapacity leave covering the period 1 January 2020 to 31 December 2023. The report offers in-depth insights and practical recommendations aimed at enhancing leave management practices within the Public Service. Key recommendations include strategies to manage the contingent liability of capped leave to reduce future financial burdens; strengthening capacity in the application of leave policies and procedures; promoting the integration of employee health and wellness programmes and advancing digitisation and automation of leave processes. Additionally, the report identifies opportunities to improve the uptake of study leave, thereby supporting continuous employee development.

During the 2023/24 financial year the PSC conducted a study to ascertain the progress made by national and provincial departments in digitising HRM processes in the Public Service and to establish the availability of HRM-ICT capacity and capabilities to utilise digital/digitised systems. The PSC decided to conduct a follow-up study in 2024/2025 through inspections in loco to confirm the extent of the progress reported in the initial study on digitisation of HRM processes amongst selected national and provincial departments that have fully or partially digitised their HRM processes. This approach provided the PSC with an opportunity to observe real evidence of fully or partially digitised HRM processes in those departments. The inspections revealed that most of the selected national and provincial departments have fully and/or partially digitised various business operational processes, while HRM processes and services have largely been neglected. Most of the national and provincial departments that were not included in this study are lagging. The findings and recommendation of the study are outlined in the "Inspection in loco report on fully or partially digitised human resource management processes in selected Public Service departments", which is accessible through the PSC website.

A follow-up study to the 2022/2023 PSC report on the Impact that hybrid work arrangements had on service delivery in the Public Service was conducted and a draft report on the *"Assessment of the impact of hybrid work arrangements in the Public Service: Expanded follow-up study to explore policy implications"* was completed. Findings and recommendations from the report will be discussed at a webinar that will be attended by Public service employees from various national and provincial departments before the report is finalized and published during the 2025/2026 financial year.

Other additional deliverables by the Branch include the following:

- (a) Finalisation of a brief and descriptive Report of the Public Service Commission's strategic engagements on the Guide on Governance Practice for Executive Authorities and Heads of Departments as an internal reflection and reference source.
- (b) Provision of advice to various departments and other institutions on matters ranging from the management of delayed implementation of discipline, interpretation of service period for leave purposes, grievance management, recruitment and selection, acting appointments and employee transfers, the payment of professional membership fees for staff, the application of the Recognition of Prior Learning (RPL) processes, the management of prolonged precautionary suspensions, updating of employee data in PERSAL.

- (c) Facilitated HOD performance evaluation moderations for the EC, Limpopo, FS, NW and WC DGs, whereas in some provinces there were newly appointed DGs while few DGs could not be evaluated due to non-submission of relevant documentation by the DGs and/or relevant Executive Authorities.
- (d) Issuing of circulars to departments regarding the importance of familiarising themselves with the findings and recommendations of various PSC reports and to create opportunities to engage with the PSC about the contents of the reports. This resulted in additional follow-up presentations on findings, observations and recommendations from various PSC research reports being made to different groups of employees in various national and provincial departments to facilitate discussion, information sharing and critical reflection.
- (e) Presentation of the Public Service Reforms Towards Professionalization: A Public Service Commission Perspective; and various strategic reports to the Portfolio Committee on Public Administration, Heads of Corporate Services meetings and the Governance State Capacity and Institutional Development (GSCID) Cluster as well as the GSCID Cluster technical committee.
- (f) Hosting of the Thought Leadership Webinar on “Balancing the scales of leadership and management in the Public Service to build a weaver bird culture: The bureaucratic intricacies” and developing a brief article for the PSC Pulse.
- (g) Development of presentations, speeches and discussion notes to support the Commission’s participation in various conferences, workshops and webinars.

Linking performance with budgets:

Table 12: Sub-programme expenditure

Sub-Programme Name	2024/2025			2023/2024		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Labour Relations Improvement	15,304	15,304	-	14,742	14,738	4
Leadership and Human Resource Reviews	10,510	10,510	-	11,063	11,058	5
Programme Manager: LMP	2,441	2,440	1	26,452	26,416	36
Total	28,255	28,254	1	52,257	52,212	45

Strategy to overcome areas of under-performance

All targets outlined in the APP have been delivered.



Leadership and Management Practices Strategic Planning Session



LMP bid farewell to Interns

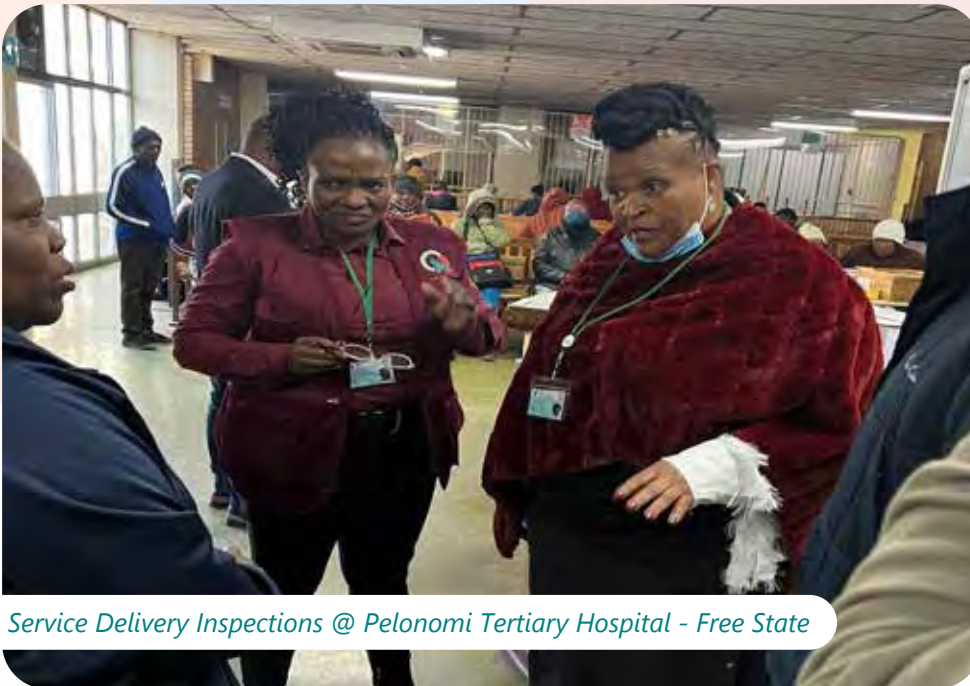
4.3 PROGRAMME 3: MONITORING AND EVALUATION

Purpose:

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

Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations



Outcomes, outputs, output indicators, targets and actual achievements

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

Programme 3: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
An improved service delivery culture in the Public Service	Service Delivery Assessments	Number of studies conducted on the effectiveness of government support for service delivery focusing on government accommodation and ICT	2	2	2	2	None	None
	Section 196 (4)(e) Report produced	Number of Section 196 (4)(e) Reports produced	1	1	1	1	None	None
	Stakeholder Engagements	Number of reports on	New indicator	Approved Road Map	4	4	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	on the implementation of the Professionalisation Framework	stakeholder engagement for the implementation of the Professionalisation Framework		towards the implementation of the framework				
A well-coordinated and functioning M&E System (Data Warehouse) for the PSC	State of the Public Service Report	Number of Reports produced on the State of the Public Service	1	1	1	1	None	None
	Departmental monitoring reports for engagements with EAs	% of departmental monitoring reports for engagements with EAs produced within 5 working days of receipt of the request	100%	100%	100%	100%	None	None

The **Sub Programme: Governance Monitoring** focuses on the establishment and maintenance of good governance in the Public Service. Good governance converges around principles such as accountability, participation, responsiveness to the needs of the people, transparency, respect for human dignity and the rule of law. Section 195(1) of the South African Constitution has clearly packaged the principles governing public administration and how good governance ought to be maintained. To give effect to this work, the sub-programme has delved into the evaluation of the constitutional values and principles. During the year under review, further work was done in conducting monitoring on professionalisation of the public sector to determine the implementation of the Professionalisation Framework.

The State of Public Service Report was produced during the year under review. In this respect, semi-structured survey and secondary research was conducted to assess the state of public service looking at different areas such as institutional dimensions of the economy, citizens' perspectives on service delivery, performance of National departments on compliance with Constitutional Values and Principles, and accountability mechanisms in government. The findings demonstrate that the country's economic challenges are not merely a product of external factors but are largely self-inflicted, stemming from a lack of decisive action to align institutions with the imperatives of growth and inclusivity. While semi-structured survey looking at citizens' perspectives confirmed that citizens have increasingly lost confidence in the ability of the government to deliver effective services. On the other hand, data analysed to assess national departments revealed that their performance lagged way behind in terms of the peremptory adherence to the principles declared under section 195(1) of the Constitution. In this analysis, it was found that departments' performance is unsatisfactory and furthermore there seems to be a tacit compliance to the values and principles as opposed to bona fide adherence. On the area of accountability, it was shown that there are significant gaps in the accountability architecture in which public institutions are more compliance driven. Thus, the State of the Public Service Report has broadly pointed out that creating a capable, ethical and developmental state will require a paradigm change within public service and administration and one which not only ensures constitutional principles are adhered to in order to meet citizens' expectations but also focuses on professionalisation of the public sector more rigorously.

The PSC Data Warehouse is now integrated with the new intake and assessment system for access to complaints and grievance data. Products generated from the Data Warehouse include Departmental Monitoring reports, providing a snapshot of departmental performance against the Constitutional Values and Principles (CVPs), and are used by the Commission to engage with Executive Authorities. During the year under review, engagements were held with various Ministers such as Police, Public Works and Infrastructure, Defence and Military Veterans, Communication and Digital Technologies, Public Service and Administration, Transport, Justice and Constitutional Affairs, Fisheries and Environment as well as the Minister in the Presidency. The purpose of the engagements was to provide feedback on the PSC's assessment of the performance in their portfolios, highlight areas of urgent attention and build working rapport.

The Section 196(4)(e) Report covered the 2023/24 financial year period and consolidated the work conducted by the PSC. The Report showed that the PSC had undertaken significant work largely centred around engagements with the Executives, service delivery inspections and interactions with various stakeholders on public administration issues affecting the Public Service, including the professionalisation of the public sector.

The report highlights various research studies, investigations, and advocacy that were undertaken during the period under review with systemic areas that continue to hinder excellence in the various aspects of governance. The Report also showed that the management of grievances continued to indicate challenges around human resource principles especially considering disciplinary matters that persist. Although there was a decrease in the number of cases reported in irregularities around the filling of posts, statistics reveal that this remains a pervasive problem. In addition, the Report showed that complaints lodged at the PSC also highlighted several human resources related and appointment irregularities. This is a worrying indicator especially considering some of the capacity issues facing the public sector. Irregularities were highlighted as occurring due to interview panels ignoring the most fundamental principles around recruitment and selection processes.

The stakeholder engagements on the implementation of the professionalisation framework were projected for 2024/25 to monitor the implementation of the framework. Subsequent to the approval of the framework in October 2022, the PSC has advocated and initiated engagements with the various key departments. The PSC recognised that the transition from the 6th to the 7th Administration, the formation of the Government of National Unity, and the draft 2024-2029 Medium-Term Development Plan (MTDP) have created an opportunity to recalibrate the implementation of the Professionalisation Framework. Therefore, in accordance with its mandate to ensure the maintenance of an effective and efficient public administration, together with its strategic partners, the PSC invited stakeholders to a strategic workshop to deliberate on strategic imperatives towards implementing the Professionalisation Framework on the 28 – 30 October 2024. Participants of the strategic workshop deliberated on strategic imperatives towards implementing the Professionalisation Framework and the outcomes have been presented to the Minister and Deputy Minister in the MPSA as well as the delivered to the National Capacity Building Committee. Given the unique strategic position that the PSC occupies by virtue of its constitutional mandate engagements have also been held with the Department of Planning, Monitoring and Evaluation (DPME) regarding the importance of embedding the Professionalisation Framework in the MTDP.

The Sub Programme: Service Delivery and Compliance Evaluations plays an important role in enhancing accessibility and efficiency of public services. Furthermore, it focuses on institutional arrangements that facilitates delivery of services such as ICT and functional accommodation as well as conducting inspections of service delivery sites. The purpose of these inspections is to evaluate service delivery from the perspective of citizens, observe conditions and processes, and identify service delivery challenges that can be addressed immediately.

For the 2024/25 financial year, the PSC continued with the assessment studies on the effectiveness of government support for service delivery, focused on a) functional accommodation with a focus on the Immoveable Asset Register, and b) Information and Communications Technology (ICT), focusing specifically on Cybersecurity. Over the years, departments have been complaining about inefficiencies in the provision of functional accommodation and ICT from the National Department of Public Works and Infrastructure, as well as the State Information Technology Agency (SITA), respectively. The said inefficiencies negatively impact the realisation of government's service delivery objectives. The purpose of these assessment studies was to propose measures to ensure effective and efficient performance/service delivery within the Public Service.

The Assessment of the Capacity and Capability of the State to Address Cyber Security Challenges provides a comprehensive evaluation of South Africa's cybersecurity landscape, focusing on the organisation, governance, and challenges faced by the public sector. It consists of two volumes, each addressing different aspects of cybersecurity preparedness and response within government institutions.

Volume 1 explores the institutional structure, policies, and coordination mechanisms for cybersecurity in South Africa's public service. It analyses the governance framework and the effectiveness of various cybersecurity policies and legislation. The findings indicate that governance structures for cybersecurity have been established. However, the PSC identified a lack of coherence in the execution of responsibilities, critical gaps in coordination, capacity, and the implementation of an effective cybersecurity posture, which poses challenges for role players. At a tactical level, there is no single point of contact for departments to seek assistance during cyber incidents, leading to fragmented responses. Strengthening coordination mechanisms is essential to ensure an effective response to cyber incidents, suggesting that the National Cybersecurity Policy Framework (NCPF) is not being optimally implemented.

Volume 2 provides a detailed analysis of cybersecurity incidents in the public service over the past five years (April 2019 - March 2024). The report highlights major attacks against government institutions, revealing systemic vulnerabilities and recurring security weaknesses. Addressing these challenges requires a proactive and unified approach to enhance cybersecurity resilience, protect sensitive information, and mitigate evolving cyber risks across the public sector.

The Immovable Asset Register project addresses critical aspects of government immovable asset management in South Africa. Volume I provides a comprehensive review of the South African context and explores international best practices in immovable asset management, focusing on key elements of an asset management system. It further highlights that South Africa has a robust legislative and institutional framework for managing public assets, which aligns with international best practices. However, significant implementation gaps have hindered the effective management of government immovable assets, preventing their optimal use for service delivery.

Volume 2 assesses the fitness for service of government immovable assets, evaluates the accuracy and completeness of the Immovable Asset Register (IAR), and presents findings from in-loco inspections conducted at selected sites across four DPWI Regional Offices (Bloemfontein, Cape Town, Mmabatho, and Pretoria). The report shows that poor asset management has led to asset deterioration, escalating maintenance costs, and severe consequences, including critical infrastructure failures and public health risks. Furthermore, highlights several critical challenges in the management of government immovable assets, particularly concerning the accuracy of the IAR, capacity constraints, and maintenance backlogs.

Addressing these issues requires a strategic approach, including improved record-keeping for the IAR, targeted recruitment to fill technical gaps, strict adherence to five-year assessment requirements, and a balanced approach to outsourcing that strengthens internal capabilities. Without these measures, the long-term sustainability of asset management within the DPWI remains at risk.

Additionally, during the year under review, joint inspections were undertaken at Dora Nginza Hospital in the Eastern Cape with the Department of Employment and Labour (DEL) and Office of the Health Ombuds (OHO) to determine the availability/adequacy of infrastructure and service point personnel and to assess the implementation of the national policy: on commuted overtime for medical & dental personnel at Dora Nginza Hospital. The inspection team learned that the use of the commuted overtime policy was historically demand driven by the fact that there was shortage of staff to provide healthcare. In addition, no customised EC policy on commuted overtime exists, as a result, there are inconsistencies in the application of the policy in the province.

Furthermore, the PSC in collaboration with the Department of Women, Youth and Persons with Disabilities (DWYPD) and the National School of Government (NSG), hosted a hybrid Dialogue on the delivery of public services to Persons with Disabilities (PWDs). The occasion provided a critical opportunity to reflect on and enhance the public service's role in upholding the rights and improving the lives of PWDs. The purpose of the Dialogue was to scrutinise how well the country has upheld its Constitutional Values and Principles (CVPs) concerning disability rights and to assess the effectiveness of the legal and policy frameworks over the past 30 years of democracy. The DWYPD reaffirmed the Department's commitment to increasing the representativity of Persons with Disabilities in the public service from 2% to 7% and called for departments to heed this important call.



Oversight visit @ Mmametlhake Community Health Centre - Mpumalanga



Dialogue on the Provision of Public Services to Persons with Disabilities

Linking performance with budgets

Table 14: Sub-programme expenditure

Sub-Programme Name	2024/25			2023/24		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Governance Monitoring	11,943	11,941	2	10,681	10,679	2
Service Delivery and Compliance Evaluations	8,896	8,896	-	10,315	10,312	3
Programme Manager: M&E	2,502	2,503	(1)	25,992	25,984	8
Total	23,341	23,341	-	46,988	46,975	13

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.



4.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Purpose:

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

Sub-programmes:

- Public Administration Investigations
- Professional Ethics



Outcomes, outputs, output indicators, targets and actual achievements

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

Programme 4: Integrity and Anti-Corruption								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
Sound leadership practices in the public service	National Anti-Corruption Hotline (NACH) cases referred	Percentage of NACH cases referred within 7 days of receipt of case report	100%	100%	90%	100%	10%	Improved efficiencies due to an intake and assessment has contributed to the over-achievement of the target
	Public administration investigations finalised	Percentage of early resolution complaints finalised within six months upon receipt of a valid complaint by an investigating officer	90%	79%	80%	87%	7%	The amended Standard Operating Procedures was streamlined to remove non-value adding processes,

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
		Percentage of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer	New PI	New PI	75%	100%	25%	which resulted in improved efficiencies.
		Number of own accord investigation reports finalised as contemplated in section 196(4)(f)(i), (iii) and (iv) of the Constitution, 1996	3	13	10	10	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	Implementation of the ethics framework promoted	Number of oversight reports produced on the implementation of the ethics framework	3	1	3	3	None	None
		Number of articles produced on the promotion of professional ethics	4	4	4	4	None	None
		Number of engagements conducted on the ethics framework	20	79	30	46	16	There has been a demand for more training sessions to raise awareness among public servants about ethics and CVPs,

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
	Promotion of CVP's	Number of CVP promotional engagements held	New PI	29	20	34	14	by both national and provincial departments.

The **Sub-programme: Public Administration Investigations** undertakes investigations into personnel and public administration practices. Complaints regarding alleged unethical conduct and irregularities are investigated by the PSC, and reports containing findings with regard to compliance to norms and standards and recommended corrective action are issued to Executive Authorities. These reports do not only provide valuable information to Parliament and Provincial Legislatures in performing their oversight responsibilities, but also serve as vehicles through which best practice is promoted in the Public Service. Due to constant strict adherence to the Standard Operation Procedures and regular follow-ups with departments in respect of requested information and documentation that would assist in the finalization of investigations, the PSC over-achieved regarding the finalization of early resolution and complex investigation within the prescribed time frame by 7% and 25% respectively.

Furthermore, based on the fact that the PSC recently received a high volume of complaints relating to the alleged contravention of public administration prescripts and processes, the PSC conducted 10 own accord investigations into public administration at national and provincial departments.

With due regard to the limited investigative capacity available to the PSC, continued during the 2024/25 financial year to actively pursue the promotion of good governance and the promotion of professional ethical conduct of public servants by conducting investigations into personnel and public administration practices. These investigations emanated from complaints lodged with the PSC by members of the public, public servants and whistle-blowers. Various mechanisms are at the disposal of complainants to lodge complaints with the PSC and include completing Annexure A of the PSC Rules on Conducting Investigations, by means of letters and emails to the PSC, contacting the NACH Call Centre telephonically (toll free at 0800 701 701) or verbally in person (i.e. walk-ins). In addition, matters are also referred to the PSC by institutions such as the Public Protector or Auditor-General whilst requests for investigations are received from, among others, Executing Authorities and committees of Parliament / Provincial Legislatures.

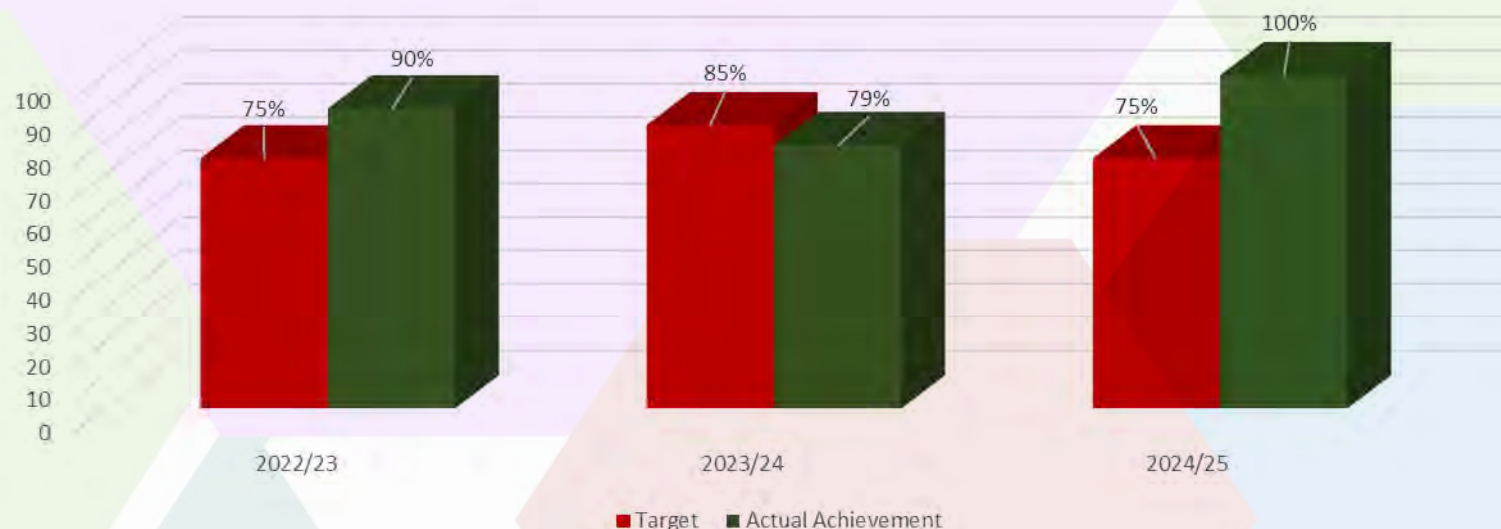


Figure 3: Comparative analysis of annual target achievements in terms of investigations conducted

Figure 4 on the next page reflects that a total number of 588 complaints were handled in the 2024/2025 financial year. The 588 complaints are 16.2% higher as compared to the 506 complaints handled in the 2023/2024 financial year. Out of the 588 complaints handled in the 2024/2025 financial year, the PSC finalised 450 (77%) cases and the remaining 129 (23%) cases were pending as at 31 March 2025.

As per the 2024/25 financial year Annual Performance Plan, complaints are categorized as Complex or Early Resolution matters. Each one of these categories has its own target in terms of time frames for finalization, namely:

- 75 % of complex complaints finalised within twelve months upon receipt of a valid complaint by an investigating officer.
- 80 % of early resolution complaints finalised within six months upon receipt of a valid complaint by an investigating officer.

During 2024/25, a total of 123 complex investigations were received. From the 123 complex complaint a total of 57 were finalised of which all were finalized within 12 months' time frame and 66 are in progress, of which all are still within the 12 months' time frame. From the 66 that are still within the 12 months' time frame all expires in the next financial year, namely 2025/26.

During the 2024/25 financial year, a total of 359 Early Resolution related complaints were received. From the 359 complaints, a total of 290 were finalized and 69 are in progress. From the 69 complaints in progress, 62 are still within the 6 months' time frame and 7 are outside the 6 months' time frame.

The steady increase in the number of complaints finalised during the previous five financial years is ascribed to, amongst others, effective investigation protocols followed and dedicated investigating officers.

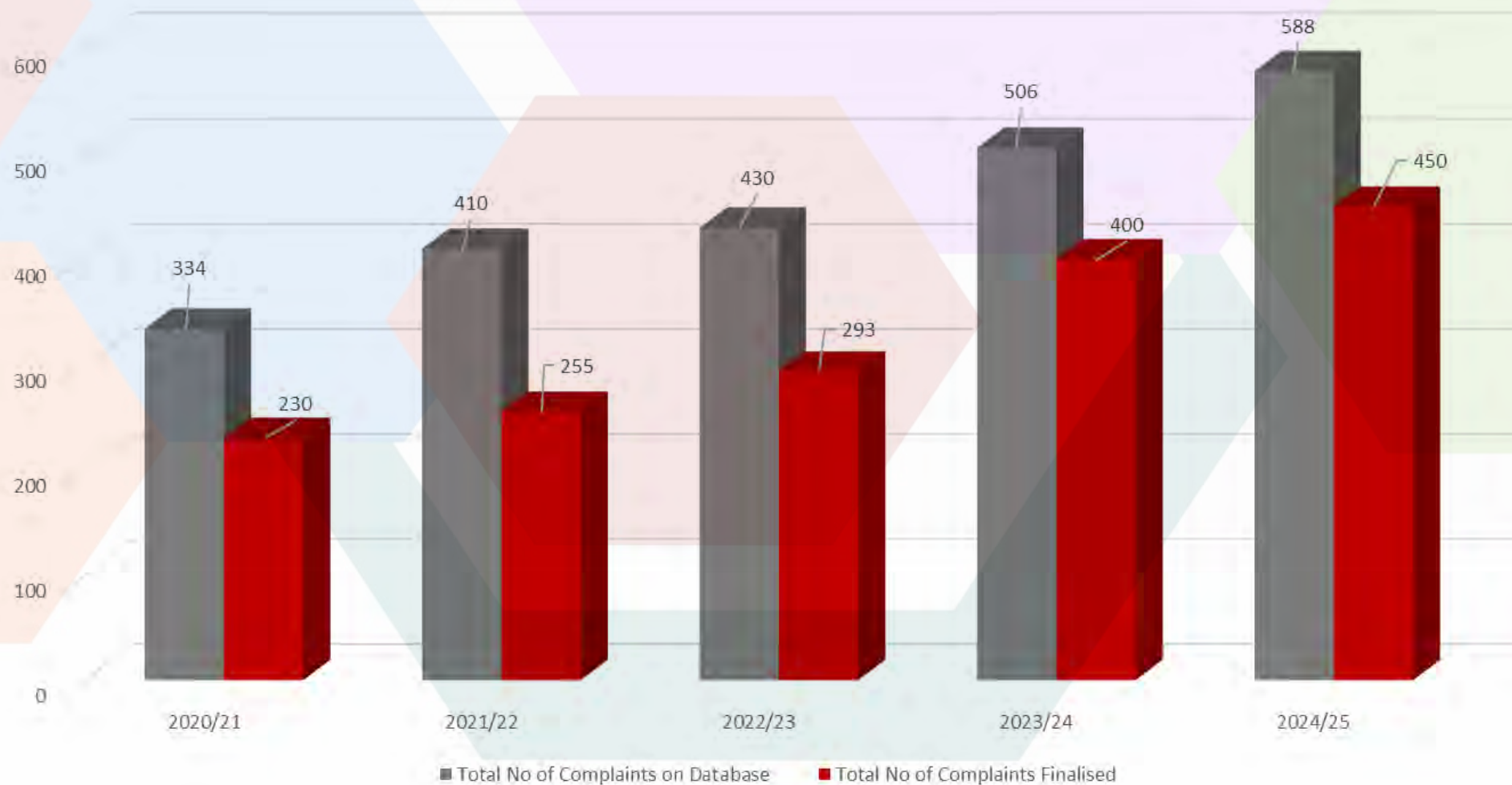


Figure 4: Number of complaints handled from 1 April 2020 to 31 March 2025

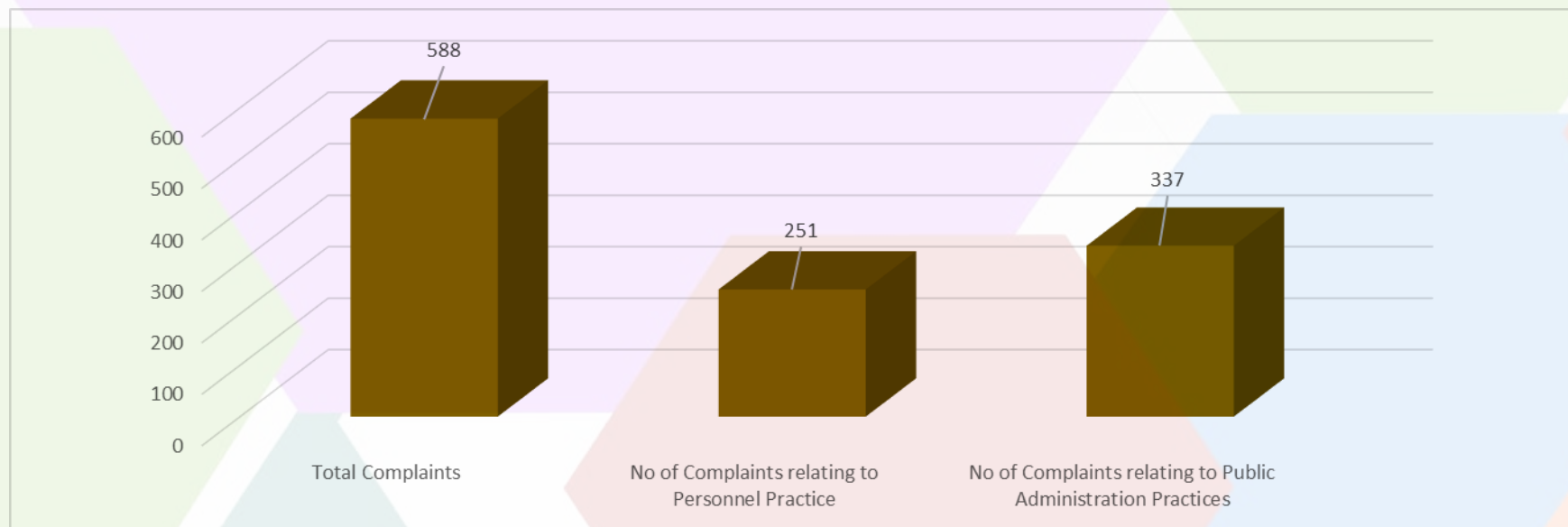


Figure 5: Number of complaints handled in 2024/25 relating to Personnel and Public Administration Practices, respectively

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

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

Table 16: Trends analysis of submission of financial disclosure forms

Financial Year	No. of Senior Management Services Members	No. of financial disclosure forms received by PSC as at the due date of 31 May	No. of financial disclosure forms not received by the PSC as at the due date of 31 May	Percentage of forms received by the PSC as at the due date of 31 May
2023/2024	9770	9739	31	99%
2022/2023	9832	9630	202	98%
2021/2022	9755	9337	418	96%
2020/2021	9899	9690	209	98%

Financial Year	No. of Senior Management Services Members	No. of financial disclosure forms received by PSC as at the due date of 31 May	No. of financial disclosure forms not received by the PSC as at the due date of 31 May	Percentage of forms received by the PSC as at the due date of 31 May
2019/2020	10032	9792	240	98%

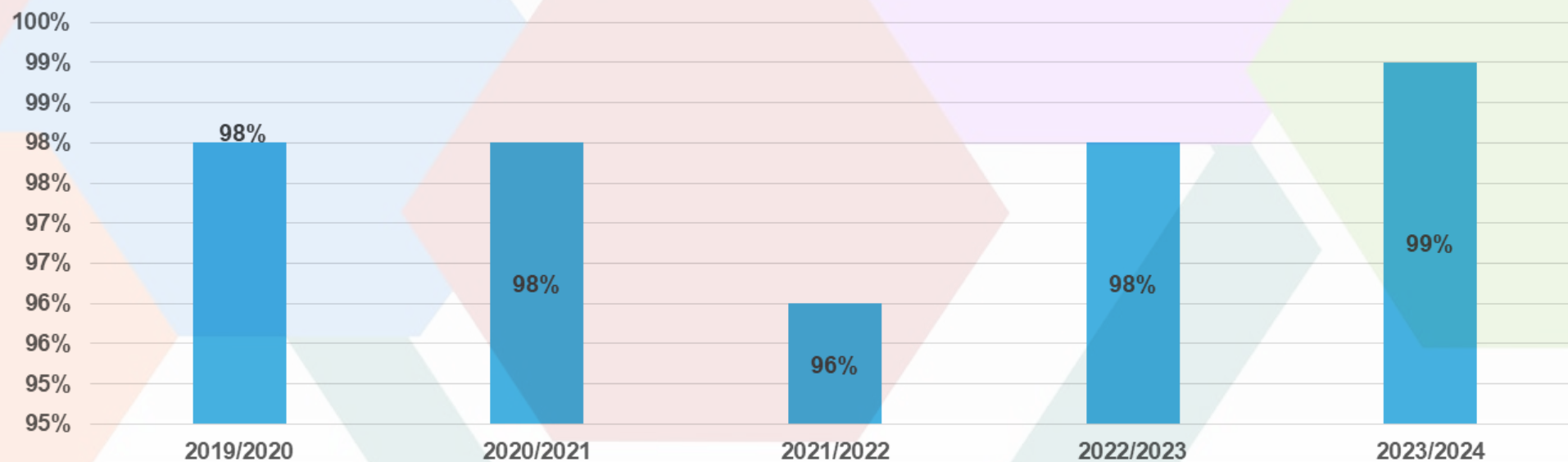


Figure 6: Trends analysis on submission of financial disclosure forms

The Figure above shows that for the 2023/2024 reporting period, the PSC recorded 99% submission rate by the due date.

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

	Non-Disclosure Of Directorships / Companies				Number of SMS Members	Number of SMS Members Who Did Not Disclose Directorships In Companies in 2023/2024	Percentage of SMS Members Who Did Not Disclose Directorships in Companies in 2023/2024
	DGs / HoDs	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS			
National Departments	2	14	22	92	691	130	19%
National Government Components	1	0	4	4	32	10	31%
Eastern Cape	0	0	3	21	53	24	49%
Free State	1	0	5	11	53	17	32%
Gauteng	2	6	11	18	109	37	34%
KwaZulu-Natal	1	0	2	11	112	14	12%
Limpopo	0	0	1	12	93	13	14%
Mpumalanga	0	0	3	13	42	16	38%
Northern Cape	0	0	0	6	52	6	12%
North West	0	0	3	21	53	24	45%
Western Cape	0	0	1	2	86	3	4%
OVERALL TOTAL FOR PROVINCES	4	6	29	115	653	154	24%
GRAND TOTAL	7	20	55	212	1376	294	21%

During the period under review, a total of **294** SMS members (**130** from national departments, **10** from national government components and **154** from provincial departments) did not disclose their directorships or interest in companies. This is in contravention of Regulation 19 of the PSR. Among these were four (**4**) HoDs in the Provincial Departments, two (**2**) Directors-General (DGs) from National Departments and one (**1**) DG from National government components.

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

	Cases of Potential Conflicts of Interest				Cases of SMS Members with potential conflicts of interest identified in 2023/2024 financial year	Percentage of SMS Members with potential conflicts of interest identified in 2023/2024 Financial Year
	DGs / HoDs	DEPUTY DIRECTORS-GENERAL	CHIEF DIRECTORS	DIRECTORS		
National Departments	7	38	100	357	502	73%
National Government Components	1	0	7	21	29	91%
Eastern Cape	0	0	0	3	3	49%
Free State	2	1	11	39	53	100%
Gauteng	4	14	16	75	109	100%
KwaZulu-Natal	2	1	6	20	29	26%
Limpopo	2	2	11	78	93	100%
Mpumalanga	3	1	6	32	42	100%
Northern Cape	3	2	11	36	52	100%
North West	2	1	11	39	53	100%
Western Cape	0	0	0	2	2	2%
OVERALL TOTAL FOR PROVINCES	18	22	72	324	436	67%
GRAND TOTAL	26	60	179	702	967	70%

The above table shows that **1373 (70%)** SMS members were involved in activities that could be construed as posing potential conflicts of interest.

Six hundred and eighty-eight (**688**) of these SMS members are from the National Departments, thirty-two (**32**) National government components and six hundred and fifty-three (**653**) are from Provincial Departments. Out of the **1373** SMS members, **26** are HoD, **60** are Directors-General, **179** are Chief Directors and **702** Directors. Eight are (**8**) are Heads of National departments and eighteen (**18**) are Heads of Provincial departments. In the Free State (**2**), Limpopo (**2**), Gauteng (**4**), KZN (**2**), Mpumalanga (**3**), North West (**2**) and Northern Cape (**3**).

Complaints lodged with the PSC through the NACH during the 2024/2025 financial year

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

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

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

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

In the 2024/25 financial year, **2787** complaints were lodged with the PSC. Of the **2787** complaints lodged, **2321** complaints were lodged through the Call Centre and a total of **466** complaints were lodged through NACH email, Intake and Assessment and complaints reported through walk-ins.

The bulk of these complaints were received through the National Anti-Corruption Hotline are social grant fraud involving the ***Social Relief of Distress Grant (SRD)***; online registration for these grants is a major contributing element and creates opportunities for corruption and fraud. Most ***Child Support Grant (CSG)*** frauds are reported by acquaintances who, as their relationship deteriorates, begin to expose one another.

Table 19: Complaints reported through the NACH during the 2024/2025 financial year

Provinces	First Quarter (370)			Second Quarter (452)			Third quarter (399)			Fourth quarter (1566)			TOTAL
	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov- 24	Dec -24	Jan-25	Feb-25	Mar-25	
Eastern Cape	3	0	1	3	0	1	2	2	1	0	1	1	15
Free State	2	1	1	2	0	1	2	2	0	3	2	0	16
Gauteng	3	2	2	5	2	7	4	5	3	2	2	3	40
KZN	3	1	1	0	1	1	3	1	0	3	4		19
Limpopo	0	1	1	1	0	2	0	2	1	0	5	3	16
Mpumalanga	0	1	1	0	0	2	2	1	0	0	1	3	11
North West	0	0	1	0	2	3	1	1	0	0	3	1	12
Northern Cape	0	1	1	0	1	0	0	0	0	1	0	0	4
Western Cape	1	0	0	2	2	0	2	1	0	6	2	0	16
Public Entity	83	105	89	105	89	136	114	126	32	356	629	406	2270
National Departments	26	26	13	19	23	42	40	36	15	53	38	37	368
Grand TOTAL	121	138	111	137	120	195	170	177	52	424	687	455	2787

The NACH provides for the reporting of complaints by anonymous whistleblowers and identified whistleblowers. Out of a total of **2787** whistleblowers who have reported complaints through the NACH during the 2024/2025 financial year **2498 (87%)** provided their contact details while **289 (10%)** preferred to remain anonymous. There has been a notable change in the reporting trends as more whistleblowers are now opting to provide their details compared to the previous financial years where the majority of whistleblowers chose to remain anonymous. This may be due to increased awareness of legislation relating to the protection of whistle-blowers such as the Protected Disclosures Act, 2000

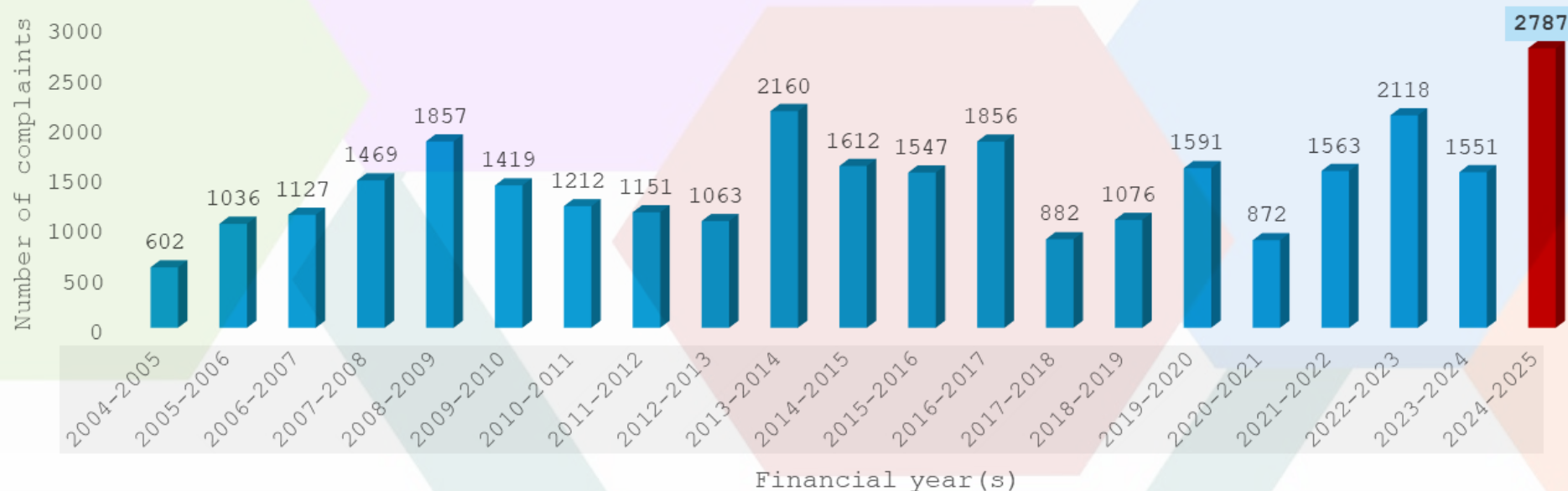


Figure 7: Complaints received since the inception of the NACH in September 2004 to 31 March 2025

Engagements on professional ethics undertaken during the financial year 2024/25

The PSC conducted seventy-nine (79) engagements on professional ethics, as part of promoting the ethics frameworks within the public service. Public Service Commission (PSC) in partnership with Chandler Institute of Governance – launched a fellowship programme aimed at fostering a solid understanding of the ethos, values, and behaviours expected of public servants in South Africa. The programme emphasises the importance of building cultures of integrity as a foundation for creating high-trust societies. The in -person sessions were in November 4th to 6th, 2024, and additional sessions took place online on November 11th and 12th, 2024.

In December 2024, the PSC in partnership with the Presidency, National Anti-Corruption Advisory Council (NACAC), The German Cooperation (GIZ), United Nations Office On Drugs And Crime (UNODC) hosted a successful International Anti-Corruption Commemoration Day (IACD), under the theme, “-Uniting With Youth Against Corruption: Shaping Tomorrow’s Integrity”

Linking performance with budgets

Table 15: Sub-programme expenditure

Sub-Programme Name	2024/25			2023/24		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Public Administration Investigation	13,163	13,162	1	14,104	12,721	1,383
Professional Ethics	18,879	18,882	(3)	21,855	21,849	6
Programme Manager: IAC	1,986	1,982	4	28,643	28,631	11
Total	34,028	34,026	2	64,601	63,201	1,400

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered.



4.5 PROGRAMME 5: PROVINCIAL COORDINATION

Purpose:

The programme ensures effective coordination of operations for the execution of the PSC mandate at provincial level.

Sub-programmes:

- Provincial labour relations improvements: complaints investigative research and advisory services
- Provincial leadership and human resource reviews
- Provincial service delivery and compliance evaluations and organisational reviews
- Provincial public administration investigations
- Provincial ethics research, promotion, and management of conflicts of interest

Nine Provincial offices:

- Eastern Cape
- Free State
- Gauteng
- KwaZulu-Natal
- Limpopo
- Mpumalanga
- North West
- Northern Cape
- Western Cape



Outcomes, outputs, output indicators, targets and actual achievements

Table 16: Outcomes, outputs, output indicators, targets and actual achievements for Programme 5

Programme 5: Provincial Coordination								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
An improved service delivery culture in the Public Service	Service Delivery Assessments	Number of follow up citizens forum conducted	9	9	2	2	None	None
		Number of approved reports on own accord provincial specific projects to address selected Public Service and Administration deficiencies	New PI	New PI	4	4	None	None
		Number of approved reports on Provincial	New PI	10	9	9	None	None

Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations
		Service Delivery Inspections						

Chief Directorate Provincial Coordination: The 2024/25 financial year marked a pivotal shift for the Public Service Commission (PSC) with the introduction of Programme 5: Provincial Coordination. This programme was established to elevate the role of provincial offices, positioning them not merely as implementers of PSC mandates but as active drivers of accountability, citizen engagement, and service delivery oversight. Anchored in the PSC's constitutional mandate and aligned to the forthcoming PSC Bill, Programme 5 provided a dedicated platform to focus on citizen empowerment, administrative reform, and the strengthening of public accountability mechanisms.

While provincial offices continued to contribute to the implementation of all PSC programmes, Programme 5 carved out a specific space to pursue three key performance indicators aimed at enhancing visibility, responsiveness, and the empowerment of citizens. The programme's introduction signaled a strategic recognition of provinces as the frontline in bringing government closer to the people.

Despite operating under significant budgetary constraints, the programme achieved its target of two Citizens' Forum follow-up engagements. These follow-ups played a critical role in closing accountability loops by tracking whether government departments fulfilled the commitments made during earlier engagements with citizens. Where delivery gaps persisted, provincial offices led direct interventions or escalated issues to ensure corrective action, thus reinforcing the PSC's oversight role rooted in community-grounded approaches.

In the Northern Cape, a follow-up Citizens' Forum was conducted in Fraserburg, with participation from a wide range of stakeholders, including the Departments of Cooperative Governance, Human Settlements and Traditional Affairs; Education; Health; Home Affairs; the Karoo Hoogland Local Municipality; Social Development; the South African Police Service (SAPS); as well as written submissions from the Department of Economic Development and Tourism and the South African Social Security Agency (SASSA).

Feedback from these stakeholders indicated notable progress in addressing service delivery concerns raised by the community, though departmental performance varied.

For instance, the community of Williston acknowledged marked improvements in SAPS performance since the 2023 Citizens' Forum, while persistent challenges, such as staff shortages at the Fraserburg Community Health Centre, were only resolved after threats of community protests. Unresolved issues remained, including shortages of medication, municipal instability, high electricity tariffs, the slow pace of housing delivery, the prevalence of foreign-owned businesses, high levels of gender-based violence, and the lack of local Home Affairs offices. In response, the PSC urged all departments and the Karoo Hoogland Local Municipality to institutionalize the collaborations established through the Citizens' Forum process and to integrate community feedback into their planning and budgeting cycles.

Investigations, Monitoring, and Evaluations: In addition to Citizens' Forums, provincial offices, like the Gauteng, Western Cape, and Mpumalanga Provincial Offices initiated and implemented tailored, own-initiative projects to address governance and administrative weaknesses specific to their provincial contexts.

In Gauteng and KwaZulu-Natal Provincial Offices, investigations into Agriculture Producer Support and Development Programme exposed systematic non-compliance with efficiency and effectiveness standards. Farmers reported gaps in infrastructure (like irrigation systems), access to climate-smart technologies, and training on chemical handling, and crime-fighting strategies to curb stock theft. Recommendations were made to strengthen support systems for emerging farmers. These projects focused on advancing Constitutional Values and Principles (CVPs), improving the responsiveness of grievance systems, and strengthening ethical leadership and professional conduct within the public service. Collectively, these interventions showcased the PSC's capacity for adaptive, evidence-based oversight and underscored the critical role of provincial offices in driving systemic reform from within government structures.

Service Delivery Inspections: as part of its third key performance area, Programme 5 conducted multiple service delivery inspections across provinces like Mpumalanga and Western Cape Provincial Offices, resulting in comprehensive reports that identified bottlenecks, offered remedial recommendations, and were formally shared with relevant departments and executive authorities. These inspections not only served as diagnostic tools but also as accountability mechanisms to drive concrete improvements.

In Mpumalanga, inspections at the Mashishing Local Medium Office of the Department of Home Affairs revealed exemplary service delivery, with citizens from as far as Limpopo traveling to Mpumalanga due to inefficiencies and poor staff attitudes at nearby Limpopo offices. Further follow-ups in Mpumalanga on the eradication of plain pit latrines in public schools uncovered slow progress, often hindered by unreliable alternative sanitation systems and insufficient financial resources for proper school maintenance.

Meanwhile, inspections in the Northern Cape focused on school infrastructure and its impact on the quality of education. Key findings included overcrowded classrooms (particularly at high schools), occasional faulty electrical wiring despite generally compliant electricity supply, adequate water access with some leakages, and a pressing need for improved ablution facilities and additional cleaning staff.

Furthermore, few schools had fully functional libraries or science laboratories, while sports facilities were largely neglected. While the Department encouraged schools to utilize maintenance allocations, these funds often fell short. Encouragingly, several schools partnered with local businesses, including mining companies, to address critical infrastructure needs and other educational challenges.

The 2024/25 implementation of Programme 5 projects successfully positioned provincial offices as key drivers of accountability, citizen engagement, and administrative reform, with no underperformance recorded across its targets. The programme successes has proven the value of putting provinces at the centre of the PSC's oversight work, closer to communities, more responsive to realities, and aligned with future vision of a stronger, legislatively supported Commission.

Key lessons included the need to sustained departmental follow-through on citizen feedback, integrated responses to systemic service delivery challenges, and continued investment in provincial capacity to lead local reforms. Going forward, the PSC remains committed to strengthening intergovernmental coordination, deepening responsiveness, and ensuring citizen voices remain central to advancing public service accountability.



Follow-up inspections at selected Labour Centres - Limpopo



OPSC Planning Session

Linking performance with budgets

Table 17: Sub-programme expenditure

Sub-Programme Name	2024/25			2023/24		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Provincial Coordination	65,699	65,698	1	-	-	-
Total	65,699	65,698	1	-	-	-

Strategy to overcome areas of under performance

All targets outlined in the APP were delivered



5 TRANSFER OF PAYMENTS

5.1 Transfer payments to public entities

There were no transfer payments to public entities.

5.2 Transfer payments to all organisations other than public entities

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

6 CONDITIONAL GRANTS

6.1 Conditional grants and earmarked funds paid

There were no conditional grants and earmarked funds paid.

6.2 Conditional grants and earmarked funds received

There were no conditional grants and earmarked funds received.

7 DONOR FUNDS

There was no donor funds received by the PSC.

8 CAPITAL INVESTMENT

8.1 Capital investment, maintenance and asset management plan

During the reporting period, no infrastructure projects were done, and there were no plans to close down or downgrade any of the current facilities. There were no day-to-day and major maintenance projects undertaken or maintenance backlog experienced. All official assets of the PSC were captured in the Asset Register in accordance with the minimum requirements as set by National Treasury and the two bi-annual assets verification conducted.



Meeting of the Parliament Oversight Committee - Gauteng



PART C

GOVERNANCE

PART C: GOVERNANCE

1. INTRODUCTION

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

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

2. PLENARY AND PLENARY COMMITTEES

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

Table 1: Plenary meetings held during 2024/25

Type of Meeting	Date of Meeting
Ordinary Scheduled Plenary	06 – 08 June 2024
Ordinary Scheduled Plenary	09 – 11 October 2024
Ordinary Scheduled Plenary	11 – 12 December 2024
Ordinary Scheduled Plenary	26 – 27 March 2025

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

Table 2: Attendance of Commissioners at the Plenary meetings held during 2024/25

Name	6 – 8 June 2024	9 – 11 October 2024	11 – 12 December 2024	26 – 27 March 2025
Prof S Fikeni	✓	✓	✓	✓
Ms Z Mqolomba	✓	✓	✓	✓
Ms NN Ngwenya	✓	✓	✓	✓
Prof MS Makhanya	✓	✓	✓	✓
Mr EV Magerman	✓	✓	✓	✓
Mr VGM Mavuso	✓	✓	✓	✓
Ms YE Bacus	✓	✓	✓	✓
Mr AB Gxoyiya	✓	✓	✓	✓
Mr M Sekonya	✓	✓	✓	✓
Mr A Searle	✓	✓	✓	✓
Mr V Mapolisa	Appointed in Sep 2024	✓	✓	✓
Mr B Zulu	Appointed in Oct 2024	✓	✓	✓
Prof Nakedi	Appointed in Dec 2024	Appointed in Dec 2024	✓	✓
Ms L V Sizani	✓	Term ended in June 2024	Term ended in June 2024	Term ended in June 2024

By the end of March 2025, the Plenary had made a total of 189 decisions. **Figure 1** below illustrates the rate of implementation of the Plenary resolutions at 89% (closed and routine matters), with a total of 168 decisions implemented by the end of the reporting period.

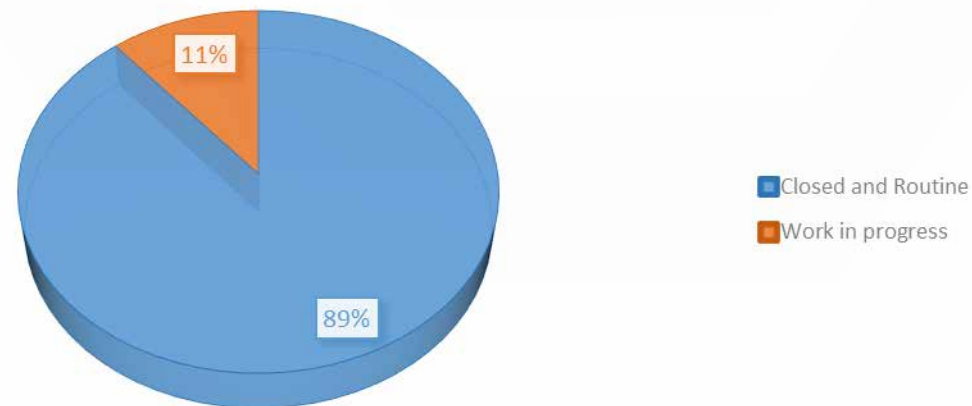


Figure 1: Implementation of Plenary resolutions as at 31 March 2025

The key considerations of the Plenary during the period under review focused on solidifying the impact of the Commission's work and its capability to traverse an uncertain future. This is explicit in the Plenary deliberations and decisions on issues of:

- Strengthening resource mobilisation efforts through intensified strategic stakeholder engagements and partnerships.
- Selected strategic stakeholder engagements with the Provincial Legislatures and Executive to promote collaboration at the provincial level.
- Engagements with Kings and Queens across the country to offer and solicit advice on service delivery issues.
- Enforceability of the Commission's findings, recommendations and directions.
- Strengthening capacity at provincial level and through institutional redesign and acquisition of requisite skills, training and orientation in anticipation of the transition relating to the implementation of the PSC Bill once enacted into law.
- Assessment and enhancement of the PSC state of preparedness and readiness for the implementation of the Professionalisation Framework and the PSC Bill. Scenario planning for the OPSC transitioning from a government department to a fully independent Secretariat and related implications thereof to be considered, such as resources, IT infrastructure, capacity, political landscape, and legislative reforms.
- Consideration of the 5-year strategic plan for the 2025 -2030 period, and a focus on the extension of the mandate to local government and state owned entities.
- Ensuring a healthy work-life balance that integrates institutional productivity with employee wellness through deliberate strategies and interventions, as well as an improved organisational culture.

In addition, the following eighteen (18) Plenary Committee meetings were convened during the financial year under review.

Table 3: Plenary Committees meetings held during 2024/25

Plenary Committee	Date of Meeting
Quarter 1: April to June 2024	
Leadership and Management Practices	15 May 2024
Monitoring and Evaluation	16 May 2024
Integrity and Anti-Corruption	16 May 2024
Institutional Development and Governance	17 May 2024
Quarter 2: July to September 2024	
Leadership and Management Practices	21 August 2024
Monitoring and Evaluation	22 August 2024
Integrity and Anti-Corruption	22 August 2024
Institutional Development and Governance	23 August 2024

Plenary Committee	Date of Meeting
Quarter 3: October to December 2024	
Leadership and Management Practices	11 November 2024
Integrity and Anti-Corruption	12 November 2024
Institutional Development and Governance	13 November 2024
Monitoring and Evaluation	17 May 2024
Special Meeting: Institutional Development and Governance	27 November 2024
Special Meeting: Institutional Development and Governance	05 December 2024
Quarter 4: January to March 2025	
Leadership and Management Practices	12 February 2025
Monitoring and Evaluation	13 February 2025
Integrity and Anti-Corruption	13 February 2025
Institutional Development and Governance	14 February 2025

3. EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee (EXMA) is the highest management and administration governance structure of the Office of the Public Service Commission, established to support and advise the Accounting Officer on progress towards the realisation of strategic objectives, institutional performance monitoring and management, as well as financial oversight. In the financial year, 2024/25, the EXMA convened a total of eight (8) meetings.

Table 4: EXMA meetings held during 2024/25

Type of Meeting	Date of Meeting
Quarter 1: April to June 2024	
EXMA	03 April 2024
EXMA	27 May 2024
Quarter 2: July to September 2024	
EXMA	18 July 2024
EXMA	11 September 2024
Quarter 3: October to December 2024	
Special EXMA	03 October 2024

Type of Meeting	Date of Meeting
Quarter 3: October to December 2024	
Special EXMA	11 November 2024
Special EXMA	19 November 2024
Quarter 4: January to March 2025	
EXMA	18 March 2025

4. MANAGEMENT COMMITTEE MEETINGS

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

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

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

Table 5: MANCO meetings held during 2024/25

Type of Meeting	Date of Meeting
Ordinary Scheduled MANCO	19 April 2024
Ordinary Scheduled MANCO	26 July 2024
Ordinary Scheduled MANCO	28 January 2025

5. ETHICS AND RISK MANAGEMENT COMMITTEE

Table 5: Ethics and Risk Management Committee (ERMC) meetings held during 2024/25

Type of Meeting	Date of Meeting
Ordinary Scheduled ERMC	19 April 2024
Ordinary Scheduled ERMC	16 July 2024

Type of Meeting	Date of Meeting
Ordinary Scheduled ERM	21 October 2024
Ordinary Scheduled ERM	31 January 2025

Table 6: PSC Progress update on the Top Six Strategic Risks

Strategic Risk	Contributing Factors	Actions take
Failure for the PSC to deliver on its mandate due to insufficient budget.	Insufficient budget received from National Treasury due to prevailing economic conditions and imposed budget cuts.	Preliminary budget allocation letter for the PSC for 2025/26 financial year was received on 17 February 2025 with an additional funding of R1.961 million allocated to Compensation of Employees.
Unprofessional and unethical behaviour of public servants.	Failure to adhere to regulatory framework by public servants.	Various stakeholder engagements held on the promotion of Constitutional Values and Principles were held at both National and Provincial levels.
Non-cooperation of the departments in the execution of the PSC mandate	Failure to respond to the PSC requests and to implement PSC recommendations.	Several engagements were held on ethics-related to present topics for both National and Provinces.
Instability at leadership level due to high turnover.	Changes and/or strained relations at the political administration interface (a) poor management of career incidents.	Continued engagements with the cluster and provincial Ministries and Departments.
Reliance on manual transfer of information from operational systems to the Data Warehouse may affect quality	Lack of integration with source systems for data collection.	The integration of the National Anti-Corruption Hotline was concluded.
Poor implementation of strategic decisions of the Commission.	Poorly managed governance structures and lack of monitoring of decisions taken.	Ongoing monitoring of the implementation of decisions undertaken. Progress made towards implementing the decisions was discussed and reviewed during the Executive Management Committee, the Plenary Committee on Institutional Development and Governance, as well as the Plenary. Some aspects of the decisions were also presented and discussed at the Audit Committee meeting. The rate of implementation of resolutions as of 31 March 2025 was at 89%.

6. FRAUD AND CORRUPTION

The Ethics and Risk Management Committee oversees the institutionalising of ethics and integrity within the PSC. Two (2) senior managers were designated as ethics officers, in compliance with Chapter 2 of the PSR, 2016. The PSC focuses strongly on ethics and fraud awareness, and is committed to a zero-tolerance approach to fraud and corruption. It has an approved Ethics Management and Fraud Prevention Plan that includes Whistle-Blowing Guidelines. The Guidelines are intended to encourage and provide employees with a mechanism to raise concerns about fraud and corruption within the PSC rather than overlooking such problems, thus creating a conducive whistle-blowing environment. The Guidelines provide steps for reporting within the PSC (e.g. DG and EA), to the NACH and Audit Committee. In addition, a Whistle-Blowing Log is maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms. The Ethics and Risk Management Committee provided oversight over the implementation of the Ethics Management and Fraud Prevention Plan.

There were high levels of compliance in relation to the management of conflict of interests, as observed in the financial disclosures by employees, the approvals sought for the performance of other remunerative work outside the Public Service, and the acceptance and declaration of gifts.

7. MINIMISING THE CONFLICT OF INTEREST

In the previous financial year, there were high levels of compliance in relation to the management of conflict of interests, as observed in the Supply Chain Management Environment.

8. CODE OF CONDUCT

The ethics and risk management committee is designed to ensure adherence to the code of conduct.

9. 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.

10. PARLIAMENTARY COMMITTEES (NATIONAL ASSEMBLY AND NATIONAL COUNCIL OF PROVINCES)

During 2024, the Portfolio Committee on Public Service and Administration made recommendations in respect of the PSC. These recommendations were tabled in Parliament and were adopted by the National Assembly and became House Resolutions that required the PSC to respond to.

The following table contains some of the recommendations and actions taken:

Table 1: Portfolio Committee Resolutions

PARLIAMENT RESOLUTIONS / RECOMMENDATIONS	COMMENT
1. The Committee on Public Service and Administration recommended that the Public Service Commission (the Commission) should: (a) consult with the Premiers and Speakers of the Provincial Legislatures on a continuous basis to discuss the work of the PSC, which includes fast-tracking of appointments of the Commissioners within the required timeframe as per section 3(2)(a) of the Public Service Commission Act, 1997;	The PSC Chairperson and Caretaker Provincial Commissioners for Free State, North West, and Mpumalanga have engaged with the Premiers and Legislatures regarding the filling of vacancies in those Provinces. Eastern Cape and Mpumalanga Commissioners have commenced duty on 01 September and 01 October 2024, respectively. Free State Legislature has recommended a candidate commissioner to the Premier, and North West has advertised the vacancy.
(b) develop a monitoring framework to monitor departments in implementing the Professionalisation Framework Towards the Public Sector as a way of building a capable, ethical, and developmental state;	The responsibility to develop a monitoring framework for the Professionalisation Framework is with the Department of Planning, Monitoring and Evaluation (DPME) and embedded in the Medium Term Development Plan (MTDP) which encompasses all interventions to address Priority 3 of Government (Capable, Developmental and Ethical State). The Professionalisation Framework has further reinforced the responsibility for the monitoring of the framework to be with the DPME. The DPME's monitoring framework allows for reporting through the cluster system, the program of action, and 5-year reviews. The PSC will be relying on monitoring reports from DPME to conduct its Oversight Work.

PARLIAMENT RESOLUTIONS / RECOMMENDATIONS	COMMENT
(c) intensify its communication strategy to ensure visibility on the ground and accessibility using various media platforms to communicate its work, as reported in Parliament and Legislatures;	The PSC's intensified communication strategy to ensure its visibility is guided by its Integrated Communication and Stakeholder Management Strategy. This strategy outlines, amongst others, the Communication platform that the PSC uses to popularize its work. Platforms such as radio, television, webinars, social media platforms, and outreach programs such as Citizens Forums.
(d) The PSC should speed up the finalization of the legislative reforms project, which seeks to allow the institution to be supported by the Secretariat independent of government to strengthen the Commission, especially when the Commission acquires back the status of a fully-fledged budget vote. The Bill should be tabled in Parliament between the second and third quarter of the 2024/25 financial year to allow parliamentary processes to unfold.	The PSC Bill was identified as a priority Bill by Parliament. The PSC briefed the Portfolio Committee on Public Service and Administration (PC on PSA) on 4 September 2024 on the Bill. Accordingly, in the PC programme, the process of the Bill unfolded in the third quarter.

The PSC plays a pivotal role in enabling Parliament to exercise its political oversight role over the executive. In this regard the PSC provided evidence-based research findings and recommendations, thereby assisting the Parliamentary Portfolio Committees to hold the Executive accountable. During the 2024/25 financial year, the PSC interacted and briefed Parliament and Provincial Legislatures Committees on 99 occasions (14 times in the National Parliament and 85 times in Provincial Legislatures).

11. SCOPA RESOLUTIONS

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

12. PRIOR MODIFICATIONS TO AUDIT REPORTS

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

13. INTERNAL CONTROL UNIT

The PSC has effective and efficient systems of financial, risk management and internal controls, as required in terms of section 38 of the PFMA. However, due to budgetary constraints, the PSC does not have an internal control unit, and as a result the internal audit function has been outsourced. The PSC continued to outsource this function to Lunika, a consulting company, even during the 2024/25 financial year.

14. INTERNAL AUDIT AND AUDIT COMMITTEES

As required by the PFMA (1999) and the Treasury Regulations (TR) (2005), the PSC has established an Internal Audit function, which is outsourced, and the Audit Committee. The Internal Audit and Audit Committee functions are implemented in line with the approved Internal Audit and Audit Committee Charters, respectively. The Charters, which are reviewed annually, spell out the roles and responsibilities of the respective structures in ensuring that the PSC maintains effective, efficient and transparent systems of financial, risk management, and internal control. During 2024/25, the PSC Audit Committee comprised of four (4) independent members, appointed in terms of the PSC Audit Committee Charter. The members' details and attendance of meetings are reflected in Table 2 below.

Table 2: Audit Committee Members & Meeting Attendance

Name	Qualifications	Internal/ External	Contract Start Date	Contract Expiry Date	Meetings Attended						Total
					1	2	3	4	5	6	
Mr A Latchu	BSc (IT), HSc, MSc, Dip, MCSE, MCSD, MCDBA, MCSA	External	01-Mar- 2022 (1st term of office)	28-Feb- 25 (1st term of office)	1	1	1	1	1	1	6/6
			01-Mar- 2025 (2nd term of office)	29-Feb- 2028 (2nd term of office)							
Ms TD Ndlovu	CA(SA), Hons in Acc Science(CTA),	External	01-Mar- 2022 (1st term of office)	28-Feb- 25 (1st term of office)	1	1	1	1	1	1	6/6

Name	Qualifications	Internal/ External	Contract Start Date	Contract Expiry Date	Meetings Attended						Total
					1	2	3	4	5	6	
	Postgraduate Diploma in Acc Science, BCom Acc		(2nd term of office)	(2nd term of office)							
Mr LL Rabotapi	BA, LLB, Dip. Dispute Resolution	External	01-Dec-2023	30-Nov-26	0	1	1	1	0	1	4/6
Ms B Gova	BCom Acc., Dip. in Acc. Science (CTA)	External	01-Dec-2023	30-Nov-26	1	1	1	1	1	1	6/6

AUDIT COMMITTEE REPORT

As Chairperson of the Audit Committee, it is my pleasure to present our report for the financial year ended 31 March 2025.

Audit Committee Responsibility

The Audit Committee Report has been compiled in accordance with Section 38(1) (a) (ii) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee confirms that it has adopted appropriate formal Terms of Reference in its Audit Committee Charter, has regulated its affairs in compliance with this Charter and discharged all its responsibilities as contained therein:

Internal Audit

The purpose of the Internal Audit of the PSC is to evaluate and improve the effectiveness of governance, risk management and control processes and structures within the PSC. This has provided the PSC, the Accounting Officer and senior management with assurance that assisted in fulfilling their duties to the organisation and its stakeholders.

The Internal Audit performed a number of audits, and the AC has reviewed their work, which was based on the risk assessments conducted in the PSC. The weaknesses and deficiencies that were brought to the attention of the Accounting Officer and senior management were supported with remedial and corrective actions with set timelines and action owners.

The PSC has shown commitment to continuously address all the internal control weaknesses once these were brought to the attention of the Accounting Officer and senior management. An Audit Action Plan had been introduced to track management action to address both internal and external audit findings and these have helped the PSC to strengthen its mechanisms to address internal control deficiencies and strengthen internal controls within the PSC.

During the 2024/25 financial year, the internal auditors completed the following activities and reviews:

- OPSC Internal Audit Plan 2024/25 Financial Year
- Financial Controls Review
- Review of 2023/24 Annual Financial Statements
- Supply Chain Management Review
- Quarterly Audit of Predetermined Objectives
- Review of 2023/24 Annual Performance Report
- Information Technology Review (Case Management General Control Review)
- Operational Review: Leadership and Management Practices
- Operational Review: Integrity and Anti-Corruption
- Review of Internal Audit & Audit Committee Charters
- Internal Audit Quarterly Progress Report

From the reviews conducted by Internal Audit, one report required improvements; and this related to the Case Management system Information Technology General Control Review. The Supply Chain Management and Financial Control review was a satisfactory outcome. The findings identified by both the Internal and External audits are being tracked in the Audit Tracking Schedule to ensure that these findings are addressed. The system of internal control and the concomitant control environment within the PSC was reasonably effective, as the various reports of the Internal Audit will attest.

In Year Management and Monthly / Quarterly Report

During the period under review, the PSC has been reporting monthly and quarterly to the National Treasury as required by the PFMA. Furthermore, the Audit Committee has been reviewing the financial statements and performance on a quarterly basis.

Evaluation of Financial Statements

We have reviewed the Annual Financial Statements prepared by the PSC, which the internal auditors reviewed firstly before these were tabled with the Audit Committee.

The Audit Committee would like to acknowledge the dedication and hard work performed by the PSC, the Accounting Officer, senior management and employees. Furthermore, the Audit Committee wishes to express its appreciation to the Accounting Officer, management of the Office, the AGSA and the Internal Auditors (Lunika) for their co-operation, dedication and for the information they have provided to enable us to compile this report.



MS THANDEKA NDLOVU

CHAIRPERSON OF THE AUDIT COMMITTEE
PUBLIC SERVICE COMMISSION



15. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Table 3: B-BBEE Compliance

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





Meeting with the MEC of Education - Mpumalanga



PART D

HUMAN RESOURCE MANAGEMENT

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

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

2. OVERVIEW OF HUMAN RESOURCES

Provide commentary on the following:

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

2.1 Status of Human Resources in the OPSC

The number of posts on the establishment of the OPSC decreased from 315 in the 2023/2024 reporting year (of which 48 were employees employed additional to the establishment to 296 in the 2024/2025 reporting year (of which 3 were employees employed additional to the establishment), with 259 of these posts filled as at 31 March 2025.

For the year under review, critical SMS posts were filled, and the target of 50% women in the SMS in the Office was not achieved by 12.22%. The vacancy rate was 12.63%.

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

The OPSC has in the past experienced an increased staff turnover resulting in an exodus of five (5) Deputy Directors in the last financial year who left the Office due to promotions to other Public Service departments, retirement and resignations. The Office is aiming to fill the vacant posts within the required time of 8 months by ensuring effective management of vacancies and retention of critical skills. The Retention Policy is under review to address retention of critical skills. The OPSC prioritises the employment of women and people with disabilities (PWDs) at the SMS levels. As at 31 March 2025 the OPSC had 37.78% representation of women at SMS level and 2.73% representation of PWDs.

During the period under review the OPSC has 16 bursary holders registered for both under and post-graduate levels, covering public administration, human resources management, risk management and the legal field.

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

The following key strategies were put in place:

- a) To ensure that the post establishment of the OPSC is corresponding with the functions that must be performed in support of the PSC.
- b) To ensure that suitably trained personnel for higher level posts are available when needed particularly targeting MMS members for advancement to SMS levels.
- c) To ensure that gender imbalances are addressed.
- d) To ensure that employment of people with disabilities is increased.
- e) To ensure that a culture of good performance is promoted in the OPSC.
- f) To ensure that the wellness of employees in the workplace and their personal life is improved.
- g) To ensure that competent employees with scarce or critical skills are recruited and retained.
- h) To maintain a vacancy rate of below 10%.
- i) To ensure that women consist of at least 50% of staff employed at SMS level.
- j) To ensure that adequate funds are allocated for training and development.

2.4 Employee Performance Management

Employee performance management includes activities which ensure that the strategic and operational objectives of the OPSC are consistently being met in an effective and efficient manner. The OPSC developed two (2) policies, namely, Employee Performance Management and Improvement system for employees on salary levels 2-12 and Performance Management and Development System policy for Senior Management Service (SMS) members.

Both policies were reviewed to cater for the new composition of the Moderation Committees and approval thereof was made on 29 April 2024 and 8 May 2024 respectively.

The OPSC introduced the e-PMDS which was thoroughly workshopped during the month of April 2024 and all eligible employees on salary levels 2-12 submitted their Performance Agreements through the e-PMDS by 31 May 2024. All eligible SMS members submitted their Performance Agreements by 31 August 2024 due to the elections.

The Moderation Committee in respect of SMS members recommended that 30 out of 44 eligible SMS members be awarded Pay Progression. The Moderation Committee for employees on salary levels 2 to 12 recommended that 159 out of 209 employees be awarded Pay Progression for the 2023/24 financial year.

2.5 Employee Wellness Programmes

The PSC is committed to promoting a work-life balance and to create a conducive work environment for its employees to enhance productivity. To cater for health and wellness needs of its employees, the OPSC appointed Life Health Solutions to assist in this regard.

Marketing of services that are being rendered by Life Health Solutions were made in different workshops, which included Executive Induction where managers were advised on managerial referrals and other coping mechanisms.

During the year under review the annual individual usage of the core counselling and advisory services rate of 21.3% which is slightly lower than the previous annual period 21.8%, but above the Government Benchmark of 1.5% and Life Health Solutions Benchmark of 1.49% was achieved.

During the period under review, the most utilised service was professional counselling wherein most referrals to Life Health Solutions were informal or voluntary in nature, as most employees contacted the service provider directly. Two Group Trauma counselling sessions were held for affected employees in one of the Branches at the National Office.

All the individuals who used counselling and advisory services during the period under review contacted Life Health Solutions through the OPSC's dedicated toll free line and call-back. Professional counselling was provided telephonically and face to face. Furthermore, most employees at the National and Provincial offices attended the workshops on Hybrid like a Pro, How to Manage Remotely and Parenting.

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

- (a) TB Awareness;
- (b) Money Management and Debt Counselling;
- (c) Creating Room for Peace of Mind;
- (d) Mental Well-being: Letting Go to Grow;
- (e) Gender Based Violence at Work;
- (f) Men's Mental Health in Africa under the theme: Conversation about Men's Mental Health;
- (g) Hybrid Like a Pro;
- (h) How to Manage Remotely; and
- (i) Parenting.

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

The ability to recruit suitable and highly quality talent into the OPSC yields positive results in the achievement of the HR objectives which contributes to the delivery of the mandate of the PSC, however, during the period under review, it has been challenging to fill critical vacant positions due to budget cuts. Therefore, that puts the PSC at risk of not meeting its strategic objectives and also creates a highly pressurised work environment to employees which could result in burnouts. The inability to retain people with critical skills led to the exit of several MMS and SMS members in the past and has a negative effect on the organisational performance. The OPSC has also experienced constraints in recruiting people with disabilities particularly at SMS level, but engagements with organisations of people with disabilities are continuous to ensure accessibility of our adverts. The finalisation of disciplinary cases within the prescribed timeframes, non-filling of vacant posts due to budget cuts, and the underutilisation of the EHW programme by employees, remain challenges which the OPSC is addressing.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel Related Expenditure

Table 3.1.1: Personnel expenditure by programme for the period 1 April 2024 to 31 March 2025

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Programme 1	137,164	78,450	68	-	57	777
Programme 2	28,254	27,510	-	-	97	1,146
Programme 3	23,341	21,325	-	-	91	1,015
Programme 4	34,026	32,504	-	-	96	956
Programme 5	65,698	59,609	-	-	91	755
TOTAL	288,483	219,398	68	-	76	847

Table 3.1.2: Personnel costs by salary band for the period 1 April 2024 to 31 March 2025

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)	3,599	1.64	17	212
Skilled (Levels 3-5)	11,899	5.42	33	361
Highly skilled production (Levels 6-8)	29,394	13.40	56	525
Highly skilled supervision (Levels 9-12)	91,968	41.92	93	989
Senior and top management (Levels 13-16)	81,971	37.36	57	1,438
Contract (Levels 1-2)	161	0.07	2	81
Contract (Levels 13-16)	406	0.19	1	406
Periodical remuneration	-	-	-	-
Abnormal appointment	-	-	-	-
TOTAL	219,398	100.00	259	847

Table 3.1.3: Salaries, overtime, homeowners allowance and medical aid by programme for the period 1 April 2024 to 31 March 2025

Programme	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	66,093	30.12%	382	0.17%	1,847	0.84%	2,942	1.34%
Programme 2	24,412	11.13%	-	-	153	0.07%	401	0.18%
Programme 3	18,831	8.58%	-	-	136	0.06%	399	0.18%
Programme 4	28,119	12.82%	-	-	644	0.29%	866	0.39%
Programme 5	51,226	23.35%	-	-	943	0.43%	1,856	0.85%
TOTAL	188,681	62.65%	382	0.17%	3,723	1.70%	6,464	2.95%

Table 3.1.4: Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2024 to 31 March 2025

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	2,494	1.14%	-	-	275	0.13%	551	0.25%
Skilled (Levels 3-5)	8,890	4.05%	375	0.17%	616	0.28%	1,101	0.50%
Highly skilled production (Levels 6-8)	22,892	10.43%	-	-	1,285	0.59%	2,486	1.13%
Contract (Levels 1-2)	128	0.06%	-	-	-	-	-	-
Contract (Levels 3-5)	-	-	-	-	-	-	-	-
Contract (Levels 1-2)	128	0.06%	-	-	-	-	-	-

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
Contract (Levels 3-5)	-	-	-	-	-	-	-	-
Contract (Levels 6-8)	-	-	-	-	-	-	-	-
Contract (Levels 9-12)	-	-	-	-	-	-	-	-
Contract (Levels 13-16)	406	0.19%	-	-	-	-	-	-
Contract (Other)	-	0.50%	-	-	-	-	-	-
TOTAL	188,681	86.00%	382	0.17%	3,723	1.70%	6,464	2.95%

3.2 Employment and Vacancies

Table 3.2.1: Employment and vacancies by programme as on 31 March 2025

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Programme 1	113	99	12.4
Programme 2	27	24	11.1
Programme 3	21	20	4.8
Programme 4	43	34	20.9
Programme 5	89	79	11.2
TOTAL	293	256	12.6

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

Programme	Number of employees additional to the establishment (Interns)
Programme 1	2
Programme 2	0
Programme 3	1
Programme 4	0
Programme 5	0
TOTAL	3

Table 3.2.2: Employment and vacancies by salary band as at 31 March 2025

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	17	17	0
Skilled (Levels 3-5)	36	33	8.3
Highly skilled production (Levels 6-8)	65	56	13.8
Highly skilled supervision (Levels 9-12)	112	93	16.9
Senior management (Levels 13-16)	63	57	9.5
Other, Permanent	0	0	0
Contract (Levels 3-5), Permanent	0	0	0
Contract (Levels 6-8), Permanent	0	0	0
Contract (Levels 9-12), Permanent	0	0	0
Contract (Levels 13), Permanent	0	0	0
TOTAL	293	256	12.6

Table 3.2.3: Employment and vacancies by critical occupation as at 31 March 2025

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Administrative related	5	4	20
Cleaner	17	17	0

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %
Receptionist	1	0	100
Communication and information related	3	3	0
Finance and economics related	1	0	100
Financial and related professionals	6	5	16.6
Financial clerks	6	5	16.6
HoD	1	1	0
Human resources & organisation development related	70	52	25.7
Human resources clerks	6	5	16.6
Human resources related	38	35	7.8
Information technology	2	2	0
Other communication related	0	0	0
Library related personnel	1	1	100
Driver	1	1	0
Logistical support personnel	3	3	0
Material recording and transport clerks	13	13	0
Messengers	1	1	0
Other administrative and related clerks	2	2	0
Other administrative policy and related officers	7	6	14.2
Other information technology personnel	4	4	0
Others occupations	0	0	0
Secretaries	33	30	0.33
Security officers	10	10	0
Senior managers	62	56	9.6
TOTAL	293	256	12.6

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.

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

Table 3.3.1: SMS posts information as at 31 March 2025

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
DG	1	1	100	0	0
Salary Level 16	2	2	100	0	0
Salary Level 15	15	14	93.3	1	6.6
Salary Level 14	9	8	88.8	1	11.1
Salary Level 13	36	32	88.8	4	1.4
TOTAL	63	57	90.4	6	9.5

Table 3.3.2: SMS posts information as at 30 September 2024

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
DG	1	1	100	0	0
Salary Level 16	2	2	100	0	0
Salary Level 15	15	11	73.3	4	26.6
Salary Level 14	9	8	88.8	1	11.1
Salary Level 13	36	30	83.3	6	16.6
TOTAL	63	52	82.5	11	17.4

Table 3.3.3: Advertising and filling of SMS posts for the period 1 April 2024 to 31 March 2025

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
DG	0	0	0	0	0
Salary Level 16, but not HoD	0	0	0	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	0	0	0	0	0

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
Salary Level 13	0	0	0	0	0
TOTAL	0	0	0	0	0

Table 3.3.4: Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months’ after becoming vacant for the period 1 April 2024 to 31 March 2025

Reasons for vacancies not advertised within six months
Job evaluation process took longer because of standardisation with similar posts

Reasons for vacancies not filled within twelve months
The advertising of the post was delayed due to the job evaluation process. Once it was advertised, no suitable candidate was found

Table 3.3.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling of SMS posts within 12 months for the period 1 April 2024 to 31 March 2025

Reasons for vacancies not advertised within six months
Budget constraints

Reasons for vacancies not filled within twelve months
Budget constraints

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 2024 to 31 March 2025

Salary band	Number of posts on approved establishment	Number of jobs evaluated	% of posts evaluated by salary band	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	17	0	0	0	0	0	0
Skilled (Levels 3-5)	36	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	65	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	112	4	3.6%	0	0	4	3.6%
SMS Band A	36	2	5.5%	0	0	0	0
SMS Band B	9	0	0	0	0	0	0
SMS Band C	15	0	0	0	0	0	0
SMS Band D	3	0	0	0	0	0	0
TOTAL	293	6	9.1%	0	0	4	3.6%

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 be vacant.

Table 3.4.2: Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2024 to 31 March 2025

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

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

Table 3.4.3: Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2024 to 31 March 2025

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

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

Table 3.4.4: Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2024 to 31 March 2025

Gender	African	Asian	Coloured	White	White
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0
Employees with disabilities					0
Total number of employees whose remuneration exceeded the grade determined by job evaluation					0

3.5 Employment Changes

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

Table 3.5.1: Annual turnover rates by salary band for the period 1 April 2024 to 31 March 2025

Salary band	Number of employees at beginning of period - April 2024	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled (Levels 1-2)	17	0	0	0
Skilled (Levels 3-5)	34	0	1	2.9
Highly skilled production (Levels 6-8)	60	0	4	6.6

Salary band	Number of employees at beginning of period - April 2024	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Highly skilled supervision (Levels 9-12)	97	2	7	7.2
SMS Band A	30	3	2	6.6
SMS Band B	8	0	0	0
SMS Band C	12	3	1	8.3
SMS Band D	3	0	0	0
Other Permanent	0	0	0	0
Contract (Levels 1-2) Permanent	21	1	21	100
Contract (Levels 3-5) Permanent	0	0	0	0
Contract (Levels 6-8) Permanent	0	0	0	0
Contract (Levels 9-12) Permanent	0	0	0	0
Contract Band A Permanent	0	1	0	0
Contract Band C Permanent	0	0	0	0
Contract Band D Permanent	0	0	0	0
TOTAL	282	10	36	12.7

Table 3.5.2: Annual turnover rates by critical occupation for the period 1 April 2024 to 31 March 2025

Critical occupation	Number of employees at beginning of period – April 2024	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	17	0	0	0
Skilled	34	0	1	2.9
Highly skilled production	60	0	4	6.6
Highly skilled supervision	97	2	7	7.2

Critical occupation	Number of employees at beginning of period – April 2024	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
SMS	53	6	3	5.6
Contracts	21	2	21	100
TOTAL	282	10	36	12.7

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 2024 to 31 March 2025

Termination type	Number	% of total resignations
Death	2	5.6
Resignation	8	22.2
Expiry of contract	20	55.6
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged	0	0
Retirement	3	8.3
Early Retirement	2	5.6
Ill-health Retirement	1	2.7
Transfer to other Departments	0	0
Other	0	0
TOTAL	36	100
Total number of employees who left as a % of total employment		14.06

Table 3.5.4: Promotions by critical occupation for the period 1 April 2024 to 31 March 2025

Occupation	Employees as at 1 April 2024	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Lower skilled	17	0	0	12	70.5

Occupation	Employees as at 1 April 2024	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Skilled	34	0	0	25	73.5
Highly skilled production	60	0	0	43	71.6
Highly skilled supervision	97	0	0	63	64.9
Senior management	53	0	0	30	56.6
Contracts	21	0	0	0	0
TOTAL	282	0	0	173	61.3

Table 3.5.5: Promotions by salary band for the period 1 April 2024 to 31 March 2025

Salary band	Employees as at 1 April 2024	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Lower skilled (Levels 1-2)	17	0	0	12	70.5
Skilled (Levels 3-5)	34	0	0	25	73.5
Highly skilled production (Levels 6-8)	60	0	0	43	71.6
Highly skilled supervision (Levels 9-12)	97	0	0	63	64.9
Senior management (Levels 13-16)	53	0	0	30	56.6

Salary band	Employees as at 1 April 2024	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Contracts	21	0	0	0	0
TOTAL	282	0	0	173	61.3

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 2025

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	27	6	0	2	21	1	1	0	58
Professionals (Levels 9 – 12)	37	2	2	3	43	2	1	3	93
Technicians and associate professionals (Levels 6 – 8)	13	1	0	0	40	0	2	0	56
Clerks (Levels 3 – 5)	13	0	0	0	18	2	0	0	33
Elementary occupations (Levels 1 – 2)	5	0	0	0	14	0	0	0	19
TOTAL	95	9	2	5	136	5	4	3	259
Employees with disabilities	2	0	0	1	4	0	0	0	7

Table 3.6.2: Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	9	2	0	0	5	0	1	0	17
Senior management (Levels 13 – 14)	18	3	0	2	16	1	1	0	41
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	37	2	2	3	43	2	1	3	93
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	13	1	0	0	40	0	2	0	56

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making (Levels 3 – 5)	13	0	0	0	18	2	0	0	33
Unskilled and defined decision making (Levels 1 – 2)	5	0	0	0	14	0	0	0	19
TOTAL	95	9	2	5	136	5	4	3	259
Employees with disabilities	2	0	0	1	4	0	0	0	7

Table 3.6.3: Recruitment for the period 1 April 2024 to 31 March 2025

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

Table 3.6.4: Promotions for the period 1 April 2024 to 31 March 2025

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	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0

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

Table 3.6.5: Terminations for the period 1 April 2024 to 31 March 2025

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	1	0	0	0	1	0	0	0	2
Professionally qualified and experienced specialists and mid-management	5	1	0	1	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	2	0	0	0	4
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Contracts	10	0	0	0	11	0	0	0	21
TOTAL	18	0	0	1	17	0	0	0	36
Employees with disabilities	0	0	0	1	0	0	0	0	1

Table 3.6.6: Disciplinary action for the period 1 April 2024 to 31 March 2025

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

Table 3.6.7: Skills development for the period 1 April 2024 to 31 March 2025

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	19	1	0	2	10	1	1	0	34
Professionally qualified and experienced specialists and middle management (Level 9-12)	24	1	2	3	31	2	0	0	63
Skilled technical, junior management and supervisors (Level 6-8)	4	0	0	0	30	1	0	0	35
Semi-skilled workers (Level 3-5)	7	0	0	0	7	0	0	0	14
Elementary occupations (Level 1-2)	8	0	0	0	2	0	0	0	10
TOTAL	62	3	1	5	80	4	1	0	156
Employees with disabilities	2	0	0	1	4	0	0	0	7

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 2024

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
DG	1	1	1	100
Salary Level 16, excluding DG/HoD	0	0	0	0
Salary Level 15, excluding Commissioners	3	3	3	100
Salary Level 14	9	8	6	75
Salary Level 13	36	30	30	100
TOTAL	49	42	40	95.2

Table 3.7.2: Reasons for not having concluded performance agreements for all SMS members as at 31 May 2024

Reasons
One (1) SMS member could not sign the performance agreement as he was on approved prolonged leave.
One (1) SMS member could not sign the performance agreement as she was on suspension.

Table 3.7.3: Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2024

Reasons
Not Applicable.

3.8 Performance Rewards

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

Table 3.8.1: Performance rewards by race, gender and disability for the period 1 April 2024 to 31 March 2025

Race and gender	Race and gender			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
Skilled	0	0	0	0	0
Highly skilled production	0	0	0	0	0
Highly skilled supervision	0	0	0	0	0
Senior management	0	0	0	0	0
Contracts	0	0	0	0	0
TOTAL	0	0	0	0	0

Table 3.8.2: Performance rewards by salary band for personnel below SMS for the period 1 April 2024 to 31 March 2025

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

Table 3.8.3: Performance rewards by critical occupation for the period 1 April 2024 to 31 March 2025

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	0	0	0	0	0
Professionally qualified and experienced specialists and middle management (Levels 9-12)	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	0	0	0	0	0

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)
Semi-skilled and discretionary decision making (Levels 3-5)	0	0	0	0	0
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0
Contracts	0	0	0	0	0
TOTAL	0	0	0	0	0

Table 3.8.4: Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2024 to 31 March 2025

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)	
Band A (Level 13)	0	0	0	0	0	0
Band B (Level 14)	0	0	0	0	0	0
Band C (Level 15)	0	0	0	0	0	0
Band D (Level 16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

3.9 Foreign Workers

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

Table 3.9.1: Foreign workers by salary band for the period 1 April 2024 to 31 March 2025

Salary band	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0

Salary band	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Table 3.9.2: Foreign workers by major occupation for the period 1 April 2024 to 31 March 2025

Major occupation	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Senior Management	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

3.10 Leave Utilisation

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

Table 3.10.1: Sick leave for the period 1 January 2024 to 31 December 2024

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Lower skilled (Levels 1-2)	119	79.8	16	7.10	7	85
Skilled (Levels 3-5)	169	76.3	25	11.10	7	200
Highly skilled production (Levels 6-8)	447	64.9	55	24.30	8	772

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Highly skilled supervision (Levels 9-12)	539	64.6	79	35	7	1 843
Senior management (Levels 13-16)	240	73.8	35	15.50	7	1 284
Contract (Levels 1-2)	0	0	0	0	0	0
Contract (Levels 3-5)	0	0	0	0	0	0
Contract (Levels 6-8)	0	0	0	0	0	0
Contract (Levels 13-16)	4	100	1	0.40	4	27
Contract Other	95	51.6	15	6.60	6	6
TOTAL	1 613	67.7	226	100	7	4 257

Table 3.10.2: Disability leave (temporary and permanent) for the period 1 January 2024 to 31 December 2024

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)	97	100	3	11.50	32	69
Skilled (Levels 3-5)	50	100	4	15.40	13	60
Highly skilled production (Levels 6-8)	156	100	7	26.90	22	242
Highly skilled supervision (Levels 9-12)	82	100	8	30.80	10	236
Senior management (Levels 13-16)	153	100	4	15.40	38	771
TOTAL	538	100	26	100	21	1 378

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 2024 to 31 December 2024

Salary band	Total days taken	Average per employee	Number of employees using annual leave
Lower skilled (Level 1-2)	441	17	26
Skilled (Level 3-5)	751	30	25
Highly skilled production (Level 6-8)	1 692	63	27
Highly skilled supervision (Level 9-12)	2 694	99	27
Senior management (Level 13-16)	1 222	48	25
Contract (Levels 1-2)	2	1	2
Contract (Levels 3-5)	0	0	0
Contract (Levels 6-8)	0	0	0
Contract (Levels 9-12)	0	0	0
Contract (Levels 9-12)	166	12	14
Contract Other	349	22	16
TOTAL	7 317	292	25

Table 3.10.4: Capped leave for the period 1 January 2024 to 31 December 2024

Salary band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2023	Number of employees using capped leave
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Level 3-5)	0	0	0	11
Highly skilled production (Level 6-8)	1	1	1	34
Highly skilled supervision (Level 9-12)	0	0	0	11
Senior management (Level 13-16)	0	0	0	21
TOTAL	1	1	1	22

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

Table 3.10.5: Leave pay-outs for the period 1 April 2024 to 31 March 2024

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual – Discounting: Unused Vacation Credits (Work Days)	0	0	0
Annual – Discounting with Resignation (Word Days)	197	16	12 313
Annual – Gratuity: Death/Retirement/Medical Retirement (Work Days)	583	6	97 167
Capped – Gratuity: Death/Retirement/Medical Retirement (Work Days)	478	5	95 600
TOTAL	1 258	Actual 24	205 080

3.11 HIV/AIDS and Health Promotion Programmes

Table 3.11.1: Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV and related diseases	Key steps taken to reduce the risk
None	To educate all employee and create awareness on HIV/AIDS, Sexually Transmitted Infections as well as TB through articles as part of prevention and awareness initiative. a) Distribution of Male Condoms: 100 to ensure effective Management of the HIV/ AIDS, STI & TB in the Office of the Public Service Commission. b) During Men's Wellness session in November 2024, the importance of Mental Health was reflected on and Parenthood. c) Female and Male Reproductive Health and Nutrition Awareness. d) Promotion of behaviour change Drug Awareness Week was observed. e) Cancer Awareness was observed. f) Stress Management techniques for Women. g) HIV/AIDS and STI's & TB awareness was conducted during the World Aids Day and Condom Week.

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

Question		Yes	No	Details, if yes		
1.	Has the department designated a member of the SMS to implement the provisions contained in Part 3 Regulation 55 (2) (c) of Chapter 4 of the PSR, 2016? If so, provide her/his name and position	√		The D: PMP is the designated employee.		
2.	Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		The Sub-Directorate: People Development, Labour Relations and Special Projects, has two (2) specific employees to promote the health and wellbeing of employees. The annual budget for promoting health and wellbeing of employees is R350 000.		
3.	Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	√		a) Provide employee professional counselling and trauma debriefing when there's a need. b) To enhance workplace health education and productivity. c) Enhancing implementation of work life balance. d) Provide Management/Supervisory training and employees on behavioural problems in the workplace. e) Promotion of employee wellness programmes. f) Provide Capacity Building to management and employees on behavioural problems in the workplace. g) Prevent unnecessary absenteeism and presentism caused by social, physical and psychological factors.		
4.	Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the PSR, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent	√		SHERQ MANAGEMENT COMMITTEE MEMBERS Mr B Saki Manager D: PMP Ms Z Chauke Member Gauteng Provincial Office Ms N Ntomane Member FS Provincial Office Mr N Liwani Member EC Provincial Office Mr A Chauke Member Limpopo Provincial Office Ms N Sambo Member Mpumalanga Provincial Office Ms M Slier Member WC Provincial Office Ms K Matsio Member NC Provincial Office		

Question		Yes	No	Details, if ye		
				Mr MA Seekaro	Member	NW Provincial Office
				Mr S Mnguni	Member	D: PAI (2)
				Ms J Raphokwane	Member	Security Officer
				Mr J Matobela	Member	ASD: Network Operations
				Mr L Nkgadima	Member	NEHAWU Representative
				Mr S Mendu	Member	PSA Representative
				Mr E Selolo	Member	Chief Provisioning Administration Clerk
				Ms MM Mahuma	Member	DD: PD, LR&SP
				Ms OC Msimanga	Secretariat	SHRP: SP
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	√		HIV/AIDS and TB Management policy		
				a)	Ensure implementation of Behavioural Change Models and HIV/AIDS knowledge programmes to mitigate the risk of HIV/AIDS as preventative initiatives.	
6.	Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures	√		a)	The OPSC shall take proactive and appropriate measures to actively promote non-discrimination and protect employees living or perceived to be living with HIV/AIDS and TB, from any unfair discrimination.	
				b)	All employees living with HIV/AIDS shall have a legal right to privacy concerning their health. No employee shall be obliged to disclose his/her HIV status. However, mechanisms will be created to encourage openness, acceptance, care and support for those living with HIV.	
				c)	Education shall be aimed at behavior modification and stigma eradication the EWP shall facilitate information training sessions and workshops for new employees, supervisors and managers.	
				d)	The OPSC, through the EWP shall ensure that employees infected or affected by HIV/AIDS and TB receive timeous and professional counselling from suitably qualified counsellors.	

Question	Yes	No	Details, if ye
			e) The OPSC encourages openness, acceptance, care and support for HIV- positive employees and together with the Peer Educators and the Wellness Committee members shall provide the necessary care and support to the infected and affected employees.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	√		Voluntary Counselling and Testing for all employees could not be organised as wellness days were not coordinated.

3.12 Labour Relations

Table 3.12.1: Collective agreements for the period 1 April 2024 to 31 March 2025

Total number of collective agreements	0
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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 2024 to 31 March 2025

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
TOTAL	2	100

Table 3.12.3: Types of misconduct addressed at disciplinary hearings for the period 1 April 2024 to 31 March 2025

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

Table 3.12.4: Grievances lodged for the period 1 April 2024 to 31 March 2025

Grievances	Number	% of total
Number of grievances resolved	7	63.6
Number of grievances not resolved	4	36.4
TOTAL	11	100

Table 3.12.5: Disputes lodged with Councils for the period 1 April 2024 to 31 March 2025

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

Table 3.12.6: Strike actions for the period 1 April 2024 to 31 March 2025

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

Table 3.12.7: Precautionary suspensions for the period 1 April 2024 to 31 March 2025

Number of people suspended	
Number of people whose suspension exceeded 30 days	3
Average number of days suspended	245
Cost (R'000) of suspensions	1 185 554.42

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 2024 to 31 March 2025

Occupational category	Gender	Number of employees as at 1 April 2024	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	18	0	6	1	7
	Male	24	0	6	3	9
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	50	0	7	10	17
	Male	47	0	7	2	9
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	0	8	2	10
	Male	16	0	8	1	9
Semi-skilled and discretionary decision making (Levels 3-5)	Female	21	0	2	2	4
	Male	13	0	2	2	4
Unskilled and defined decision making (Levels 1-2)	Female	13	0	2	0	2
	Male	4	0	2	0	2

Occupational category	Gender	Number of employees as at 1 April 2024	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Sub Total	Female	146	0	25	15	40
	Male	104	0	25	8	33
TOTAL		250	0	50	23	73

Table 3.13.2: Training provided for the period 1 April 2024 to 31 March 2025

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	18	0	3	0	3
	Male	24	0	3	3	6
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	50	0	2	10	12
	Male	47	0	1	2	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	44	0	2	2	4
	Male	16	0	2	1	3
Semi-skilled and discretionary decision making (Levels 3-5)	Female	21	0	1	2	3
	Male	13	0	1	2	3
Unskilled and defined decision making (Levels 1-2)	Female	13	0	2	0	2
	Male	4	0	2	0	2

Occupational category	Gender	Number of employees as at 1 April 2024	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Sub Total	Female	146	0	10	14	24
	Male	104	0	9	8	17
TOTAL		250	0	19	22	41

3.14 Injury on Duty

Table 3.14.1: Injury on duty for the period 1 April 2024 to 31 March 2025

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

3.15 Utilisation of Consultants

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

- 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 2024 to 31 March 2025

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
The appointment of an independent service provider who is an experienced author to assist in the research and writing of the book on the history of the Public Service Commission	3	260	R497 700.00
Implementation of the recommendation contained in the Culture Change Report	1	22	R1 367 600.00
Internal Audit	1	194	R1 434 548.07
Total number of projects	Total individual Consultants	Total Duration (work days)	Total Contract value in Rand
3	11	476	R3 299 848.07

Table 3.15.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2024 to 31 March 2025

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
The appointment of an independent service provider who is an experienced author to assist in the research and writing of the book on the history of the Public Service Commission	100	100	100
Implementation of the recommendation contained in the Culture Change Report	100	100	100
Internal Audit	100	100	100

Table 3.15.3: Report on consultant appointments using donor funds for the period 1 April 2024 to 31 March 2025

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

Table 3.15.4 – Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2024 to 31 March 2025

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

3.16 Severance Packages

Table 3.16.1: Granting of employee initiated severance packages for the period 1 April 2024 to 31 March 2025

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



Welcoming of new recruits in the province - Limpopo



PART E

PFMA COMPLIANCE

PART E: PFMA COMPLIANCE

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

1.1 Irregular Expenditure

a) Reconciliation of Irregular Expenditure

Table 1: Reconciliation of Irregular Expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	407	71
Add: Irregular expenditure confirmed	1,416	407
Less: Irregular expenditure condoned	-	(39)
Less: Irregular expenditure not condoned and removed	(407)	(32)
Irregular expenditure recoverable	-	-
Irregular expenditure not recovered and written off	-	-
Closing balance	1,416	407

Reconciling notes

Table 2: Reconciliation notes

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure that was under assessment	75	6
Irregular expenditure that relates to prior year	1,341	-
Irregular expenditure for current year	-	407
Total	1,416	413

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

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

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure under assessment	-	6
Irregular expenditure under determination	1,416	407
Irregular expenditure under investigation	-	-
Total	1,416	413

c) Details of current and previous year irregular expenditure condoned

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

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure condoned	-	39
Total	-	39

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

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

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure NOT condoned and recovered	407	32
Total	407	32

e) Details of current and previous year irregular expenditure recovered

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

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure recovered	-	-
Total	1,416	413

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

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

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

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

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

Description
No cases
Total

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

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

Description	2024/25	2023/24
	R'000	R'000
No cases	-	-
Total	-	-

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

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

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

1.2 Fruitless and wasteful expenditure

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

1.3 Unauthorised expenditure

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

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

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

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

Material losses through criminal conduct	2024/25	2023/24
	R'000	R'000
Theft	-	16
Other material losses	3	-
Recovered	-	-
Less: Not recovered and written off	3	-
Total	-	16

b) Details of other material losses

Table 12: Details of other material losses

Nature of other material losses	2024/25	2023/24
	R'000	R'000
Damaged assets	3	-
Total	3	-

c) Other material losses recovered

Table 13: Details of other material losses

Nature of losses	2024/25	2023/24
	R'000	R'000
	-	-
Total	-	-

d) Other material losses written off

Table 14: Other material losses written off

Nature of losses	2024/25	2023/24
	R'000	R'000
Car damage	3	-
Total	3	-

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

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

Description	Number of invoices	Consolidated Value
	R'000	R'000
Valid invoices received	1989	70,174
Invoices paid within 30 days or agreed period	1989	70,174
Invoices paid after 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Table 16: Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Utilisation of the Deeds Registration System	Department of Agriculture, Land Reform and Rural Development	Sole provider	N/A	R277

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Implementation of the recommendations contained in the Culture Change Report	LeadAfrika	Single source	N/A	R1,368
Access to digital newspapers	Newspaper Direct (Pressreader)	Sole provider		R400
Repair of Dell Laptops	Dell Technologies	Single source	N/A	To be determined as and when the purchase order is issued
Repair of Laptops	Mustek	Single source	N/A	To be determined as and when the purchase order is issued
Assistive devices	Sensory Solutions	Sole provider	N/A	R58
Maintenance of E-boil systems	EBS	Sole provider	N/A	R15
Maintenance of the Fiscan X-Ray machines and Multizone Walk-Through Metal Detectors	Khomanani X-Ray Systems	Sole provider	N/A	R23
Specialized Varidesk and Chair	Ergotherapy Solutions	Sole provider	N/A	R18
Subscription	The Ethics Institute of South Africa	Sole provider	N/A	R55
Subscription Radio communication system	Radio Roep/Call	Single source	N/A	R5
Facilitator for the Strategic Planning	Mr Emmanuel X Mkhize	Single source	N/A	R11
Utilisation of the Deeds Registration System	Department of Agriculture, Land Reform and Rural Development	Sole provider	N/A	R282
Total				R2 512

3.2. Contract variations and expansions

Table 17: Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
Document Storage	Eagle Storage	Variation	N/A	R18	N/A	
Utilisation of the Deeds Registration System	Department of Agriculture, Land Reform and Rural Development	Variation	N/A	R277	N/A	R5
Internal Audit	Lunika Chartered Accountants	Variation	N/A	R3,600	R539	R900
Travel and Accommodation Services	Nexus Travel	Variation	N/A	Pay per usage	Pay per usage	Pay per usage
Annual Report	Gloc Shop	Variation	N/A	R16	N/A	R8
Travel and Accommodation Services	Travel with Flair	Variation	N/A	Pay per usage	Pay per usage	Pay per usage
BBBEE Verification	1 st Verification Networx	Variation	N/A	R47	N/A	R9
Conference	Juta's Annual Labour Law Updates Seminar	Variation	N/A	R56	N/A	R6
History book	MaseMase	Variation	N/A	R498	N/A	No financial implications
Total				R4,512	R539	R926



Briefing on the Public Service Commission Bill, 2023



PART F

ANNUAL FINANCIAL STATEMENTS



Team Finance celebrating another clean audit

Report on the audit of the financial statement

Opinion

1. I have audited the financial statements of the Office of the Public Service Commission set out on pages 166 to 235, which comprise the appropriation statement, statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets and the cash flow statement for the year ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Public Service Commission as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standard (MCS) as prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

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

Other matter

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

Unaudited supplementary schedules

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

Responsibilities of the accounting officer for the financial statements

8. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA; and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

9. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

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

Report on the audit of the annual performance report

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
13. I selected the following programmes presented in the annual performance report for the year ended 31 March 2025 for auditing. I selected programmes that measures the department's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 2: Leadership and management practices	52 - 61	The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.
Programme 3: Monitoring and evaluation	62 - 69	The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.
Programme 4: Integrity and anticorruption	70 - 84	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.
Programme 5: Provincial Coordination	85 - 91	The programme ensures effective coordination of operations for the execution of the PSC mandate at provincial level.

14. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
15. I performed procedures to test whether:
 - the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
16. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
17. I did not identify any material findings on the reported performance information for the selected programmes.

Other matters

18. I draw attention to the matters below.

Achievement of planned targets

19. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements.

Report on compliance with legislation

20. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.

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

Other information in the annual report

24. The accounting officer is responsible for the other information included in the annual report which includes the accounting officer's report and the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
25. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
26. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I have nothing to report in this regard.

Internal control deficiencies

28. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
29. I did not identify any significant deficiencies in internal control.

Auditor General

Pretoria

31 July 2025



Annexure to the auditor's report

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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

Financial statements

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

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

Communication with those charged with governance

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

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

PUBLIC SERVICE COMMISSION

VOTE 12

Audited
Annual Financial Statements

as at

31 March 2025

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Appropriation per programme									
Voted funds and Direct charges	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1 ADMINISTRATION	138 464	-	(1 288)	137 176	137 164	12	100,0%	136 907	136 878
2 LEADERSHIP AND MANAGEMENT PRACTICES	27 066	-	1 189	28 255	28 254	1	100,0%	52 257	52 212
3 MONITORING AND EVALUATION	22 639	-	702	23 341	23 341	-	100,0%	46 988	46 975
4 INTEGRITY AND ANTI-CORRUPTION	36 902	-	(2 874)	34 028	34 026	2	100,0%	64 601	63 201
5 PROVINCIAL COORDINATION	63 428	-	2 271	65 699	65 698	1	100,0%	-	-
TOTAL	288 499	-	-	288 499	288 483	16	100,0%	300 753	299 267
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				261				375	
Actual amounts per Statement of Financial				288 760				301 128	
Actual amounts per Statement of Financial Performance (Total expenditure)					288 483				299 267

For the financial year under review, 2024/25, the PSC had identified a need to reposition itself as a Chapter 10 Institution. This repositioning was aimed at transforming the organisation to ensure an impactful renewal in line with the vision, mission and values of the PSC. This renewal was meant to ensure a harmonious and standardised system of overseeing the nine provincial offices, which support the nine Commissioners throughout the country. To achieve organizational fit, a fifth programme namely Provincial Coordination, was created.

APPROPRIATION STATEMENT

as at 31 March 2025

Appropriation per economic classification									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	286 436	-	63	286 499	286 482	17	100,0%	294 994	293 527
Compensation of employees	217 353	-	2 045	219 398	219 398	-	100,0%	229 135	227 687
Salaries and wages	193 056	(984)	812	192 884	192 882	2	100,0%	198 396	197 132
Social contributions	24 297	984	1 233	26 514	26 515	(1)	100,0%	30 739	30 555
Goods and services	69 083	-	(1 982)	67 101	67 084	17	100,0%	65 859	65 840
Administrative fees	52	24	-	76	76	-	100,5%	80	81
Advertising	379	(334)	13	58	58	-	99,3%	87	87
Minor assets	424	(397)	-	27	27	-	101,0%	102	102
Audit costs: External	4 444	(573)	-	3 871	3 871	-	100,0%	4 583	4 583
Bursaries: Employees	666	(479)	-	187	187	-	100,1%	594	594
Catering: Departmental activities	280	330	(42)	568	567	1	99,9%	969	995
Communication (G&S)	2 883	(392)	(91)	2 400	2 399	1	100,0%	2 897	2 900
Computer services	13 877	(2 270)	(1 469)	10 138	10 137	1	100,0%	10 984	10 968
Consultants: Business and advisory services	4 708	(384)	(261)	4 063	4 062	1	100,0%	3 147	3 146
Legal services	2 156	996	-	3 152	3 152	-	100,0%	2 540	2 540
Contractors	74	50	-	124	124	-	100,2%	77	77
Agency and support / outsourced services	-	11	-	11	11	-	97,9%	-	-
Fleet services (including government motor transport)	337	(139)	74	272	272	-	100,1%	319	319
Inventory: Medical supplies	-	-	-	-	-	-	-	85	85
Consumable supplies	795	130	(121)	804	804	-	100,0%	1 619	1 621
Consumable: Stationery, printing and office supplies	1 856	(514)	(527)	815	813	2	99,8%	1 285	1 280
Operating leases	22 954	5 370	258	28 582	28 580	2	100,0%	19 841	19 841
Property payments	4 922	34	712	5 668	5 668	-	100,0%	5 077	5 077
Travel and subsistence	5 510	54	(849)	4 715	4 709	6	99,9%	8 907	8 855
Training and development	1 266	(1 198)	-	68	68	-	100,5%	249	249
Operating payments	1 483	(393)	321	1 411	1 409	2	99,8%	1 558	1 562
Venues and facilities	5	76	-	81	80	1	98,7%	477	477

APPROPRIATION STATEMENT

as at 31 March 2025

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Rental and hiring	12	(2)	-	10	10	-	99,0%	383	401
Transfers and subsidies	551	-	771	1 322	1 320	2	99,9%	3 498	3 463
Foreign gov and international organisations	35	-	2	37	37	-	99,5%	37	37
Households	516	-	769	1 285	1 283	2	99,9%	3 461	3 426
Social benefits	516	-	769	1 285	1 283	2	99,9%	3 461	3 426
Payments for capital assets	1 512	-	(834)	678	678	-	100,0%	2 261	2 261
Machinery and equipment	1 452	-	(834)	618	618	-	100,0%	2 261	2 261
Other machinery and equipment	1 452	-	(834)	618	618	-	100,0%	2 261	2 261
Software and other intangible assets	60	-	-	60	60	-	100,0%	-	-
Payment for financial assets	-	-	-	-	3	(3)	-	0	16
TOTAL	288 499	-	-	288 499	288 483	16	100,0%	300 753	299 267

APPROPRIATION STATEMENT

as at 31 March 2025

Programme 1: ADMINISTRATION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1 PUBLIC SERVICE COMMISSION	26 034	(1 551)	(2)	24 481	24 479	2	100,0%	25 006	24 994
2 MANAGEMENT	16 381	1 787	141	18 309	18 308	1	100,0%	19 960	19 956
3 CORPORATE SERVICES	28 177	(3 531)	214	24 860	24 862	(2)	100,0%	28 356	28 347
4 PROPERTY MANAGEMENT	25 177	5 486	-	30 663	30 663	-	100,0%	21 499	21 499
5 CHIEF FINANCIAL OFFICER	42 695	(2 191)	(1 641)	38 863	38 853	10	100,0%	42 086	42 081
TOTAL	138 464	-	(1 288)	137 176	137 164	12	100,0%	136 907	136 878
Economic classification									
Current payments	136 989	-	(887)	136 102	136 087	15	100,0%	133 984	133 937
Compensation of employees	77 321	-	1 129	78 450	78 450	-	100,0%	80 717	80 687
Salaries and wages	68 790	(698)	231	68 323	68 323	-	100,0%	68 104	68 077
Social contributions	8 531	698	898	10 127	10 128	(1)	100,0%	12 613	12 611
Goods and services	59 668	-	(2 016)	57 652	57 637	15	100,0%	53 267	53 250
Administrative fees	52	23	-	75	75	-	99,6%	78	79
Advertising	364	(334)	-	30	29	1	98,1%	28	28
Minor assets	423	(396)	-	27	27	-	98,7%	102	102
Audit costs: External	4 444	(573)	-	3 871	3 871	-	100,0%	4 583	4 583
Bursaries: Employees	666	(479)	-	187	187	-	100,1%	594	594
Catering: Departmental activities	186	267	-	453	453	-	99,9%	342	342
Communication (G&S)	1 461	(322)	-	1 139	1 138	1	99,9%	1 444	1 446
Computer services	13 877	(2 270)	(1 469)	10 138	10 137	1	100,0%	10 978	10 962
Consultants: Business and advisory services	2 667	(422)	-	2 245	2 245	-	100,0%	1 933	1 933
Legal services	2 156	996	-	3 152	3 152	-	100,0%	2 540	2 540
Contractors	32	49	-	81	80	1	98,9%	32	32
Agency and support / outsourced services	-	11	-	11	11	-	97,9%	-	-
Fleet services (including government motor transport)	159	(139)	-	20	19	1	94,9%	40	40

APPROPRIATION STATEMENT

as at 31 March 2025

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Inventory: Medical supplies	-	-	-	-	-	-	-	85	85
Consumable supplies	599	128	(121)	606	605	1	99,8%	1 066	1 066
Consumable: Stationery, printing and office supplies	1 306	(315)	(389)	602	601	1	99,9%	944	940
Operating leases	22 388	5 351	-	27 739	27 738	1	100,0%	18 846	18 846
Property payments	3 333	1	-	3 334	3 335	(1)	100,0%	3 151	3 151
Travel and subsistence	3 413	(9)	-	3 404	3 399	5	99,9%	5 345	5 345
Training and development	1 266	(1 198)	-	68	68	-	100,5%	249	249
Operating payments	864	(448)	(37)	379	378	1	99,7%	774	774
Venues and facilities	-	81	-	81	80	1	98,7%	113	113
Rental and hiring	12	(2)	-	10	10	-	99,0%	-	-
Transfers and subsidies	181	-	247	428	428	-	100,0%	903	904
Foreign gov and international organisations	35	-	2	37	37	-	99,5%	37	37
Households	146	-	245	391	391	-	100,0%	866	867
Social benefits	146	-	245	391	391	-	100,0%	866	867
Payments for capital assets	1 294	-	(648)	646	645	1	99,9%	2 020	2 021
Machinery and equipment	1 234	-	(648)	586	585	1	99,9%	2 020	2 021
Other machinery and equipment	1 234	-	(648)	586	585	1	99,9%	2 020	2 021
Software and other intangible assets	60	-	-	60	60	-	100,0%	-	-
Payment for financial assets	-	-	-	-	3	(3)	-	-	16
Total	138 464	-	(1 288)	137 176	137 164	12	100,0%	136 907	136 878

APPROPRIATION STATEMENT

as at 31 March 2025

Sub-programme 1.1: PUBLIC SERVICE COMMISSION

	2024/25							2023/24	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25 888	(1 551)	(3)	24 334	24 332	2	100,0%	24 844	24 831
Compensation of employees	22 657	(1 478)	-	21 179	21 178	1	100,0%	20 340	20 327
Salaries and wages	20 804	(1 565)	-	19 239	19 238	1	100,0%	17 290	17 276
Social contributions	1 853	87	-	1 940	1 941	(1)	100,0%	3 050	3 051
Goods and services	3 231	(73)	(3)	3 155	3 154	1	100,0%	4 504	4 504
Administrative fees	-	11	-	11	13	(2)	115,9%	2	2
Catering: Departmental activities	52	(21)	-	31	31	-	101,5%	98	98
Communication (G&S)	382	(94)	-	288	288	-	100,0%	264	263
Consumable supplies	-	-	-	-	-	-	-	2	2
Consumable: Stationery, printing and office supplies	183	(180)	(3)	-	-	-	-	5	4
Travel and subsistence	2 600	165	-	2 765	2 761	4	99,9%	4 115	4 116
Operating payments	14	39	-	53	54	(1)	101,3%	7	6
Venues and facilities	-	-	-	-	-	-	-	12	12
Rental and hiring	-	7	-	7	7	-	97,8%	-	-
Transfers and subsidies	146	-	1	147	147	-	99,9%	162	163
Households	146	-	1	147	147	-	99,9%	162	163
Social benefits	146	-	1	147	147	-	99,9%	162	163
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	26 034	(1 551)	(2)	24 481	24 479	2	100,0%	25 006	24 994

Sub-programme 1.2: MANAGEMENT

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	16 337	1 787	124	18 248	18 246	2	100,0%	19 859	19 855
Compensation of employees	13 158	993	161	14 312	14 311	1	100,0%	15 966	15 963
Salaries and wages	11 620	993	-	12 613	12 613	-	100,0%	14 301	14 299
Social contributions	1 538	-	161	1 699	1 698	1	100,0%	1 665	1 664
Goods and services	3 179	794	(37)	3 936	3 935	1	100,0%	3 893	3 892
Administrative fees	-	1	-	1	1	-	126,5%	14	14
Advertising	30	(1)	-	29	29	-	101,4%	28	28
Catering: Departmental activities	86	135	-	221	221	-	99,9%	152	152
Communication (G&S)	256	(125)	-	131	131	-	100,0%	207	207
Consultants: Business and advisory services	228	(209)	-	19	19	-	98,3%	-	-
Legal services	2 156	996	-	3 152	3 152	-	100,0%	2 540	2 540
Agency and support / outsourced services	-	11	-	11	11	-	97,9%	-	-
Consumable supplies	-	2	-	2	3	(1)	134,6%	4	4
Consumable: Stationery, printing and office supplies	68	(24)	-	44	43	1	98,7%	124	124
Travel and subsistence	310	(1)	-	309	308	1	99,6%	584	583
Operating payments	45	5	(37)	13	13	-	97,5%	140	140
Venues and facilities	-	4	-	4	4	-	112,1%	101	101
Transfers and subsidies	35	-	26	61	62	(1)	100,8%	89	89
Foreign gov and international organisations	35	-	2	37	37	-	99,5%	37	37
Households	-	-	24	24	25	(1)	102,9%	52	53
Social benefits	-	-	24	24	25	(1)	102,9%	52	53
Payments for capital assets	9	-	(9)	-	-	-	-	12	12
Machinery and equipment	9	-	(9)	-	-	-	-	12	12
Other machinery and equipment	9	-	(9)	-	-	-	-	12	12
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	16 381	1 787	141	18 309	18 308	1	100,0%	19 960	19 956

Sub-programme 1.3: CORPORATE SERVICES

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	28 117	(3 531)	12	24 598	24 600	(2)	100,0%	28 112	28 103
Compensation of employees	22 961	(1 161)	193	21 993	21 996	(3)	100,0%	24 396	24 388
Salaries and wages	19 872	(1 773)	190	18 289	18 292	(3)	100,0%	19 042	19 035
Social contributions	3 089	612	3	3 704	3 704	-	100,0%	5 354	5 353
Goods and services	5 156	(2 370)	(181)	2 605	2 605	-	100,0%	3 716	3 715
Administrative fees	12	-	-	12	12	-	100,0%	-	-
Advertising	328	(328)	-	-	-	-	-	-	-
Bursaries: Employees	666	(479)	-	187	187	-	100,1%	594	594
Catering: Departmental activities	32	159	-	191	191	-	99,9%	84	85
Communication (G&S)	139	(6)	-	133	132	1	99,2%	211	214
Computer services	-	18	-	18	18	-	99,5%	-	-
Consultants: Business and advisory services	1 168	(94)	-	1 074	1 074	-	100,0%	607	607
Contractors	-	-	-	-	-	-	-	16	16
Inventory: Medical supplies	-	-	-	-	-	-	-	85	85
Consumable supplies	81	(5)	-	76	76	-	100,5%	233	233
Consumable: Stationery, printing and office supplies	694	(63)	(181)	450	450	-	100,0%	766	763
Travel and subsistence	299	(133)	-	166	168	(2)	101,1%	474	474
Training and development	1 266	(1 198)	-	68	68	-	100,5%	249	249
Operating payments	471	(321)	-	150	150	-	99,9%	396	396
Venues and facilities	-	77	-	77	75	2	98,0%	-	-
Rental and hiring	-	3	-	3	3	-	102,0%	-	-
Transfers and subsidies	-	-	202	202	202	-	99,8%	244	244
Households	-	-	202	202	202	-	99,8%	244	244
Social benefits	-	-	202	202	202	-	99,8%	244	244
Payments for capital assets	60	-	-	60	60	-	100,0%	-	-
Software and other intangible assets	60	-	-	60	60	-	100,0%	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	28 177	(3 531)	214	24 860	24 862	(2)	100,0%	28 356	28 347

Sub-programme 1.4: PROPERTY MANAGEMENT

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25 177	5 486	-	30 663	30 663	-	100,0%	21 499	21 499
Goods and services	25 177	5 486	-	30 663	30 663	-	100,0%	21 499	21 499
Operating leases	22 095	5 411	-	27 506	27 506	-	100,0%	18 565	18 565
Property payments	3 082	75	-	3 157	3 157	-	100,0%	2 934	2 934
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	25 177	5 486	-	30 663	30 663	-	100,0%	21 499	21 499

Sub-programme 1.5: CHIEF FINANCIAL OFFICER

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	41 470	(2 191)	(1 020)	38 259	38 247	12	100,0%	39 670	39 649
Compensation of employees	18 545	1 646	775	20 966	20 965	1	100,0%	20 015	20 009
Salaries and wages	16 494	1 647	41	18 182	18 181	1	100,0%	17 471	17 467
Social contributions	2 051	(1)	734	2 784	2 785	(1)	100,0%	2 544	2 543
Goods and services	22 925	(3 837)	(1 795)	17 293	17 281	12	99,9%	19 655	19 639
Administrative fees	40	11	-	51	49	2	95,3%	62	62
Advertising	6	(5)	-	1	-	1	-	-	-
Minor assets	423	(396)	-	27	27	-	98,7%	102	102
Audit costs: External	4 444	(573)	-	3 871	3 871	-	100,0%	4 583	4 583
Catering: Departmental activities	16	(6)	-	10	10	-	96,7%	8	8
Communication (G&S)	684	(97)	-	587	587	-	100,0%	762	762
Computer services	13 877	(2 288)	(1 469)	10 120	10 119	1	100,0%	10 978	10 962
Consultants: Business and advisory services	1 271	(119)	-	1 152	1 152	-	100,0%	1 326	1 326
Contractors	32	49	-	81	80	1	98,9%	16	16
Fleet services (including government motor transport)	159	(139)	-	20	19	1	93,9%	39	39
Consumable supplies	518	131	(121)	528	526	2	99,6%	827	827
Consumable: Stationery, printing and office supplies	361	(48)	(205)	108	108	-	100,2%	49	48
Operating leases	293	(60)	-	233	233	-	99,8%	281	281
Property payments	251	(74)	-	177	178	(1)	100,6%	217	217
Travel and subsistence	204	(40)	-	164	163	1	99,2%	172	172
Operating payments	334	(171)	-	163	162	1	99,2%	232	233
Rental and hiring	12	(12)	-	-	-	-	-	-	-
Transfers and subsidies	-	-	18	18	18	-	99,4%	408	408
Households	-	-	18	18	18	-	99,4%	408	408
Social benefits	-	-	18	18	18	-	99,4%	408	408
Payments for capital assets	1 225	-	(639)	586	585	1	99,9%	2 008	2 009
Machinery and equipment	1 225	-	(639)	586	585	1	99,9%	2 008	2 009
Other machinery and equipment	1 225	-	(639)	586	585	1	99,9%	2 008	2 009
Payment for financial assets	-	-	-	-	3	(3)	-	-	16
Total	42 695	(2 191)	(1 641)	38 863	38 853	10	100,0%	42 086	42 081

Programme 2: LEADERSHIP AND MANAGEMENT PRACTICES

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1 LABOUR RELATIONS IMPROVEMENT	14 497	(363)	1 170	15 304	15 304	-	100,0%	14 742	14 738
2 LEADERSHIP AND HUMAN RESOURCE R	9 897	627	(14)	10 510	10 510	-	100,0%	11 063	11 058
3 PROGRAMME MANAGEMENT: LEADERSI	2 672	(264)	33	2 441	2 440	1	100,0%	26 452	26 416
	27 066	-	1 189	28 255	28 254	1	100,0%	52 257	52 212
Economic classification									
Current payments	27 066	-	1 164	28 230	28 230	-	100,0%	51 917	51 907
Compensation of employees	26 030	-	1 479	27 509	27 509	-	100,0%	49 539	49 530
Salaries and wages	23 070	15	1 479	24 564	24 566	(2)	100,0%	42 808	42 800
Social contributions	2 960	(15)	-	2 945	2 944	1	100,0%	6 731	6 730
Goods and services	1 036	-	(315)	721	720	1	99,9%	2 378	2 377
Catering: Departmental activities	2	2	3	7	6	1	89,9%	279	279
Communication (G&S)	247	(28)	(17)	202	202	-	100,2%	393	393
Consultants: Business and advisory services	-	-	-	-	-	-	-	28	28
Contractors	-	-	-	-	-	-	-	6	6
Fleet services (including government motor transport)	-	-	-	-	-	-	-	43	43
Consumable supplies	-	-	-	-	-	-	-	59	61
Consumable: Stationery, printing and office supplies	41	(15)	-	26	26	-	98,7%	55	55
Operating leases	-	-	-	-	-	-	-	332	332
Property payments	-	-	-	-	-	-	-	251	251
Travel and subsistence	570	(17)	(350)	203	203	-	99,9%	526	525
Operating payments	176	58	49	283	283	-	100,1%	279	280
Rental and hiring	-	-	-	-	-	-	-	125	125
Transfers and subsidies	-	-	25	25	25	1	98,0%	242	208
Households	-	-	25	25	25	1	98,0%	242	208

APPROPRIATION STATEMENT

as at 31 March 2025

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Social benefits	-	-	25	25	25	1	98,0%	242	208
Payments for capital assets	-	-	-	-	-	-	-	98	98
Machinery and equipment	-	-	-	-	-	-	-	98	98
Other machinery and equipment	-	-	-	-	-	-	-	98	98
Payment for financial assets	-	-	-	-	-	-	-	-	-
	27 066	-	1 189	28 255	28 254	1	100,0%	52 257	52 212

Sub-programme 2.1: LABOUR RELATIONS IMPROVEMENT

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 497	(363)	1 166	15 300	15 301	(1)	100,0%	14 696	14 692
Compensation of employees	14 033	(326)	1 181	14 888	14 887	1	100,0%	14 293	14 289
Salaries and wages	12 535	(421)	1 181	13 295	13 296	(1)	100,0%	12 861	12 858
Social contributions	1 498	95	-	1 593	1 591	2	99,9%	1 432	1 431
Goods and services	464	(37)	(15)	412	413	(1)	100,3%	403	403
Catering: Departmental activities	-	-	-	-	-	-	-	2	2
Communication (G&S)	134	(15)	5	124	124	-	99,7%	102	103
Consumable: Stationery, printing and office supplies	4	(2)	-	2	2	-	100,0%	2	2
Travel and subsistence	150	(20)	(69)	61	62	(1)	101,3%	58	58
Operating payments	176	-	49	225	226	(1)	100,2%	239	239
Transfers and subsidies	-	-	4	4	4	-	90,0%	46	46
Households	-	-	4	4	4	-	90,0%	46	46
Social benefits	-	-	4	4	4	-	90,0%	46	46
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	14 497	(363)	1 170	15 304	15 304	-	100,0%	14 742	14 738

Sub-programme 2.2: LEADERSHIP AND RESOURCE REVIEWS

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9 897	627	(14)	10 510	10 510	-	100,0%	11 029	11 024
Compensation of employees	9 396	652	298	10 346	10 347	(1)	100,0%	10 749	10 745
Salaries and wages	8 354	576	298	9 228	9 228	-	100,0%	9 634	9 631
Social contributions	1 042	76	-	1 118	1 118	-	100,0%	1 115	1 114
Goods and services	501	(25)	(312)	164	163	1	99,7%	280	279
Catering: Departmental activities	-	2	-	2	2	-	86,6%	117	117
Communication (G&S)	87	(12)	(22)	53	54	(1)	101,8%	62	62
Consumable: Stationery, printing and office supplies	35	(11)	-	24	23	1	96,8%	18	18
Travel and subsistence	379	(4)	(290)	85	85	-	99,5%	83	83
Transfers and subsidies	-	-	-	-	-	-	-	34	34
Households	-	-	-	-	-	-	-	34	34
Social benefits	-	-	-	-	-	-	-	34	34
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	9 897	627	(14)	10 510	10 510	-	100,0%	11 063	11 058

Sub-programme 2.3: PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 672	(264)	12	2 420	2 419	1	100,0%	26 192	26 191
Compensation of employees	2 601	(326)	-	2 275	2 276	(1)	100,0%	24 497	24 496
Salaries and wages	2 181	(140)	-	2 041	2 042	(1)	100,0%	20 313	20 311
Social contributions	420	(186)	-	234	234	-	100,1%	4 184	4 185
Goods and services	71	62	12	145	144	1	99,1%	1 695	1 695
Catering: Departmental activities	2	-	3	5	5	-	91,2%	160	160
Communication (G&S)	26	(1)	-	25	25	-	99,5%	229	229
Consultants: Business and advisory se	-	-	-	-	-	-	-	28	28
Contractors	-	-	-	-	-	-	-	6	6
Fleet services (including government motor transport)	-	-	-	-	-	-	-	43	43
Consumable supplies	-	-	-	-	-	-	-	59	61
Consumable: Stationery, printing and office supplies	2	(2)	-	-	-	-	-	35	35
Operating leases	-	-	-	-	-	-	-	332	332
Property payments	-	-	-	-	-	-	-	251	251
Travel and subsistence	41	7	9	57	56	1	99,1%	386	384
Operating payments	-	58	-	58	58	-	99,5%	41	41
Rental and hiring	-	-	-	-	-	-	-	125	125
Transfers and subsidies	-	-	21	21	21	-	99,5%	162	128
Households	-	-	21	21	21	-	99,5%	162	128
Social benefits	-	-	21	21	21	-	99,5%	162	128
Payments for capital assets	-	-	-	-	-	-	-	98	98
Machinery and equipment	-	-	-	-	-	-	-	98	98
Other machinery and equipment	-	-	-	-	-	-	-	98	98
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	2 672	(264)	33	2 441	2 440	1	100,0%	26 452	26 416

Programme 3: MONITORING AND EVALUATION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1 GOVERNANCE MONITORING	10 968	371	604	11 943	11 941	2	100,0%	10 681	10 679
2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS	9 530	(741)	107	8 896	8 896	-	100,0%	10 315	10 312
3 MONITORING AND EVALUATION	2 141	370	(9)	2 502	2 503	(1)	100,0%	25 992	25 984
	22 639	-	702	23 341	23 341	-	100,0%	46 988	46 975
Economic classification									
Current payments	22 639	-	702	23 341	23 341	-	100,0%	46 590	46 579
Compensation of employees	20 122	-	1 203	21 325	21 325	-	100,0%	42 186	42 174
Salaries and wages	18 293	(192)	868	18 969	18 968	1	100,0%	37 242	37 233
Social contributions	1 829	192	335	2 356	2 357	(1)	100,1%	4 944	4 941
Goods and services	2 517	-	(501)	2 016	2 016	-	100,0%	4 404	4 404
Advertising	-	-	-	-	-	-	-	32	32
Catering: Departmental activities	2	-	-	2	2	-	94,4%	29	55
Communication (G&S)	155	21	(18)	158	157	1	99,4%	411	411
Consultants: Business and advisory services	1 759	-	(261)	1 498	1 498	-	100,0%	925	925
Contractors	-	-	-	-	-	-	-	1	1
Fleet services (including government motor transport)	-	-	-	-	-	-	-	183	183
Consumable supplies	-	15	-	15	15	-	100,2%	370	370
Consumable: Stationery, printing and office supplies	97	(26)	(49)	22	21	1	97,4%	38	38

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	-	-	-	-	-	-	-	141	141
Property payments	-	-	-	-	-	-	-	544	544
Travel and subsistence	430	(4)	(173)	253	253	-	100,1%	1 176	1 128
Operating payments	69	(1)	-	68	69	(1)	101,4%	191	196
Venues and facilities	5	(5)	-	-	-	-	-	364	364
Transfers and subsidies	-	-	-	-	-	-	-	351	349
Households	-	-	-	-	-	-	-	351	349
Social benefits	-	-	-	-	-	-	-	351	349
Payments for capital assets	-	-	-	-	-	-	-	47	47
Machinery and equipment	-	-	-	-	-	-	-	47	47
Other machinery and equipment	-	-	-	-	-	-	-	47	47
Payment for financial assets	-	-	-	-	-	-	-	-	-
	22 639	-	702	23 341	23 341	-	100,0%	46 988	46 975

Sub-programme 3.1: GOVERNANCE MONITORING

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	10 968	371	604	11 943	11 941	2	100,0%	10 681	10 679
Compensation of employees	9 216	385	738	10 339	10 339	-	100,0%	10 094	10 092
Salaries and wages	8 443	238	462	9 143	9 142	1	100,0%	8 922	8 920
Social contributions	773	147	276	1 196	1 197	(1)	100,1%	1 172	1 172
Goods and services	1 752	(14)	(134)	1 604	1 602	2	99,9%	587	587
Catering: Departmental activities	-	-	-	-	-	-	-	4	4
Communication (G&S)	72	2	(7)	67	66	1	98,8%	75	75
Consultants: Business and advisory se	1 498	-	-	1 498	1 498	-	100,0%	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	3	3
Consumable supplies	-	15	-	15	15	-	100,2%	-	-
Consumable: Stationery, printing and office supplies	10	(1)	-	9	9	-	100,0%	7	6
Travel and subsistence	167	(25)	(127)	15	14	1	95,9%	139	140
Venues and facilities	5	(5)	-	-	-	-	-	359	359
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	10 968	371	604	11 943	11 941	2	100,0%	10 681	10 679

Sub-programme 3.2: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9 530	(741)	107	8 896	8 896	-	100,0%	10 151	10 148
Compensation of employees	8 862	(748)	453	8 567	8 566	1	100,0%	8 707	8 704
Salaries and wages	8 008	(764)	394	7 638	7 637	1	100,0%	7 527	7 526
Social contributions	854	16	59	929	929	-	100,0%	1 180	1 178
Goods and services	668	7	(346)	329	330	(1)	100,3%	1 444	1 444
Catering: Departmental activities	-	-	-	-	-	-	-	2	2
Communication (G&S)	62	13	(11)	64	64	-	99,5%	62	62
Consultants: Business and advisory se	261	-	(261)	-	-	-	-	906	906
Consumable: Stationery, printing and office supplies	78	(22)	(49)	7	7	-	96,7%	18	18
Travel and subsistence	198	17	(25)	190	191	(1)	100,5%	456	456
Operating payments	69	(1)	-	68	68	-	100,0%	-	-
Transfers and subsidies	-	-	-	-	-	-	-	164	164
Households	-	-	-	-	-	-	-	164	164
Social benefits	-	-	-	-	-	-	-	164	164
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	9 530	(741)	107	8 896	8 896	-	100,0%	10 315	10 312

Sub-programme 3.3: PROGRAMME MANAGEMENT: MONITORING AND EVALUATION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 141	370	(9)	2 502	2 503	(1)	100,0%	25 758	25 752
Compensation of employees	2 044	363	12	2 419	2 420	(1)	100,0%	23 385	23 379
Salaries and wages	1 842	334	12	2 188	2 188	-	100,0%	20 793	20 788
Social contributions	202	29	-	231	232	(1)	100,4%	2 592	2 591
Goods and services	97	7	(21)	83	83	-	100,3%	2 373	2 373
Advertising	-	-	-	-	-	-	-	32	32
Catering: Departmental activities	2	-	-	2	2	-	94,4%	23	49
Communication (G&S)	21	6	-	27	27	-	100,9%	274	273
Consultants: Business and advisory services	-	-	-	-	-	-	-	19	19
Contractors	-	-	-	-	-	-	-	1	1
Fleet services (including government motor transport)	-	-	-	-	-	-	-	180	180
Consumable supplies	-	-	-	-	-	-	-	370	370
Consumable: Stationery, printing and office supplies	9	(3)	-	6	5	1	91,3%	14	14
Operating leases	-	-	-	-	-	-	-	141	141
Property payments	-	-	-	-	-	-	-	544	544
Travel and subsistence	65	4	(21)	48	48	-	100,0%	581	531
Operating payments	-	-	-	-	1	(1)	-	191	196
Venues and facilities	-	-	-	-	-	-	-	5	5
Rental and hiring	-	-	-	-	-	-	-	-	18
Transfers and subsidies	-	-	-	-	-	-	-	187	186
Households	-	-	-	-	-	-	-	187	186
Social benefits	-	-	-	-	-	-	-	187	186
Payments for capital assets	-	-	-	-	-	-	-	47	47
Machinery and equipment	-	-	-	-	-	-	-	47	47
Other machinery and equipment	-	-	-	-	-	-	-	47	47
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	2 141	370	(9)	2 502	2 503	(1)	100,0%	25 992	25 984

Programme 4: INTEGRITY AND ANTI-CORRUPTION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
PUBLIC ADMINISTRATION	12 160	1 338	(335)	13 163	13 162	1	100,0%	14 104	12 721
1 INVESTIGATIONS									
2 PROFESSIONAL ETHICS	21 338	(1 222)	(1 237)	18 879	18 882	(3)	100,0%	21 855	21 849
PROGRAMME MANAGEMENT:	3 404	(116)	(1 302)	1 986	1 982	4	99,8%	28 643	28 632
3 INTEGRITY AND ANTI-CORRUPTION									
	36 902	-	(2 874)	34 028	34 026	2	100,0%	64 601	63 201
Economic classification									
Current payments	36 707	-	(3 182)	33 525	33 523	2	100,0%	62 503	61 104
Compensation of employees	35 082	-	(2 577)	32 505	32 504	1	100,0%	56 693	55 295
Salaries and wages	30 801	540	(2 577)	28 764	28 762	2	100,0%	50 242	49 022
Social contributions	4 281	(540)	-	3 741	3 741	-	100,0%	6 451	6 273
Goods and services	1 625	-	(605)	1 020	1 019	1	99,9%	5 810	5 809
Administrative fees	-	1	-	1	1	-	54,0%	2	2
Advertising	15	-	(15)	-	-	-	-	27	27
Catering: Departmental activities	57	6	(45)	18	17	1	94,9%	318	318
Communication (G&S)	426	7	(56)	377	377	-	100,0%	650	649
Computer services	-	-	-	-	-	-	-	6	6
Consultants: Business and advisory se	282	-	-	282	282	-	100,1%	261	261
Contractors	4	-	-	4	4	-	100,0%	38	38
Fleet services (including government motor transport)	-	-	-	-	-	-	-	54	54
Consumable supplies	2	(1)	-	1	1	-	100,0%	124	124
Consumable: Stationery, printing and office supplies	217	(44)	(89)	84	84	-	99,8%	248	248
Operating leases	-	-	-	-	-	-	-	523	523
Property payments	-	-	-	-	-	-	-	1 131	1 130
Travel and subsistence	606	31	(400)	237	237	-	100,0%	1 859	1 858
Operating payments	16	-	-	16	16	-	98,7%	313	313
Rental and hiring	-	-	-	-	-	-	-	258	258
Transfers and subsidies	187	-	284	471	471	-	100,0%	2 002	2 002
Households	187	-	284	471	471	-	100,0%	2 002	2 002
Social benefits	187	-	284	471	471	-	100,0%	2 002	2 002

APPROPRIATION STATEMENT

as at 31 March 2025

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	8	-	24	32	33	(1)	101,6%	96	95
Machinery and equipment	8	-	24	32	33	(1)	101,6%	96	95
Other machinery and equipment	8	-	24	32	33	(1)	101,6%	96	95
Payment for financial assets	-	-	-	-	-	-	-	-	-
	36 902	-	(2 874)	34 028	34 026	2	100,0%	64 601	63 201

Sub-programme 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12 160	1 338	(335)	13 163	13 162	1	100,0%	14 085	12 701
Compensation of employees	11 613	1 340	-	12 953	12 953	-	100,0%	13 642	12 259
Salaries and wages	9 861	1 576	-	11 437	11 437	-	100,0%	12 049	10 840
Social contributions	1 752	(236)	-	1 516	1 516	-	100,0%	1 593	1 419
Goods and services	547	(2)	(335)	210	209	1	99,5%	443	442
Administrative fees	-	-	-	-	-	-	-	1	1
Catering: Departmental activities	-	1	-	1	1	-	80,0%	18	18
Communication (G&S)	131	(9)	-	122	121	1	99,5%	116	116
Consumable supplies	-	-	-	-	-	-	-	1	1
Consumable: Stationery, printing and office supplies	81	(8)	(51)	22	22	-	98,9%	44	44
Travel and subsistence	335	14	(284)	65	65	-	99,9%	264	263
Transfers and subsidies	-	-	-	-	-	-	-	19	19
Households	-	-	-	-	-	-	-	19	19
Social benefits	-	-	-	-	-	-	-	19	19
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	12 160	1 338	(335)	13 163	13 162	1	100,0%	14 104	12 721

Sub-programme 4.2: PROFESSIONAL ETHICS

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	21 143	(1 222)	(1 545)	18 376	18 379	(3)	100,0%	21 345	21 339
Compensation of employees	20 216	(1 231)	(1 309)	17 676	17 674	2	100,0%	20 307	20 302
Salaries and wages	17 887	(981)	(1 309)	15 597	15 595	2	100,0%	17 974	17 969
Social contributions	2 329	(250)	-	2 079	2 079	-	100,0%	2 333	2 332
Goods and services	927	9	(236)	700	704	(4)	100,6%	1 038	1 037
Administrative fees	-	1	-	1	1	-	54,0%	0	0
Advertising	15	-	(15)	-	-	-	-	0	0
Catering: Departmental activities	48	9	(45)	12	12	-	96,7%	100	100
Communication (G&S)	269	13	(56)	226	227	(1)	100,2%	258	257
Consultants: Business and advisory se	282	-	-	282	282	-	100,1%	261	261
Contractors	4	-	-	4	4	-	100,0%	32	32
Fleet services (including government motor transport)	-	-	-	-	-	-	-	2	2
Consumable supplies	1	(1)	-	-	1	(1)	-	2	2
Consumable: Stationery, printing and office supplies	103	(19)	(38)	46	47	(1)	102,1%	35	36
Travel and subsistence	189	6	(82)	113	116	(3)	102,5%	200	200
Operating payments	16	-	-	16	16	-	98,7%	148	148
Transfers and subsidies	187	-	284	471	471	-	100,0%	462	462
Households	187	-	284	471	471	-	100,0%	462	462
Social benefits	187	-	284	471	471	-	100,0%	462	462
Payments for capital assets	8	-	24	32	33	(1)	101,6%	48	48
Machinery and equipment	8	-	24	32	33	(1)	101,6%	48	48
Other machinery and equipment	8	-	24	32	33	(1)	101,6%	48	48
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	21 338	(1 222)	(1 237)	18 879	18 882	(3)	100,0%	21 855	21 849

Sub-programme 4.3: PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 404	(116)	(1 302)	1 986	1 982	4	99,8%	27 074	27 064
Compensation of employees	3 253	(109)	(1 268)	1 876	1 877	(1)	100,0%	22 744	22 735
Salaries and wages	3 053	(55)	(1 268)	1 730	1 730	-	100,0%	20 219	20 213
Social contributions	200	(54)	-	146	146	-	100,3%	2 525	2 522
Goods and services	151	(7)	(34)	110	106	4	96,1%	4 330	4 329
Administrative fees	-	-	-	-	-	-	-	1	1
Advertising	-	-	-	-	-	-	-	27	27
Catering: Departmental activities	9	(4)	-	5	5	-	93,5%	201	201
Communication (G&S)	26	3	-	29	29	-	100,0%	276	276
Computer services	-	-	-	-	-	-	-	6	6
Contractors	-	-	-	-	-	-	-	6	6
Fleet services (including government motor transport)	-	-	-	-	-	-	-	52	52
Consumable supplies	1	-	-	1	1	1	50,0%	122	122
Consumable: Stationery, printing and office supplies	33	(17)	-	16	15	1	94,4%	168	168
Operating leases	-	-	-	-	-	-	-	523	523
Property payments	-	-	-	-	-	-	-	1 131	1 130
Travel and subsistence	82	11	(34)	59	56	3	95,3%	1 395	1 395
Operating payments	-	-	-	-	-	-	-	165	165
Rental and hiring	-	-	-	-	-	-	-	258	258
Transfers and subsidies	-	-	-	-	-	-	-	1 521	1 521
Households	-	-	-	-	-	-	-	1 521	1 521
Social benefits	-	-	-	-	-	-	-	1 521	1 521
Payments for capital assets	-	-	-	-	-	-	-	48	47
Machinery and equipment	-	-	-	-	-	-	-	48	47
Other machinery and equipment	-	-	-	-	-	-	-	48	47
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	3 404	(116)	(1 302)	1 986	1 982	4	99,8%	28 643	28 632

Programme 5: PROVINCIAL COORDINATION

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1 PROVINCIAL OPERATIONS	63 428	-	2 271	65 699	65 698	1	100,0%	-	-
	63 428	-	2 271	65 699	65 698	1	100,0%	-	-
Economic classification									
Current payments	63 035	-	2 266	65 301	65 301	-	100,0%	-	-
Compensation of employees	58 798	-	811	59 609	59 609	-	100,0%	-	-
Salaries and wages	52 102	(649)	811	52 264	52 264	-	100,0%	-	-
Social contributions	6 696	649	-	7 345	7 345	-	100,0%	-	-
Goods and services	4 237	-	1 455	5 692	5 692	-	100,0%	-	-
Administrative fees	-	-	-	-	1	(1)	-	-	-
Advertising	-	-	28	28	28	-	100,0%	-	-
Minor assets	1	(1)	-	-	1	(1)	-	-	-
Catering: Departmental activities	33	55	-	88	89	(1)	101,3%	-	-
Communication (G&S)	594	(70)	-	524	524	-	100,1%	-	-
Consultants: Business and advisory se	-	38	-	38	37	1	98,3%	-	-
Contractors	38	1	-	39	40	(1)	102,0%	-	-
Fleet services (including government motor transport)	178	-	74	252	253	(1)	100,5%	-	-
Consumable supplies	194	(12)	-	182	183	(1)	100,4%	-	-
Consumable: Stationery, printing and office supplies	195	(114)	-	81	81	-	99,6%	-	-
Operating leases	566	19	258	843	842	1	99,9%	-	-
Property payments	1 589	33	712	2 334	2 333	1	100,0%	-	-
Travel and subsistence	491	53	74	618	617	1	99,8%	-	-
Operating payments	358	(2)	309	665	662	3	99,6%	-	-
Transfers and subsidies	183	-	215	398	397	1	99,7%	-	-
Households	183	-	215	398	397	1	99,7%	-	-
Social benefits	183	-	215	398	397	1	99,7%	-	-

APPROPRIATION STATEMENT

as at 31 March 2025

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	210	-	(210)	-	-	-	-	-	-
Machinery and equipment	210	-	(210)	-	-	-	-	-	-
Other machinery and equipment	210	-	(210)	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
	63 428	-	2 271	65 699	65 698	1	100,0%	-	-

Sub-programme 5.1: PROVINCIAL OPERATIONS

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	63 035	-	2 266	65 301	65 301	-	100,0%	-	-
Compensation of employees	58 798	-	811	59 609	59 609	-	100,0%	-	-
Salaries and wages	52 102	(649)	811	52 264	52 264	-	100,0%	-	-
Social contributions	6 696	649	-	7 345	7 345	-	100,0%	-	-
Goods and services	4 237	-	1 455	5 692	5 692	-	100,0%	-	-
Administrative fees	-	-	-	-	1	(1)	-	-	-
Advertising	-	-	28	28	28	-	100,0%	-	-
Minor assets	1	(1)	-	-	1	(1)	-	-	-
Catering: Departmental activities	33	55	-	88	89	(1)	101,3%	-	-
Communication (G&S)	594	(70)	-	524	524	-	100,1%	-	-
Consultants: Business and advisory se	-	38	-	38	37	1	98,3%	-	-
Contractors	38	1	-	39	40	(1)	102,0%	-	-
Fleet services (including government motor transport)	178	-	74	252	253	(1)	100,5%	-	-
Consumable supplies	194	(12)	-	182	183	(1)	100,4%	-	-
Consumable: Stationery, printing and office supplies	195	(114)	-	81	81	-	99,6%	-	-
Operating leases	566	19	258	843	842	1	99,9%	-	-
Property payments	1 589	33	712	2 334	2 333	1	100,0%	-	-
Travel and subsistence	491	53	74	618	617	1	99,8%	-	-
Operating payments	358	(2)	309	665	662	3	99,6%	-	-
Transfers and subsidies	183	-	215	398	397	1	99,7%	-	-
Households	183	-	215	398	397	1	99,7%	-	-
Social benefits	183	-	215	398	397	1	99,7%	-	-
Payments for capital assets	210	-	(210)	-	-	-	-	-	-
Machinery and equipment	210	-	(210)	-	-	-	-	-	-

	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Other machinery and equipment	210	-	(210)	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
Total	63 428	-	2 271	65 699	65 698	1	100,0%	-	-

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

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

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

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

3 Detail on payments for financial assets

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

4 Explanations of material variances from Amounts Voted (after virement):**4.1 Per programme:**

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

Programme 1: Administration

137 176	137 164	12	0%
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The budget was spent with a variance R12 000

Programme 2: Leadership and Management Practices

28 255	28 254	1	0%
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The budget was spent with a variance R1 000

Programme 3: Monitoring and Evaluation

23 341	23 341	0	0%
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The budget was spent on its entirety

Programme 4: Integrity and Anti-Corruption

34 028	34 026	2	0%
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The budget was spent with a variance R2 000

Programme 5: Provincial Coordination

65 699	65 698	1	0%
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The budget was spent with a variance R1 000

4.2 Per economic classification

	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	219 398	219 398	0	0%
Goods and services	67 101	67 084	17	0%
Transfers and subsidies				
Foreign governments and international organisations	37	37	0	0%
Households	1 285	1 283	2	0%
Payments for capital assets				
Machinery and equipment	678	678	-	0%
Payments for financial assets	-	3	-	-

All the budget has been spent on its entirety

STATEMENT OF FINANCIAL PERFORMANCE

as at 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
REVENUE			
Annual appropriation	1	288 499	300 753
Departmental revenue	2	261	375
TOTAL REVENUE		288 760	301 128
EXPENDITURE			
Current expenditure	3	219 398	227 687
Goods and services	4	67 084	65 840
Total current expenditure		286 482	293 527
Transfers and subsidies			
Transfers and subsidies	6	1 320	3 463
Total transfers and subsidies		1 320	3 463
Expenditure for capital assets			
Tangible assets	7	618	2 261
Intangible assets	-	60	-
Total expenditure for capital assets		678	2 261
Payments for financial assets	5	3	16
TOTAL EXPENDITURE		288 483	299 267
SURPLUS/(DEFICIT) FOR THE YEAR		277	1 861
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds	11	16	1 486
Annual appropriation		16	1 486
Departmental revenue and NRF Receipts	12	261	375
SURPLUS/(DEFICIT) FOR THE YEAR		277	1 861

STATEMENT OF FINANCIAL POSITION

as at 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
ASSETS			
Current Assets		2 650	13 215
Cash and cash equivalents	8	(122)	(1 584)
Prepayments and advances	9	2 220	2 345
Receivables	10	552	12 454
Non-Current Assets		139	190
Receivables	10	139	190
TOTAL ASSETS		2 789	13 405
LIABILITIES			
Current Liabilities		2 133	12 708
Voted funds to be surrendered to the Revenue Fund	11	16	1 486
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	52	21
Bank overdraft	13	2 004	10 973
Payables	14	61	228
TOTAL LIABILITIES		2 133	12 708
NET ASSETS		656	697
Represented by:			
Recoverable revenue		656	697
TOTAL		656	697

STATEMENT OF CHANGES IN NET ASSETS

as at 31 March 2025

Note

2024/25

R'000

2023/24

R'000

NET ASSETS

Recoverable revenue

Opening balance

697

668

Transfers

(41)

29

Irrecoverable amounts written off

5

3

16

Debts recovered

(50)

(192)

(included in departmental receipts)

Debts raised

6

205

Closing balance

656

697

TOTAL

656

697

CASH FLOW STATEMENT

as at 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		288 752	289 096
Annual appropriated funds received	1	288 499	288 753
Departmental revenue received	2	231	319
Interest received	2	22	24
Net (increase)/ decrease in working capital		11 911	(769)
Surrendered to Revenue Fund		(1 716)	(16 976)
Current payments		(286 482)	(293 527)
Payments for financial assets		(3)	(16)
Transfers and subsidies paid		(1 320)	(3 463)
Net cash flow available from operating activities	15	11 142	(25 655)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(678)	(2 261)
Proceeds from sale of capital assets	2.3	8	32
(Increase)/decrease in non-current receivables		-	(107)
Net cash flows from investing activities		(670)	(2 336)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		(41)	29
Net cash flows from financing activities		(41)	29
Net increase/ (decrease) in cash and cash equivalents		10 431	(27 962)
Cash and cash equivalents at beginning of period		(12 557)	15 405
Unrealised gains and losses within cash and cash equivalents		-	-
Cash and cash equivalents at end of period	16	(2 126)	(12 557)

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

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

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

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

1. Basis of preparation

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

2. Going concern

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

3. Presentation currency

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

4. Rounding

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

5. Foreign currency translation

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

6. Comparative information

6.1 Prior period comparative information

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

6.2 Current year comparison with budget

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

7. Revenue

7.1 Appropriated funds

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

7.2. Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise. Departmental revenue is measured at the cash amount received. In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value. Any amount owing to the National Revenue Fund at the reporting date is recognised as a payable in the statement of financial position.

7.3 Accrued departmental revenue

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

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

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

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

8. Expenditure

8.1 Compensation of employees

8.1.1 Salaries and Wages

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

8.1.2 Social Contributions

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

8.2 Other expenditure

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

8.3 Accruals and payables not recognised

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

8.4 Leases

8.4.1 Operating leases

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

8.4.2 Finance leases

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

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

At commencement of the finance lease term, finance lease assets acquired are recorded and measured at: the fair value of the leased asset; or if lower, the present value of the minimum lease payments.

Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.

9. Aid Assistance

9.1 Aid assistance received.

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. CARA Funds are recognised when receivable and measured at the amounts receivable. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

9.2 Aid assistance paid.

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

10. Cash and cash equivalents

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

11. Prepayments and advances

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

Prepayments and advances are initially and subsequently measured at cost.

Prepayments and advances expensed before 1 April 2024 are recorded until the goods and services or capital assets are received, or the funds are utilised in accordance with the contractual agreement. are received.

12. Loans and receivables

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

13. Financial assets

A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

14. Payables

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

15. Capital Assets

15.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use. Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

15.2 Movable capital assets

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

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

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

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

15.3 Intangible assets

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

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

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

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

16. Provisions and Contingents

16.1 Provisions

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

16.2 Contingent liabilities

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

16.3 Contingent assets

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

16.4 Capital commitments

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

17. Unauthorised expenditure

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

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

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

Unauthorised expenditure recorded in the notes to the financial statements comprise of;

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

18. Fruitless and wasteful expenditure

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

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

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

19. Irregular expenditure

Irregular expenditure

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

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

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

20. Changes in accounting policies, accounting estimates and errors

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

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

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

21. Events after the reporting date

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

22. Departures from the MCS requirements

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

23. Recoverable revenue

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

21. Events after the reporting date

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

22. Departures from the MCS requirements

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

23. Recoverable revenue

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

24. Related party transactions

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

25. Inventories

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

26. Employee benefits

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

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

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



PART B: EXPLANATORY NOTES**1. ANNUAL APPROPRIATION****1.1 Annual Appropriation**

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds):

	2024/25			2023/24		
	Final Budget	Actual Funds Received	Funds not requested/ not received	Final Budget	Appropriation received	Funds not requested/ not received
	R'000	R'000	R'000	R'000	R'000	R'000
Administration Leadership and Management Practices	138 464	138 464	-	136,907	136,761	146
Monitoring and Evaluation	27 066	27 066	-	52,257	48,322	3,925
Integrity and Anti-Corruption	22 639	22 639	-	46,988	44 437	2,551
Provincial Coordination	36 902	36 902	-	64,601	59 223	5,378
TOTAL	63 428	63 428	-	-	-	-
	288 499	288 499	-	300,753	288 753	12,000

2. DEPARTMENTAL REVENUE

		2024/25	2023/24
		R'000	R'000
Sales of goods and services other than capital assets	2.1	113	118
Interest, dividends and rent on land	2.2	22	24
Sales of capital assets	2.3	8	32
Transactions in financial assets and liabilities	2.4	118	201
Departmental revenue collected		261	375
2.1. Sales of goods and services other than capital assets			
Sales of goods and services produced by the department		113	118
Sales by market establishment		52	54
Other sales		61	64
Sales of scrap, waste, and other used current goods		-	-
TOTAL		113	118
2.2. Interest, dividends and rent on land and buildings			
Interest		22	24
TOTAL		22	24
2.3. Sales of capital assets			
Tangible assets		8	32
Machinery and equipment		8	32
TOTAL		8	32
2.4. Transactions in financial assets and liabilities			
Receivables		75	168
Other Receipts including Recoverable Revenue		43	33
TOTAL		118	201

3. COMPENSATION OF EMPLOYEES

	2024/25	2023/24
	R'000	R'000
3.1. Salaries and Wages		
Basic salary	154,472	157,611
Service Based	163	51
Compensative/circumstantial	686	888
Other non-pensionable allowances	37,561	38,582
TOTAL	192,882	197,132
3.2. Social contributions		
Employer contributions		
Pension	20,019	24,692
Medical	6,464	5,829
UIF	2	2
Bargaining council	31	32
TOTAL	26,516	30,555
TOTAL COMPENSATION OF EMPLOYEES	219,398	227,687
Average number of employees	271	302

4. GOODS AND SERVICES

		2024/25	2023/24
		R'000	R'000
Administrative fees		76	81
Advertising		58	87
Assets less than R5,000	4.1	27	102
Bursaries (employees)		187	594
Catering		567	995
Communication		2,399	2,900
Computer services	4.2	10,137	10,968
Consultants, contractors, and agency/ outsourced services		4,062	3,146
Legal services		3,152	2,540
Contractors		124	77
Agency and support/Outsourced services		11	-
Audit cost – external	4.3	3,871	4,583
Fleet services		272	319
Inventory	4.4	-	85
Consumables	4.5	1,617	2,901
Operating leases		28,580	19,841
Property payments	4.6	5,668	5,077
Rental and hiring		10	401
Travel and subsistence	4.7	4,709	8,855
Venues and facilities		80	477
Training and staff development		68	249
Other operating expenditure	4.8	1,409	1,562
TOTAL		67,084	65,840
4.1. Minor assets			
Tangible assets			
Machinery and equipment		27	102
TOTAL		27	102
4.2. Computer services			
SITA computer services		6,058	8,041
External computer service providers		4,079	2,927
TOTAL		10,137	10,968
4.3. Audit cost - external			
Regulatory audits		3,871	4,583
Computer audits		-	-
TOTAL		3,871	4,583

	2024/25	2023/24
	R'000	R'000
4.4. Inventory		
Medical supplies	-	85
TOTAL	-	85
4.5. Consumables		
Consumable supplies	1,204	1,621
Uniform and clothing	-	-
Household supplies	1,064	1,516
Building material and supplies	-	-
IT consumables	140	105
Other consumables	-	-
Stationery, printing, and office supplies	413	1,280
TOTAL	1,617	2,901
4.6. Property payments		
Municipal services	3,155	2,933
Other	2,513	2,144
TOTAL	5,668	5,077
4.7. Travel and subsistence		
Local	4,547	8,768
Foreign	162	87
TOTAL	4,709	8,855
4.8. Other operating expenditure		
Professional bodies, membership, and subscription fees	90	80
Resettlement costs	960	864
Other	359	618
TOTAL	1,409	1,562
4.9. Remuneration of Audit committee members (Included in Consultants: Business and advisory services)		
Four (4) Audit Committee members	189	186
TOTAL	189	186

5. PAYMENT FOR FINANCIAL ASSETS

		2024/25	2023/24
		R'000	R'000
Material losses through criminal conduct			
Other Material losses written off	5.1	3	-
Theft	5.2	-	16
TOTAL		3	16

5.1 Other Material losses written off

Nature of losses

Damaged Laptop		3	-
TOTAL		3	-

5.2 Details of theft

Nature of Theft

Computer equipment		-	16
TOTAL		-	16

6. TRANSFERS AND SUBSIDIES

		2024/25	2023/24
		R'000	R'000
Foreign governments and international organisations	Annex 1A	37	37
Households	Annex 1B	1,283	3,426
TOTAL		1,320	3,463

6.1 Gifts, Donations and Sponsorships Made in Kind

Donations	Annex 1C	176	584
TOTAL		176	584

7. EXPENDITURE FOR CAPITAL ASSETS

		2024/25	2023/24
		R'000	R'000
Tangible assets			
Machinery and equipment	25	618	2,261
Intangible assets			
Software		60	-
TOTAL		678	2,261

*Note 25 excludes the finance lease amount of R141 000

7.1 Analysis of funds utilised to acquire capital assets – 2024/25

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets			
Machinery and equipment	618	-	618
Intangible assets			
Software	60	-	60
TOTAL	678	-	678

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

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

7.3 Finance lease expenditure included in Expenditure for capital assets

	2024/25 R'000	2023/24 R'000
Tangible assets		
Machinery and equipment	141	470
TOTAL	141	470

8. CASH AND CASH EQUIVALENTS

	2024/25 R'000	2023/24 R'000
Consolidated Paymaster General Account	(222)	(1,684)
Cash on hand	100	100
TOTAL	(122)	(1,584)

9. PREPAYMENTS AND ADVANCES

	2024/25 R'000	2023/24 R'000
Travel and subsistence	34	15
Prepayments (Not expensed)	2,186	2,317
Advances paid (Not expensed)	-	13
TOTAL	2,220	2,345

Analysis of Total Prepayments and advances

	2024/25 R'000	2023/24 R'000
Current Prepayments and advances	2,220	2,345
Non-current Prepayments and advances	-	-
TOTAL	2,220	2,345

9.1 Advances paid (Not expensed)

	Balance as at 1 April 2024	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 MARCH 2025
	R'000	R'000	R'000	R'000	R'000
National departments	13	-	(13)	-	-
TOTAL	13	-	(13)	-	-

Note 9

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

Note 9

9.2 Prepayments (Not expensed)

	Balance as at 1 April 2024	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 MARCH 2025
	R'000	R'000	R'000	R'000	R'000
Goods and Services	2,317	(2,317)	-	2,186	2,186
TOTAL	2,317	(2,317)	-	2,186	2,186

Note 9

Prepayments (Not expensed)

		Balance as at 1 April 2023	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year Prepay ments	Balance as at 31 MARCH 2024
		R'000	R'000	R'000	R'000	R'000
Goods and Services	Note 9	-	-	-	2,317	2,317
TOTAL		-	-	-	2,317	2,317

10. RECEIVABLES

	Note	2024/25			2023/24		
		Current	Non- current	Total	Current	Non- current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	10.1	114	-	114	32	-	32
Recoverable expenditure	10.2	2	-	2	9	-	9
Staff debt	10.3	436	139	575	413	190	603
Voted funds receivable (ref to note 1.1)	10.4	-	-	-	12,000	-	12,000
TOTAL		552	139	691	12,454	190	12,644

In 2021, the PSC entered into a Partnership Agreement with the United Nations Development Programme (UNDP) with the project title, Building State Capability. The duration of the partnership is from 01 January 2021 until 31 December 2025. The project consists of the following legs:

1. Enhanced professionalisation of the public service;
2. Strengthen the capacity of the public service to use data and evidence in planning and programme implementation; and
3. Strong dynamic institutions built through improved public administration processes.

On 27 March 2024, the UNDP strengthened its commitment and support towards professionalisation of the public sector by making available project management and technical advisory support. In this regard, all the expenditure incurred by the PSC for the successful implementation of the professionalisation framework project were fully reimbursed. The total amount reimbursed by the UNDP was R3.2 million and it assisted PSC in lowering the operational costs in view of the extreme budget pressure.

10.1 Claims Recoverable

	2024/25 R'000	2023/24 R'000
National departments	-	4
Private enterprises	-	28
Foreign governments	114	-
TOTAL	114	32

10.2 Recoverable expenditure (disallowance accounts)

	2024/25	2023/24
	R'000	R'000
Sal: Disallowance Account: CA	2	(4)
Sal: Tax Debt	-	13
TOTAL	2	9

10.3 Staff debts

Salary	92	75
Bursary	472	512
Fruitless and Wasteful	7	7
Other	4	9
TOTAL	575	603

10.4 Other receivables

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

11. VOTED FUNDS TO BE SURRENDERED TO THE REVENUE FUND

	2024/25	2023/24
	R'000	R'000
Opening balance	1,486	16,615
Transfer from Statement of Financial Performance (as restated)	16	1,486
Voted funds not requested/not received	-	-
Paid during the year	(1,486)	(16,615)
CLOSING BALANCE	16	1,486

12. DEPARTMENTAL REVENUE TO BE SURRENDERED TO THE REVENUE FUND

	2024/25	2023/24
	R'000	R'000
Opening balance	21	7
Transfer from Statement of Financial Performance	261	375
Paid during the year	(230)	(361)
CLOSING BALANCE	52	21

13. BANK OVERDRAFT

	2024/25 R'000	2023/24 R'000
Consolidated Paymaster General account	2,004	10,973
TOTAL	2,004	10,973

The debit PMG balance of R2 004 251.64 is due to a prepayment that was done to Microsoft Ireland to renew the software license fees for the PSC. The license fees are renewed on annual basis and the invoice was due on 31 March 2025. As this payment is regarded as prepayment it was allocated to the Prepayment and Advance account and therefore did not reflect as an expense on the cashbook. As a result of the above-mentioned the OPSC had a debit cashbook balance of R2 111 562.74 and debit PMG balance of R2 004 251.64 for the month of March 2025.

14. PAYABLES – CURRENT

	2024/25 R'000	2023/24 R'000
Clearing accounts	61	228
TOTAL	61	228

14.1 Clearing accounts

SAL: Income Tax: CL	61	221
SAL: Pension Fund:CL	-	7
TOTAL	61	228

15. NET CASH FLOW AVAILABLE FROM OPERATING ACTIVITIES

	2024/25 R'000	2023/24 R'000
Net surplus as per Statement of Financial Performance	277	1,861
Add back noncash/cash movements not deemed operating activities	10,865	(27,516)
(Increase)/Decrease in receivables	11 953	183
Decrease in prepayments and advances	125	(1,109)
Increase in payables – current	(167)	157
Proceeds from sale of capital assets	(8)	(32)
Expenditure on capital assets	678	2,261
Surrenders to Revenue Fund	(1,716)	(16,976)
Voted funds not requested/not received	-	(12,000)
Net cash flow generated by operating activities	11,142	(25,655)

16. RECONCILIATION OF CASH AND CASH EQUIVALENTS FOR CASH FLOW PURPOSES

	2024/25 R'000	2023/24 R'000
Consolidated Paymaster General account	(2,226)	(12,657)
Cash on hand	100	100
Investments (Domestic)	-	-
TOTAL	(2,126)	(12,557)

17. CONTINGENT LIABILITIES

	2024/25 R'000	2023/24 R'000
Claims against the department	209	909
TOTAL	209	909

Annex 2

18. CAPITAL COMMITMENTS

	2024/25 R'000	2023/24 R'000
Machinery and Equipment	-	-
TOTAL	-	-

19. ACCRUALS AND PAYABLES NOT RECOGNISED

19.1 Accruals

	30 Days R'000	30+ Days R'000	2024/25 Total R'000	2023/24 Total R'000
Listed by economic classification				
Goods and services	3,364	-	3,364	*2,784
Transfers and Subsidies	-	-	-	-
Capital Assets	11	-	11	10
TOTAL	3,375	-	3,375	*2,784

Restated prior period error resulted from an omission of an invoice that was received after 31 March 2024

*Restated prior year note 30

Listed by programme level	Note	2024/25	2023/24
		R'000	R'000
Programme 1: Administration		2,949	2,614
Programme 2: Leadership and Management Practices		7	37
Programme 3: Monitoring and Evaluation		-	23
Programme 4: Integrity and Anti-Corruption		22	120
Programme 5: Provincial Coordination		397	-
TOTAL		3,375	2,794

19.2. Payables

Listed by economic classification	30 Days	30+ Days	2024/25	2023/24
	R'000	R'000	Total R'000	Total R'000
Goods and services	4,136	-	4,136	3,835
Transfers and Subsidies	-	-	-	-
Capital Assets	3	-	3	-
TOTAL	4,139	-	4,139	3,835

Listed by programme level	Note	2024/25	2023/24
		R'000	R'000
Programme 1: Administration		3,990	3,829
Programme 2: Leadership and Management Practices		-	-
Programme 3: Monitoring and Evaluation		-	-
Programme 4: Integrity and Anti-Corruption		24	6
Programme 5: Provincial Coordination		125	-
TOTAL		4,139	3,835

20. EMPLOYEE BENEFITS

	2024/25	2023/24
	R'000	R'000
Leave entitlement	10,243	7,156
Service bonus (Thirteenth cheque)	5,713	5,533
Capped leave commitments	1,627	1,998
Other (Long service awards)	207	142
TOTAL	17,791	14,829

*Included in Other (long service awards) is estimated value of approximately R207 000 for 20- & 30-years' long-term service rewards 2025/26 financial year. Included in the leave entitlement is negative annual leave of 42 days which amounts to R98 000.

21. LEASE COMMITMENTS**21.1 Operating leases expenditure****2024/25**

	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	12,596	620	13,216
Later than 1 year and not later than 5 years	-	4,535	924	5,459
Later than five years	-	161		161
Total lease commitments	-	17,292	1,544	18,836

2023/24

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

Office Accommodation Leases:

The total amount of lease commitments for buildings includes the National Office and nine (9) Provincial Offices. Lease contracts duration ranges from three years to five years with escalation applicable on anniversary. Renewal option of lease contracts is only applicable upon request or included as an option in the contract. The lease contracts for five (5) buildings have expired yet the department still occupies the building. The process of renewing has begun. The lease contracts for two (2) buildings have expired, the department still occupies the building, however the process to renew has not begun. The lease thus continues a month-to-month basis. For the National Office the request for extension for a period of 18 months from 01 June 2024 to 30 November 2025 was submitted to the DPWI whilst procurement of alternative office accommodation is being undertaken. Lease contract for Gauteng Provincial Office will expire in 2027. New lease contract for North West Provincial Office will come into effect from 01 June 2025 for a period of five (5) years until 31 May 2030.

Vehicles Leases:

A lease for one vehicle is expiring by 22 August 2026 whilst the leases for three vehicles are expiring by the 31 May 2025. A total of six (6) leases have expired however the office is still utilising the vehicles.

21.2 Finance lease

2024/25

Land	Buildings and other fixed structures	Machinery and equipment	Total
R'000	R'000	R'000	R'000
-	-	94	94
-	-	68	68
-	-	162	162

Not later than 1 year

Later than 1 year and not later than 5 years

Total lease commitments

2023/24

Land	Buildings and other fixed structures	Machinery and equipment	Total
R'000	R'000	R'000	R'000
-	-	502	502
-	-	824	824
-	-	1,326	1,326

Not later than 1 year

Later than 1 year and not later than 5 years

Total lease commitments

Leasing of photocopy equipment is according to the Transversal Contract RT3-2022 for a period of 36 months which were done before the 1 April 2024. Currently four (4) machines are classified under Finance lease prior to the new MCS leases chapter 13.

22. UNAUTHORISED, IRREGULAR AND FRUITLESS EXPENDITURE

	2024/25	2023/24
	R'000	R'000
Irregular expenditure	1,416	407
TOTAL	1,416	407

23. RELATED PARTY TRANSACTIONS

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

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

Although the Public Service Commission's budget for the 2024/25 financial year was appropriated directly from the National Revenue Fund under Vote 12, it was introduced in Parliament by the Minister of Public Service and Administration (MPSA). As a result, the Public Service Commission is regarded as a related party to all other Institutions that fall under the MPSA.

24. KEY MANAGEMENT PERSONNEL

	2024/25 R'000	2023/24 R'000
Political Office Bearers *	21,325	19,140
Officials:		
Level 15 to 16	8,229	7,774
Level 14	12,027	13,328
TOTAL	41,581	40,242

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

25. MOVABLE TANGIBLE CAPITAL ASSETS**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025**

	Opening balance R'000	Value Adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	35 481		477	317	35 641
Computer equipment	18,482	-	440	(148)	18 774
Furniture and office equipment	11,552	-	37	(169)	11 420
Other machinery and equipment	5,447	-	-	-	5 447
FINANCE LEASE ASSETS	236	-	-	-	236
Finance lease assets	236	-	-	-	236
TOTAL MOVABLE TANGIBLE ASSETS	35,717	-	477	(317)	35 877

Total additions per trial balance R617 842,68
minus finance leases expenditure of R141 246,29
equal R476 596,39 per asset register

Movable Tangible Capital Assets under investigation

	Number R'000	Value R'000
Machinery and equipment	4	89

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

25.1 Movement for 2023/24

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

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	34 416		1 791	726	35 481
Computer equipment	17,536	-	1,456	(510)	18,482
Furniture and office equipment	11,451	-	317	(216)	11,552
Other machinery and equipment	5,429	-	18	-	5,447
FINANCE LEASE ASSETS	-	-	236	-	236
Finance lease assets	-	-	236	-	236
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	34,416	-	2,027	(726)	35,717

25.2 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2025

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	-	1	7,010	-	7,011
Additions	-	-	27	-	27
Disposals	-	-	(72)	-	(72)
TOTAL MINOR ASSETS	-	1	6,965	-	6,966
Number of R1 minor assets	-	-	4	-	4
Number of minor assets at cost	-	1	4,616	-	4,617
TOTAL NUMBER OF MINOR ASSETS	-	1	4,620	-	4,621

Minor assets

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

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

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

25.3 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2025

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	3	-	3
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	3	-	3

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

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

26. INTANGIBLE CAPITAL ASSETS**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025**

	Opening balance	Value adjustment	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Software	3,813	-	60	(18)	3,855
TOTAL INTANGIBLE CAPITAL ASSETS	3,813	-	60	(18)	3,855

26.1 Movement in intangible capital assets per asset register for the year. Ended 31 March 2024

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Software	3,957	-	-	(144)	3,813
TOTAL	3,957	-	-	(144)	3,813

Movement for 2023/24

27. IMMOVABLE TANGIBLE CAPITAL ASSETS**MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025**

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

27.1 Movement for 2023/24

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024
BUILDINGS AND OTHER FIXED STRUCTURES

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Other fixed structures	4,158	-	-	-	4,158
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	4,158	-	-	-	4,158

28. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

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

29. CHANGES IN ACCOUNTING POLICIES

		Opening Balance before the change 1 April 2023	Adjustment to opening balance	Restated opening Balance after the change 1 April 2023	Adjustment for 2023/24	Restated closing Balance 31 March 2024
Nature of change in accounting policy	Note	R'000	R'000	R'000	R'000	R'000
Finance lease assets						
Movable Tangible Capital Assets	25	-	-	-	236	236

Included in the closing balances for 2023/24 is a change in accounting policy made in terms of the MCS requirements whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively using the prime rate of 11.75%.

30. PRIOR PERIOD ERRORS

	2023/24 Amount bef error correction	2023/24 Prior period error	Restated amount
	R'000	R'000	R'000
30.1 Correction of prior period errors			
<i>Liabilities: (e.g. Payables current, Voted funds to be surrendered, Commitments, Provisions, etc.)</i>			
Accruals for the month of March 2024 on office accommodation leases was erroneously omitted in the source document formula.	894	1,900	2,794
Net effect	894	1,900	2,794

Restated prior period error resulted from an omission of an invoice that was received after 31 March 2024

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2023/24	
	Adjusted Budget	Roll Overs	Adjust ments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Association of African Public Services Commissions (AAPSComs)	35	-	2	37	37	100%	37	37
TOTAL	35	-	2	37	37	100%	37	37

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2023/24	
	Adjusted Budget	Roll Overs	Adjust ments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Retirement and Resignations benefits	516	-	769	1,285	1,284	99.9%	3,463	3,426
TOTAL	516	-	769	1,285	1,284	99.9%	3,463	3,426

ANNEXURE 1C

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2024/25	2023/24
	R'000	R'000
Made in kind		
Donations	176	
Computer equipment (1x CPU)		
Office Furniture and Equipment (1x Camera, 1x Presentation carco, 1x Projector, 1x Table and 1x Shredder)		
The following were the recipients of the above items:		
Engobozini Agricultural P.School, Dimbaza Victim Empowerment and M.E Recycling		
Made in kind		584
Donations		
Computer equipment (20 CPU'S, 3 Monitor's, 2 Working Station's and 10 Printer's)		
Office Furniture and Equipment (2 Camera's, 4 Chairs, 1 Desk, 1 Table, 1 DVD Writer, 1 Fridge, 1 Presentation Unit, 2 Recorder's and 1 Fax Machine.)		
The following were the recipients of the above items:		
ITAD Africa Ewaste, M.E Ewaste, South City Ewaste Kings and Queens, Child Welfare South Africa and		
TOTAL	176	584

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2025

NATURE OF LIABILITY Claims against the department	Opening Balance 01 April 2024	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recover- able (Provide details hereunder)	Closing Balance 31 MARCH 2025
	R'000	R'000	R'000	R'000	R'000
1. Applicant vs MEC for Health and 6 others. PSC is cited as the third respondent therefore from a claim of R12 million. for damages against all the respondents the PSC may have to pay an estimated 1.7 million. However, the contingent liability will depend on how the court apportions the liability. No invoice received yet. Case no 500/21.	200	-	(200)	-	-
2. Case number 1931/123 high court Western Cape, applicant VS PSC and 3 others 500/21.	500	-	(500)	-	-
3. Referral of dispute to the GPSSBC regarding alleged unfair dismissal and the filling of a review application in the Labour Court in 2023 to set aside partly the Arbitration Award.	209	-	-	-	209
TOTAL	909	-	(700)	-	209

ANNEXURE 3

CLAIMS RECOVERABLE

FOREIGN ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
AAPSComs	-	-	114	-	114	-
TOTAL	-	-	114	-	114	-

ANNEXURE 4

INTER-ENTITY ADVANCE PAID

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
National School of Government	-	-	-	13	-	13
TOTAL	-	-	-	13	-	13

ANNEXURE 5

ANALYSIS OF PREPAYMENTS AND ADVANCES (NOTES 9)

Name of Entity	Sector of the entity	Description of goods, services, and/or capital assets paid for	Classification categories	Contract reference number	Total contract value	Contract commencement date	Contract end date	Frequency of the prepayment or advance	Balance outstanding as at 31 MARCH 2024	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Balance outstanding as at 31 MARCH 2025	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
					R'000				R'000	R'000	R'000	R'000	
Prepayments													
Microsoft Ireland Operations Ltd	Private	Microsoft Enterprise	Goods and services	OR-013822	7 458	2024/12/01	2027/11/30	Monthly	2 317	2186	(2 317)	2 186	Microsoft Enterprise services payable for the period December 2024 until November 2027. Expensed services rendered from December 2024 until March 2025. Prepayment for the period April 2025 until December 2025.
TOTAL PREPAYMENTS									2 317	2 186	(2 317)	2 186	



PSC meets with NACAC



Investigation Workshop



Public hearing on the Introduction of Gauteng Petitions Amendment Bill



Mpumalanga Provincial Oversight Indaba



30 years of South Africa's Foreign Policy towards Africa



Stakeholder engagement with High Commission of Kenya



Preparations to Support the 7th Administration



KZN-Convenor of the Integrity and Anti-Corruption Specialist Team



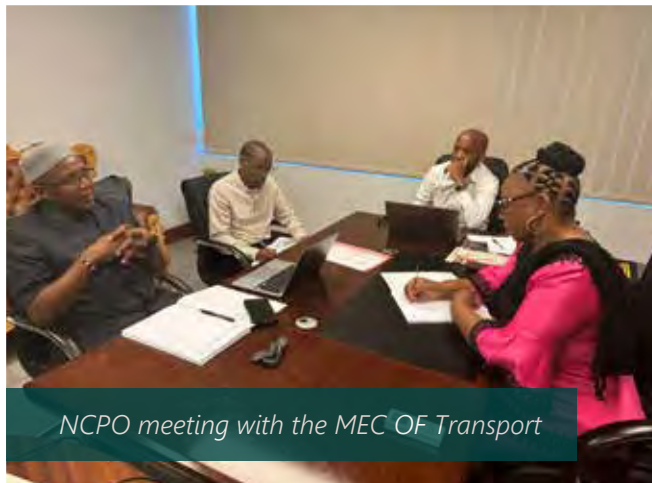
8-Principles Workshop



PSC hosts delegates from Ethiopian Civil Service Commission



The NSG's Ethical Leadership and Legislative Oversight Programme



NCPO meeting with the MEC OF Transport



Meeting with the South African Policing Union



The G20 Anti-Corruption Working Group Technical Meeting



ECPO Strategic Planning Session



LPPO Follow-up Inspection at Burgersfort Labour Center



FSPO meeting with Head of Department of Human Settlements



Meeting with the North-West Legislature Standing Committee



Meeting between PSC and NSFAS



Meeting with the Speaker of Parliament



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