

Department of Public Service and Administration

ANNUAL REPORT

2025/2026

the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS FOR ALL

2030 NDP

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

VOTE 11

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PART A

GENERAL INFORMATION



PART A: GENERAL INFORMATION

DEPARTMENT'S GENERAL INFORMATION

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LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
APRM	Africa Peer Review Mechanism
APSD	Africa Public Service Day
ARC	Audit and Risk Committee
BAS	Basic Accounting System
BBBEE	Broad-Based Black Economic Empowerment
BRRR	Budgetary Review and Recommendations Report
COSATU	Congress of South African Trade Unions
CPSI	Centre for Public Service Innovation
DBC	Departmental Bargaining Chamber
DR	Disaster Recovery
DG	Director General
DM	Deputy Minister
EMIS	Education Management Information System
EXCO	Executive Committee
DPSA	Department of Public Service and Administration
ERM	Enterprise Risk Management
GEMS	Government Employees Medical Scheme
GIAS	Global Internal Auditing Standards
GITOC	Government Information Technology Officers Council
GPSSBC	General Public Service Sectoral Bargaining Council
HDI	Historically Disadvantaged Individuals
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HOA	Home Owner Allowance
HOD	Head of Department
ICT	Information and communication technology
IT	Information Technology
JCPS	Justice, Crime Prevention and Security Cluster
MP	Member of Parliament
MPSA	Minister for the Public Service and Administration
MTDP	Medium-Term Development Plan
NCOP	National Council of Provinces
NSG	National School of Government
OHS	Occupational Health and Safety
OSC	Office of Standards and Compliance
OSD	Occupational Specific Dispensation
PAMA	Public Administration Management Act
PER	Personnel Expenditure Review
PERSAL	Personnel and Salary System
PFMA	Public Finance Management Act
PILIR	Policy and Procedure on Incapacity Leave and Ill-Health Retirement
PSDAF	Public Service Data Architecture Framework
PPPFA	Procurement Policy Framework Act
PSC	Public Service Commission
PSCBC	Public Service Co-ordinating Bargaining Council
PSR	Public Service Regulations
PSRMF	Public Sector Risk Management Framework
RWOPS	Remunerative Work Outside the Public Service
SCOA	Standard Chart Of Accounts

SCOPA	Standing Committee on Public Accounts
SATAWU	South African Transport and Allied Workers Union
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SITA	State Information and Technology Agency
SMS	Senior Management Service
WYPD	Women, Youth and Persons with Disabilities

FOREWORD BY THE MINISTER



Inkosi Mzamo Buthelezi, MP
Minister for the Public Service and Administration

Fellow South Africans, colleagues, and partners in governance,

I am pleased to present the Department of Public Service and Administration's Annual Report for the 2025/26 financial year. Guided by the priorities of the 7th Administration and the 2024–2029 Medium-Term Development Plan (MTDP), the Department achieved 22 of its 23 annual performance targets, representing a 96% achievement rate. It also received a clean audit outcome for both financial and performance information. These results reflect disciplined implementation and provide a firm foundation for addressing the remaining gaps in public administration.

As the Minister responsible for Priority 3, Building a Capable, Ethical and Developmental State, I highlight below the key achievements, results and reforms achieved during the year.

Professionalisation & Leadership Capability

Government is committed to building a capable, ethical and developmental state that delivers reliable services, advances equitable access and earns public trust. Professionalisation is central to this commitment, strengthening the leadership and institutional capability required to fulfil our developmental priorities.

The DPSA will continue to advance the National Framework towards the Professionalisation of the Public Sector, embedding merit, ethics, integrity and accountability in public administration. During the period under review, all appointments of Directors-General (DGs) and Heads of Department (HoDs) reviewed by the DPSA met the minimum requirements of an NQF level 8 qualification and 10 years of experience prescribed under Volume 1 of the Professionalisation Directive. This provides an important foundation for strengthening administrative leadership.

The DPSA has also established functional departmental task teams within the Skills Audit Methodology Framework. These measures provide a consistent basis for identifying capability gaps and informing targeted development, workforce planning and leadership continuity.

Through these priorities, we will strengthen a professional public service equipped to translate government's commitments into meaningful improvements in people's lives.

Enforcing Norms, Administrative Standards, and Recommendations (OSC)

The Office of Standards and Compliance (OSC), established as a distinct oversight mechanism, continues to fulfil its statutory mandate under section 16 of the Public Administration Management Act (PAMA). During the year under review, the OSC assessed adherence by national and provincial departments to selected public administration norms and standards. The following findings and recommendations emerged from those assessments:

- Temporary Incapacity Leave Processes:
  - The Findings: The OSC's reviews identified persistent inefficiencies, inconsistent record-keeping and uneven adherence to procedural timelines in the management of temporary incapacity leave across several departments. These weaknesses contribute to administrative backlogs and may create avoidable financial exposure.
  - The Recommendations: The DPSA is strengthening automated case tracking and setting clear timelines for medical assessments. It is also supporting line managers to monitor cases regularly so that temporary incapacity leave is administered fairly, delays are reduced and procedural requirements are applied consistently.

- Appointments in Private Offices of Executive Authorities:
  - The Findings: Compliance checks revealed structural inconsistencies and deviations from standard HR protocols in the filling of roles within the private offices of various Executive Authorities, threatening the principle of merit-based governance.
  - The Recommendations: We are introducing centralized oversight protocols that require all political office appointments to be cross-verified against legislated qualifications and suitability checks before final sign-off, ensuring absolute procedural uniformity.

- Digital Governance
  - The OSC's technical evaluation found that existing digital protocols require updating to address current cyber risks. It also identified a need to modernise government information-security standards so that departments can apply consistent protection measures.
  - Following the evaluation, the DPSA is implementing the updated ICT Security Norms and Standards Framework. The Department is also recommending baseline cybersecurity exercises and standardised digital risk registers for state institutions to strengthen institutional resilience.

Strengthening Integrity & Anti-Corruption Measures

An ethical state demands zero tolerance for malfeasance. We have achieved historical milestones in embedding transparency across the state:

- Financial Disclosures: In total compliance with the Public Service Regulations, 100% of Senior Management Service (SMS) members and all other designated employee categories successfully submitted their financial disclosures by the due dates.
- Lifestyle Audits: Compliance with mandatory lifestyle reviews continued to improve. National departmental compliance reached 93%, while provincial compliance reached 89%. During 2025, 8,982 SMS members underwent lifestyle reviews, and 117 cases were referred for in-depth investigation.

Historic Legislative Reform

In early 2026, President Cyril Ramaphosa assented to the Public Service Amendment Act and the Public Administration Management Amendment Act. The reforms are intended to strengthen the merit and administrative integrity of senior appointments and to clarify the operational powers of heads of department.

Reducing Disciplinary Backlogs & Reforming Suspensions

Slow, drawn-out disciplinary processes destroy the integrity of the public service. During the period under review, the public service managed a total of 6,543 backlog cases—representing a 16.6% reduction from the previous reporting period.

To eliminate systemic waste, the DPSA has implemented a newly adopted Directive on Discipline Management. Under this directive, we are aggressively driving a policy shift where precautionary transfers and the re-assignment of duties are prioritized over suspensions. This ensures that while an investigation unfolds, the official remains productive and at work, preventing financial wastage as a result of paying officials to sit at home on full pay. Furthermore, through the utilisation of the Central Register for verification of disciplinary processes, we are actively stopping the recycling or re-employment of officials implicated in misconduct across all government departments.

Continental Governance & The African Peer Review Mechanism (APRM)

South Africa remains uncompromising in its commitments to open governance, democratic accountability, and participatory development across the continent. During the reporting period, the DPSA spearheaded bi-annual status assessments of the African Peer Review Mechanism (APRM) National Programme of Action, coordinating highly impactful interventions with critical state institutions:

- Fiscal Transparency: We supported National Treasury in expanding open-access financial platforms like *"Vulekamali" and "Munimoney"*, effectively empowering citizens with transparent access to national and municipal budget breakdowns.
- Disaster Resilience: We collaborated with the Department of Cooperative Governance to reinforce institutional disaster management capability, early warning architectures, and state resilience programs.
- Climate & Clean Energy Infrastructure: We tracked the Department of Forestry, Fisheries and the Environment as they initiated international environmental commitments, clean energy transitions, and systematic greenhouse gas reductions.
- Access to Justice: We partnered with the Department of Justice and Constitutional Development to expand the National Action Plan to Combat Racism, Xenophobia, and Related Intolerance, while accelerating access to justice for vulnerable groups through the global Open Government Partnership Challenge.

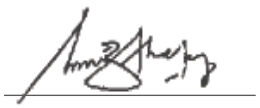
Citizen-Centric Service Delivery

Finally, we have placed citizens back at the heart of public administration by strengthening the 2022 Batho Pele Revitalisation Strategy to improve the implementation of our core service delivery standards. We further conducted a comprehensive review of the 2013 Complaints and Compliments Management Framework and have initiated the development of an online Case Management System to optimize government responsiveness, enforce consequence management for poor service delivery, and restore public trust.

Our Path Forward

The objectives of the 7th Administration's MTDP remain central to our work. In the year ahead, our immediate priorities are to finalise the regulations required to implement the newly enacted legislation, address the compliance and capability gaps identified during the reporting period, reduce disciplinary delays, strengthen digital governance and improve citizens' experience of public services. We will pursue these priorities with urgency, transparency and a clear focus on measurable results for South Africans.

I extend my heartfelt gratitude to our Deputy Minister, Ms Pinky Kekana, for her exceptional stewardship, and to the leadership and staff of the DPSA for their enduring commitment to transforming the South African public service.



Inkosi Buthelezi, MP
Minister for the Public Service and Administration
Date: 29/08/2026

FOREWORD BY THE DEPUTY MINISTER



Ms Pinky Kekana, MP
Deputy Minister for the Public Service and Administration

The Government Employees Housing Scheme (GEHS) was established as a benefit in terms of Public Service Coordinating Bargaining Council (PSCBC) Resolution 7 of 2015. In terms of this Resolution, the employer is responsible for operating, administering, and managing the GEHS, with due consideration of the labour unions represented in the PSCBC as key partners in the governance of the Scheme. This is further supported by the provisions of PSCBC Resolution 1 of 2025, which, among other things, allows employees who resign from their employment to withdraw the full value of their savings.

Some of the challenges the Scheme was established to address relate to housing access and ownership among public servants employed at salary levels 1 to 5, which are classified as semi-skilled.

These employees are often over-indebted and, as a result, do not qualify for home loans from financial institutions such as banks. They also fall into what is commonly referred to as the "gap market," meaning they do not qualify for RDP housing either. The employees referred to above are saving their housing allowance through the Individual-Linked Savings Facility (ILSF), where government employees' savings are deposited to support the future purchase or construction of a home.

During the 2025/26 financial year, the GEHS continued to support qualifying public servants in accessing their housing allowance savings through ongoing awareness initiatives on the related processes.
The Human Resources officials who are responsible for the provision of conditions of services benefits also continue to be capacitated to offer technical support and advice to the qualifying employees.

As a result of these interventions, the Scheme has achieved the following as of March 2026.

- Since the establishment of the GEHS in 2015, the number of government employees who receive the Housing Allowance benefit increased from 352 103 to 995 554 by March 2026.
- The Individual-Linked Savings Facility (ILSF), a cornerstone of the GEHS, continues to demonstrate the positive impact of this initiative. By 2026, government employees had collectively accumulated R33 billion in savings towards homeownership, with approximately R300 million being added every month. This achievement reflects government's sustained investment in empowering public servants to own homes, build financial security and create lasting legacies for their families.
- The number of government employees who were renting was reduced from 569 000 in 2015 to 160 401 by March 2025 and further reduced to 149 716 by March 2026.
- The number of employees receiving the Housing Allowance as homeowners increased from 824 878 in March 2025 to 844 486 by March 2026.

Other key interventions for the financial year 2024/2025 included.

During the financial year under review, the Department continued to advance reforms aimed at improving the conditions of service of government employees. A notable achievement was the continued implementation of the GEHS, which remains one of government's flagship initiatives to improve the socio-economic wellbeing of public servants through sustainable homeownership.

The financial year also saw the implementation of significant policy reforms that strengthened the protection of employee benefits. Following the conclusion of an agreement between government and organised labour in the Public Service Coordinating Bargaining Council (PSCBC), employees who resign or are dismissed from the Public Service may now access the full value of their Individual-Linked Savings Facility savings. This important reform reversed a previous provision that had resulted in more than R700 million in employee savings being forfeited, ensuring that employees retain the benefits they have accumulated during their service.

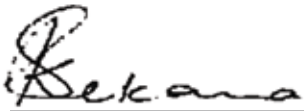
In addition, the Department revised the Determination and Directive on Housing Allowance for Employees in the Public Service to provide further protection for government employees and their families. The revised provisions enable employees who retire without having enrolled in the housing scheme to access their accumulated housing benefit savings. Furthermore, the families of deceased employees are now able to claim the benefit savings due to their loved ones. These reforms reinforce government's commitment to fairness, compassion, and responsible stewardship of employee benefits.

These achievements demonstrate what can be accomplished through constructive engagement between government and organised labour, supported by sound policy and a shared commitment to improving the lives of public servants. They also reflect our determination to ensure that the Public Service remains an employer that values, supports and invests in its workforce.

Finally, building a modern state requires robust digital infrastructure. This year, we advanced the Public Service Data Architecture Framework (PSDAF) Directive to maximize information integration, cybersecurity, and data-driven governance across the public service.

Lastly, I would like to extend my heartfelt appreciation to the Minister for the Public Service and Administration, Honourable Inkosi Buthelezi, for his unwavering leadership and support in our shared journey towards building a capable and developmental state, as envisioned in the National Development Plan and the 7th Administration's Medium Term Development Plan (MTDP).

Together, we remain committed to strengthening the professionalisation of the Public Service, promoting ethical governance, enhancing institutional capability, and improving the quality of services delivered to our people. The challenges facing our country require a public administration that is innovative, accountable, and resilient, and we will continue to pursue reforms that contribute to these objectives.



Ms Pinky Kekana, MP
Deputy Minister for the Public Service and Administration
Date: 29/08/2026

REPORT OF THE ACCOUNTING OFFICER



I present the operational and financial performance review of the Department of Public Service and Administration (DPSA), Vote 11, for the 2025/26 financial year. The Department operated in a complex governance environment marked by fiscal constraints, institutional pressures and changing administrative arrangements.

OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT

Despite operating within an increasingly complex governance environment characterised by fiscal constraints, rapid technological transformation, rising public expectations, and persistent institutional pressures, the Department remained steadfast in driving reforms aimed at building a capable, ethical, developmental and citizen-centred public service.

Overall performance remained strong in as the Department achieved 22 of 23 annual performance targets (96%), spent R528.99 million of its R565.59 million final appropriation, paid all 3,682 valid supplier invoices within 30 days, and recorded no unauthorised or irregular expenditure.

Financial Governance & Expenditure Performance

The Department's final spending as of 31 March 2026 stood at R528.99 million, representing 93.5% of our total final appropriation of R565.59 million. The remaining unspent budget of R36.59 million (6.5%) was strictly managed across our operational baselines:

- *Compensation of Employees (CoE):* An underspending of R21.72 million occurred directly as a result of maintaining funded vacant posts across our core sub-programmes, ensuring a lean administrative baseline.
- *Goods and Services:* An underspending of R11.19 million was recorded, driven by significant cost-containment measures on electricity savings (R1.12 million), procurement savings on the Microsoft Enterprise Agreement from a highly favorable dollar exchange rate, and the technical cancellation of the SharePoint Online configuration project after the service provider failed to comply with our strict Terms of Reference.
- *Transfers and Subsidies:* An unspent R1.68 million was realized, primarily because leave gratuity payouts were lower than anticipated due to planned adjustments in the rollout timelines of early retirement packages.

Demonstrating our commitment to service provider liquidity, the DPSA achieved a flawless efficiency record by paying 100% of all valid supplier invoices (3,682 invoices totaling R299.59 million) within the mandatory 30-day window, leaving zero unpaid or disputed balances past the deadline.

Bi-annual assessments of departmental compliance with Broad-Based Black Economic Empowerment (B-BBEE) prescripts

During the 2025/26 financial year, the Department generated a total of **228** procurement orders with a combined value of **R 35,979,823.62.**

Of these, **121** orders to the value of **R 19,715,928.48** were processed through the application of the Preferential Procurement Policy Framework Act (PPPFA), demonstrating the Department's continued commitment to advancing transformation, broadening economic participation, and supporting Broad-Based Black Economic Empowerment (B-BBEE) objectives through procurement processes.

A total of **107** new orders amounting to **R16,263,895.13** were processed where PPPFA was not applied, primarily due to the nature of the procurement or applicable procurement exemptions in line with legislative and regulatory prescripts. The Department continues to strengthen procurement governance and compliance to ensure that supply chain management processes support both value for money and socio-economic transformation objectives.

Procurement Framework Selection	Number of Orders	Combined Total Value (R)	Proportion of Procurement (%)
PPPFA Transformed Orders (Equity Target Focus)	121	R19,715,928.48	54.8%
Exempt / Non-PPPFA Direct Orders	107	R16,263,895.13	45.2%
TOTAL PROCUREMENT PORTFOLIO	**228**	**R35,979,823.62**	**100.0%**

Staffing, Workplace Transformation, and Representativity

As of 31 March 2026, the DPSA maintained a filled approved post establishment of 321 positions. During the reporting period the departments experienced an increased employee turnover rate of 15.38% (up from 9.56% in the previous year), which was primarily caused by natural retirements and early retirement dispensations (comprising 45.45% of exits) alongside contract expirations (30.30%).

Our workforce transformation metrics reveal the following baselines as we continue to roll out affirmative action measures to align with national targets:

Transformation Category/Group	Current Baseline	Target Threshold	Variance
Women Representation in SMS Band	46.97%	60.00% vs the 50% government's target	Under-represented by 13.03%
Persons with Disabilities	2.15%	3.00%	Under-represented by 0.85%
Youth Representation Portfolio	7.38%	30.00%	Under-represented by 22.62%

Targeted Strategies to Improve Workforce Representation

To bridge the demographic gaps identified in our transformation baselines, the Department is rolling out internal recruitment and development interventions:

- We continue to implement our affirmative action measures which create a positive bias for the employment of women into the senior management cohort of the department and have also increased our target to 60% which is 10% above the national government target of 50%.
- Affirmative action measures have also been approved for the appointment of persons with disabilities into positions across all perfoma levels. Further the Department is working directly

with specialized disability recruitment agencies and modifying our physical and hybrid workspace configurations to actively remove entry barriers, aiming to lift representation to the 3% target over the MTEF.

- To bridge the 22.62% youth variance, we are currently reviewing our organisational structure to create more technical level posts that will be more accessible to young graduates .

During the year under review, the Department strengthened its Internal Transformation Programmes to advance transformation by promoting diversity, inclusion and offering employee health and wellness services as follows;

Employee Health and Wellness Services

The health and wellness initiatives reached an average of 234 employees and included 21 educational awareness sessions. Seventy-three employees and their dependents were assessed for psychosocial stressors and referred for support. 893 engagements were recorded across counselling, group therapy, clinical interventions and 131 employees used the onsite clinic primary healthcare services .

In 2026/27, management will prioritise improved expenditure forecasting and vacancy management, implementation of the approved workforce representation measures, and continued monitoring of financial and supply-chain controls. Progress against these priorities will be reviewed through the Department's established governance and performance-monitoring structures.

OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT:

Departmental Receipts

Departmental Receipts	2025/26			2024/25		
	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000
Sale of goods and services other than capital assets	213	179	34	212	174	38
Interest, dividends and rent on land	32	30	2	31	29	2
Sale of capital assets	-	-	-	388	388	-
Financial transactions in assets and liabilities	310	136	174	465	520	(55)
Total	**555**	**345**	**210**	**1096**	**1111**	**(15)**

Programme Expenditure

Programme Name	2025/26			2024/25		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Administration	294,667	278,373	16,294	280, 722	271, 709	9, 013
Human Resources Management and Development	50,381	43,303	7,078	45, 914	41, 385	4, 529
Negotiations, Remuneration and Labour Relations	91,269	86,159	5,110	80, 197	79, 869	328
eGovernment Services and Information Management	23,784	19,709	4,075	24, 580	18, 807	5, 773
Government Services Access and Improvement	105,488	101,450	4,038	108, 108	98, 072	10, 036
TOTAL	**565,589**	**528,994**	**36,595**	**539 521**	**509 842**	**29 679**

Expenditure per economic classification

Programme Name	2025/26			2024/25		
	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
Compensation of employees	307,822	286,099	21,723	292, 413	284, 135	8, 278
Goods and Services	193,963	182,777	11,186	179, 473	160, 460	19, 013
Transfers and Subsidies	57,997	56,310	1,687	60, 177	59, 905	272
Payment of Capital Assets	5,578	3,625	1,953	7, 230	5, 119	2, 111
Payments of financial assets	229	183	46	228	223	5
TOTAL	**565,589**	**528,994**	**36,595**	**539, 521**	**509, 842**	**29, 679**

- **Reason for underspending**
  The department's final spending as at 31 March 2026 is R528,994 million or 93,5%. The unspent budget amounts to R36,595 million or 6,5%. The unspent budget of R21,723 million on Compensation of Employees (CoE) relates to funded vacant posts. There is R11,186 million underspending on Goods & Services of which:
  - An amount of R3,653 million under D: ICT (ICT Mng & Support) relates to the SharePoint Online Document Management (Knowledge Management) configuration procurement that had to be cancelled due to the service providers' non-compliance with the Terms of Reference. There were savings on the Microsoft Enterprise Agreement due to a favourable dollar exchange rate.
  - The unspent budget of R4, 542 million on the operational expenditure under the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit relates to a delayed payment for the Oracle data license fee, the postponement of the enhancement of the E-disclosure system with risk indicators (red flags) and cost containment measures on venues for ethics officer and Labour relation forums.
  - The unspent budget of R1,124 million under Office Accommodation relates to savings realized on electricity.

  The unspent budget of R1,687 million on Transfers and Subsidies mainly relates to the payment of leave gratuity being less than anticipated due to the delay in the implementation of the early retirement packages. The underspending of R1,953 million on Payment of Capital Assets is mainly due to the procurement of laptops and switches that could not be concluded as the service providers quoted incorrectly, and the process had to be restarted. The R183 thousand on Payment for Financial Assets relates to write-offs.

- **Virements**
  Only one virement was approved after the Adjusted Estimate of National Treasury. A total amount of R1 440 million was moved between programmes.

  An amount of R1,530 under Compensation of Employees was moved from Programme 5: Government Service Access and Improvement under the sub-programme: Operations Management to Programme 3: Negotiations, Labour Relations and Remuneration Management of which R109 thousand to sub-programme: Management: Negotiations, Labour Relations and Remuneration Management, R380 thousand to sub-programme: Remuneration, Employment Conditions and Human Resource Systems, and R1,041 million to sub-programme: Organisational Development, Job Grading and Macro Organisation of the State.

  An amount of R90 thousand under Goods and Services was moved from Programme 3: Negotiations, Labour Relations and Remuneration Management under the sub-programme: Remuneration, Employment Conditions and Human Resource Systems to Programme 5: Government Service Access and Improvement under the sub-programme: Service Delivery Improvement, Citizen Relations and Public Participation.

- **Roll over/s**
  An amount of R869 000 was rolled over from the 2024/25 financial year in relation to the Centre for Public Service and Innovation (CPSI) to incur ICT related costs for their new Office Accommodation. This amount increased the transfer payment to the CPSI.

- **Unauthorised, Irregular, Fruitless and Wasteful Expenditure**
  The department did not incur any Unauthorised or Irregular expenditure during the 2025/26 financial year. An amount of R6 052.61 was classified as Fruitless and Wasteful as additional costs were incurred for a publication of a notice in the government gazette. The additional costs were incurred due to

erroneously selecting an extraordinary gazette rather than an ordinary gazette and the price difference was considered to be wasteful expenditure.

- **The strategic focus over the short to medium term period**
  The 2025/26 financial year marked the start of the 7th Administration. The Strategic Focus for the 2025-2030 period will be informed by the priorities of the 7th Administration as reflected in the Medium- Term Development Plan 2024-29. The DPSA will focus on the achievement Strategic Priority 3: Build a Capable, Ethical and Developmental State

- **Public Private Partnerships**
  The department does not participate in any Public Private Partnerships.

- **Discontinued key activities / activities to be discontinued**
  No key activities were discontinued during the 2025/26 financial year.

- **New or proposed key activities**
  There are no new or proposed key activities identified over the medium term.

- **Supply Chain Management**
  - The Department did not accept, consider or conclude on any unsolicited bids during the year under review.
  - There are processes and systems in place within Supply Chain Management (SCM) to prevent irregular expenditure. These include multiple checklists at various stages during the procurement and payment processes.
  - There were four vacant posts within the Supply Chain Management Directorate. Two in the Sub Directorate: Asset and Fleet Management namely the Supply Chain Clerk Supervisor: Asset and a Logistical Clerk: Driver. The other two vacant posts in the Directorate were that of the Administrative Assistant who assisted with payments which commenced duty in January 2026 and the Orders Officer. Despite the vacancies, the Directorate managed to function effectively as a result of officials absorbing the responsibilities of the vacant positions.

- **Gifts and Donations received in kind from non-related parties**
  During 2025/26 the department received in kind donations and sponsorships from various non- related parties to the total value of R3 087 000. The detail of these are provided in Annexure 1F of the Annual Financial Statements.

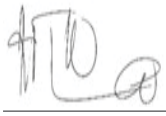
- **Exemptions and deviations received from the National Treasury**
  On the 15th of May 2025 the Minister of Finance in terms of Section 92 of the Public Finance Management Act (Act no. 1 of 1999) published a notice (no. 6207) in the Government Gazette exempting all departments from the reporting requirement in Section 40(4)(c) of the PFMA for the month of April 2025.

  This exemption from submitting the In Year Monitoring report (IYM) for the month of April 2025 on the 15th of May 2025 was a result of system problems that was experienced by all departments who utilise the PERSAL system and the Basic Accounting System (BAS), due to the implementation of the Standard Chart of Account (SCOA) version 6. The National Treasury issued Circular 3 of 2025/2026 on the 14th of May 2025, indicating that the submission date for submitting the IYM for April 2025 was extended to the 22nd of May 2025.

- **Events after the reporting period**
  No events occurred after the reporting period

- **Acknowledgements and Appreciation/Conclusion**
  I would like to thank Minister for Public Service and Administration and the Deputy Minister Public Service and Administration for their leadership, guidance and stewardship that resulted in the department attaining a 96% achievement on its 2025/26 Annual Performance Plan Targets. I also extend my gratitude and appreciation to the DPSA executive team and all staff members without whom this achievement would not have been possible.

- **Approval and Sign Off**
  I approve and sign off this annual report as a true reflection of the work undertaken during the reporting period.



Mr Willie Vukela
Acting Accounting Officer
Department Of Public Service and Administration
Date: 29/08/2026

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

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

- All information and amounts disclosed throughout the annual report are consistent.
- The annual report is complete, accurate and is free from any omissions.
- The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.
- The Annual Financial Statements (Part 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 for the judgements made in this information.
- The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the annual financial statements.
- In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2026.

Yours faithfully



Mr Willie Vukela
Acting Accounting Officer
Department Of Public Service and Administration
Date: 29/08/2026

STRATEGIC OVERVIEW

Vision

A professional, productive and responsive Public Service and administration.

Mission

1. Establish norms and standards to ensure that the Public Service functions optimally and that such norms and standards are adhered to;
2. Implement interventions to maintain a compliant and functioning Public Service;
3. Promote an ethical Public Service through programmes, systems, frameworks and structures that detect, prevent and combat corruption; and
4. Contribute towards improved public administration in Africa and internationally through dialogue and sharing of best practices.

Values



We belong



We care



We serve

LEGISLATIVE AND OTHER MANDATES

Constitutional Mandate

The Department of Public Service and Administration derives its mandate **from Section 197 (1) And (2) of the Constitution of the Republic of South Africa** which states that Public Administration must be governed by the following democratic values and principles.

1. *A high standard of professional ethics must be promoted and maintained.*
2. *Efficient, economic and effective use of resources must be promoted.*
3. *Public administration must be development – oriented.*
4. *Services must be provided impartially, fairly, equitably and without bias.*
5. *People's needs must be responded to, and the public must be encouraged to participate in policy making.*
6. *Public administration must be accountable.*
7. *Transparency must be fostered by providing the public with timely, accessible and accurate information.*
8. *Good human resources management and career-development practices, to examine human potential, must be cultivated; and*
9. *Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.*

Legislative Mandates

In terms of the Public Service Act of 1994, as amended, the Minister for the Public Service and Administration is responsible for establishing norms and standards relating to.

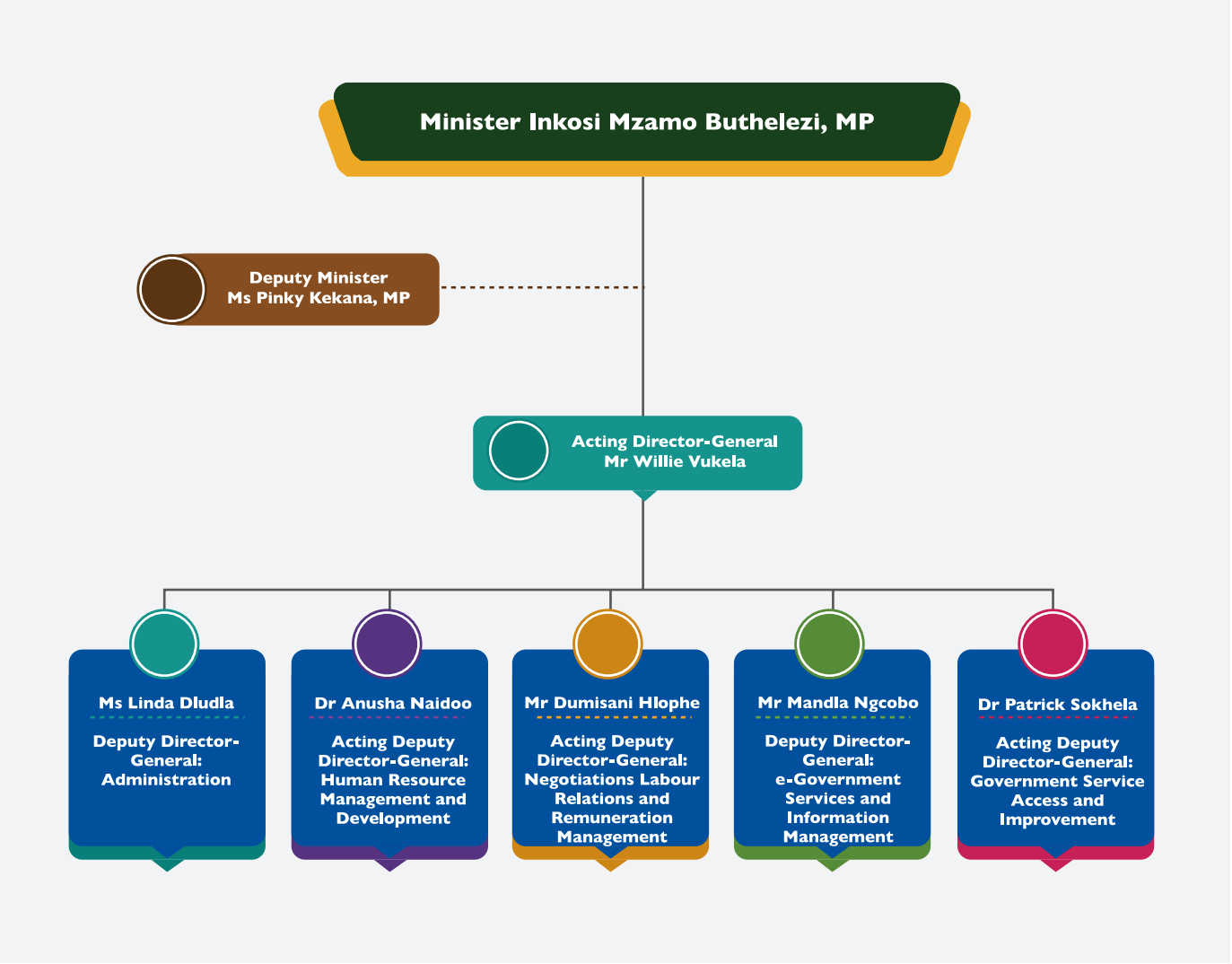
1. *The functions of the Public Service.*
2. *The organisational structures and establishments of departments and other organisational and governance arrangements in the Public Service.*
3. *The conditions of service and other employment practices for employees;*
4. *Labour relations in the Public Service;*
5. *Health and wellness of employees;*

6. *Information management in the Public Service;*
7. *Electronic government;*
8. *Integrity, ethics, conduct and anti-corruption in the Public Service; and*
9. *Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.*

The Public Administration Management Act, 2014, seeks to provide a uniform legal framework across the three spheres of government for bringing some degree of commonality of purpose in key public administration areas. The Act aims to:

- *promote and give effect to the values and principles in Section 195 (1) of the Constitution namely, high standard of professional ethics, efficient, economic and effective use of resources, development-oriented public service, services must be provided impartially, fairly, equitably and without bias, people's needs must be responded to, transparent public service and accountable public service.*
- *provide for the transfer and secondment of employees;*
- *promote a high standard of professional ethics in public administration;*
- *promote the use of information and communication technologies in the public administration;*
- *promote efficient service delivery in the public administration;*
- *facilitate the eradication and prevention of unethical practices in the public administration; and*
- *provide for the setting of minimum norms and standards to give effect to the values and principles of section 195 (1) of the Constitution.*

ORGANISATIONAL STRUCTURE



ENTITIES REPORTING TO THE MINISTER

The following entities report to the Minister for the Public Service and Administration

Centre for Public Service Innovation

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operations
Centre for Public Service Innovation	Government component in terms of the Public Service Amendment Act, Act 30 of 2007. Tasked by the MPSA to fulfil the mandate in relation to innovation for improved service delivery in the Public Service	The DPSA transfers payment to CPSI as they are part of Budget Vote 11	The CPSI aims to entrench the culture and practice of innovation in the Public Service through: • unearthing existing innovations for learning and replication; • researching, leading and promoting the development and testing of new innovations; • investigating and facilitating the replication and mainstreaming of innovations; and • providing content driven platforms and products for public officials to adopt innovative approaches

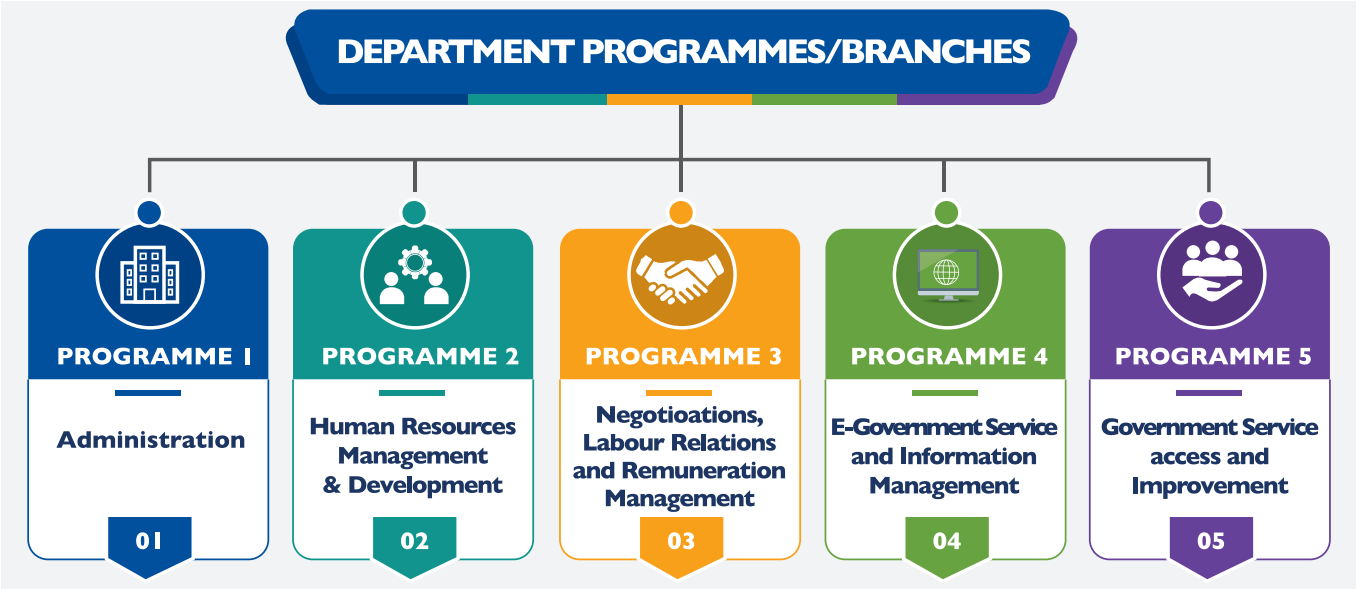
- The Centre for Public Service Innovation (CPSI) was established as a government component in April 2008 in accordance with the Public Service Amendment Act, No. 30 of 2007. CPSI operates as an autonomous institution with its own Accounting Officer, who reports directly to the Minister for the Public Service and Administration (MPSA).
- Since 1 April 2015, the CPSI has functioned independently and receives its funding through transfer payments from the Department of Public Service and Administration (DPSA).

National School of Government

- The National School of Government (NSG) is mandated to provide, or facilitate the provision of, training and development for public servants across all spheres of government. Its core mission is to:
- Empower public servants to be responsive to citizen needs and government priorities through education, training, and development interventions.
- Through this mandate, the NSG plays a critical role in building a capable, ethical, and professional public service that can deliver on national objectives.

Departments capacity to deliver on its mandate.

The department is organised into the following 5 Programmes/Branches.



- As at 31 March 2026, the Department had an approved establishment of 414 posts, of which 321 posts were filled during the reporting period. Employee turnover increased from 9.56% in the previous financial year to 15.38%, largely due to a higher number of employees exits relative to the number of appointments made.
- A total of 33 employees exited the Department during the financial year, with retirement, early retirement, and expiry of contracts constituting the primary reasons for separation. Retirement and early retirement accounted for 45.45% of all terminations, while expiry of contracts represented 30.30%.

PART B

PERFORMANCE INFORMATION



PART B: PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'SREPORT: PREDETERMINED OBJECTIVES

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

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

- A major focus during the year was the continued implementation of the Department's strategic priorities through the Annual Performance Plan. The Department monitored progress against planned targets, supported departments where gaps were identified, and worked to ensure that evidence-based reporting informed decision-making. This reinforced the importance of planning, implementation, monitoring and accountability as central pillars of public administration.
- The Department continued to support the professionalisation of the public service, strengthen compliance with applicable prescripts, and promote ethical conduct across government. This included work relating to senior management, consequence management, disciplinary processes, lifestyle audits and the strengthening of institutional integrity systems.
- In the area of digital transformation, the Department continued to promote improved data governance, information management and ICT continuity within the public service. These initiatives are essential for building a modern, responsive and resilient public administration system.

2.1. Service Delivery Environment

- The environment within which the department operates continues to experience non-compliance to the norms and standards, issued by the Minister for the Public Service and Administration, by national and provincial department.
- The work done by the Office of Standards and Compliance with respect to the assessment of compliance by departments as well as the evaluation of the appropriateness of the the norms and standards , issued by the Minister for the Public Service and Administration will , going forwards , enable the policy makers within the department to revise their policies and also enable the Minister to implement enforcement measures for departments where required .

2.2. Service Delivery Improvement Plan

- **Main services and standards**

Main Services/Functions	Beneficiaries
1. Development of policy, legislation, regulations, directives, determinations as well as guidelines/ frameworks and toolkits; 2. Rendering of implementation support and advice on the developed policies, legislation, regulations, directives, determinations, guidelines/ frameworks and toolkits; and 3. Monitoring the implementation of policies, legislation, regulations, directives, determinations as well as guidelines / frameworks and toolkits by National and Provincial Departments and Government Components.	47 National Departments; 114 Provincial Departments; 7 Government Components; Organised Labour; Public Service Coordinating Bargaining Council (PSCBC) and the General Public Service Sectoral Bargaining Council (GPSSBC); and the Civil Society Groups.

Batho Pele arrangements with beneficiaries (Consultation access etc)

Current/actual arrangements	Desired arrangements	Actual achievements
No Batho Pele arrangements were made with beneficiaries		

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
DPSA Website: https:// www.dpsa.gov.za		

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Complaints /Complement Management Policy and Procedure	Implementation of the Complaints /Complement Management Policy and Procedure for compliance with the DPSA Complaints/Compliment Management Framework.	The DPSA's Complaints Management Policy and Procedure was approved in January 2019 and the Department has initiated the process to develop an online Complaints/ Complements Management System which will serve as Case Management System.

2.3. Organisational environment

During the year under review;

- In March 2025, the Director- General's contract of employment came to an end and to ensure leadership and governance continuity and Acting Director-General was appointed and the department was able to implement its plans thus achieving a 96% achievement of its 2025/26 Annual Plan Targets.
- The department experienced a high vacancy rate, created in parts by a high turnover rate due to the early retirements dispensations as well as the lack of an automated recruitment system
- Due to a number of building related issued including prohibitions and contraventions issued by the department of labour, the department has since June 2025. Had to implement remote and rotational working arrangements which has implected the optimal function of Programme 1: Administration as units such as HR and Finance use systems such as PERSAL and BAS that cannot be accessed remotely

2.4. Key policy developments and legislative changes

There were no policy developments and legislative changes that impacted on the operations of the department during this reporting period.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The table below provides an overview of the progress towards the achievement DPSA Strategic impacts and outcomes:

OUTCOME	PROGRESS DURING THE 2025/26 FINANCIAL YEAR
An ethical, capable and professional public service	• The reporting period demonstrated the growing importance of transversal governance within the South African public administration environment. Many of the governance challenges confronting departments increasingly cut across institutional boundaries and require coordinated interventions involving multiple departments, governance structures, labour institutions, and oversight mechanisms. In this regard, the DPSA continued to position itself not merely as a policy department, but as a strategic governance institution responsible for supporting coherence, capability, integrity, modernisation, and institutional stability across the state. • The implementation of professionalisation initiatives during the year under review further highlighted the importance of strengthening competency-based administration and ethical leadership within the public service. The Department's work in monitoring executive appointments, leadership tenure, skills audit systems, disciplinary processes, and integrity mechanisms contributes directly towards strengthening institutional legitimacy, governance continuity, and public confidence in state institutions. • The year under review reinforced the importance of labour stability and collaborative governance within the public service environment. Through ongoing engagement with organised labour structures, collective bargaining institutions, and sector departments, the Department continued to support balanced and sustainable labour relations while addressing broader fiscal and workforce sustainability pressures. • The Department's work relating to lifestyle audits, disciplinary case management, ethics oversight, and the utilisation of the Central Register further demonstrated the growing importance of institutional integrity systems in strengthening consequence management and combating unethical conduct within the public service. • The Department's work on productivity management and organisational performance further demonstrated that state capability depends not only on compliance and administrative processes, but also on institutional culture, operational efficiency, leadership capability, workforce morale, systems integration, and continuous improvement. • The continued implementation of the Batho Pele Revitalisation Strategy and the review of the Complaints and Compliments Management Framework reinforced the importance of placing citizens at the centre of public administration. These initiatives reflect an ongoing commitment to building a responsive, accountable, and people-centred public service capable of listening to citizens, responding to public concerns, and continuously improving service delivery. • The implementation of the African Peer Review Mechanism National Programme of Action and related open government initiatives reflected South Africa's continued commitment to strengthening governance accountability, transparency, resilience, and participatory governance both nationally and continentally.
Digital transformation across the state	• The reporting period also underscored the increasing importance of digital governance and information management within modern public administration systems. As government institutions become increasingly dependent on digital infrastructure, integrated data systems, cybersecurity capability, and service continuity mechanisms, the need for coordinated digital governance frameworks becomes more urgent. • The submission of the Public Service Data Architecture Framework and the continued monitoring of ICT service continuity management represent important milestones in strengthening interoperability, institutional resilience, and digital transformation across government.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1. PROGRAMME 1: ADMINISTRATION

Programme Purpose:
Provide strategic leadership, management and support services to the department, and coordinate the department's international relations.

Sub Programmes:
1. **Ministry –** To manage support to the Minister and the Deputy Minister
2. **Departmental Management –** To manage strategic executive support service to the Director-General including risk and ethics management.
3. **Corporate Services –** To manage and monitor the provision of services for Human resource management and development, Transformation programmes, Workplace environment, Strategic management and internal M&E, Organisational Development and Service Delivery Improvement, ICT and Internal Knowledge Management and Corporate Communication.
4. **Financial Administration –** To manage and facilitate the provision of financial and supply chain management services.
5. **Internal Audit –** To conduct internal regulatory and functionality audits.
6. **Legal service –** to provide legal services.
7. **International Relations and Donor Funding –** To provide services in relation to international relations and donor funding.
8. **Office Accommodation –** Manage provisioning of office accommodation

The programme contributes to the following outcomes.

- Compliance with all prescripts governing Programme 1 functions achieved
- Mainstreaming of gender, empowerment of youth and persons with disabilities

STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

TABLE 2.4.4.1: Originally Tabled 2025/26 Annual Performance Plan (APP)

Note: The revised 2025/26 APP was re-tabled on the13th of June 2025 as a result the progress reported below is as at the end of the 1st quarter (31 March 2025)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
Compliance with all prescripts governing Programme 1 functions achieved	Fruitless, wasteful, and irregular expenditure Monitor the and where required consequence management implemented	Number of quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury by 30 April 2025, 31 July 2025, 31 October 2025 and 31 January 2026	4 quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	70% reduction in cases of fruitless, wasteful, and irregular expenditure from the baseline	4 quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	Submit 4 quarterly reports on fruitless, wasteful and irregular expenditure to the National Treasury for the 4th quarter of 2025 and the 1st, 2nd and 3rd quarter of 2026	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the annual targets and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts Monitor and recommendations for improving compliance implemented where applicable	Bi-annual reports on the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts submitted to the Chief Financial Officer by 30 of September 2025 and 31 March 2026	Compile Bi-annual reports on compliance with the BBBEE status	Bi-annual (2) reports on compliance with the BBBEE status	Bi-annual (2) reports on compliance with the BBBEE status submitted to the Chief Financial Officer	Bi-annually assess the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of indicator and targets and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
Mainstreaming of gender, empowerment of youth and persons with disabilities	Department is complaint with the Women, Youth and Persons with Disabilities (WYPD) responsive planning, budgeting and integration	Consolidated annual report on the interventions implemented for empowerment and development of Women, Youth and Persons with Disabilities (WYPD), in line with the Gender Strategic Framework Annual Plan, the Job access Strategic Framework Annual Plan and the Youth Annual Action Plan, submitted to the Director-General for approval by 31 March 2026	-	The annual report was submitted to the Director General for noting.	-	Compile a consolidated annual report on interventions implemented for empowerment and development of Women, Youth and Persons with Disabilities (WYPD)	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of indicators and targets and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Department is complaint with the government's national targets of 50% for women a SMS appointed by the department and recommendations for improving compliance implemented where applicable	Report on the % appointment of women into SMS positions in the department, against the departments affirmative action target of 60 % submitted to the Director-General for approval by 31 March 2026	The representation of women in SMS positions was at 47,14%	The annual report was submitted to the Director General for noting. The report indicated that as of the end of March 2024, the representation of women in SMS was at 51%	Annual Report on the % of women appointed in SMS positions in the department, against the government's target of 50%, submitted to the Director-General for approval	Monitor the appointment of women into SMS positions in the department, against the departments affirmative action target of 60%	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of indicator and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
	Department is complaint with the government's national targets of 2% for Persons with the disabilities appointed by and recommendations for improving compliance implemented where applicable	Report on % appointment of people with disabilities in the department against the government's target of 3 % submitted to the Director-General for approval by 31 March 2026	2.49% representation of people with disabilities in the department	Annual Report was submitted to the Director-General for noting. The report indicated that at the end of March 2014 representation of people with disabilities was at 2.3%	Annual Report on the % of people with disabilities appointed in the department against the government's target of 2% submitted to the Director-General for approval	Monitor the appointment of people with disabilities in the department against the government's target of 3%	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of indicators and targets and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Department is complaint with the government's national target of 30 % for youth appointed by the department and recommendations for improving compliance implemented where applicable	Report on % appointment of appointment of Youth (ages 18-35 years) in the department against the government's target of 30 % submitted to the Director-General for approval by 31 March 2026	The representation of youth was at 16.45%	The Annual Report was submitted to the Director-General for noting. The report indicated that, as of the end of March 2024, the representation of youth was at15%,	Annual Report on the % of Youth (ages 18-35 years) appointed in the department against the government's target of 30 % submitted to the Director-General for approval	Monitor the appointment of Youth (ages 18-35 years) in the department against the government's target of 30%	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of indicators and targets and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

TABLE 2.4.4.2: REVISED AND RE-TABLED 2025/26 ANNUAL PERFORMANCE PLAN (APP)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
Compliance with all prescripts governing Programme 1 functions achieved	Fruitless, wasteful, and irregular expenditure Monitor the and where required consequence management implemented	Number of quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury by 30 April 2025, 31 July 2025, 31 October 2025 and 31 January 2026	4 quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	70% reduction in cases of fruitless, wasteful, and irregular expenditure from the baseline	4 quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	Submit four (4) quarterly reports on fruitless, wasteful and irregular expenditure to National Treasury	ACHIEVED Four (4) quarterly reports on fruitless, wasteful and irregular expenditure was submitted to National Treasury	Not Applicable	Not Applicable
	Compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts Monitor and recommendations for improving compliance implemented where applicable	Two (2) Bi-annual reports on the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts submitted to the Chief Financial Officer by 30 September 2025 and 31 March 2026	Compile Bi-annual reports on compliance with the BBBEE status	Bi-annual (2) reports on compliance with the BBBEE status	Bi-annual (2) reports on compliance with the BBBEE status submitted to the Chief Financial Officer	Bi-annually assess the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts	ACHIEVED The Bi-annual reports (2) on compliance with the BBBEE prescripts was submitted to the Chief Financial Officer	Not Applicable	Not Applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
Mainstreaming of gender, empowerment of youth and persons with disabilities	Department is complaint with the Women, Youth and Persons with Disabilities (WYPD) responsive planning, budgeting and integration	Consolidated Annual Monitoring Report (2024/25) and 1st, 2nd and 3rd quarterly (2025/26) monitoring reports on the interventions implemented for empowerment and development of Women, Youth and Persons with Disabilities (WYPD) submitted to the Director-General for approval by 30 June 2025 and for noting by 31 July, 31 October and 31 January 2026	-	The annual report was submitted to the Director General for noting.	-	Implement interventions for the empowerment and development of Women, Youth and Persons with Disabilities (WYPD)	ACHIEVED Interventions for the empowerment and development of Women, Youth and Persons with Disabilities (WYPD) were implemented	Not Applicable	Not Applicable
	Department is complaint with the government's national targets of 50% for women a SMS appointed by the department and recommendations for improving compliance implemented where applicable	Consolidated Annual Monitoring Report (2024/25) and 1st, 2nd and 3rd quarterly (2025/26) monitoring reports on the % appointment of women into SMS positions in the department, against the departments affirmative action target of 60 % submitted to the Director-General for approval by 30 June 2025 and for noting by 31 July, 31 October and 31 January 2026	The representation of women in SMS positions was at 47,14%	The annual report was submitted to the Director General for noting. The report indicated that as of the end of March 2024, the representation of women in SMS was at 51%	Annual Report on the % of women appointed in SMS positions in the department, against the government's target of 50%, submitted to the Director-General for approval	Monitor the appointment of women into SMS positions in the department, against the departments affirmative action target of 60%	ACHIEVED The appointment of women into SMS positions in the department, against the departments affirmative action target of 60% was monitored	Not Applicable	Not Applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	Department is complaint with the government's national targets of 2% for Persons with the disabilities appointed by and recommendations for improving compliance implemented where applicable	Consolidated Annual Monitoring Report (2024/25) and 1st, 2nd and 3rd quarterly (2025/26) monitoring reports on the % appointment of persons with disabilities in the department against the government's target of 3 % submitted to the Director-General for approval by 30 June 2025 and for noting by 31 July, 31 October and 31 January 2026	2.49% representation of people with disabilities in the department	Annual Report was submitted to the Director-General for noting. The report indicated that at the end of March 2014 representation of people with disabilities was at 2.3%	Annual Report on the % of people with disabilities appointed in the department against the government's target of 2% submitted to the Director-General for approval	Monitor the appointment of persons with disabilities in the department against the government's target of 3%	ACHIEVED The appointment of persons with disabilities in the department against the government's target of 3% was monitored	Not Applicable	Not Applicable
	Department is complaint with the government's national target of 30 % for youth appointed by the department and recommendations for improving compliance implemented where applicable	Consolidated Annual Monitoring Report (2024/25) and 1st, 2nd and 3rd quarterly (2025/26) monitoring reports on the % appointment of appointment of Youth (ages 18-35 years) in the department against the government's target of 30 % submitted to the Director-General for approval by 30 June 2025 and for noting by 31 July, 31 October and 31 January 2026, 31 October and 31 January 2026	The representation of youth was at 16.45%	The Annual Report was submitted to the Director-General for noting. The report indicated that, as of the end of March 2024, the representation of youth was at15%,	Annual Report on the % of Youth (ages 18-35 years) appointed in the department against the government's target of 30 % submitted to the Director-General for approval	Monitor the appointment of Youth (ages 18-35 years) in the department against the government's target of 30%	ACHIEVED The appointment of Youth (ages 18-35 years) in the department against the government's target of 30% were monitored	Not Applicable	Not Applicable

Linking Performance with Budgets

Sub-Programme Name	2025/26			2024/25		
	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
Ministry	33,203	32,373	830	31 266	30 784	482
Departmental Management	14,722	12,014	2,708	18 496	18 424	72
Corporate Services	126,808	118,625	8,183	114 429	111 652	2 777
Finance Administration	32,540	32,385	155	31 191	30 882	309
Internal Audit	5,810	5,796	14	5 682	5 665	17
Legal Services	11,674	8,412	3,262	9 424	9 406	18
International Relations and Donor Funding	2,807	2,789	18	3 140	3 124	16
Office Accommodation	67,103	65,979	1,124	67 094	61 772	5 322
TOTAL	**294,667**	**278,373**	**16,294**	**280 722**	**271 709**	**9 013**

This programme has spent R278,373 million or 94,5% against a budget of R294,667 million as at 31 March 2026. The unspent budget is R16,294 million or 5,5%. The unspent budget of R7,719 million under Compensation of Employees relates to funded vacant posts. The underspending on the operational budget of R3,653 million is mainly under internal ICT Management and Support and relates to the SharePoint Online Document Management (Knowledge Management) configuration procurement that has been cancelled due to the service providers' non-compliance with the Terms of Reference. There were savings on the Microsoft Enterprise Agreement due to a favourable exchange rate. The procurement for laptops and switches could not be concluded as the service providers quoted incorrectly, and the process was restarted. There is R1,124 million underspending on Office Accommodation that relates to savings realized on electricity. R1,087 million under internal Human Resource Administration relates to the payment of leave gratuity for retirements being less than anticipated. An amount of R801 thousand for legal services rendered via the Office of the State Attorney was not spent due to outstanding invoices from the Department of Justice and Constitutional Development.

Strategy to overcome areas of under Performance

The Programme achieved all of its planned targets.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

4.2. PROGRAMME 2: HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

Programme Purpose:
Manage, oversee and facilitate human resource planning, management and development in the workplace. Facilitate compliance with minimum norms and standards set by the Minister for Public Service and Administration, in line with the Public Administration Management Act (1994), through the office of standards and compliance

Sub Programmes:

1) **Management:** Human Resource Management and Development provides administrative support and management to the programme.
2) **Office of Standards and Compliance** facilitates compliance with the minimum norms and standards set by the Miniter, in line with section 16 of the Public Administration Management Act (1994).
3) **Human Resource Planning, Employment and Performance Management** manages, develops and monitors the implementation of policies and programmes related to human resource planning, employment practices and employee performance management.
4) **Human Resource Development** manages, develops and monitors the implementation of policies and programmes related to human resource development.
5) **Transformation and Workplace Environment Management** manages, develops and monitors the policies and programmes related to diversity, transformation and workplace environment management.

The programme contributes to the following outcomes.

- An ethical, capable and professional public service

TABLE 2.4.4.1: Originally Tabled 2025/26 Annual Performance Plan (APP)

Note: The revised 2025/26 APP was re-tabled on the13th of June 2025 as a result the progress reported below is as at the end of the 1st quarter (31 March 2025)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
An ethical, capable and professional public service	Change in the tenure of serving Accounting Officers Dept's, monitored	Monitoring Report on the trends in the tenure of serving Accounting Officers in national and provincial departments submitted to the Director-General by 31 March 2026	-	-	-	Monitor the trends in the tenure of serving Accounting Officers (Director's – General (DGs) /Heads of Department (HOD's)	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Implementation of National Framework towards the Professionalisation of the Public Sector by National and Provincial Departments monitored	Monitoring Report on the Implementation of the National Framework towards the Professionalisation of the Public Sector as guided by 2024Volume 1 Directive submitted to the Director-General by 31 March 2026	-	-	Monitoring Report on the implementation ofVolume 1 Directive of the Professionalisation of the Public Service by national and provincial departments submitted to the Director-General for approval	Monitor the implementation of the National Framework towards the Professionalisation of the Public Sector as guided by 2024Volume 1 Directive submitted to the Director-General by 31 March 2026	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
	Task Teams to guide the implementation of skills audit methodology framework established	Report on the functionality of the task teams established to guide the implementation of skills audit methodology framework by national and provincial departments submitted to the Director-General by 31 March 2026	-	The Monitoring report on the implementation of the skills audit methodology framework for the public service by departments submitted	Monitoring Report on the implementation of the Skills Audit Methodology for the Public Service by 81 provincial departments submitted to the Director-General for approval	Monitor the functionality of the task teams established to guide departments on the implementation of the skills audit methodology framework.	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Appropriateness of Public Administration norms and standards for Temporary Incapacity Leave evaluated and recommendations towards improved compliance made to the Minister	Evaluation Report on the appropriateness of the Public Administration Norms and Standards on temporary incapacity leave submitted to the Minister for approval by 31 March 2026	-	-	-	Evaluate the appropriateness of the Public Administration Norms and Standards on temporary incapacity leave	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

TABLE 2.4.4.2: REVISED AND RE-TABLED 2025/26 ANNUAL PERFORMANCE PLAN (APP)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
An ethical, capable and professional public service	Compliance by national and provincial departments to the prescripts governing the appointments of Public Service Director's – General (DGs) /Heads of Department (HOD's), monitored	Monitoring Report on the appointments of Public Service Directors' – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience submitted to the Director-General for approval by 31 March 2026	-	-	-	Monitor the appointments of Public Service Director's' – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience	ACHIEVED The monitoring report on the appointments of Public Service Director's – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience was submitted to the Acting Director-General for approval by 23 March 2026	Not applicable	Not applicable
	Change in the tenure of serving Accounting Officers (Director's – General (DGs) /Heads of Department (HOD's) in National and Provincial Departments, monitored	Monitoring Report on the trends in the tenure of serving Accounting Officers (Director's – General (DGs) /Heads of Department (HOD's) in national and provincial departments submitted to the Director-General for approval by 31 March 2026	-	-	-	Monitor the trends in the tenure of serving Accounting Officers (Director's – General (DGs) /Heads of Department (HOD's) in National and Provincial departments	ACHIEVED The Monitoring Report on the trends in the tenure of serving Accounting Officers in national and provincial departments was submitted to the Director-General for approval by 18 March 2026	Not applicable	Not applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	Implementation of National Framework towards the Professionalisation of the Public Sector by National and Provincial Departments monitored	Monitoring Report on the Implementation of the National Framework towards the Professionalisation of the Public Sector by national and provincial departments as guided by the 2024 Volume 1 Directive submitted to the Director-General for approval by 31 March 2026	-	-	Monitoring Report on the implementation of Volume 1 Directive of the Professionalisation of the Public Service by national and provincial departments submitted to the Director-General for approval	Monitor the implementation of the National Framework towards the Professionalisation of the Public Sector by national and provincial departments as guided by 2024 Volume 1 Directive	ACHIEVED The Monitoring Report on the Implementation of the National Framework towards the Professionalisation of the Public Sector as guided by 2024 Volume 1 Directive was submitted to the Director-General for approval by 20 March 2026	Not applicable	Not applicable
	Task Teams to guide the implementation of skills audit methodology framework established	Monitoring Report on the functionality of the task teams established to guide the implementation of skills audit methodology framework by national and provincial departments submitted to the Director-General for approval by 31 March 2026	-	The Monitoring report on the implementation of the skills audit methodology framework for the public service by departments submitted	Monitoring Report on the implementation of the Skills Audit Methodology for the Public Service by 81 provincial departments submitted to the Director-General for approval	Monitor the functionality of the task teams established to guide departments on the implementation of the skills audit methodology framework by national and provincial departments.	ACHIEVED The report on the functionality of the Task Team/s established to guide the implementation of skills audit methodology framework by national and provincial departments was submitted to the Director-General for approval by 19 March 2026	Not applicable	Not applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	Compliance by departments to selected Public Administration Norms and Standards monitored	Monitoring report on the Compliance by national and provincial departments to the Public Administration Norms and Standards on temporary incapacity leave and appointments in national private offices of Executive Authorities submitted to the Minister for approval by 31 March 2026	-	Annual Compliance Monitoring Report on two (2) Public Administration Norms and Standards submitted	Annual Compliance Monitoring Report on two (2) Public Administration Norms and Standards submitted to the Minister for approval.	Monitor the compliance by national and provincial departments to the Public Administration Norms and Standards on temporary incapacity leave and appointments in national private offices of Executive Authorities	ACHIEVED The Monitoring report on the Compliance by national and provincial departments to the Public Administration Norms and Standards Norms on temporary incapacity leave and appointments in national private offices of Executive Authorities was submitted to the Minister for approval by 24 March 2026	Not applicable	Not applicable
	Appropriateness of Public Administration norms and standards for Temporary Incapacity Leave evaluated and recommendations towards improved compliance made to the Minister	Evaluation Report on the appropriateness of the Public Administration Norms and Standards on Public Service ICT Security submitted to the Minister for approval by 31 March 2026	-	-	-	Evaluate the appropriateness of the Public Administration Norms and Standards on ICT Security	ACHIEVED The Evaluation Report on the appropriateness of the Public Administration Norms and Standards on ICT Security was submitted to the Minister for approval by 24 March 2026	Not applicable	Not applicable

Linking Performance with Budgets

Sub-Programme Name	2025/26			2024/25		
	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
Management: Human Resources Management and Development	1,701	1,673	28	1 886	1 609	277
Office of Standards and Compliance	9,545	7,740	1,805	11 806	8 512	3 294
Human Resource Planning, Employment and Performance Management	18,856	14,584	4,272	14 534	13 933	601
Human Resource Development	12,121	11,914	207	10 251	10 106	145
Transformation and Workplace Environment Management	8,158	7,392	766	7 437	7 225	212
TOTAL	**50,381**	**43,303**	**7,078**	**45 914**	**41 385**	**4 529**

This programme has spent R43,303 million or 86,0% against a budget of R50,381 million as at 31 March 2026. The unspent budget is R7,078 million or 14,0% of which, R6,759 million is under Compensation of Employees and relates to funded vacant posts. The vacant posts within this programme also creates underspending on the operational budget.

Strategy to overcome areas of under Performance
The Programme achieved all of its planned targets.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

4.3. PROGRAMME 3: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT

Programme Purpose:
Manage, oversee and facilitate organisational development, job grading, macroorganisation, remuneration, human resource information systems, conditions of service, labour relations and dispute management in the public service. Administrate the implementation of the Government Employees Housing Scheme and the macroorganisation of the state, and ensure coordinated collective bargaining

Sub Programmes:

1) **Management:** Negotiations, Labour Relations and Remuneration Management provides administrative support and management to the programme.
2) **Negotiations, Labour Relations and Dispute Management** manages, develops and monitors the implementation of policies and programmes in labour relations and dispute management in the public service and facilitates and manages collective bargaining in the Public Service Coordinating Bargaining Council and the General Public Service Sector Bargaining Council.
3) **Remuneration, Employment Conditions and Human Resource Systems** manages, develops and monitors the implementation of policies and practices related to remuneration and coordinates data on governance and human resource information systems specifically related employment conditions in the public service. This subprogramme also manages and coordinates data on governance and information systems specifically related to human resources.
4) **Macro Benefits and Government Employees Housing Scheme** manages, develops and monitors the implementation of policies and programmes on macro benefits in the public service, administers the housing allowance scheme, provides stakeholder management, and facilitates employee access to affordable housing finance and housing supply (ownership and rental).
5) **Organisational Development, Job Grading and Macro Organisation of the State** manages, develops and monitors the implementation of policies and programmes related to organisational design, job grading and job descriptions; and manages and coordinates processes related to the national macro-organisations of the state.
6) **Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit** manages, develops and monitors the implementation of policies, strategies and programmes related to ethics and integrity in the public service, and provides technical assistance and support when required

The programme contributes to the following outcomes.

- An ethical, capable and professional public service

STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

TABLE 2.4.4.1: Originally Tabled 2025/26 Annual Performance Plan (APP)

Note: The revised 2025/26 APP was re-tabled on the13th of June 2025 as a result the progress reported below is as at the end of the 1st quarter (31 March 2025)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
An ethical, capable and professional public service	Implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments monitored	Monitoring report on the implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments of Health, Social Development, Correctional Services, Public Works and Infrastructure and Justice and Constitutional Development submitted to the Director-General by 31 March 2026	The PER report was finalized in consultation with Stakeholders and final report was submitted for approval	Remuneration policy for the public service was not submitted	Remuneration Policy for the Public Service submitted to the Minister for approval	Compile a consolidated annual monitoring report, on the implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
	Progress made by departments in reducing the backlog of misconduct cases monitored	Monitoring Report on the progress made by national and provincial departments, with disciplinary cases backlogs, in reducing their backlogs submitted to the Director-General for approval by 31 March 2026	-	Monitoring report on the progress made by the identified departments in reducing their misconduct case backlogs as a result of the support provided by the DPSA submitted to the Director-General for noting	Annual Report on the progress made by the departments on the reduction of their misconduct cases backlogs submitted to the Director-General for approval.	Monitor the progress made by national and provincial departments in reducing their disciplinary cases backlogs	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	National and provincial departments monitored on their compliance with the conducting of Lifestyle audits	Report on Compliance to conducting of lifestyle audits (reviews and investigations) for all Public Service designated groups by national and provincial departments submitted to the Director-General for approval by 31 March 2026	All the JCPS Departments were supported to implement the Lifestyle Audits	Monitoring report on the implementation of the lifestyle audits for members of Senior Management Services was submitted to the Minister in February 2024	Monitoring report on compliance with conducting Lifestyle audits investigations by all departments with referrals for lifestyle investigations, submitted to the Director-General for approval.	Monitor the Compliance to conducting of lifestyle audits (reviews and investigations) for all Public Service designated groups by national and provincial departments	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

TABLE 2.4.4.2: REVISED AND RE-TABLED 2025/26 ANNUAL PERFORMANCE PLAN (APP)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
An ethical, capable and professional public service	Collective Bargaining processes managed.	Report on the Collective bargaining processes undertaken on other conditions of service submitted to the Director-General for approval by 31 March 2026.	1 DPSA Collective Bargaining policy developed; procedures reviewed.	The Monitoring Report on the Implementation of the 2023 Collective Agreement by departments was not submitted to the Director-General for approval.	Report on the process and outcomes of the 2025/26 Wage negotiations submitted to the Director-General for approval	Undertake Collective bargaining processes on other conditions of service	ACHIEVED The report on the Collective bargaining processes undertaken on other conditions of service, among others: Early Retirement, Review Disciplinary Code and the Code of Good Practice for Dismissals, Recruitment policy and uniform policy was submitted to the Acting Director-General by 30 March 2026.	Not Applicable	Not Applicable
	Implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments monitored	1st, 2nd, 3rd quarterly and consolidated annual monitoring reports on the implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments of Health, Social Development, Correctional Services, Public Works and Infrastructure and Justice and Constitutional Development submitted to the Director-General for noting by 30 June, 30 September, 31 December 2025 and by 31 March 2026 for approval	The PER report was finalized in consultation with Stakeholders and final report was submitted for approval	Remuneration policy for the public service was not submitted	Remuneration Policy for the Public Service submitted to the Minister for approval	Monitor the implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments of Health, Social Development, Correctional Services, Public Works and Infrastructure and Justice and Constitutional Development	NOT ACHIEVED	As part of the monitoring of implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments, an Annual consolidated report was expected to be produced, however a 4th Quarter report was produced.	The submission of a 4th Quarter report instead of a Consolidated Annual report was an oversight

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	Progress made by departments in reducing the backlog of misconduct cases monitored	2024-25 - 4th Quarter, 2025-26 - 1st, 2nd quarterly and consolidated annual monitoring reports on the progress made by national and provincial departments, with disciplinary cases backlogs, in reducing their backlogs submitted to the Director-General for noting by 30 June, 30 September, 31 December 2025 and by 31 March 2026 for approval	-	Monitoring report on the progress made by the identified departments in reducing their misconduct case backlogs as a result of the support provided by the DPSA submitted to the Director-General for noting	Annual Report on the progress made by the departments on the reduction of their misconduct cases backlogs submitted to the Director-General for approval.	Monitor the progress made by national and provincial departments, with disciplinary cases backlogs, in reducing their disciplinary cases backlogs	ACHIEVED The Consolidated 2025/26 annual monitoring report on the progress made by national and provincial departments, with disciplinary cases backlogs, in reducing their backlogs was submitted to the Acting Director-General for approval by 22 March 2026	Not Applicable	Not Applicable
	National and provincial departments monitored on the utilisation of the Central Register for verification of disciplinary processes against Public Servants	Monitoring report on the utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments submitted to the Director-General for approval by 31 March 2026	-	The Central Register for verification of disciplinary processes against public servants to the Minister for approval	Regulations to standardise the use of the Central Register across all spheres of government submitted to the Minister for approval	Monitor the utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments	ACHIEVED The Monitoring report on the utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments was submitted to the Acting Director-General for approval 23 March 2026	Not Applicable	Not Applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	National and provincial departments monitored on their compliance with the conducting of Lifestyle audits	Annual Report on the compliance to conducting of lifestyle audits (reviews and investigations) for all Public Service designated groups by national and provincial departments submitted to the Director-General for approval by 31 March 2026	All the JCPS Departments were supported to implement the Lifestyle Audits	Monitoring report on the implementation of the lifestyle audits for members of Senior Management Services was submitted to the Minister in February 2024	Monitoring report on compliance with conducting Lifestyle audits investigations by all departments with referrals for lifestyle investigations, submitted to the Director-General for approval.	Monitor the compliance to conducting of lifestyle audits (reviews and investigations) for all Public Service designated groups by national and provincial departments	ACHIEVED The Annual Report on the compliance to conducting of lifestyle audits (reviews and investigations) for all Public Service designated groups by national and provincial departments was submitted to the Acting Director-General for approval by 24 March 2026	Not Applicable	Not Applicable

Linking Performance with Budgets

Sub-Programme Name	2025/26			2024/25		
	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
Management: Negotiations, Labour Relations and Remuneration	3,915	3,855	60	3 758	3 720	38
Negotiations, Labour Relations and Dispute Management	8,949	8,940	9	8 478	8 454	24
Remuneration, Employment Conditions and HR Systems	17,173	17,023	150	17 166	17 077	89
Government Employees Housing Scheme, Project Management Office	15,209	14,883	326	14 612	14 567	45
Organisational Development, Job Grading, and Macro Organisation of the State	13,267	13,248	19	11 407	11 391	16
Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit	32,756	28,210	4,546	24 776	24 660	116
TOTAL	**91,269**	**86,159**	**5,110**	**80 197**	**79 869**	**328**

This programme has spent R86,159 million or 94,4% against a budget of R91,269 million as at 31 March 2026. The unspent budget is R5,110 million or 5,6%. The underspending is mainly on the operational budget of the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit (R4,542 million) and relates to a delayed payment for the Oracle data license fee, the postponement of the enhancement of the E-disclosure system with risk indicators (red flags) and cost containment measures on venues for Ethics officer and Labour relation forums.

Strategy to overcome areas of under Performance

The Consolidated Annual Monitoring report on the implementation of the recommendations of the Personnel Expenditure Review (PER) by sectoral departments of Health, Social Development, Correctional Services, Public Works and Infrastructure and Justice and Constitutional Development will be submitted for approval during April 2026.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

4.4. PROGRAMME 4: e-GOVERNMENT SERVICE AND INFORMATION MANAGEMENT

Programme Purpose:
Manage, oversee and facilitate ICT governance, eenablement, ICT infrastructure, information and knowledge management, and innovation in the public service. Coordinate and facilitate ICT stakeholder management.

Sub Programmes:
1) **Management:** eGovernment Services and Information Management provides administrative support and management of the programme.
2) **e-Enablement and ICT Service Infrastructure Management** manages, develops and monitors the implementation of policies and programmes on e-services and ICT infrastructure.
3) **Information and Stakeholder Management** manages, develops and monitors the implementation of policies and programmes in information management, data and information archiving, and coordinates and facilitates ICT stakeholder management.
4) **ICT Governance and Management** manages, develops and monitors the implementation of policies and programmes for ICT enterprise architecture, ICT risk, security standards, business continuity and service management.
5) **Knowledge Management and Innovation** manages, develops and monitors the implementation of policies and programmes for knowledge management and innovation.

The programme contributes to the following outcomes:

- Digital transformation across the state

STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

TABLE 2.4.4.1: Originally Tabled 2025/26 Annual Performance Plan (APP)

Note: There were no revisions made to this programme on the re-tabled APP

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
Digital transformation across the state	Directive on the Public Service Data Architecture Framework developed	Directive on the Public Service Data Architecture Framework submitted to the Minister for approval by 31 March 2026	-	-	-	Submit the Directive on Public Service Data Architecture Framework to the Minister for approval	ACHIEVED The Directive on the Public Service Data Architecture Framework was submitted to the Minister for approval by 25 March 2026	Not Applicable	Not Applicable
	Implementation of the IT Service Continuity Management Directive monitored	Monitoring Report on the compliance to the Public Service IT Service Continuity Management Directive by National and Provincial departments submitted for approval by 31 March 2026	-	-	-	Monitor the compliance to the Public Service IT Service Continuity Management Directive by National and Provincial departments	ACHIEVED The monitoring report on the compliance to the Public Service IT Service Continuity Management Directive by National and Provincial departments was submitted to the Acting Director-General for approval by 21 March 2026	Not Applicable	Not Applicable

Linking Performance with Budgets

Sub-Programme Name	2025/26			2024/25		
	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
Management: e-Government Services and Information Management	3,245	3,159	86	3 632	2 989	643
E-Enablement and ICT Service Infrastructure Management	5,073	2,677	2,396	6 240	3 606	2 634
Information and Stakeholder Management	4,017	2,877	1,140	4 094	2 687	1 407
ICT Governance and Management	7,874	7,728	146	7 867	7 098	769
Knowledge Management and Innovation	3,575	3,268	307	2 747	2 427	320
TOTAL	**23,784**	**19,709**	**4,075**	**24 580**	**18 807**	**5 773**

This programme has spent R19,709 million or 82,9% against a budget of R23,784 million as at 31 March 2026. The unspent budget is R4,075 million or 17,1% of which, R3,550 million is under Compensation of Employees and relates to funded vacant posts. The vacant posts within the programme creates underspending on the operational budget.

Strategy to overcome areas of under Performance

The Programme achieved all of its planned targets.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

5.5. PROGRAMME 5 GOVERNMENT ACCESS AND IMPROVEMENT

Programme Purpose:
Manage, oversee and facilitate service access, operations management and service delivery improvement in the Public Service and Administration public service.

Sub Programmes:

1) **Management:** Government Service Access and Improvement provides administrative support and management to the programme.
2) **Operations Management** manages, develops and monitors the implementation of policies and programmes related to service delivery mechanisms and business process management.
3) **Service Delivery Improvement, Citizen Relations and Public Participation** manages and facilitates the development, implementation of social compacts and complaints management policy, manages and coordinates citizen relations and public participation programmes.
4) **Service Access** manages, develops and monitors the implementation of policies and programmes related to service planning, and manages and coordinates service centres and frontline service delivery programmes and interventions.
5) **International Cooperation and Stakeholder Relations** establishes and manages the department's bilateral, multilateral and institutional relations and cooperation programmes with international organisations, including the African Peer Review Mechanism and the open government partnership project.
6) **Centre for Public Service Innovation** facilitates transfer payments to the Centre for Public Service Innovation which unlocks innovation in the public sector and creates an enabling environment for improved and innovative service delivery through activities targeted at capacity development.

The programme contributes to the following outcomes

- An ethical, capable and professional public service

STRATEGIC OUTCOMES, PERFORMANCE INDICATORS, OUTPUTS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

TABLE 2.4.4.1: Originally Tabled 2025/26 Annual Performance Plan (APP)

Note: The revised 2025/26 APP was re-tabled on the13th of June 2025 as a result the progress reported below is as at the end of the 1st quarter (31 March 2025)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
An ethical, capable and professional public service	Productivity baselines of service delivery and economic development departments established	Report on the baseline productivity levels of service delivery and economic cluster departments submitted to the Director-General for approval by 31 March 2026	-	-	-	Compile Report on the Baseline assessment of the current productivity levels of the 16-service delivery and economic cluster development departments	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited
	Complaints and complements framework management for the public administration reviewed	Reviewed Complaints and Complements Management Framework submitted to the Director-General for approval by 31 March 2026	-	-	-	Submit the Reviewed Complaints and Complements Management Framework to the Director-General for approval	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of annual target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations	Reasons for revisions to the outputs/ output indicators / annual targets
	Status of the implementation of the African Peer Review Mechanism National Plan assessed	Number of Bi-annual report on the status of implementation of the African Peer Review Mechanism national action plan by National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fisheries and the Environment submitted to the Minister for noting by 31 September 2025 and 31 March 2026	Cabinet approved the National Plan of Action	Monitoring report on the implementation of the review recommendations submitted to the Minister	Bi-annual (2) Status report on the implementation of the African Peer Review Mechanism National Plan of Action by the 3 institutions (National Treasury, Department of Co-operative Governance and the Department of Justice & Constitutional Development) supported in 2023 submitted to the Minister for noting	Compile Bi-annual reports on the status of implementation of the African Peer Review Mechanism national action plan by National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fisheries and the Environment	Not Applicable	Not Applicable	The 2025 /26 APP was revised during the 1st quarter on the 13th of June 2025 revised at the end of the 1st quarter and reporting on APP 1st Quarter was only due at the end of June 2025	To address the AGSA findings related to the SMARTness of the indicator and target and thereby ensure that the department does not receive findings when the 2025/26 Annual Report is Audited

TABLE 2.4.4.2: Revised and Re-Tabled 2025/26 Annual Performance Plan (APP)

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
An ethical, capable and professional public service	Productivity baselines of service delivery and economic development departments established	Report on the baseline productivity levels of the 16 service delivery and economic cluster departments submitted to the Director-General for approval by 31 March 2026	-	-	-	Conduct the Baseline assessment of the current productivity levels of the 16 service delivery and economic cluster development departments	ACHIEVED The Report on the Baseline assessment of the current productivity levels baselines of the 16 service delivery and economic cluster development departments was submitted to the Acting Director-General for approval by 23 March 2026	Not Applicable	Not Applicable
	Implementation of the Batho Pele Programme monitored in national and provincial departments	Monitoring report on the implementation of the 2022 Batho Pele Revitalisation Strategy by national and provincial departments submitted to the Director-General for approval by 31 March 2026	Departments were supported on the implementation of the Batho Pele Programme through 10 sector focused sessions per annum	The report on the status of compliance on the implementation of the Revised Batho Pele Strategy by departments was submitted to the Director General for noting	Monitoring report on the implementation of the Batho Pele Revitalisation Strategy in 85% (137 of 161) of the total national and provincial departments submitted to the Director-General for approval	Compile the Monitoring report on the implementation of the 2022 Batho Pele Revitalisation Strategy by national and provincial departments	ACHIEVED The monitoring report on the implementation of the 2022 Batho Pele Revitalisation Strategy by national and provincial departments was submitted to the Acting Director-General for approval by 30 March 2026	Not Applicable	Not Applicable

Outcome	Output	Output Indicator	Actual Achievement 2022/2023	Actual Achievement 2023/2024	Actual Achievement 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/2026	Reasons for Deviations
	Complaints and complements framework management for the public administration reviewed	Reviewed Complaints and Complements Management Framework submitted to the Director-General for approval by 31 March 2026	-	-	-	Review the 2013 Complaints and Compliments Management Framework	ACHIEVED The reviewed 2013 Complaints and Compliments Management Framework was submitted to the Acting Director-General for approval by 25 March 2026	Not Applicable	Not Applicable
	Status of the implementation of the African Peer Review Mechanism National Plan assessed	Two (2) Bi-annual status reports on the implementation of the African Peer Review Mechanism national action plan by National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fisheries and the Environment submitted to the Minister for noting by 30 September 2025 and 31 March 2026	Cabinet approved the National Plan of Action	Monitoring report on the implementation of the review recommendation s submitted to the Minister	Bi-annual (2) Status report on the implementation of the African Peer Review Mechanism National Plan of Action by the 3 institutions (National Treasury, Department of Co-operative Governance and the Department of Justice & Constitutional Development) supported in 2023 submitted to the Minister for noting	Bi-annually assess the status of implementation of the African Peer Review Mechanism national action plan by National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fisheries and the Environment	ACHIEVED The Bi-annual (2) reports on the status of implementation of the African Peer Review Mechanism national action plan by 4 state institutions (National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fisheries and the Environment) was submitted to the Minister	Not Applicable	Not Applicable

Linking Performance with Budgets

Sub-Programme Name	2024/25			2023/24		
	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
Management: Government Service Access and Improvement	5,045	5,029	16	3 955	3 780	175
Operations Management	13,005	9,356	3,649	14 863	13 068	1 795
Service Delivery Improvement, Citizen Relations and Public Participation	13,438	13,411	27	15 851	10 766	5 085
Service Access	14,022	13,910	112	14 905	13 601	1 304
International Co-operation and Stakeholder Relations	8,775	8,541	234	10 595	8 918	1 677
Centre for Public Service Innovation	51,203	51,203	-	47 939	47 939	-
TOTAL	**105,488**	**101,450**	**4,038**	**108 108**	**98 072**	**10 036**

This programme has spent R101,450 million or 96,2% against a budget of R105,488 million as at 31 March 2026. The unspent budget is R4,038 million or 3,8% of which, R3,660 million is under Compensation of Employees and relates to funded vacant posts.

Strategy to overcome areas of under Performance

The Programme achieved all of its planned targets.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

5. TRANSFER PAYMENTS

5.1. Transfer Payments to Public Entities

Not Applicable

5.2. Transfer Payments to All Organisations Other Than Public Entities Transfer Payments Made

The total budgeted amount of R 51 203 000.00 was transferred from the department to the Centre for Public Service Innovation.

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38(1) (J) of the PFMA	Amount transferred R'000	Amount spent by the entity R'000	Reason for the funds unspent by the entity
Centre for Public Service Innovation	Government component	• Innovation research and development initiatives • Innovative solution replication • Knowledge platforms sustained to nurture an enabling environment for innovation in the Public Service	Yes	51 203	45 997	The underspending of R5.206 million is mainly attributed to the following: • Compensation of Employees (R3.442 million) mainly due to the vacant posts of the Executive Director, Admin Assistant and Security and Facility Management which are currently in the process of being filled. • Goods and services (R1.163 million) relating to the current expenditure initially allocated for the relocation of the CPSI to new office accommodation. However, due to delays by the department of Public Works and Infrastructure (DPWI) in finalising the relocation process, the expenditure could not be realised before the end of the 2025/26 financial year. Payment for Capital Assets (R602 000) which was lower than anticipated.
TOTAL				**51 203**	**45 997**	**5 205**

Transfer payments not made

Not Applicable

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds received

The DPSA does not pay or receive any conditional grants.

7. DONOR FUNDS

The DPSA did not receive any donor funding for the period under review.

8. CAPITAL INVESTMENT

The DPSA do not make any capital investments.

PART C

GOVERNANCE



PART C: GOVERNANCE

1. Introduction

The DPSA consistently employs good governance methods to guarantee the efficient, economical and effective use of state resources. To ensure that the DPSA operates in accordance with the standards of governance procedures, risk management and internal controls for the effective use of State resources, the Accounting Officer has received support from the various management committees that have been established.

2. Risk Management

The DPSA continued to implement Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and has a Risk Management Policy, Strategy and Risk Management Implementation plan for 2025/2026. The risk assessments were conducted at strategic and operational levels to appraise and update the existing risk profile. The risk mitigation progress status is reported to the different Committees in the department. The risk management process is aligned with the department's planning and objective-setting process which resulted in institutionalisation of risk management departmentwide.

The department continues to provide management oversight on the implementation of Risk and Ethics Management through the internal Risk & Ethics Committee. The Risk Management Champions Forum is functional and has assisted in improving the sharing of knowledge for the timely implementation of risk management strategies and enhanced risk maturity. The progress in the management of risks has contributed to the achievement of objectives. The DPSA completed the Risk Management Maturity Assessment, and the 2024 results indicate that currently the risk maturity level is 3,6 which is an improvement compared to the previous 2022 assessment, where the department was at maturity level 2.

The Department has a fully constituted and functional combined Audit and Risk Committee (ARC) established in terms of the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) and the National Treasury Regulations. The ARC is independently chaired and comprises of five (5) non-executive members. The DPSA Executive Committee (EXCO) members and other senior managers are standing invites to the ARC meetings. The ARC performs an oversight role in risk management.

3. Fraud And Corruption

The Department of Public Service and Administration remains firmly committed to a zero-tolerance stance on fraud and corruption. This commitment is guided by the Department's approved Fraud Prevention and Anti-Corruption Policy and Strategy and is fully aligned with the National Anti-Corruption Strategy. A comprehensive, four-pronged approach continues to be implemented to combat fraud and corruption effectively. This approach includes Prevention to building a culture of ethics and integrity, Detection to identify risks and red flags early, Investigation to ensure credible responses to reported concerns, and Resolution to address incidents decisively and transparently.

The Department actively supports the National Anti-Corruption Hotline, and employees are encouraged to report concerns—either through this channel or through internal confidential whistleblowing mechanisms. The Department's Whistleblowing Policy provides protection and support for employees who make such disclosures in good faith. The reported allegations of fraud and corruption are then investigated, and measures are put in place to resolve it.

During the reporting period, targeted awareness initiatives were conducted to strengthen preventative controls and embed ethical practices. These sessions covered a range of topics critical to promoting integrity in the public service, including:

- Fraud prevention, anti-corruption measures, and whistleblowing,
- The Code of Ethical and Professional Conduct,
- Rules on gifts, donations, and sponsorships,
- Financial disclosure obligations,
- Regulations on remunerative work outside the public service,

These ongoing measures are intended to reinforce the Department's position that fraud and unethical conduct will not be tolerated, and that all public servants must be accountable stewards of public trust.

4. Minimising Conflict of Interest

The Department continuously enforce strong ethical standards and ensure compliance with applicable legislation and regulations governing public procurement and employee conduct. Department has implemented robust controls to manage conflicts of interest, requiring all Supply Chain Management (SCM) practitioners and other role-players involved in procurement to make full and accurate declarations of interest in alignment with National Treasury Regulation 16A8 of 2005. Additionally, all Bid Committee members disclosed their business interests and signed the Code of Conduct, in accordance with National Treasury Practice Note 4, Section 6 of 2003 and Practice Note 7, Section 3.3 of 2009/10.

The Department has also instituted procedures to ensure that any employee who wishes to perform remunerative work outside the public service must seek prior approval. This is in line with the Public Service Regulations (PSR), 2016, and the Directive on Other Remunerative Work Outside the Public Service. The management of financial disclosures continued in compliance with the PSR. All Senior Management Service (SMS) members successfully submitted their disclosures by the due date of 30 April 2024. Likewise, all other designated categories of employees met the required deadline of 31 July 2024.

The Department has formally commenced the implementation of Lifestyle Audits. As part of the lifestyle review process, the Department reviewed all financial disclosure forms submitted by SMS members and other designated employees. These reviews assess the alignment between an individual's declared lifestyle such as property ownership, assets, and spending patterns and their legitimate income. This multi-layered approach reinforces accountability, deters unethical conduct, and strengthens the integrity of public service delivery.

5. Code Of Conduct

The DPSA continued to implement the Code of Conduct in line with the PSR. Any breaches of the Code of Conduct were dealt with in terms of the guidelines on labour relations and disciplinary procedures. All newly appointed employees were provided with a copy of the Code of Conduct. Employees' compliance with the Code of Conduct is mandatory as it forms part of their conditions of employment with the DPSA. Therefore, all line managers were required to monitor compliance and take appropriate action in the event of non-compliance.

The department continued to institutionalise the ethics culture as it is directly influencing the organisational culture with the leadership setting the tone at the top. Furthermore, employees have completed the compulsory Ethics in the Public Service.

6. Health Safety and Environmental Issues

In compliance with the occupational health and safety and environmental matters the following was implemented during the 2025/2026 financial year:
Health Safety and Environmental is fundamental in any working environment. In compliance with Occupational Health and Safety an employer must create a good working environment with hazard free. In creation of the good working environment the Department were able do the following:

- Building Maintenance (Hard and soft services),
- Critical installations were serviced on monthly basis (Building Management Systems, Fire system, Heating Ventilation, and Airconditioning, Pumps)
- General and deep cleaning bathroom in the building.

An Emergency Evacuation drill/exercise was conducted on 30 September 2025 and officials that were in the building participated in the drill since the remote working arrangements were introduced in the department since June 2025.

The Occupational Health and Safety (OHS) Committee, chaired by the Deputy-Director General: Administration, as the Section 16.2 appointee held four (4) meetings during the reporting year, in which ongoing progress are being reported by relevant business units on OHS and Employee Health and Wellness matters, and various recommendations made to the Accounting Officer for consideration.

During 2025/26 the following health and safety activities were implemented:

- Expired contents were replaced in the first aid boxes.
- Inspection checklists and First Aid Treatment Forms placed in First aid boxes to help monitor the use of stock and document treatment of injuries.
- X3 incidents captured on the Incident Register and investigated to identify the root cause and come up with corrective measures, these incidents included one for power failure around the Arcadia area, one IOD for a contractor employee and one incident for false fire alarm.
- Presented the reviewed SHERQ Policy to the Departmental Bargaining Chamber (DBC) to endorse the policy for approval.
- OHS Reports presented during the OHS Committee Meetings and the DBC Meetings.

The department also conducted basic induction on DPSA Emergency Evacuation Procedures for new officials to ensure that they are conversant with the evacuation procedures should an emergency occur.

The Gym facility is fully operational and opened on five (5) days a week, for DPSA employees and contractors occupying office space in the building, to use.

7. Portfolio Committees

Portfolio Committee on Public Service and Administration

COMMITTEE NAME	PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION	
DATE	**TOPIC**	**ACTION TAKEN TO ADDRESS ISSUES RAISED**
25 Mar 2026	Assessment of guidelines and advisory services to strengthen public service lifestyle audits; with Deputy Minister	The issues raised were all addressed, responded to by the department
18 Mar 2026	PSC; CPSI & DPSA Q1-Q3 Performance	The issues raised were all addressed, responded to by the department
11 Mar 2026	Joint Meeting of Finance on Government Pensions Administration Agency & Government Employees Pension Fund 2024/25 Annual Reports (with Minister)	The issues raised were all addressed, responded to by the department
11 Mar 2026	GEMS & NSG Q1-3 2025/26 Performance; with Deputy Minister	The issues raised were all addressed, responded to by the department
04 Mar 2026	Insourcing Bill: briefing by Ms O Maotwe, MP; COSATU & SATAWU submissions	The issues raised were all addressed, responded to by the department
18 Feb 2026	Programming discussion: Insourcing Bill	The issues raised were all addressed, responded to by the department
28 Jan 2026	Committee Oversight Report for KwaZulu-Natal Province	The issues raised were all addressed, responded to by the department
26 Nov 2025	Utilisation of the Central Register for disciplinary processes; Management of grievances in the public service; Insourcing Bill: briefing; with Deputy Minister	The issues raised were all addressed, responded to by the department
12 Nov 2025	Public Service Amendment Bill: NCOP amendments	The issues raised were all addressed, responded to by the department
05 Nov 2025	GEMS Governance and Related Matters	The issues raised were all addressed, responded to by the department
29 Oct 2025	Committee Orientation workshop: PSA Bill and PAMA Bill	The issues raised were all addressed, responded to by the department
22 Oct 2025	DPSA, PSC, NSG, GEMS and CPSI BRRR	The issues raised were all addressed, responded to by the department
14-17 Oct 2025	Oversight Visits to KZN	The issues raised were all addressed, responded to by the department
08 Oct 2025	DPSA, NSG, GEMS & CPSI 2024/25 Annual Reports; DPSA and entities' implementation of Committee budget recommendations; with Deputy Minister	The issues raised were all addressed, responded to by the department

COMMITTEE NAME	PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION	
DATE	**TOPIC**	**ACTION TAKEN TO ADDRESS ISSUES RAISED**
07 Oct 2025	Public Service Commission 2024/25 Annual Report; DPSA, NSG, GEMS, CPSI, PSC Audits	The issues raised were all addressed, responded to by the department
17 Sep 2025	Elimination of ghost workers in the public service	The issues raised were all addressed, responded to by the department
03 Sep 2025	Committee Strategic Planning Workshop; Renewal of the contract of the Commissioner of the Public Service Commission	The issues raised were all addressed, responded to by the department
16 Jul 2025	Challenges facing the Government Employees Medical Scheme & its financial sustainability; with Deputy Minister	The issues raised were all addressed, responded to by the department
09 Jul 2025	Digital transformation and skills in the public sector; Skills audits in selected government departments in the public service	The issues raised were all addressed, responded to by the department
25 Jun 2025	DPSA, PSC & NSG Budget Vote Reports	The issues raised were all addressed, responded to by the department
18 Jun 2025	DPSA, PSC, NSG, GEMS and CPSI 2025/26 Annual Performance Plans and 2025-2030 Strategic Plans; with Minister	The issues raised were all addressed, responded to by the department
11 Jun 2025	Update on implementation and monitoring of Professionalisation Framework in the public sector; role of the AGSA in Professionalisation Framework; with Deputy Minister	The issues raised were all addressed, responded to by the department
04 Jun 2025	Report on leave categories in the public service; Report on youth in the public service	The issues raised were all addressed, responded to by the department
28 May 2025	Clean up of PERSAL system and reforms to eliminate ghost employees & strengthen consequence management	The issues raised were all addressed, responded to by the department
14 May 2025	Digital solutions to assist government in standardising HR processes in the public service; NW & GP Oversight Report	The issues raised were all addressed, responded to by the department
07 May 2025	Consideration of the Committee Oversight Report for North West and Gauteng Province	The issues raised were all addressed, responded to by the department
23 Apr 2025	DPSA, PSC, NSG, CPSI & GEMS 2025/26 Annual Performance Plans; with Ministry	The issues raised were all addressed, responded to by the department
09 April 2025	Presentation to Mpumalanga Provincial Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
09 April 2025	Presentation to Limpopo Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
19 Mar 2025	Public Service Commission on the utilisation of head-hunting in the public service; Briefing by the Public Service Commission on the turnaround time in dealing with complaints	The issues raised were all addressed, responded to by the department
11 Mar 2025	Joint meeting with Portfolio Committee on Public Service and Administration and Standing Committee on Finance on the SATBVC State Committee petition on pension redress.	The issues raised were all addressed, responded to by the department
05 Mar 2025	PSC Q1-3 2024/25 Performance; PSC Bill: finalisation	The issues raised were all addressed, responded to by the department
26 Feb 2025	DPSA, NSG, CPSI Q1 to Q3 2024/25 Performance; with Deputy Minister	The issues raised were all addressed, responded to by the department
19 Feb 2025	Reforms in public service recruitment; appointment of foreign nationals; MTDP / Professionalisation Framework; Performance monitoring tools; with Deputy Minister	The issues raised were all addressed, responded to by the department

Portfolio Committee on Sport, Arts and Culture

COMMITTEE NAME	PORTFOLIO COMMITTEE ON SPORT, ARTS AND CULTURE	
DATE	**TOPIC**	**ACTION TAKEN TO ADDRESS ISSUES RAISED**
03 Mar 2026	Appointment of Council/Board members serving on multiple Boards, with Minister	The issues raised were all addressed, responded to by the department

Portfolio Committee on Planning, Monitoring & Evaluation

COMMITTEE NAME	PORTFOLIO COMMITTEE ON PLANNING, MONITORING & EVALUATION	
DATE	**TOPIC**	**ACTION TAKEN TO ADDRESS ISSUES RAISED**
19 Nov 2026	Implementation of the Framework towards the Professionalisation of the Public Service; Development of Integrated Planning Framework Bill & related matters; with Deputy Minister	The issues raised were all addressed, responded to by the department

NCOP Cooperative Governance & Public Administration

DATE	TOPIC	ACTION TAKEN TO ADDRESS ISSUES RAISED
02 September 2026	Department to provide responses to Oral hearing on Bills	The issues raised were all addressed, responded to by the department
10 September 2025	Department of Public Service and Administration to come and provide departmental responses to Negotiating Mandates Public Service Amendment Bill (B13B-2023) Public Administration Management Amendment Bill (B10-2023) Independent Municipal Demarcation Authority Bill (B14B-2022). Departmental and Parliamentary Legal Services responses to Negotiating Mandates on Public Service Amendment Bill (B13B-2023, Public Administration Management Amendment Bill (B10B-2023) and Independent Municipal Demarcation Authority Bill (B14B-2022)	The issues raised were all addressed, responded to by the department
16 September 2025	Tabling of C-Lists / Proposed Amendments by Parliamentary Legal Service and Departments Public Service Amendment Bill (B13B-2023) Public Administration Management Amendment Bill(B10B-2023)	The issues raised were all addressed, responded to by the department
25 September 2025	Tabling of the D-Versions of the Bills Public Service Amendment Bill (B13B-2023) Public Administration Management Amendment Bill (B10B-2023)	The issues raised were all addressed, responded to by the department
14 October 2025	Tabling of the Final Mandates and adoption of Committee Reports Public Service Amendment Bill (B13B-2023) Public Administration Management Amendment Bill (B10-2023) Independent Municipal Demarcation Authority Bill (B14B-2022). Departmental and Parliamentary Legal Service responses to public written submissions on Public Service Commission Bill (B30B-2023)	The issues raised were all addressed, responded to by the department

DATE	TOPIC	ACTION TAKEN TO ADDRESS ISSUES RAISED
13 May 2025	Consideration of Legislation Briefing on the Object of Public Service Commission Amendment Bill	The issues raised were all addressed, responded to by the department
30 July 2025	Consideration of Proposed Amendments (C-Lists) Independent Municipal Demarcation Authority Bill Public Service Amendment Bill Public Administration Management Amendment Bill	The issues raised were all addressed, responded to by the department
16 July 2025	Departmental Responses to Negotiating Mandates Independent Municipal Demarcation Authority Bill Public Service Amendment Bill Public Administration Management Amendment Bill	The issues raised were all addressed, responded to by the department
8 July 2025	Executive Accountability and Parliamentary Oversight Briefing on 2025/2026 Annual Performance Plan and 2024/2029 Strategic Plan of the Department of Public Service and Administration.	The issues raised were all addressed, responded to by the department
26 June 2025	Tabling of Negotiating Mandates Independent Municipal Demarcation Authority Bill Public Service Amendment Bill Public Administration Management Amendment Bill	The issues raised were all addressed, responded to by the department
13 May 2025	Consideration of Legislation Briefing on the Object of Public Service Commission Amendment Bill	The issues raised were all addressed, responded to by the department
25 April 2025	Presentation to Western Cape Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
11 April 2025	Presentation to Northern Cape Provincial Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
09 April 2025	Presentation to Mpumalanga Provincial Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
09 April 2025	Presentation to Limpopo Legislature on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
13 Mar 2025	Public Hearing on Public Service Amendment Bill(B13b-2023) And Public Administration Management Amendment Bill (B10b-2023) Gauteng Legislature	The issues raised were all addressed, responded to by the department
10 Mar 2025	Public Hearing on Public Service Amendment Bill(B13b-2023) And Public Administration Management Amendment Bill (B10b-2023) Gauteng Legislature	The issues raised were all addressed, responded to by the department
26 Feb 2025	Presentation to Eastern Cape Provincial Legislature and Office of the Premier on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department
18 Feb 2025	Presentation to Gauteng Provincial Government on the following Bills: Public Service Amendment Bill (B14B-2023) and Public Service Management Bill (B10-2023)	The issues raised were all addressed, responded to by the department

8. SCOPA Resolutions

No SCOPA Engagements were held during the Period April 2025-March 2026

Resolution No.	Subject	Details	Response By The Department	Resolved (Yes/No)
N/A	N/A	N/A	N/A	N/A

9. Prior modifications to the Audit Reports

The audit report for the 2024/25 financial year indicates that the financial statements were fairly presented in all material respects. The Auditor-General also did not report any material misstatements in the performance information audited and no significant deficiencies were identified in the department's internal controls.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
MANAGEMENT REPORT The auditor general raised 16 findings in the management report and an additional 4 findings as key insights		
Performance information Inaccurate reporting of the indicator	2023/24	Resolved
Financial Statements Incorrect classification and inclusion of non-cash amount on the cash flow statement Resolved cases disclosed as a contingent liability	2024/25 2024/25	Resolved Resolved
Supply Chain Management Incomplete bid register Supplier performance evaluation not performed Misstatement in applying the change in accounting policy -Disposals Misstatement in applying the change in accounting policy -Asset verifications Misstatement in applying the change in accounting policy - Opening balance	2024/25 2024/25 2024/25 2024/25 2024/25	Resolved Resolved Resolved Resolved Resolved

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Human Resource Management		
Management did not ensure that the people appointed into SMS positions underwent Nyukela training and a Competency Assessment prior to appointment as required	2024/25	Resolved
No induction conducted for new appointments	2024/25	Resolved
Contract Appointments (use of Pool Applicants with no advert)	2024/25	Resolved
Approval of appointment and verification of records	2024/25	Resolved
Outdated Recruitment and Selectin Policy	2024/25	Not resolved
Vacancies not advertised and filled within the required time frames	2019/20	Not resolved
Information Security Management		
Lack of cybersecurity controls	2022/23	Not resolved
Consequence management		
Prior years fruitless and wasteful expenditure was not investigated within 30 days from the assessment date	2024/25	Not resolved
Key insights Programme 4: E-Government Services and Information Management		
Lack of established process for the identification and timeliness of ICT directives	2024/25	Resolved
Improvement to be made on the compliance monitoring process for issued directives	2024/25	Resolved
Resources constraints of the eGSIM limits achievement of ICT objectives	2024/25	Resolved
GITOC Terms of Reference and meeting minutes to be alignment with the requirements of the Regulations	2024/25	Resolved

10. Internal Control Unit

The Department does not have a dedicated Internal Control Unit. In its absence, the responsibility for internal control rests with line managers, as per delegated authority. These managers are tasked with the development, review, implementation, and monitoring of policies and standard operating procedures within their respective areas of accountability. This decentralised approach ensures that control measures are embedded in daily operations and aligned with relevant regulatory requirements.

11. Internal Audit and Audit Committees

Internal Audit

- **Purpose and mandate:** The purpose of Internal Audit is to strengthen the Department's ability to create, protect, and sustain value by providing the executive and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Its Mandate is derived from Public Finance Management Act, 1999 (Act No.1 of 1999) as amended and its related Treasury Regulations, and conduct its work in line with the Global Internal Audit Standards.
- **Vision and strategy:** The Department's Internal Audit strives for excellence in rendering an efficient and effective internal audit service to Management and the Executive in improving the Department's operations. The Internal Audit Function has developed an integrated strategy in line with the new Global Internal Audit Standards.
- **Charter, methodology and internal audit plans:** The Internal Audit Function has developed and approved an Internal Audit Charter which clearly indicates its roles, responsibilities and position within the Department. The work of Internal Audit is conducted in line the approved Audit methodology that follows the Global Internal Auditing Standards. The Internal Audit Function has developed a three-year rolling plan 2025-

2028 and a one-year operational plan 2025/26 that was approved by the Audit and Risk Committee.

- **Independence and objectivity:** The Internal Audit Function has through-out the financial year maintained its independence and objectivity.
- **Internal audit modality:** The Internal Audit Function has modelled its services to a variety of auditable areas through the assessment of key risks identified by the department. These auditable areas/ also referred to as the audit universe includes, (1). Financial audits that focus on the accuracy and reliability of the organization's financial records and reports, (2). Operational audits that assess the efficiency and effectiveness of the department's operational processes, systems, and controls. (3). Compliance audits that evaluate the organization's adherence to applicable laws, regulations, policies, and internal procedures, (4). Information and Communication Technology (ICT) audits focus on the security, reliability, and effectiveness of the department's information technology systems (5). Performance audits that assess the effectiveness and efficiency of specific programs and projects within the organization. (6). Risk audits that assess the risks associated with various aspects of the department's operations and (7). Specialized audits that are tailored to specific areas or needs as and when required.
- **Staffing:** The DPSA's Internal Audit Function is led by the Chief Audit Executive, supported by one (1) Middle Manager, two (2) Assistant Managers and two (2) Internal Auditors. One (1) Internal Auditor position has been vacant throughout the financial year due to resignation, however; recruitment processes have been completed and should be filled soon.
- **Quality assurance and improvement program:** The Internal Audit Function has undergone an external quality assurance review in line with the new Global Internal Auditing Standards (GIAS) and a report was issued at the beginning of the financial year. An improvement plan was developed based on the recommendations of the quality assurance review, and implementation was monitored by the Audit and Risk Committee throughout the year.

The following work of internal audit was planned and completed by during the year:

Financial Information:

- Annual Financial statements 2024/25
- Second quarter interim financial statements 2025/26

Performance Information:

- Fourth quarter 2024/2025 performance information review
- Annual Performance Information and Draft Annual Report 2024/25
- First quarter 2025/2026 performance information review
- Second quarter 2025/2026 performance information review
- Third quarter 2025/2026 performance information review
- Draft Strategic plan and 2026/27 Annual Performance Plan

Operational Information:

- Supply Chain Management
- Human Resources Management
- Asset Management
- Fleet Management
- Information and Communication Technology

Ad hoc projects

- Two Ad hoc projects related investigations of fruitless were requested and completed during the financial year.

Internal audit recommendations: Internal audit has made recommendations through its reports which were agreed and have been/ or are being implemented by management.

Value add: The Internal Audit Function was able to add value on critical areas of the Department such as financials, operations, compliance and performance management.

No limitation of scope was experienced by the Internal Audit Function during the year under review.

Audit and Risk Committee

- **Purpose:** The purpose of the Audit & Risk Committee is to assist Management in fulfilling its oversight responsibilities for the financial reporting and performance management processes, the system of internal control and risk management, the audit process, and the Government Components' process for monitoring compliance with laws and regulations and the code of conduct.
- **Mandate:** The Audit and Risk Committee derives its mandate from the Public Finance Management Act (1999) (PFMA), section 38(1)(a)(ii) which requires the Accounting Officer to establish a system of internal audit under the control and direction of an Audit Committee complying with and operating in accordance with regulations prescribed in terms of sections 76 and 77.
- **Independence:** The Audit and Risk Committee is independent from both management and the public service.
- **Protecting the independence of the internal audit function:** The Internal Audit Function has maintained its independence which was protected by the Audit and Risk Committee has throughout the year.
- **Performance against statutory duties:** The Audit and Risk Committee (ARC) has discharged its responsibilities under the Public Finance Management Act and the Treasury Regulations. The ARC adopted formal Terms of Reference as its Charter to regulate and govern its operations. The ARC held six (6) meetings (including ordinary and special) meetings during the 2025/26 financial year. The table below discloses relevant information on the audit committee members and the attendance of meetings by each member.
- **Composition of the audit committee:** The Audit and Risk Committee is comprised of four member (including the Chairperson) who are all independent from the Public Service. Two positions of the committee became vacant at the end of November 2025 due to contracts ending.
- **Meeting attendance:** The table below demonstrates the number of meetings attended by each member.
- **Combined assurance:** The Audit and Risk Committee has played an oversight in ensuring that management develops a Combined Assurance Framework. The committee provides assurance as one of the assurance providers and plays an oversight on other identified assurance providers in the framework.
- **Resolution of audit committee recommendations:** The Audit and Risk Committee has made several recommendations to management through its quarterly meetings; such recommendations were agreed upon and implemented by management.
- **Audit committee performance evaluation:** The Audit and Risk Committee has conducted an evaluation of its performance for the 2025/26 financial year and received a rating score of five (5) out of five (5), the five being excellent.

Audit Committee Composition and meeting attendance

Name	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2024/25	Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)
			Start date	End Date					
Dr Prittish Dala (Chairperson)	PHD (IT), M.IT, BSc Computer Science (Hons), B.IT, CD(SA), CDPSE, CEH, CGEIT, CHFI, CISA, CISM, CISSP, COBIT, CRISC, ACCISO, ISAP(SA), ISMP(SA), LA27001	ISACA, ISC2, IODSA, EC-COUNCIL	01 October 2019	30 November 2025	7/7	Yes	No	14	9
Mr Ameen Amod	MBA; BCom; Certified Internal Auditor (CIA-IIA); Certified Government Audit Professional (CGAP-IIA); Certified Risk Management Assurance (CRMA); Certified Director - IODSA	SAICA; IIA; IRMSA; IODSA	01 October 2019	310 November 2025	7/7	Yes	No	10	2

Name	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2024/25	Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)
			Start date	End Date					
Ms Sizo Mzizi	Certified Director ACG, Post graduate diploma in corporate law, UJ Post graduate certificate in corporate governance, UJ ACMA CGMA, BCom Honours Financial Management, UJ BTech: Cost and Management Accounting, Technikon Natal Higher diploma in education, UKZN	CIMA CGISA IODSA	01 March 2022	28 Feb 2028	7/7	Yes	No	6	1
Ms Nyawa Dikwayo	CA (SA) Master of Philosophy in Development Finance Postgraduate Diploma in Applied Accounting Sciences Bachelor of Commerce Accounting	SAICA	1 March 2022	29 Feb 2028	7/7	Yes	No	5	4

Remuneration of Audit Committee Members:

- Rates: R3,576.00 per hour for meetings attended.
- Whether audit committee members who worked or are working for an organ of state are being remunerated.

  None of the committee members are working for an organ of state.
- Total audit committee expenditure for the reporting period: R609,823.20

12. Audit and Risk Committee Report

The Audit and Risk Committee (ARC) has the pleasure of presenting its report for the financial year ended 31 March 2026, outlined in the following three sections:

Part 1: 2025/26 Audit and Risk Committee Reflections

The ARC is established as a statutory advisory committee in terms of sections 38 (1) (a) (ii), 76 (4) (d) and 77 of the Public Finance Management Act (PFMA) as well as Treasury Regulation 3.1.1 to 3.1.16. The purpose of the ARC in accordance with Treasury Regulation 3.1.10 and 3.1.11 is to provide independent oversight in relation to the financial and non- financial (performance information, information communication technology, risk management, human resource management, legal and compliance) information, risk management, governance, internal control, accounting and audit concerns, compliance with legal and regulatory provisions, investigation matters as well as the activities of internal and external auditors. Our values as an ARC are founded on the principles of strategic ethical leadership and focus with a strong emphasis on independence, objectivity, transparency, performance and an unwavering commitment to fostering a culture of accountability.

To ensure the independence of the ARC, all members were appointed from outside the public service. At the commencement of each meeting, members are required to declare any potential conflicts of interest. The ARC reports directly to the Accounting Officer and has unrestricted access to the Executive Authority and the Auditor General South Africa (AGSA), further reinforcing its independent role. During the reporting period, the ARC operated without any interference and maintained constructive, professional relationships with Management, the Accounting Officer, the Executive Authority, and key assurance providers, including Risk Management, Internal Audit, and the AGSA.

The Chief Audit Executive (CAE) reports functionally to the ARC in accordance with the Global Internal Audit Standards (GIAS) and Treasury Regulation 3.2.6. The CAE has unrestricted access to the ARC and may engage directly, including in private meetings without Management present. The ARC also approves the Internal Audit Charter, which among other provisions defines the internal audit mandate, safeguards independence, and outlines the scope and nature of internal audit services. Additionally, the ARC reviews and approves the risk-based three-year rolling and annual audit plans, as well as any ad-hoc assurance or advisory requests received from Management.

The ARC fully understands and has embedded the requirements of the GIAS by overseeing the revision of the ARC Charter and Internal Audit Charter. Furthermore, the ARC ensured that the Chief Audit Executive initiated a process to achieve full compliance with the GIAS, which included reviewing the Internal Audit Methodology and developing the Internal Audit Strategy.

The ARC has fulfilled its responsibilities in accordance with sections 38(1)(a)(ii), 76(4)(d), and 77 of the Public Finance Management Act (PFMA), as well as Treasury Regulations 3.1.8 to 3.1.16. The Committee also adopted formal terms of reference as its Charter and has managed its affairs in full compliance with this Charter, effectively discharging all responsibilities contained therein. In addition, evaluations of the ARC, the Internal Audit function, and the Finance function were conducted during the reporting period, with no significant matters identified.

Part 2: Audit and Risk Committee Composition and Meeting Attendance

The ARC consists of 4 independent members and is properly constituted, with a balanced representation of independent members with a diverse and appropriate mix of qualifications, skills, and experience. The committee convened 7 times during the year with 4 being ordinary meetings and the remainder special meetings. The detailed ARC composition and meeting attendance is provided below:

Name (Position)	Qualifications	Is the AC member an employee of an organ of state? (Yes / No)	*Date Appointed / Term Status	Number of ordinary meetings attended	Number of special meetings attended
Dr P Dala (Chairperson)	PhD (Information Technology) Masters (Information Technology) BSc Hons (Computer Science) Bachelor of Information Technology Chartered Director South Africa CD(SA) Certified Information Systems Auditor (CISA) Certified in the Governance of Enterprise Information Technology (CGEIT) Certified in Risk and Information Systems Control (CRISC) Certified Information Security Manager (CISM) Certified Information Systems Security Professional (CISSP) Certified Data Privacy Solutions Engineer (CDPSE) Lead Auditor ISO 27001 (LA ISO 27001) Certified Ethical Hacker (CEH) Computer Hacking Forensic Investigator (CHFI)	No	*Chairperson – term expired during FY2025/26 (30 November 2025)	3	4

Name (Position)	Qualifications	Is the AC member an employee of an organ of state? (Yes / No)	*Date Appointed / Term Status	Number of ordinary meetings attended	Number of special meetings attended
Mr Ameen Amod (Member)	MBA BCom Certified Internal Auditor (CIA-IIA) Certified Government Audit Professional (CGAP-IIA) Certified Risk Management Assurance (CRMA- IIA) Chartered Director South Africa CD(SA)(IoDSA)	No	Term expired during FY2025/26 (30 November 2025)	3	4
Ms Sizo Mzizi (Member)	Certified Director (IoDSA) ACG (CGISA) Post Graduate Diploma in Corporate Law Post Graduate Certificate in Corporate Governance ACMA CGMA (CIMA) BCom Honours Financial Management BTech: Cost and Management Accounting Higher Diploma in Education	No	Term expires 29 February 2028	3	4
Ms Nyawa Dikwayo CA(SA) (Member)	CA (SA) Master of Philosophy in Development Finance Postgraduate Diploma in Applied Accounting Sciences Bachelor of Commerce Accounting	No	Term expires 29 February 2028	3	4

*Note: AGSA's 2025/26 audit reported that the contracts of two of the four Committee members, including the Chairperson, expired during the year, and that as a result oversight meetings were not held in the 3rd and 4th quarters.

Part 3: Audit and Risk Committee Focus Areas

The key focus areas addressed by the ARC during the reporting period are detailed below.

Effectiveness of the Internal Control Systems

An assessment of the findings raised by Internal Audit, along with the audit and management reports submitted to the ARC by the AGSA, indicates that the internal control systems are generally adequate and effective.

Notwithstanding this overall assessment, the following specific areas of concern were raised during the year and are being monitored by the ARC for resolution:

- The Bid Specification Committee (BSC) and Bid Evaluation Committee (BEC) were not constituted in accordance with SCM policy requirements in one instance (not material);
- A repeat finding that the determination test for fruitless and wasteful expenditure was not performed within the required 30 days of the assessment date (R10 392, not material), consistent with the prior year;
- The standard governing the development, amendment, monitoring and evaluation of ICT directives was signed outside the 2025/26 financial year and therefore did not inform directives issued during the year under review;
- Resource constraints within the e-Government Services and Information Management (eGSIM) branch, with 8 of 18 posts vacant, continue to limit the achievement of ICT objectives; and
- The Committee's own oversight continuity was affected during the year – refer to the note under Part 2 above regarding the expiry of member and Chairperson terms.

Effectiveness of the Internal Audit Function

The ARC is satisfied that Internal Audit provided independent assurance in terms of governance, risk management, and internal control as per the approved risk-based audit plan. At the end of the financial year, the following audit engagements had been completed as per the approved risk-based audit plan:

- 2024/25 Annual Financial Statements Review;
- 2025/26 Second Quarter Interim Financial Statements Review;
- 2024/25 Fourth Quarter Performance Information Review;
- 2024/25 Annual Performance Information Review;
- 2025/26 Second & Third Quarter Performance Information Review;
- Strategic Plan and 2026/27 Annual Performance Plan Review;
- Information Technology Review,
- Assets Management Review; and
- Fleet Management Review.

The ARC notes, however, that Internal Audit was not fully capacitated during the year and did not complete all planned continuing professional development training for its staff. Management and the Chief Audit Executive have been requested to table a capacitation and training plan to address this constraint.

Effectiveness of Risk Management, Anti-Corruption and Fraud, Ethics, Combined Assurance, Compliance Management and Business Continuity Management

The ARC executed its oversight responsibilities in relation to the enterprise risk management mandate, which included risk management, anti-corruption and fraud, ethics, combined assurance, compliance management, and business continuity management. The ARC is satisfied with the continued improvement in the maturity of the risk management processes evidenced by the increased implementation of the risk mitigation actions by the respective risk owners as well as anti-corruption and fraud, ethics, compliance management and business continuity management. The policies associated with all aspects included in the risk management mandate are in place with improvement required to ensure effective implementation of combined assurance.

The Quality (Adequacy, Reliability and Accuracy of Financial and Performance Information) of the In-Year Management and Quarterly Reports

The Department has reported quarterly to the National Treasury and the Executive Authority as is required by the PFMA. The ARC as well as assurance providers provided Management with recommendations to improve the quality of quarterly, and where applicable, annual financial and non-financial reporting (performance information, information communication technology, risk management, human resource management, legal and compliance) during the year under review.

Evaluation of the Annual Financial Statements and Annual Report

In terms of the evaluation of the annual financial statements and annual report the ARC has reviewed the:

- Unaudited annual financial statements, with due consideration of the independent assurance provided by Internal Audit as well as the assurance provided by Management;
- Changes in accounting policies and practices where applicable;
- Compliance with legal and regulatory provisions;
- Basis for the going concern assumption, including any financial sustainability risks and issues;
- Unaudited annual performance information on predetermined objectives with due consideration of the independent assurance provided by Internal Audit as well as the assurance provided by Management;
- AGSA audit and management reports, taking into account Management's responses; and
- Audited annual financial statements as well as the annual performance information on predetermined objectives to be included in the annual report for any significant adjustments resulting from the external audit process and reported to the Accounting Officer.

External Audit

With regards to the AGSA, the ARC reviewed and considered the following matters during the reporting period:

- The proposed audit scope, approach, and audit fees for the year as detailed in the audit strategy and engagement letter;
- The AGSA findings and recommendations, together with Management's responses;
- Recommended that Management develop an audit action plan to address the root causes of the AGSA findings, with monitoring to take place at both the audit steering committee and executive committee levels to prevent the recurrence of findings;
- Monitored the implementation of the AGSA audit action plan on a quarterly basis;
- The level of coordination between AGSA and Internal Audit;
- Private meetings held with the AGSA to discuss matters deemed appropriate for confidential discussion by either party;
- Ensured that there were no unresolved disputes between Management and AGSA; and
- Monitored the quality and effectiveness of the external audit process.

AGSA Report

The ARC concurs with the conclusions of the AGSA on the annual financial statements and is of the opinion that the audited annual financial statements may be read together with the audit report of the AGSA.

Conclusion

We would like to express our appreciation to the Executive Authority and Accounting Officer for their leadership and support as well as all other assurance providers and most importantly commend the DPSA for achieving a second consecutive "clean" audit opinion (unqualified with no material findings).



Ms. Nyawa Dikwayo CA(SA)
Chairperson of the Audit and Risk Committee (Acting)
Department of Public Service and Administration

13. B-BBEE Compliance Performance Information

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

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response Yes / No**	**Discussion** (*include a discussion on your response and indicate what measures have been taken to* **comply**)
Determining qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	Not within the mandate of the DPSA
Developing and implementing a preferential procurement policy?	N/A	The DPSA makes use of the Preferential Procurement Policy Framework Act and its associated Regulations from the Preferential Procurement Perspective. The SCM policy from a Preferential Procurement Perspective caters for specific goals from a preference point perspective. The specific goals relate to a percentage Equity Ownership by Black people, Women and Youth as well as Persons living with disabilities.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	Not within the mandate of the DPSA
Developing criteria for entering into partnerships with the private sector?	N/A	Not within the mandate of the DPSA
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	N/A	Not within the mandate of the DPSA

PART D

HUMAN RESOURCE MANAGEMENT



PART D: HUMAN RESOURCE MANAGEMENT

1. Introduction

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

2. Overview Of Human Resources

Human resource management remained centrally focused on maintaining institutional capability, stabilising critical functions, strengthening leadership continuity and supporting the broader professionalisation of the public service.

As of 31 March 2026, the Department had an approved establishment of 414 posts, of which 321 posts were filled.

Employee turnover during the financial year increased from the previous financially from 9.56% to 15.38. This can be attributed to the high number of employees who left the department versus the low number of posts filled. A total of 33 employees exited the Department during the reporting period, with retirement and expiry of contracts constituting the primary causes of employee departures.

Retirement and early retirement accounted for 45.45% of all terminations, while expiry of contracts accounted for 30.30%. These trends reflect the dual challenge of sustaining institutional memory while simultaneously renewing organisational capability through recruitment and retention.

Internship appointments continued to form part of the Department's broader efforts to strengthen future skills pipelines and support workplace exposure for young professionals entering the public service environment.

Employment equity and workforce representativity continued to remain integral to staffing management within the Department. Women maintained strong representation across occupational categories; however, they are slightly underrepresented at senior management at 47.69%. The Department also maintained representation of employees with disabilities across the organisation, although the strengthening of disability representation remains an ongoing area of focus.

The Department further continued to invest in organisational capability through skills development and training interventions across occupational levels. A total of 320 training interventions were recorded during the financial year. These interventions supported efforts to strengthen technical capability, governance competence, leadership development and organisational performance within the Department.

Overall, the Department's staffing environment during 2025/26 reflected a continued balancing of organisational sustainability, fiscal discipline, transformation imperatives and capability development within a constrained public sector environment. The Department remains committed to strengthening staffing stability, leadership continuity, retention and professional capability as part of building a capable, ethical and developmental state.

3. Human Resources Oversight Statistics

3.1. Personnel related expenditure

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

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2025 to 31 March 2026

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)
Administration	278 373	131 452	320	1 175	47.22%	743
Human Resources Management and Development	43 303	39 242	286	910	90.62%	981
Negotiations, Labour Relations and Remuneration Management	86 159	61 109	170	149	70.93%	1 132
e-Government Services and Information Management	19 709	17 697	192	0	89.79%	1 041
Government Services Access and Improvement	101 450	36 599	135	43	36.08%	1 109
TOTAL	**528 994**	**286 099**	**1 103**	**2 277**	**54.08%**	**891.27**

Table 3.1.2 - Personnel costs by salary band for the period 1 April 2025 to 31 March 2026

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lowers skilled (Level 1-2)	2 822	0.99%	10	282
Skilled (Level 3-5)	20 878	7.30%	51	409
Highly skilled production (Level 6-8)	36 980	12.93%	73	507
Highly skilled supervision (level 9-12)	117 766	41.16%	116	1 015
Senior and Top Management (Level 13 and above)	107 653	37.63%	71	1 516
TOTAL	**286 099**	**100.00%**	**321**	**3 730**

Table 3.1.3 - Salaries, overtime, homeowners' allowance and medical aid by programme for the period 1 April 2025 to 31 March 2026

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
Administration	88 164	30.8%	3 143	1.10%	3 141	1.10%	6 683	2.34%
Human Resources Management and Development	27 398	9.58%	0	0.00%	587	0.21%	1 094	0.38%
Negotiations, Labour Relations and Remuneration Management	42 393	14.8%	1 065	0.37%	941	0.33%	1 215	0.42%
e-Government Services and Information Management	12 042	4.21%	0	0.00%	80	0.03%	233	0.08%
Government Services Access and Improvement	24 856	8.69%	13	0.00%	398	0.14%	717	0.25%
Total	**194 853**	**68.1%**	**4 221**	**1.48%**	**5 147**	**1.80%**	**9 942**	**3.48%**

Table 3.1.4 - Salaries, overtime, homeowners' allowance and medical aid by salary band for the period 1 April 2025 to 31 March 2026

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
Lowers skilled (Level 1-2)	1 730	61.3%	0	0.00%	231	8.19%	589	20.87%
Skilled (Level 3-5)	14 056	67.3%	1 222	5.85%	1 250	5.99%	2 802	13.42%
Highly skilled production (Level 6-8)	27 860	75.3%	1 580	4.27%	1 532	4.14%	3 226	8.72%
Highly skilled supervision (level 9-12)	80 753	68.5%	1 419	1.20%	1 232	1.05%	2 896	2.46%
Senior and Top Management (Level 13 and above)	70 454	65.4%	0	0.00%	902	0.84%	429	0.40%
TOTAL	**194 853**	**68.1%**	**4 221**	**1.48%**	**5 147**	**1.8%**	**9 942**	**3.48%**

3.2. Employment and Vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:
- programme
- salary band
- critical occupations

Table 3.2.1 - Employment and vacancies by programme as at 31 March 2026

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administration	199	177	11.06%	7
Human Resources Management and Development	47	40	14.89%	0
Negotiations, Labour Relations and Remuneration Management	63	54	14.29%	2
e-Government Services and Information Management	21	17	19,05%	0
Government Services Access and Improvement	41	33	19,51%	0
TOTAL	**371**	**321**	**13.47%**	**9**

Note: The Minister, Deputy Minister, Special Adviser and Interns are not included in the table above.

Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2026

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Lower skilled (levels 1-2)	18	17	5.554%	0
Skilled (levels 3-5)	65	60	7.69%	0
Highly skilled production (levels 6-8)	65	59	9.23%	0
Highly skilled supervision (levels 9-12)	135	116	14.07%	1
Senior Management (levels 13-16)	82	65	20.75%	1
Occupation Specific Dispensation	6	4	33.33%	
Interns	0	0	0	7
TOTAL	**371**	**321**	**13.47%**	**9**

Note: The Minister, Deputy Minister and Special Adviser are not included in the table above.

Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2026

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Highly skilled supervision (levels 9-12)	135	116	14.07%	1
Senior Management Service	82	65	20.73%	1
TOTAL	**217**	**181**	**16.59%**	**2**

3.3. Filling of SMS Posts

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

Table 3.3.1 – SMS posts information as at 31 March 2026

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/HOD	1	0	0%	1	100%
Salary level 15	5	3	60%	2	40%
Salary level 14	19	12	63.15	7	36.84%
Salary level 13	57	50	87.71%	7	12.28%
TOTAL	**82**	**65**	**79.26%**	**17**	**20.73%**

Table 3.3.2 – SMS posts information as at 30 September 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
Director-General/ Head of Department	1	0	0%	1	100%
Salary Level 15	5	3	60%	2	40%
Salary Level 14	19	12	63.15%	7	36.84%
Salary Level 13	58	50	86.20%	8	13.79%
TOTAL	**83**	**65**	**78.31%**	**18**	**21.68%**

Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2025 to 31 March 2026

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not advertised in 6 months but filled in 12 months
Director-General/ Head of Department	1	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	1
Salary Level 13	1	0	0
TOTAL	**2**	**0**	**1**

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

Reasons for vacancies not advertised within six months:
Some of the reasons include Circular 49 of 2023 effective 18 October 2023-post had to be Prioritised and not all vacant SMS posts were prioritised for filling
Reasons for vacancies not filled within twelve months:
Some of the reasons include Circular 49 of 2023 effective 18 October 2023-post had to be Prioritised and not all vacant SMS posts were prioritised for filling

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

Disciplinary steps taken
None

3.4. Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her 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 2025 to 31 March 2026

Salary band	Number of posts on approved establishment as of 1 April 2025	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)	19	0	0%	0	0%	0	0%
Skilled (Levels 3-5)	68	1	1.5%	1	1.5%	0	0%
Highly skilled production (Levels 6-8)	65	1	1.6%	0	0%	0	0%
Highly skilled supervision (Levels 9-12)	136	3	2.2%	0	0%	1	0.7%
Senior Management Service Band A (Directors)	55	2	3.6%	0	0%	0	0%
Senior Management Service Band B (Chief Directors)	17	3	17.6%	0	0%	0	0%
Senior Management Service Band C (DDGs)	5	1	20%	0	0%	0	0%
Senior Management Service Band D (DG)	1	1	100%	0	0%	0	0%
TOTAL	**366**	**12**	**3.6%**	**1**	**0.3%**	**1**	**0.3%**

(The department had prioritised 36 posts for filling as per the DPSA Directive and Circular 20 0f 2024 and out of the 36 priority posts, 5 posts had to be job evaluated before advertising).

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

Table 3.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2025 to 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	1	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.

Table 3.4.3. – Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2025 to 31 March 2026

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
N/A	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	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	**0**	**0**	**0**	**0**	**0**
Employees with disabilities	0	0	0	0	0

Total number of employees whose remuneration exceeded the grade determined by job evaluation	None

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 2025 to 31 March 2026

Note: Minister and Special Advisers are excluded in the table above and contract employees are included.

Salary band	Number of employees at beginning of period – 1 April 2024	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Lower skilled (Levels 1-2)	17	0	0	0.00%
Skilled (Levels 3-5)	60	0	4	6.66%
Highly skilled production (Levels 6-8)	59	1	2	3.39%
Highly skilled supervision (Levels 9-12)	116	4	11	9.48%
Senior Management Service, Band A	50	2	2	6%
Senior Management Service, Band B	12	1	2	16.66%
Senior Management Service, Band C	3	0	0	0.00%
Senior Management Service, Band D	0	0	0	0.00%
OSD	4	1	1	25%
Contracts	9	6	7	70%
TOTAL	**330**	**15**	**29**	**8.78%**

Table 3.5.2 - Annual turnover rates by critical occupation for the period1 1 April 2025 to 31 March 2026

Critical occupation	Number of employees at beginning of period - 1 April 2024	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate %
Highly skilled supervision (Levels 9-12)	116	5	12	1.34%
Senior Management Service	65	4	4	6.15%
TOTAL	**181**	**9**	**16**	**8.64%**

The table below identifies the major reasons why staff left the department

Table 3.5.3 - Reasons why staff left the Department for the period 1 April 2025 to 31 March 2026

Termination type	Number	% of total terminations
Death	0	0.00%
Resignation/Contract Resignation/Internship Resignation	4	9.09%
Expiry of contract	6	30.30%
Dismissal	0	0.00%
Discharge due to ill health	0	0.00%
Retirement/Early Retirement	14	45.45%
Transfer to other Public Service Department/Bureau/Secondment end date	**5**	**15.15%**
TOTAL	**33**	**8.78%**
Total number of employees who left as a % of total employment	**8.78%**	
Total number of employees who resigned as a% of total employment	**1.2%**	

Table 3.5.4 - Promotions by critical occupation for the period 1 April 2025 to 31 March 2026

Occupation	Employees as at 1 April 2023	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Highly skilled supervision (Levels 9-12)	116	2	0%		
Senior Management Service	65	0	0%		
TOTAL	**181**	**2**	**0%**		

Table 3.5.5 - Promotions by salary band for the period 1 April 2025 to 31 March 2026

Salary band	Employees as at 1 April 2024	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	17	0	0	N/A	N/A
Skilled (Levels 3-5)	60	0	0	N/A	N/A
Highly skilled production (Levels 6-8)	59	0	0	N/A	N/A
Highly skilled supervision (Levels 9-12)	116	2	1.72%	N/A	N/A
Senior Management Service	65	0	0	N/A	N/A
TOTAL	**317**	**2**	**0.63%**	**N/A**	**N/A**

Note: Interns are not included in the table above.

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	28	1	2	3	27	0	2	2	65
Professionals	40	2	1	5	64	0	1	3	116
Technicians and associate professionals	12	0	0	0	42	3	1	1	59
Clerks	29	2	0	0	28	0	1	0	60
Elementary occupations	2	0	0	0	15	0	0	0	17
OSD	2	0	0	0	1	0	1	0	4
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
TOTAL	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**321**
Employees with disabilities	2	0	0	2	2	0	0	1	7

Note: The Minister, Deputy Minister and Interns are not included in the table above.

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	2	0	0	0	1	0	0	0	3
Senior management	26	1	2	3	26	0	2	2	62
Professionals	40	2	1	5	64	0	1	3	116
OSD	2	0	0	0	1	0	1	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	12	0	0	0	42	3	1	1	59
Semi-skilled and discretionary decision making	29	2	0	0	28	0	1	0	60
Unskilled and defined decision making	2	0	0	0	15	0	0	0	17
TOTAL	**113**	**5**	**3**	**8**	**177**	**3**	**6**	**6**	**321**

Note: The Minister, Deputy Minister and Interns are not included in the table above.

Table 3.6.3 - Recruitment for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (Levels	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	1	0	0	0	3
Professionally qualified and experience specialists and mid-management	3	0	1	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Interns	3	0	0	0	4	0	0	0	7
TOTAL	**8**	**0**	**1**	**0**	**6**	**0**	**0**	**0**	**15**
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 - Promotions for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (Levels	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experience specialists and mid-management	1	0	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	
TOTAL	**1**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**2**
Employees with disabilities	0	0	0	0	0	0	0	0	2

Table 3.6.5 - Terminations for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (Levels	0	0	0	0	0	0	0	0	0
Senior Management (Levels	2	1	0	0	0	0	1	0	4
Professionally qualified and experience specialists and mid-management	4	1	0	1	5	0	0	2	13
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making	5	1	0	0	1	0	0	0	7
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
OSD	2	0	0	1	0	0	0	0	3
TOTAL	**15**	**3**	**0**	**2**	**5**	**0**	**1**	**2**	**29**
Employees with disabilities	2	0	0	0	0	0	0	0	2

Table 3.6.6 - Disciplinary action for the period 1 April 2025 to 31 March 2026

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	2				4				6

Table 3.6.7 - Skills development for the period 1 April 2025 to 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	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	31	0	4	4	17
	Male	34	0	2	2	12
Professionally qualified and experienced specialists (Levels 9-12)	Female	73	0	38	38	98
	Male	47	0	20	20	59
Skilled technical junior (Levels 6 - 8)	Female	46	0	7	7	39
	Male	12	0	3	3	16
Semi-skilled (Levels 3 - 5)	Female	28	0	1	1	24
	Male	35	0	1	1	32
Elementary occupations (Levels 1 - 2)	Female	16	0	0	0	15
	Male	2	0	0	0	2
Occupational Specific Dispensation	Female	2	0	0	0	2
	Male	2	0	1	1	4
Sub Total	Female	196	0	195	195	195
	Male	132	0	125	125	125
TOTAL		**328**	**0**	**320**	**320**	**320**

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 2025

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
13	57	49	49	100%
14	19	13	13	100%
15	5	4	3	50%
16	1	0	0	0
TOTAL	**82**	**66**	**65**	**98%**

Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2025

Reasons
SMS member performance agreement was signed by the supervisor after the due date with no reasons provided. SMS performance agreement from Office Director General was signed late by both the employee and the supervisor with no reasons provided for non-compliance

Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 March 2025

Reasons
Non-compliance letters were issued to the officials who did not complete their performance agreements on time

3.8 Performance Rewards

Performance rewards were not payable in accordance with the DPSA Incentive Policy Framework, 2019.

3.9 Foreign Workers

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

Table 3.9.1 - Foreign workers by salary band for the period 1 April 2025 to 31 March 2026

Salary band	1 April 2025		31 March 2026		Change	
	Number	% Total	Number	% Total	Number	% Total
Lower Skilled (Levels 1-2 Skilled (Levels 3 -5)	0	0	0	0	0	0
Skilled (Levels 3 -5)	0	0	0	0	0	0
Highly skilled production (Level. 6-8)	0	0	0	0	0	0
Highly skilled supervision (Lev. 9-12)	2	0%	0	0%	0	2
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	0	0	0	0	0	0
Total	**2**	**0**	**0**	**0**	**0**	**2**

Table 3.9.2 - Foreign workers by major occupation for the period 1 April 2025 to 31 March 2026

Major Occupation	1 April 2025		31 March 2026		Change	
	Number	% Total	Number	% Total	Number	% Total
SMS	1	0%	0	0	0	0
Total	**1**	**0%**	**0**	**0**	**0**	**0**

3.10 Leave Utilisation

The Public Service Commission 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 2025 to 31 December 2025

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)	94	90	10	4	9	R71 697
Skilled (Levels 3 -5)	354	75	21	8	17	R429 157
Highly skilled production (Levels 6 - 8)	440	74	69	27	6	R823 376
Highly Skilled supervision (Levels 09 -12)	520	73	96	37	5	R2 270 865
Top and Senior Management (Levels 13 - 16)	237	89	62	24	4	R1 356 897
TOTAL	**1 645**	**77**	**258**	**100**	**6**	**R4 952 013**

Table 3.10.2 - Disability leave (temporary and permanent) for the period 1 January 2025 to 31 December 2025

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3 -5)	2	100	1	2	2	R2 309
Highly skilled production (Levels 6 - 8)	30	100	4	36	8	R42 444
Highly Skilled supervision (Levels 09 -12)	223	100	4	36	56	R625 307
Top and Senior Management (Levels 13 -16)	81	100	2	18	41	R446 326
TOTAL	**336**	**100**	**11**	**42**	**31**	**R1 116 378**

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 2025 to 31 December 2025

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower Skilled (Levels 1-2)	172	10	17
Skilled (Levels 3 -5)	1 152	61	19
Highly skilled production (Levels 6 - 8)	1 662	78	21
Highly Skilled supervision (Levels 09 -12)	2 752	126	22
Senior Management (Levels 13 - 16)	1 502	66	23
TOTAL	**7 240**	**341**	**21**

Table 3.10.4 - Capped leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Total Employees with capped leave as at 31 December 2025	Total Days of capped leave available as at 31 December 2025	Average capped leave per employee as at 31 December 2025
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	10	221	22
Highly Skilled supervision (Levels 09 -12)	0	0	0	15	481	32
Senior Management (Levels 13 - 16)	0	0	0	12	257	21
TOTAL	**0**	**0.00**	**0.00**	**37**	**960**	**26**

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 2025 to 31 March 2026

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2025/2026 due to non-utilisation of leave for the previous leave cycle (2024)	R254 001	5	51
Capped leave payouts on termination of service for 2025/2026	R1 110 382	8	138 798
Current leave payout on termination of service for 2025/2026	R1 395 920	32	43 623
TOTAL	**R2 760 303**	**45**	**61 341**

3.11. HIV/AIDS & 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 & related diseases (if any)	Key steps taken to reduce the risk
No employee has been identified to be at high risk of contracting HIV and related diseases.	Not Applicable

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

Question	Yes	No	Details, if yes
Has the department designated a member of the SMS to implement the provisions contained in the Public Service Regulations, 2016? If so, provide her/his name and position?	√		Director: Information Transformation Programme
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?	√		Internal Employee Health and Wellness Unit consisting of Deputy Director: Internal Employee Health and Elness, as well as Occupation Health and Safety Officer
Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme?	√		Psychosocial support services provided by the external service provider and Internal Employee Health and Wellness for DPSA employees and immediate family members Wellness interventions aimed at promoting individual and organisational wellness. Education and awareness for employees conducted on health and wellness issues Health testing and screening services conducted at onsite clinic on Tuesdays and Fridays and conducted by GEMS during Wellness events quarterly. Management of communicable and non-communicable diseases by the onsite clinic. Physical wellness – sporting activities conducted by various sporting codes supported by IEHW unit.
Has the department established (a) committee(s) as contemplated in the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent?	√		OHS Committee chaired by the DDG: Administration and represented by all branches including organised Labour
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 policy was reviewed and approved on 21/07/2024 Employee Wellness Management Policy was reviewed and approved on 21/07/2024 Health and Productivity Management Policy was reviewed and approved on 21/07/2024 Hospitalisation and Bereavement Policy has been reviewed in 2025/26, presented to DBC and will be routed for approval in 2026/27.
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	√		Confidential services offered at onsite clinic and GEMS protect HIV-positive employees from discrimination. Information of HIV positive employees or employees testing for HIV is stored in a confidential manner at onsite clinic. Awareness conducted on HIV to address issues of stigma and discrimination.
Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	√		Onsite clinic operated by the Doctor and Nurse on Tuesdays and Fridays offers VCT to employees. VCT is also provided quarterly during Wellness events conducted by GEMS. Employees are encouraged to undergo VCT. In the 2026/27 financial year, 88 employees tested for HIV against the annual set target of 80, resulting to 110% achievement in participation in VCT services.
Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	√		Customer satisfaction surveys are conducted annually to ascertain impact and effectiveness of wellness and health promotion programme.

3.12 Labour Relations

Table 3.12.1 - Collective agreements for the period 1 April 2025 to 31 March 2026

Subject matter	Date
No collective Agreement was signed at the Departmental Bargaining Chamber	

The following table summarises the outcome of disciplinary hearings conducted within the Department for the year under review.

Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2025 to 31 March 2026

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

Notes
- If there were no agreements, keep the heading and replace the table with the following:

Total number of Disciplinary hearings finalised	One

Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2025 to 31 March 2026

Type of misconduct	Number	% of total
Racism allegation	1	17%
Refusal to sign Performance Agreement	1	17%
Poor performance & late coming	1	17%
Failure to perform duties as instructed.	1	17%
Engaging in ritual practices at the workplace without permission	1	17%
Poor performance and negligence	1	17%
TOTAL	6	100%
Type of misconduct	Number	% of total
Racism allegation	1	17%

Table 3.12.4 - Grievances lodged for the period 1 April 2025 to 31 March 2026

Grievances	Number	% of total
Number of grievances resolved	14	82%
Number of grievances not resolved	03	18%
Total number of grievances lodged	17	100%

Notes
- If there were no agreements, keep the heading and replace the table with the following:

Total number of Disciplinary hearings finalised	Three (3)

Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2025 to 31 March 2026

Disputes	Number	% of total
Number of disputes upheld	1	20%
Number of disputes dismissed	2	40%
Number of disputes unresolved	2	40%
Total number of disputes lodged	**5**	**100%**

Table 3.12.6 - Strike actions for the period 1 April 2025 to 31 March 2026

Total number of persons working days lost	No days were lost as no DPSA employee participated in the strike
Total costs (R'000) of working days lost	-
Amount (R'000) recovered as a result of no work no pay	-

Table 3.12.7 - Precautionary suspensions for the period 1 April 2025 to 31 March 2026

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	77
Cost of suspension(R'000)	R250.647.59

3.13 Skills Development

This section highlights the efforts of the department with regard to skills development.

Table 3.13.1 - Training needs identified for the period 1 April 2025 to 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	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	31	0	41	41	82
	Male	34	0	22	22	44
Professionally qualified and experienced specialists (Levels 9-12)	Female	73	0	17	17	34
	Male	47	0	10	10	20
Skilled technical junior (Levels 6 - 8)	Female	46	0	25	25	50
	Male	12	0	17	17	34
Semi-skilled (Levels 3 - 5)	Female	28	0	12	12	24
	Male	35	0	14	14	28
Elementary occupations (Levels 1 - 2)	Female	16	0	6	6	12
	Male	2	0	12	12	24
Occupational Specific Dispensation	Female	2	0	0	0	0
	Male	2	0	0	0	0
Sub Total	Female	196	0	101	101	202
	Male	132	0	75	75	150
TOTAL		**328**	**0**	**176**	**176**	**352**

Table 3.13.2 - Training provided for the period 1 April 2025 to 31 March 2026

Occupational category	Gender	Number of employees as of 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior Management (Levels 13 - 16)	Female	31	0	4	4	8
	Male	34	0	2	2	4
Professionally qualified and experienced specialists (Levels 9 - 12)	Female	73	0	38	38	76
	Male	47	0	20	20	40
Skilled technical junior (Levels 6 - 8)	Female	46	0	7	7	14
	Male	12	0	3	3	6
Semi-skilled (Levels 3 - 5)	Female	28	0	1	1	2
	Male	35	0	1	1	2
Elementary occupations (Levels 1 - 2)	Female	16	0	0	0	0
	Male	2	0	0	0	0
Occupational Specific Dispensation	Female	2	0	0	0	0
	Male	2	0	1	1	2
Interns	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	196	0	50	50	100
	Male	132	0	27	27	54
TOTAL		**328**	**0**	**77**	**77**	**154**

3.14. Injury on Duty

The following tables provide basic information on injury on duty.

Table 3.14.1 - Injury on duty for the period 1 April 2025 to 31 March 2026

Nature of injury on duty	Number	% of total
Required basic medical attention	0	0
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
TOTAL	**0**	**0**

3.15. Utilisation of Consultants

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

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

Table 3.15.1 (a) Report on consultant appointments using appropriated funds for the period 1 April 2025 to 31 March 2026

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Audit Department compliance with BBBEEC in terms of the codes of good practice.	1	4	74,417.65
Audit tender process and technical evaluation of bids for the selection of preferred service providers to be considered for appointment to the panel of accredited health risk managers for the purpose of the application of the PILIR.	1	18	142,370.40
APRM National Governing Council Meeting and the 2024 General elections observer mission.	1	1	2,619.00
Air quality and illumination assessment service.	1	60	98,839.05
Assessing the department's emergency evacuation drill.	1	1	1,731.00
Audit committee meetings	4	7	609,823.20
Competency Assessment: Director: ICT. (x2 Candidates)	1	2	19,231.22
Competency Assessment: Chief Director: Internal Resources and Workplace Environment. (x2 Candidates)	1	2	9,615.61
Competency Assessment: Director: Information Management	1	1	9,615.61
Competency Assessment: Head of Office in the Office of the DM	1	1	9,335.55
Headhunt for the post of Director: ICT Security, Risk and Compliance	1	23	92,976.00
Legal costs via the Department of Justice and Constitutional Development.	1	117	1,526,925.87
Policy and procedure on incapacity leave and for ill-health (PILIR) programme.	1	365	31,691.25
Pre-employment security checks	2	334	66,824.75
Review of the current DPSA senior management service competency assessment battery.	1	182	910,339.01
Sign language interpreter services for a ministerial visit to the Zululand district.	2	1	16,100.00
Sign language interpreter services for the public lecture- Africa Public Service Day.	2	1	7,000.00
Sign language interpreter services for the Mandela Day celebration.	2	1	8,500.00
Sign language interpreter service for the 2025 Integrated Public Service Month.	4	2	16,100.00
Sign language interpreter service for a ministerial visit to Umlazi Local Municipality.	2	1	9,602.50
Sign language interpreter services for the launch of the Open Government Challenge on Improving Access to Justice to Marginalised and Vulnerable Groups.	2	1	7,500.00
Sign language interpreter services for the International Anti-Corruption Day.	2	1	6,842.50
Social Media Monitoring	1	245	126,007.68
TOTAL	**36**	**1371**	**3,804,007.85**

Table 3.15.1 (b) Report on contractor appointments using appropriated funds for the period 1 April 2025 to 31 March 2026

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
African Group Performance to Commemorate Africa Day.	1	1	23,050.00
Audiovisual equipment and live- streaming services for the Africa Public Service Day public lecture.	1	1	114,942.50
Audiovisual equipment for the Africa Public Service Day (APSD) exhibition in Ethiopia.	1	1	29,619.01
Audiovisual equipment and live streaming for the National Colloquium on Access to Justice.	1	1	107,036.25
Audiovisual equipment services for the National Batho Pele & Innovation Awards.	1	1	496,800.05
Audiovisual equipment and live streaming for a Ministerial visit at Nyembe sportfield in Mbombeni Eshewe.	1	1	52,710.97
Cellphone repairs.	1	1	1,720.00
Disconnection of blue lights and siren on the DM's VIP vehicle (Audi Q5) for fault diagnosis.	1	1	1,250.00
DJ for the National Batho Awards 2025.	1	1	60,000.00
Emergency Medical Services for the National Batho Pele and Innovation Awards.	1	1	6,281.00
Emergency Medical Services during the launch and signing of the Pledge on Access to Justice for Marginalised and Vulnerable Groups.	1	1	6,641.25
Emergency Medical Services for the National Batho Pele and Innovation Awards at Emperors Palace.	1	1	6,237.00
Emergency Medical Services for the International Anti-Corruption Day.	1	1	4,536.00
Emergency Medical Services for the launch of the Annual Thusong Service Week at Biyela Thusong Centre.	1	1	10,000.00
Employee Health and Wellness Programme and the Primary Health Care services.	1	337	922,187.21
Employee Health Assessment	1	2	36,415.21
Green display decoration for the Africa Public Service Day (APSD) exhibition held in Ethiopia	1	1	1,579.68
Labours to assist with setting up wallpaper and stickers for the Africa Public Service Day (APSD) exhibition held in Ethiopia.	1	1	105.31
Live streaming service for ministerial visit to Zululand District under the district development model: Cliffdale Sport Field in Vryheid, KZN.	1	2	129,720.00
Maintenance and service of fire equipment at the Thusong Service Centre in Maponya Mall.	1	1	39,639.00
Maintenance of the Electronic Security System at the Maponya Thusong.	1	1	28,462.50
Marshalls for the Minister's Youth engagement in Vryheid, KwaZulu-Natal Province.	10	1	2,000.00
Marshalls for a Ministerial outreach visit to Bushbuckridge Local Municipality and Ehlazeni District Municipality for Mandela Day celebrations, and an unannounced visit to Mapulaneng Hospital.	20	1	3,000.00
Marshalls for Ministers' launch of the annual Thusong week at Umlazi Local Municipality in KZN.	20	1	4,000.00
Repairs of the pool table.	1	1	5,970.00
Repairing, servicing, maintenance, and parts replacement of the gym equipment at DPSA.	1	1	11,000.00
Replacement of Smart Low-Noise Block (LNB) at the Minister's residence in Pretoria.	1	1	950.00
Sound system for Minister's back-to- school outreach at Naleni High School, UMlazi.	1	1	2,000.00

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Supply and arrangement of floral decorations at Skukuza Safari Lodge will take place for the G20 Anti-Corruption meeting in Mpumalanga.	1	1	260,400.00
Supply and delivery of master of ceremony services for the National Batho Pele and Innovation Awards at Emperors Palace.	1	1	55,000.00
Unmounting of TVs from the wall at the former DG's official residence in CPT.	1	1	2,000.00
Volleyball lessons for the DPSA Volleyball Team	1	9	4,000.00
	Total number of contractors that worked on the project	**Total duration (work days)**	**Total contract value in Rand**
TOTAL	**79**	**378**	**2,429,252.94**
Grand total of consultants and contractors	**Total number of consultants and contractors that worked on the project**	**Total duration (work days)**	**Total contract value in Rand**
	115	**1,749**	**6,233,260.79**

Table 3.15.2- Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 to 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
DPSA does not conduct analysis of consultant's appointment in terms of HDIs			

Table 3.15.3 - Report on consultant appointments using Donor funds for the period 1 April 2025 to 31 March 2026

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
DPSA made no consultant appointments using Donor funds.			

Table 3.15.4 - Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 to 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
DPSA does not conduct analysis of consultants' appointment in terms of HDIs using Donor funds.			

3.16. Severance Packages

Table 3.16.1 – Granting of employee-initiated severance packages for the period 1 April 2025 to 31 March 2026

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

PART E

PFMA COMPLIANCE



PART E: PFMA COMPLIANCE REPORT

Information on Irregular, Fruitless and Wasteful, Unauthorised Expenditure and Material Losses

Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	429	461
Adjustment to opening balance	-	(3)
Opening balance as restated	429	458
Add: Irregular expenditure confirmed	-	-
Less: Irregular expenditure condoned	(121)	(21)
Less: Irregular expenditure not condoned and removed	(304)	-
Less: Irregular expenditure recoverable	-	(8)
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	**4**	**429**

No new cases of irregular expenditure have been reported for the previous and/or current financial years.
The irregular expenditure balance decreased by R425 thousand due to the following:
R121 thousand relating to irregular expenditure condoned by National Treasury, and R304 thousand that is for irregular not condoned and removed.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	-	-
Total	**-**	**-**

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

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	-	-
Total	**-**	**-**

c) Details of irregular expenditure condoned

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure condoned	121	21
Total	**121**	**21**

The amount indicated above relates to irregular expenditures incurred for services rendered after the contract with the service provider expired. This case was condoned in accordance with paragraph 5.6 (a-g) of the PFMA Compliance and Reporting Framework.

d) Details of irregular expenditure removed - (not condoned)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure NOT condoned and removed	304	-
Total	**304**	**-**

The amount relates to salaries that were paid out of contract. The amount was not condoned by Treasury but removed in line with the PFMA compliance framework.

e) Details of irregular expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure recoverable	-	8
Total	**-**	**8**

The amount indicated relates to a debt raised against the official responsible for the R8 thousand loss suffered by the department concerning the R12 thousand case of irregular expenditure.

f) Details of irregular expenditure written off (irrecoverable)

Description	2025/2026	2024/2025
	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)

Description
N/A
Total

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

Description	2025/2026	2024/2025
	R'000	R'000
N/A	-	-
Total	**-**	**-**

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken
N/A

Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	10	3
Adjustment to opening balance	-	-
Add: Fruitless and wasteful expenditure confirmed	6	10
Less: Fruitless and wasteful expenditure written off	-	(2)
Less: Fruitless and wasteful expenditure recoverable	(6)	(1)
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Closing Balance	**10**	**10**

Included in the current year's fruitless and wasteful expenditure confirmed is a R6 thousand relating to incorrect Gazetting of a notice in the Government Gazette.

The fruitless and wasteful expenditure included in the previous financial year is travel cost of R10 thousand incurred as a result of two officials who missed their flight.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	6	10
TOTAL	**6**	**10**

b) Details of current and previous year fruitless and wasteful expenditure under assessment

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	10
Fruitless and wasteful expenditure under investigation	-	-
Total	**-**	**10**

c) Details of fruitless and wasteful expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure recoverable	6	1
	6	1

Included in the fruitless and wasteful expenditure recoverable is R6 thousand recoverable from the responsible employees.

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	-	2
TOTAL	**-**	**2**

Included in the2024/2025 financial year's fruitless and wasteful expenditure is R2 thousand for a no-show charge relating to the previous financial year, which has been written off as irrecoverable.

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
No disciplinary actions were taken

Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	8 812	8 812
Adjustment to opening balance	-	-
Add: unauthorised expenditure confirmed	-	-
Less: unauthorised expenditure approved with funding	-	-
Less: unauthorised expenditure recoverable9	-	-
Less: unauthorised not recoverable and written off10		-
Closing Balance	**8 812**	**8 812**

The amount of R8 812 000 unauthorised expenditure was incurred in the 2013/2014 financial year. The department appeared before SCOPA in relation to this expenditure during 2016 and again in 2023. The department is still awaiting a determination from Parliament.
Since the 2013/14 financial year the department has not incurred any further unauthorised expenditure.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure that was under assessment	-	-
Unauthorised expenditure that relates to the prior year and identified in the current year	-	-
Unauthorised expenditure for the current year	-	-
TOTAL	**-**	**-**

b) Details of unauthorised expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure under assessment	-	-
Unauthorised expenditure under determination	-	-
Unauthorised expenditure under investigation	-	-
TOTAL	**-**	**-**

Material losses

The department did not incur any material losses in the current or previous financial years and no material losses were written of or recovered.

a) Details of material losses through criminal conduct

Material losses through criminal conduct	2025/2026	2024/2025
	R'000	R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
TOTAL	**-**	**-**

b) Details of other material losses

Nature of other material losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)		
N/A	-	-
TOTAL	**-**	**-**

c) Other material losses recoverable

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)	-	-
N/A	-	-
TOTAL	**-**	**-**

d) Other material losses not recoverable and written off

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)	-	-
N/A	-	-
TOTAL	**-**	**-**

2.7.2 Information on payment of suppliers

The department paid all valid invoices received within 30 days.

Description	2025/2026	2025/2026	2024/2025	2024/2025
	Number	R'000	Number	R'000
Valid invoices received	3 682	299 597	2 815	R285 377
Invoices paid within 30 days or agreed period	3 682	299 597	2 815	R285 377
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)	-	-	-	-
TOTAL	**3 682**	**299 597**	**2 815**	**R285 377**

2.7.3 Information on Supply Chain Management

Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Renewal of Six (6) Dell VXRAIL Server Hardware Warrantees for Two (2) Years and VMware Vsphere License.	Leishan IT Consultancy	Procurement through the SITA Transversal Contract RFB 2003/2014	AJ-350282	R2 025
Procurement of Deeds Data for Public Service Employees on Salary Levels 11 and 12.	The Department of Agriculture, Land Reform and Rural Development through Office of the Chief Registrar of Deeds.	Procurement of Deeds data from the Sole Provider being Office of the Chief Registrar of Deeds.	AJ-350362	R1 865
TOTAL				**R3 890**

Contract variations and expansions

Project description	Name of supplier	Contract Modification type (Expansion or Variation	Contract number	Value of contract R'000
TOTAL				

PART F

FINANCIAL INFORMATION



PART F: FINANCIAL INFORMATION

Report of the auditor-general to Parliament on vote no. 11: Department of Public Service and Administration

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Department of Public Service and Administration set out on pages **107** to **143** which comprise the appropriation statement, statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, and the cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Public Service and Administration as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with Modified Cash standards (MCS) issued by the National Treasury and the requirements of the Public Finance Management Act 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.

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2025 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2026.

Underspending of the vote

8. As disclosed in the appropriation statement, the department materially underspent the budget by R16 294 000 on administration, R7 078 000 on human resource management and development, R5 110 000 on negotiations and remuneration management, R4 075 000 on e-government services and information management and R4 038 000 on government service access and improvement.

Other matter - Unaudited supplementary schedules

Unaudited supplementary schedules

9. The supplementary information set out in pages **144** to **158** 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.

10. My opinion is not modified in respect of this matter.

Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS as issued by the National Treasury 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.

12. 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

13. 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.

14. 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 on page **105 -106**, forms part of my auditor's report.

Report on the audit of the annual performance report

15. 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.

16. I selected the following programmes presented in the annual performance report for the year ended 31 March 2026 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: Human resource management and development	**32 - 37**	Manages, oversees and facilitates human resource planning, employment, performance, development, transformation, and workplace environment (norms and standards). Facilitate compliance with the minimum norms and standards set by the Minister of Public Service and Administration in line with section 16 of the Public Administration Management Act, 1994 through the Office of Standards and Compliance (location of budget and annual performance plan reporting)
Programme 3: Negotiations, labour relations and remuneration management	**39 - 44**	To manage, oversee and facilitate organizational development, job grading and macro organisation, remuneration, human resource information systems, negotiations, labour relations and dispute management in the public service. Administrate the implementation of the Government Employees Housing Scheme and macro-organisation of the state and ensure coordinated collective bargaining.
Programme 4: e-Government service and information management	**46 - 47**	Manage, oversee and facilitate ICT governance, e-enablement and ICT service infrastructure management, information and stakeholder management and knowledge management and innovation. coordinate and facilitate ICT stakeholder management.
Programme 5: Government Services Access and Improvement	**49 - 53**	Manage, oversee and facilitate service access, operations management, service delivery improvement initiatives in the public service. Coordinate and facilitate citizen relations and public participation programme.

17. 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.

18. 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.

19. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

20. I did not identify any material findings on the reported performance information for the selected programme.

Other matter

21. I draw attention to the matter below.

Achievement of planned targets

22. 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

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

24. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

25. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the 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.

26. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

27. The accounting officer is responsible for the other information included in the annual report. 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.

28. 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.

29. 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.

30. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

31. 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.

32. I did not identify any significant deficiencies in internal control.

Auditor-General

Pretoria
2 September 2026

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The Auditor-General's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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

Financial statements

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

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

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999 (PFMA)	Section 1, 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(h)(iii); 39(1)(a); 39(2)(a); 40(1)(a); 40(1)(b); 40(1)(c)(i); 43(1); 43(4); 44; 45(b)
Treasury regulations	Regulation 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1; 6.3.1(a); 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b); 7.2.1; 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; 9.1.4; 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; 11.5.1; 12.5.1; 15.10.1.2(c); 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A7.3; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 6A9.2(a)(ii); 17.1.1; 18.2; 19.8.4
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A); 25(9)(a); 25(10)
Division of Revenue Act 2 of 2025	Section 11(6)(a); 12(5); 16(1); 16(3)(a)(i); 16(3)(a)(ii)
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury Instruction No 9 of 2017/18	Paragraph 4.3
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
Public Service Regulations, 2016	Regulation 18(1); 18(2); 25(1)(e)(i); 25(1)(e)(iii)
State Information Technology Agency Act 88 of 1998	Section 7(3)

NATIONAL DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
VOTE 11

ANNUAL FINANCIAL STATEMENTS
FOR NATIONAL AND PROVINCIAL DEPARTMENTS
FOR THE YEAR ENDED 31 MARCH 2026

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APPROPRIATION STATEMENT
for the year ended 31 March 2026

Appropriation per programme

	2025/26							2024/25	
	Approved 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	295,878	-	(1,211)	294,667	278,373	16,294	94.5%	280,722	271,709
2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	54,730	-	(4,349)	50,381	43,303	7,078	86.0%	45,914	41,385
3. NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT	81,979	-	9,290	91,269	86,159	5,110	94.4%	80,197	79,869
4. E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT	23,914	-	(130)	23,784	19,709	4,075	82.9%	24,580	18,807
5. GOVERNMENT SERVICE ACCESS AND IMPROVEMENT	109,088	-	(3,600)	105,488	101,450	4,038	96.2%	108,108	98,072
TOTAL	**565,589**	**-**	**-**	**565,589**	**528,994**	**36,595**	**93.5%**	**539,521**	**509,842**

	2025/26		2024/25	
	Final Budget	Actual Expenditure	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000
TOTAL (brought forward)	565,589	528,994	539,521	509,842
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	345		1,111	
Actual amounts per statement of financial performance (Total revenue)	**565,934**		**540,632**	
Actual amounts per statement of financial performance (Total expenditure)		**528,994**		**509,842**

The virement balance of R869 relates to funds rolled over allocated to the Centre for Public Service Innovation.

Appropriation per economic classification

	2025/26							2024/25	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expen-diture	Variance	Expen-diture as % of final budget	Final Budget	Actual expen-diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	**502,787**	**(1,002)**	**-**	**501,785**	**468,876**	**32,909**	**93.4%**	**471,886**	**444,595**
Compensation of employees	307,822	-	-	307,822	286,099	21,723	92.9%	292,413	284,135
Goods and services	194,965	(1,002)	-	193,963	182,777	11,186	94.2%	179,473	160,460
Transfers and subsidies	**57,797**	**200**	**-**	**57,997**	**56,310**	**1,687**	**97.1%**	**60,177**	**59,905**
Provinces and municipalities	4	-	-	4	4	-	100.0%	4	4
Departmental agencies and accounts	51,203	-	-	51,203	51,203	-	100.0%	47,954	47,939
Foreign governments and international organisations	3,415	-	-	3,415	2,835	580	83.0%	3,390	3,134
Public corporations and private enterprises	15	200	-	215	176	39	81.9%	-	-
Households	3,160	-	-	3,160	2,092	1,068	66.2%	8,829	8,828
Payments for capital assets	**5,005**	**573**	**-**	**5,578**	**3,625**	**1,953**	**65.0%**	**7,230**	**5,119**
Machinery and equipment	5,005	573	-	5,578	3,625	1,953	65.0%	7,230	5,119
Payments for financial assets	**-**	**229**	**-**	**229**	**183**	**46**	**79.9%**	**228**	**223**
Total	**565,589**	**-**	**-**	**565,589**	**528,994**	**36,595**	**93.5%**	**539,521**	**509,842**

Programme 1: ADMINISTRATION

	2025/26							2024/25	
	Approved 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. MINISTRY	28,825	3,645	733	33,203	32,373	830	97.5%	31,266	30,784
2. DEPARTMENTAL MANAGEMENT	17,764	(3,042)	-	14,722	12,014	2,708	81.6%	18,496	18,424
3. CORPORATE SERVICES	121,222	1,530	4,056	126,808	118,625	8,183	93.5%	114,429	111,652
4. FINANCE ADMINISTRATION	31,194	1,346	-	32,540	32,385	155	99.5%	31,191	30,882
5. INTERNAL AUDIT	6,470	(660)	-	5,810	5,796	14	99.8%	5,682	5,665
6. LEGAL SERVICES	12,347	(673)	-	11,674	8,412	3,262	72.1%	9,424	9,406
7. INTERNATIONAL RELATIONS AND DONOR FUNDING	3,561	(754)	-	2,807	2,789	18	99.4%	3,140	3,124
8. OFFICE ACCOMMODATION	74,495	(1,392)	(6,000)	67,103	65,979	1,124	98.3%	67,094	61,772
Total for sub programmes	**295,878**	**-**	**(1,211)**	**294,667**	**278,373**	**16,294**	**94.5%**	**280,722**	**271,709**
Economic classification									
Current payments	**288,221**	**(851)**	**(1,211)**	**286,159**	**272,747**	**13,412**	**95.3%**	**265,056**	**258,137**
Compensation of employees	139,171	-	-	139,171	131,452	7,719	94.5%	130,260	130,101
Goods and services	149,050	(851)	(1,211)	146,988	141,295	5,693	96.1%	134,796	128,036
Transfers and subsidies	**3,179**	**200**	**-**	**3,379**	**2,272**	**1,107**	**67.2%**	**8,848**	**8,832**
Provinces and municipalities	4	-	-	4	4	-	100.0%	4	4
Public corporations and private enterprises	15	200	-	215	176	39	81.9%	-	-
Households	3,160	-	-	3,160	2,092	1,068	66.2%	8,829	8,828
Payments for capital assets	**4,478**	**470**	**-**	**4,948**	**3,181**	**1,767**	**64.3%**	**6,604**	**4,529**
Machinery and equipment	4,478	470	-	4,948	3,181	1,767	64.3%	6,604	4,529
Payments for financial assets	**-**	**181**	**-**	**181**	**173**	**8**	**95.6%**	**214**	**211**
Total	**295,878**	**-**	**(1,211)**	**294,667**	**278,373**	**16,294**	**94.5%**	**280,722**	**271,709**

Programme 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

	2025/26							2024/25	
	Approved 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. MANAGEMENT: HUMAN RESOURCE MANAGEMENT AND EVELOPMENT	2,004	(246)	(57)	1,701	1,673	28	98.4%	1,886	1,609
2. OFFICE OF STANDARDS AND COMPLIANCE	12,812	(133)	(3,134)	9,545	7,740	1,805	81.1%	11,806	8,512
3. HUMAN RESOURCE PLANNING, EMPLOYMENT AND PERFORMANCE MANAGEMENT	18,964	(73)	(35)	18,856	14,584	4,272	77.3%	14,534	13,933
4. HUMAN RESOURCE DEVELOPMENT	13,005	239	(1,123)	12,121	11,914	207	98.3%	10,251	10,106
5.TRANSFORMATION AND WORKPLACE ENVIRONMENT MANAGEMENT	7,945	213	-	8,158	7,392	766	90.6%	7,437	7,225
Total for sub programmes	**54,730**	**-**	**(4,349)**	**50,381**	**43,303**	**7,078**	**86.0%**	**45,914**	**41,385**
Economic classification									
Current payments	**54,568**	**(6)**	**(4,349)**	**50,213**	**43,166**	**7,047**	**86.0%**	**45,731**	**41,204**
Compensation of employees	46,001	-	-	46,001	39,242	6,759	85.3%	40,248	39,424
Goods and services	8,567	(6)	(4,349)	4,212	3,924	288	93.2%	5,483	1,780
Payments for capital assets	**162**	**-**	**-**	**162**	**132**	**30**	**81.5%**	**175**	**174**
Machinery and equipment	162	-	-	162	132	30	81.5%	175	174
Payments for financial assets	**-**	**6**	**-**	**6**	**5**	**1**	**83.3%**	**8**	**7**
Total	**54,730**	**-**	**(4,349)**	**50,381**	**43,303**	**7,078**	**86.0%**	**45,914**	**41,385**

Programme 3: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT

	2025/26							2024/25	
	Approved 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. MANAGEMENT: NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT	2,028	1,778	109	3,915	3,855	60	98.5%	3,758	3,720
2. NEGOTIATIONS, LABOUR RELATIONS AND DISPUTE MANAGEMENT	8,811	138	-	8,949	8,940	9	99.9%	8,478	8,454
3. REMUNERATION, EMPLOYMENT CONDITIONS AND HUMAN RESOURCE SYSTEMS	16,200	(42)	1,015	17,173	17,023	150	99.1%	17,166	17,077
4. MACRO BENEFITS AND GOVERNMENT EMPLOYEES HOUSING SCHEME	15,783	(780)	206	15,209	14,883	326	97.9%	14,612	14,567
5. ORGANISATIONAL DEVELOPMENT, JOB GRADING AND MACRO ORGANISATION OF THE STATE	12,616	(390)	1,041	13,267	13,248	19	99.9%	11,407	11,391
6. PUBLIC ADMINISTRATION ETHICS, INTEGRITY AND DISCIPLINARY TECHNICAL ASSISTANCE UNIT	26,541	(704)	6,919	32,756	28,210	4,546	86.1%	24,776	24,660
Total for sub programmes	**81,979**	**-**	**9,290**	**91,269**	**86,159**	**5,110**	**94.4%**	**80,197**	**79,869**
Economic classification									
Current payments	81,398	(42)	9,290	90,646	85,986	4,660	94.9%	79,498	79,217
Compensation of employees	59,614	-	1,530	61,144	61,109	35	99.9%	57,310	57,275
Goods and services	21,784	(42)	7,760	29,502	24,877	4,625	84.3%	22,188	21,942
Transfers and subsidies	**366**	**-**	**-**	**366**	**-**	**366**	**-**	**450**	**408**
Foreign governments and international organisations	366	-	-	366	-	366	-	450	408
Payments for capital assets	**215**	**-**	**-**	**215**	**168**	**47**	**78.1%**	**247**	**242**
Machinery and equipment	215	-	-	215	168	47	78.1%	247	242
Payments for financial assets	**-**	**42**	**-**	**42**	**5**	**37**	**11.9%**	**2**	**2**
Total	**81,979**	**-**	**9,290**	**91,269**	**86,159**	**5,110**	**94.4%**	**80,197**	**79,869**

Programme 4: E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT

	2025/26							2024/25	
	Approved 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. MANAGEMENT: E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT	3,557	(286)	(26)	3,245	3,159	86	97.3%	3,632	2,989
2. E-ENABLEMENT AND ICT SERVICE INFRASTRUCTURE MANAGEMENT	5,113	-	(40)	5,073	2,677	2,396	52.8%	6,240	3,606
3. INFORMATION AND STAKEHOLDER MANAGEMENT	3,476	576	(35)	4,017	2,877	1,140	71.6%	4,094	2,687
4. ICT GOVERNANCE AND MANAGEMENT	8,193	(290)	(29)	7,874	7,728	146	98.1%	7,867	7,098
5. KNOWLEDGE MANAGEMENT AND INNOVATION	3,575	-	-	3,575	3,268	307	91.4%	2,747	2,427
Total for sub programmes	**23,914**	**-**	**(130)**	**23,784**	**19,709**	**4,075**	**82.9%**	**24,580**	**18,807**
Economic classification									
Current payments	**23,848**	**-**	**(130)**	**23,718**	**19,664**	**4,054**	**82.9%**	**24,502**	**18,757**
Compensation of employees	21,247	-	-	21,247	17,697	3,550	83.3%	18,691	17,248
Goods and services	2,601	-	(130)	2,471	1,967	504	79.6%	5,811	1,509
Payments for capital assets	**66**	**-**	**-**	**66**	**45**	**21**	**68.2%**	**77**	**50**
Machinery and equipment	66	-	-	66	45	21	68.2%	77	50
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1**	**-**
Total	**23,914**	**-**	**(130)**	**23,784**	**19,709**	**4,075**	**82.9%**	**24,580**	**18,807**

Programme 5: GOVERNMENT SERVICE ACCESS AND IMPROVEMENT

	2025/26							2024/25	
	Approved 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. MANAGEMENT: GOVERNMENT SERVICE ACCESS AND IMPROVEMENT	4,076	1,056	(87)	5,045	5,029	16	99.7%	3,955	3,780
2. OPERATIONS MANAGEMENT	15,286	(481)	(1,800)	13,005	9,356	3,649	71.9%	14,863	13,068
3. SERVICE DELIVERY IMPROVEMENT, CITIZEN RELATIONS AND PUBLIC PARTICIPATION	16,988	(2,640)	(910)	13,438	13,411	27	99.8%	15,851	10,766
4. SERVICE ACCESS	10,471	3,654	(103)	14,022	13,910	112	99.2%	14,905	13,601
5. INTERNATIONAL COOPERATION AND STAKEHOLDER RELATIONS	11,064	(1,589)	(700)	8,775	8,541	234	97.3%	10,595	8,918
6. CENTRE FOR PUBLIC SERVICE INNOVATION	51,203	-	-	51,203	51,203	-	100.0%	47,939	47,939
Total for sub programmes	**109,088**	**-**	**(3,600)**	**105,488**	**101,450**	**4,038**	**96.2%**	**108,108**	**98,072**
Economic classification									
Current payments	**54,752**	**(103)**	**(3,600)**	**51,049**	**47,313**	**3,736**	**92.7%**	**57,099**	**47,280**
Compensation of employees	41,789	-	(1,530)	40,259	36,599	3,660	90.9%	45,904	40,087
Goods and services	12,963	(103)	(2,070)	10,790	10,714	76	99.3%	11,195	7,193
Transfers and subsidies	54,252	-	-	54,252	54,038	214	99.6%	50,879	50,665
Departmental agencies and accounts	51,203	-	-	51,203	51,203	-	100.0%	47,939	47,939
Foreign governments and international organisations	3,049	-	-	3,049	2,835	214	93.0%	2,940	2,726
Payments for capital assets	**84**	**103**	**-**	**187**	**99**	**88**	**52.9%**	**127**	**124**
Machinery and equipment	84	103	-	187	99	88	52.9%	127	124
Payments for financial assets	-	-	-	-	-	-	-	3	3
Total	**109,088**	**-**	**(3,600)**	**105,488**	**101,450**	**4,038**	**96.2%**	**108,108**	**98,072**

NATIONAL DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
VOTE 11

NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2026

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 1A-H of the Annual Financial Statements.

2. **Detail of specifically and exclusively appropriated amounts voted (after Virement)**
   Detail of these transactions can be viewed in the note on Annual Appropriation to the Annual Financial Statements.

3. **Detail on payments for financial assets**
   Detail of these transactions can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

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

4.1 Per programme

Programme	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
ADMINISTRATION	294,667	278,373	16,294	5.5%
This programme has spent R278,373 million or 94,5% against its budget of R294,667 million as at 31 March 2026. The unspent budget is R16,294 million or 5,5%. The unspent budget of R7,719 million under Compensation of Employees relates to the funded vacant posts. The unspent operational budget of R3,653 million under D: ICT (ICT Mng & Support) relates to the SharePoint Online Document Management (Knowledge Management) configuration procurement that has been cancelled due to the service providers' non-compliance with the Terms of Reference. There were savings on the Microsoft Enterprise Agreement due to a favourable exchange rate. The procurement for laptops and switches could not be concluded as the service providers quoted incorrectly, and the process was restarted. The R1,124 million under Office Accommodation relates to the savings realized on electricity. The R1,087 million under D: HRA (HR Administration) relates to the payment of leave gratuity being less than anticipated. The early retirement will be paid in the next financial year, and National Treasury has allocated additional funds for the approved employees. The R801 thousand under CD: Legal Services is mainly due to outstanding invoices from the state attorney's office (Department of Justice and Constitutional Development).				
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	50,381	43,303	7,078	14.0%
This programme has spent R43,303 million or 86,0% against its budget of R50,381 million as at 31 March 2026. The unspent budget is R7,078 million or 14,0% of which, R6,759 million under Compensation of Employees relates to the funded vacant posts. The vacant posts within the programme create underspending on the operational budget.				
NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT	91,269	86,159	5,110	5.6%
This programme has spent R86,159 million or 94,4% against its budget of R91,269 million as at 31 March 2026. The unspent budget is R5,110 million or 5,6%. The unspent operational budget under the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit (R4,542 million) relates to delayed payment for the Oracle data license fee, the postponement of the enhancement of the E-disclosure system with risk indicators (red flags) and cost containment measures on venues for Ethics officer and Labour relation forums.				
E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT	23,784	19,709	4,075	17.1%
This programme has spent R19,709 million or 82,9% against its budget of R23,784 million as at 31 March 2026. The unspent budget is R4,075 million or 17,1% of which, R3,550 million under Compensation of Employees relates to the vacant posts. The vacant posts within the programme create underspending on the operational budget.				
GOVERNMENT SERVICE ACCESS AND IMPROVEMENT	105,488	101,450	4,038	3.8%
This programme has spent R101,450 million or 96,2% against its budget of R105,488 million as at 31 March 2026. The unspent budget is R4,038 million or 3,8% of which, R3,660 million under Compensation of Employees relates to the vacant posts.				
Total	**565,589**	**528,994**	**36,595**	**6.5%**

4.2 Per economic classification

Economic classification	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Current payments	**501,785**	**468,876**	**32,909**	**6.6%**
Compensation of employees	307,822	286,099	21,723	7.1%
Goods and services	193,963	182,777	11,186	5.8%
Transfers and subsidies	**57,997**	**56,310**	**1,687**	**2.9%**
Provinces and municipalities	4	4	-	0.0%
Departmental agencies and accounts	51,203	51,203	-	0.0%
Public corporations and private enterprises	215	176	39	18.1%
Foreign governments and international organisations	3,415	2,835	580	17.0%
Households	3,160	2,092	1,068	33.8%
Payments for capital assets	**5,578**	**3,625**	**1,953**	**35.0%**
Machinery and equipment	5,578	3,625	1,953	35.0%
Payments for financial assets	**229**	**183**	**46**	**20.1%**
Total	**565,589**	**528,994**	**36,595**	**6.5%**

The department's final spending as at 31 March 2026 is R528,994 million or 93,5%. The unspent budget amounts to R36,595 million or 6,5%. The unspent budget of R21,723 million on Compensation of Employees (CoE) relates to vacant posts. There is R11,186 million under-spending on Goods & Services of which:

•An amount of R3,653 million under D: ICT (ICT Mng & Support) relates to the SharePoint Online Document Management (Knowledge Management) configuration procurement that had to be cancelled due to the service providers' non-compliance with the Terms of Reference. There were savings on the Microsoft Enterprise Agreement due to a favourable dollar exchange rate.
•The unspent budget of R4, 542 million on the operational expenditure under the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit relates to a delayed payment for the Oracle data license fee, the postponement of the E-disclosure system with risk indicators (red flags) and cost containment measures on venues for ethics officer and Labour relation forums.
•The unspent budget of R1,124 million under Office Accommodation relates to savings realized on electricity.
The unspent budget of R1,687 million on Transfers and Subsidies mainly relates to the payment of leave gratuity being less than anticipated while the underspending of R1,953 million on Payment of Capital Assets is mainly due to the procurement of laptops and switches that could not be concluded as the service providers quoted incorrectly, and the process had to be restarted. The R183 thousand on Payment for Financial Assets relates to write-offs.

NATIONAL DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
VOTE 11

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
REVENUE			
Annual appropriation	*1*	565,589	539,521
Departmental revenue	*2*	345	1,111
TOTAL REVENUE		**565,934**	**540,632**
EXPENDITURE			
Current expenditure			
Compensation of employees	*3*	286,099	284,135
Goods and services	*4*	182,777	160,460
Total current expenditure		**468,876**	**444,595**
Transfers and subsidies			
Transfers and subsidies	*6*	56,310	59,905
Total transfers and subsidies		**56,310**	**59,905**
Expenditure for capital assets			
Tangible assets	*7*	3,625	5,119
Total expenditure for capital assets		**3,625**	**5,119**
Payments for financial assets	*5*	**183**	**223**
TOTAL EXPENDITURE		**528,994**	**509,842**
SURPLUS FOR THE YEAR		**36,940**	**30,790**
Reconciliation of Net Surplus for the year			
Voted funds		36,595	29,679
Annual appropriation		36,595	29,679
Departmental revenue and NRF receipts	*12*	345	1,111
SURPLUS FOR THE YEAR		**36,940**	**30,790**

STATEMENT OF FINANCIAL POSITION
as at 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
ASSETS			
Current assets		**28,078**	**21,103**
Cash and cash equivalents	8	17,630	12,039
Prepayments and advances	9	2,429	3,061
Receivables	10	8,019	6,003
Non-current assets		**188**	**203**
Receivables	10	188	203
TOTAL ASSETS		**28,266**	**21,306**
LIABILITIES			
Current liabilities		**36,869**	**29,941**
Voted funds to be surrendered to the Revenue Fund	11	36,596	29,680
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	12	10
Payables	13	261	251
TOTAL LIABILITIES		**36,869**	**29,941**
NET ASSETS		**(8,603)**	**(8,635)**

	Note	2025/26 R'000	2024/25 R'000
Represented by:			
Recoverable revenue		209	177
Unauthorised expenditure		(8,812)	(8,812)
TOTAL		**(8,603)**	**(8,635)**

STATEMENT OF CHANGES IN NET ASSETS
as at 31 March 2026

	2025/26 R'000	2024/25 R'000
Recoverable revenue		
Opening balance	177	152
Transfers:	32	25
Debts recovered (included in departmental revenue)	(58)	(132)
Debts raised	90	157
Closing balance	**209**	**177**
Unauthorised expenditure		
Opening balance	(8,812)	(8,812)
Closing Balance	(8,812)	(8,812)
TOTAL	**(8,603)**	**(8,635)**

CASH FLOW STATEMENT
for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		**565,934**	**540,244**
Annual appropriation funds received	*1*	565,589	539,521
Departmental revenue received	*2*	315	694
Interest received	*2.2*	30	29
Net (increase) in net working capital		(1,374)	(3,475)
(Surrendered to) the Revenue Fund	*11*	(30,022)	(35,184)
Current payments		(468,876)	(444,595)
Payments for financial assets	*5*	(183)	(223)
Transfers and subsidies paid		(56,310)	(59,905)
Net cash flow available from operating activities	*14*	**9,169**	**(3,138)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	*7*	(3,625)	(5,119)
Proceeds from sale of capital assets	*2.3*	-	388
Decrease in non-current receivables	*10*	15	18
Net cash flow available from investing activities		**(3,610)**	**(4,713)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in net assets		32	25
Net cash flows from financing activities		**32**	**25**
Net increase/(decrease) in cash and cash equivalents		5,591	(7,826)
Cash and cash equivalents at beginning of period		12,039	19,865
Cash and cash equivalents at end of period	*15*	**17,630**	**12,039**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

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.
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 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, which are direct charges against the Revenue Fund authorised in terms of enabling legislation). Appropriated funds are recognised as revenue 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 those 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 relevant 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 relevant 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 or fair value 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. Operating lease payments received are recognised as departmental revenue. 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 unspent 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, services, or capital assets are received, or the funds are utilised in accordance with the contractual agreement.
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.	**Investments** Investments are recognised in the Statement of Financial Position at cost.
14.	**Financial assets**

14.1	**Financial assets (not covered elsewhere)** A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial asset. 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.
14.2	**Impairment of financial assets** Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.
15.	**Payables** Payables recognised in the Statement of Financial Position are recognised at cost.
16.	**Capital assets**
16.1	**Movable capital assets** Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, 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) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Biological assets are subsequently carried at fair value. Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.
16.2	**Intangible capital 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.
17.	**Provisions and contingents**
17.1	**Provisions** Provisions are recorded in the notes to the financial statements when a present legal or constructive obligation exists as a result of past events, 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.
17.2	**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.
17.3	**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.
17.4	**Capital commitments** Capital commitments are recorded at cost in the notes to the financial statements.

18.	**Unauthorised expenditure** Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure. Unauthorised expenditure is recognised in the Statement of Changes in Net Assets until such time as the expenditure is either: • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature 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 expenditure incurred in the current year.
19.	**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.
20.	**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.
21.	**Changes in accounting policies, estimates and errors** Changes in accounting policies are applied in accordance with MCS requirements. 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 shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.
22.	**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.
23.	**Principal-Agent arrangements** The department is not part to a principal-agent arrangement.
24.	**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. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the Statement of Financial Performance when written off.
25.	**Related party transactions** Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The full compensation of key management personnel is recorded in the notes to the financial statements.
26.	**Employee benefits** The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

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) and Provincial Departments:

	2025/26			2024/25		
	Final Budget	Actual Funds Received	Funds not requested / not received	Final Budget	Appropriation Received	Funds not requested / not received
Programmes	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
ADMINISTRATION	294,667	294,667	-	280,722	280,722	-
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	50,381	50,381	-	45,914	45,914	-
NEGOTIATIONS, LABOUR RELATIONS AND REMUNERATION MANAGEMENT	91,269	91,269	-	80,197	80,197	-
E-GOVERNMENT SERVICES AND INFORMATION MANAGEMENT	23,784	23,784	-	24,580	24,580	-
GOVERNMENT SERVICE ACCESS AND IMPROVEMENT	105,488	105,488	-	108,108	108,108	-
Total	**565,589**	**565,589**	**-**	**539,521**	**539,521**	**-**

Funds were withdrawn in accordance with the cash flow projections.

2. Departmental revenue

	Note	2025/26	2024/25
		R'000	R'000
Sales of goods and services other than capital assets	2.1	179	174
Interest, dividends and rent on land	2.2	30	29
Sales of capital assets	2.3	-	388
Transactions in financial assets and liabilities	2.4	136	520
Total		**345**	**1,111**

The department is not mandated to charge fees or generate operating funds.

2.1 Sales of goods and services other than capital assets

	Note	2025/26	2024/25
		R'000	R'000
Sales of goods and services produced by the department		179	174
Sales by market establishment		81	86
Other sales		98	88
Total	2	**179**	**174**

Revenue received is mainly commission on insurance deductions and parking fees paid by employees.

2.2 Interest, dividends and rent on land

	Note	2025/26 R'000	2024/25 R'000
Interest		30	29
Total	2	**30**	**29**

Interest generated relates to interest raised on bursary debts of employees or former employees and interest earned on the ABSA depositor account.

2.3. Sales of capital assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		-	388
Machinery and equipment		-	388
Total	2	**-**	**388**

There is no disposal of machinery and equipment in the 2025/26 financial year. The amount of R388 thousand from the 2024/25 financial year relates to the disposal of departmental vehicles.

2.4 Transactions in financial assets and liabilities

	Note	2025/26 R'000	2024/25 R'000
Receivables		68	149
Other receipts including Recoverable Revenue		68	371
Total	2	**136**	**520**

Other receipts, including recoverable revenue, are low in 2025/26 due to fewer debt recoveries and fewer credit notes received.

2.4.1. Gifts, donations and sponsorships received in-kind (not included in the main note or sub note)

	Note	2025/26 R'000	2024/25 R'000
	Annex 1F		
Gifts		-	-
Donations		-	20
Sponsorships		3,087	3,244
Total gifts, donations and sponsorships received in kind		**3,087**	**3,264**

Sponsorship received in 2025/26 is mainly due to sponsorships for the G20 Anti-Corruption Working Group meeting, the Batho Pele awards, and the Gitoc event. The high amount in 2024/2025 is mainly due to sponsorship received for the Public Service Women in Leadership Conference.

3. Compensation of employees

3.1 Analysis of balance

	2025/26 R'000	2024/25 R'000
Basic salary	194,853	196,107
Service based	619	185
Compensative/circumstantial	6,561	4,527
Periodic payments	182	-
Other non-pensionable allowances	49,198	49,143
Total	**251,413**	**249,962**

The expenditure for periodic payments in the 2025/26 period relates to the compensation of a part-time Special Advisor, who was appointed in October 2025.

3.2. Social contributions

Employer contributions	2025/26 R'000	2024/25 R'000
Pension	24,697	24,450
Medical	9,942	9,679
Bargaining council	47	44
Total	**34,686**	**34,173**
Total compensation of employees	**286,099**	**284,135**
Average number of employees	321	329

The Minister, Deputy Minister, Interns and contract employees additional to the establishment are not included in the average number of employees.

4. Goods and services

	Note	2025/26 R'000	2024/25 R'000
Administrative fees		3,167	938
Advertising		8,707	4,940
Minor assets	4.1	204	387
Bursaries (employees)		1,008	904
Catering		3,152	2,564
Communication		3,946	4,191
Computer services	4.2	40,290	30,456
Consultants: Business and advisory services	4.8	2,277	6,637
Legal services		1,527	2,160
Contractors		2,429	2,098
Entertainment		-	3
Audit cost - external	4.3	6,314	5,818
Fleet services		344	368
Consumables	4.4	2,941	2,947
Operating leases		57,511	54,418
Property payments	4.5	14,053	11,169
Rental and hiring		169	312
Travel and subsistence	4.6	28,667	23,873
Venues and facilities		3,131	4,542
Training and development		1,103	597
Other operating expenditure	4.7	1,837	1,138
Total		**182,777**	**160,460**

Administrative fees: Expenditure in 2025/26 is more than the previous year as there were more data procured from the Deeds office.
Advertising: Expenditure on advertising for 2025/26 is high due to more G20 events than in the previous financial year.
Bursaries (employees): The expenditure for the 2025/26 financial year is higher than in 2024/25 due to increased tuition fees.
Catering: The expenditure in 2025/26 is high due to more G20 events than in the previous financial year.
Communication: The expenditure for the 2025/26 financial year is low as the usage of landline telephones reduced due to the remote working arrangements.
Consultants: Business and advisory services: The expenditure during 2025/26 is lower than 2024/25 as projects such as the Business Continuity Management, Quality Assurance Review on Internal Audit, Organisational Culture and Emerging Leaders in the public Service did not take place in the 2025/26 financial year.
Legal services: Legal costs are low compared to the previous year due to the office of the State Attorney not submitting all the invoices for legal fees.
Contractors: The expenditure in 2025/26 is high due to more G20 events than in the previous financial year.
Operating leases: The increase in 2025/26 is due to the yearly escalation for rental of the Batho Pele House in line with the Service Level Agreement between the DPSA and the Department of Public Works and Infrastructure.
Rental and hiring: Expenditure on rental and hiring for Izimbizo events is lower as in the previous year due to making use of free and government owned venues.
Venues and facilities: Expenditure for 2025/26 is low due to saving from G20 and cost containment measures on venues for the Ethics officer and Labour relation forums.
Training and development: Training and development in the 2025/26 financial year is high mainly under the Administration and GSAI programmes due to the attendance of the AAPAM 9th Edition Research Seminar and the Promoting Anti- Corruption in the Public Service training.
Other operating expenditure: The 2025/26 expenditure is high due to more G20 events relating to courier services than in the previous financial year.

4.1 Minor assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		204	387
Machinery and equipment		204	387
Total	*4*	**204**	**387**

The expenditure in 2025/26 is low as less keyboards, mouse, docking stations, cables, library books and kitchen appliances were procured.

4.2. Computer services

	Note	2025/26 R'000	2024/25 R'000
SITA computer services		14,619	13,065
External computer service providers		25,671	17,391
Total	*4*	**40,290**	**30,456**

The expenditure in 2025/26 is high due to the implementation of a comprehensive backup and recovery solution for the Microsoft 365 E3 plan, including exchange online, SharePoint online, OneDrive, and Microsoft teams platforms. The extension of server warranties and software, and the Business automation project using the Microsoft power platform also contribute to the higher expenditure.

4.3 Audit cost - external

	Note	2025/26 R'000	2024/25 R'000
Regularity audits		6,314	5,818
Total	*4*	**6,314**	**5,818**

The expenditure for 2025/26 is higher than in 2024/25 due to yearly tariff increases.

4.4 Consumables

	Note	2025/26 R'000	2024/25 R'000
Consumable supplies		2,192	1,942
Uniform and clothing		1,005	45
Household supplies		996	1,485
Building material and supplies		-	164
Communication accessories		1	-
IT consumables		59	97
Other consumables		131	151
Stationery, printing and office supplies		749	1,005
Total	*4*	**2,941**	**2,947**

4.5 Property payments

	Note	2025/26 R'000	2024/25 R'000
Municipal services		10,505	8,282
Property management fees		2	6
Other		3,546	2,881
Total	*4*	**14,053**	**11,169**

The higher expenditure in 2025/26 relates to municipal service cost increases.

4.6. Travel and subsistence

	Note	2025/26 R'000	2024/25 R'000
Local		23,839	19,650
Foreign		4,828	4,223
Total	*4*	**28,667**	**23,873**

Travel expenditure is high in the 2025/26 financial year. This is mainly due to more international engagements and the hosting of the G20 events where accommodation and transport cost were provided to delegates.

4.7 Other operating expenditure

	Note	2025/26 R'000	2024/25 R'000
Professional bodies, membership and subscription fees		422	54
Resettlement costs		158	71
Other		1,257	1,013
Total	*4*	**1,837**	**1,138**

The 2025/26 expenditure is high due to more G20 events relating to courier services than in the previous financial year.

4.8 Remuneration of members of a commission or committee of inquiry (Included in Consultants: Business and advisory services)

Name of Commission / Committee of Inquiry	2025/26 R'000	2024/25 R'000
Audit Committee	610	556
APRM National Governing Council (NGC)	3	960
Total	**613**	**1,516**

The 2025/26 expenditure is lower due to a delay in the appointment of members in the NGC.
This sub-note does not cover the total amount disclosed under Consultants: Business and Advisory Services, which is R 2,261 million

5. Payments for financial assets

	Note	2025/26 R'000	2024/25 R'000
Debts written off	5.1	183	223
Total		**183**	**223**

R219 thousand was approved, but only R183 thousand was recorded in the system (BAS). The remaining R36 thousand couldn't be adjusted with a POC journal because BAS does not allow debt write-offs to be initiated with POC Journals.

5.1 Debts written off

Nature of debts written off	Note	2025/26 R'000	2024/25 R'000
Other debt written off			
Damaged Hired Vehicles		180	201
Damage and Losses		3	7
Bad Debts		-	15
Total		**183**	**223**
Total debt written off	*5*	**183**	**223**

6. Transfers and subsidies

	Note	2025/26 R'000	2024/25 R'000
Provinces and municipalities	Annex 1A	4	4
Departmental agencies and accounts	Annex 1B	51,203	47,939
Foreign governments and international organisations	Annex 1D	2,835	3,134
Public corporations and private enterprises	Annex 1C	176	-
Households	Annex 1E	2,092	8,828
Total		**56,310**	**59,905**

Expenditure in 2025/26 is low under households due to a delay in the implementation of the Early Retirement packages.

6.1 Gifts, donations and sponsorships made in kind (not included in the main note)

	Note	2025/26 R'000	2024/25 R'000
	Annex 1G		
Gifts		3	2
Donations		-	193
Sponsorships		-	795
Total		**3**	**990**

7. Expenditure for capital assets

	2025/26 R'000	2024/25 R'000
Tangible capital assets	3,625	5,119
Machinery and equipment	3,625	5,119
Total	**3,625**	**5,119**

7.1 Analysis of funds utilised to acquire capital assets - Current year

	2025/26	
	Voted funds	Total
Name of entity	R'000	R'000
Tangible capital assets	3,625	3,625
Machinery and equipment	3,625	3,625
Total	**3,625**	**3,625**

7.2 Analysis of funds utilised to acquire capital assets - Prior year

	2024/25	
	Voted funds	Total
Name of entity	R'000	R'000
Tangible capital assets	5,119	5,119
Machinery and equipment	5,119	5,119
Total	**5,119**	**5,119**

7.3 Finance lease expenditure included in Expenditure for capital assets

	2025/26 R'000	2024/25 R'000
Machinery and equipment	1,650	2,115
Total	**1,650**	**2,115**

8. Cash and cash equivalents

	2025/26 R'000	2024/25 R'000
Consolidated Paymaster General Account	17,579	11,987
Cash on hand	49	49
Investments (Domestic)	2	3
Total	**17,630**	**12,039**

The amount of Cash with commercial banks (R2 thousand) relates to cash that has not interfaced with the Paymaster General (PMG) account.

9. Prepayments and advances

	Note	2025/26 R'000	2024/25 R'000
Travel and subsistence		2	29
Prepayments (Not expensed)	9.2	2,245	2,203
Advances paid (Not expensed)	9.1	182	829
Total		**2,429**	**3,061**
Analysis of Total Prepayments and advances			
Current Prepayments and advances		2,429	3,061
Total		**2,429**	**3,061**

9.1 Advances paid (Not expensed)

		2025/26			
		Amount as at 1 April 2025	Less: Amounts expensed in current year	Add Current year advances	Amount as at 31 March 2026
	Note	R'000	R'000	R'000	R'000
National departments		829	(829)	182	182
Total	9	**829**	**(829)**	**182**	**182**

The total amount paid in advances was for arrangements made by DIRCO to provide accommodation and ground transportation for the DPSA delegation attending the 35th APRM Forum in Addis Ababa.

		2024/25			
		Amount as at 1 April 2024	Less: Amounts expensed in current year	Add Current year advances	Amount as at 31 March 2025
	Note	R'000	R'000	R'000	R'000
National departments		-	-	829	829
Total	9	**-**	**-**	**829**	**829**

9.2 Prepayments (Not expensed)

		2025/26			
		Amount as at 1 April 2025	Less: Amounts expensed in current year	Add Current year prepayments	Amount as at 31 March 2026
	Note	R'000	R'000	R'000	R'000
Goods and services		2,203	(9,748)	9,790	2,245
Total	9	**2,203**	**(9,748)**	**9,790**	**2,245**

The prepayment (not expensed) is mainly due to the prepaid electricity account for Batho Pele House, office accommodation.

		2024/25			
		Amount as at 1 April 2024	Less: Amounts expensed in current year	Add Current year prepay-ments	Amount as at 31 March 2025
	Note	R'000	R'000	R'000	R'000
Goods and services		881	(7,902)	9,224	2,203
Total	*9*	**881**	**(7,902)**	**9,224**	**2,203**

10. Receivables

		2025/26			2024/25		
		Current	Non-current	Total	Current	Non-current	Total
	Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	10.1	7,586	-	7,586	5,556	-	5,556
Recoverable expenditure	10.2	167	143	310	92	144	236
Staff debt	10.3	249	28	277	313	41	354
Other receivables	10.4	17	17	34	42	18	60
Total		**8,019**	**188**	**8,207**	**6,003**	**203**	**6,206**

10.1 Claims recoverable

		2025/26	2024/25
	Note	R'000	R'000
National departments		5,716	3,473
Provincial departments		185	580
Public entities		1,685	1,503
Total	*10*	**7,586**	**5,556**

The increase in claims recoverable is mainly due to claims recoverable from the Department of Home Affairs and Gauteng Enterprise Propeller in respect of space rented and services provided for their participation in the Urban Thusong Service Centre.

10.2 Recoverable expenditure

		2025/26	2024/25
	Note	R'000	R'000
Debt Account		161	162
Disall Damages and Losses		5	4
Damage Vehicle		144	70
Total	*10*	**310**	**236**

The higher Recoverable Expenditure for 2025/26 is mainly due to an increase in the number of cases of damaged hired vehicles.

10.3 Staff debt

		2025/26	2024/25
	Note	R'000	R'000
Debt Account		277	354
Total	*10*	**277**	**354**

The decrease in the debt account is due to recovery of outstanding debts.
Included in the balance for 2025/26 is R36 thousand approved for write-off; however, the adjustment could not be processed through a POC journal, as BAS does not permit debt write-offs to be initiated via POC journals.

10.4 Other receivables

	Note	2025/26 R'000	2024/25 R'000
Irregular expenditure		1	8
Fruitless and wasteful expenditure		32	27
SAL: Income Tax		-	25
SAL:Tax Debt		1	-
Total	*10*	**34**	**60**

The decrease in other receivables for 2025/26 is mainly due to the clearance of the Income tax clearing account.

10.5 Impairment of receivables

	2025/26 R'000	2024/25 R'000
Estimate of impairment of receivables	1,887	1,512
Total	**1,887**	**1,512**

The department impairs all recorded receivable balances that are older than three years. It further test balances that are less than three years for objective impairment indicators in order to further impair those affected balances.

11. Voted funds to be surrendered to the Revenue Fund / (Voted funds receivable)

	2025/26 R'000	2024/25 R'000
Opening balance	29,680	34,072
As restated	29,680	34,072
Transferred from Statement of Financial Performance (as restated)	36,595	29,679
(Paid) during the year	(29,679)	(34,071)
Closing balance	**36,596**	**29,680**

12. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	2025/26 R'000	2024/25 R'000
Opening balance	10	12
As restated	10	12
Transferred from Statement of Financial Performance (as restated)	345	1,111
Paid during the year	(343)	(1,113)
Closing balance	**12**	**10**

13. Payables - current

	Note	2025/26 R'000	2024/25 R'000
Amounts owing to other entities			
Clearing accounts	13.1	258	139
Other payables	13.2	3	112
Total		**261**	**251**

13.1 Clearing accounts

Description	Note	2025/26 R'000	2024/25 R'000
SAL:Income Tax:CL		150	133
SAL:Pension Fund:CL		-	6
SAL: GEHS REFUND CONT		108	-
Total	*13*	**258**	**139**

The increase in Clearing accounts for 2025/26 is due to funds received from the Government Housing Scheme, which will be cleared through PERSAL payments to beneficiaries.

13.2 Other payables

Description	Note	2025/26 R'000	2024/25 R'000
SAL:ACB Recalls		3	112
Total	*13*	**3**	**112**

The decrease in Other payables for 2025/26 is mainly due to a refund received from Pensions, which has been paid to the former employee during the reporting period.

14. Net cash flow available from operating activities

	2025/26 R'000	2024/25 R'000
Net surplus as per Statement of Financial Performance	36,940	30,790
Add back non-cash/cash movements not deemed operating activities	(27,771)	(33,928)
(Increase)in receivables	(2,016)	(1,587)
(Increase)/decrease in prepayments and advances	632	(2,071)
Increase in payables - current	10	183
Proceeds from sale of capital assets	-	(388)
Expenditure on capital assets	3,625	5,119
Surrenders to / Received from the Revenue Fund	(30,022)	(35,184)
Net cash flow generated by operating activities	9,169	(3,138)

15. Reconciliation of cash and cash equivalents for cash flow purposes

	2025/26 R'000	2024/25 R'000
Consolidated Paymaster General account	17,579	11,987
Cash on hand	49	49
Cash with commercial banks (Local)	2	3
Total	**17,630**	**12,039**

The amount of Cash with commercial banks (R2 thousand) relates to cash that has not interfaced with the Paymaster General (PMG) account.

16. Contingent liabilities and contingent assets
16.1. Contingent liabilities

Liable to	Nature	Note	2025/26 R'000	2024/25 R'000
Claims against the department		Annex 2	-	29
Intergovernmental contingent liabilities		Annex 4	8,765	8,535
Total			**8,765**	**8,564**

A high-level breakdown of the claims against the state is provided in Annexure 2. Due to the sensitivity of these cases and the fact that the department applies the principle of sub judice to court matters, the nature of the cases is not publicised. In relation to uncertainties relating to the amount and timing of the outflow of funding the parties are subject to the decision of the court. The department is the Respondent/ Defendant in these matters, and it is beyond the control of the department. Amounts are therefore recorded as per the claim against the state. The claims recorded as contingent liabilities are claims against the department with no possibility of being reimbursed by a third party.

17. Capital commitments

	2025/26	2024/25
	R'000	R'000
Machinery and equipment	241	-
Total	**241**	**-**

18. Accruals and payables not recognised

18.1 Accruals

		2025/26			2024/25
		30 Days	30+ Days	Total	Total
Listed by economic classification	Note	R'000	R'000	R'000	R'000
Goods and services		4,628	-	4,628	5,824
Transfers and subsidies		6,943	-	6,943	136
Capital assets		33	-	33	33
Other		-	-	-	40
Total		**11,604**	**-**	**11,604**	**6,033**

		2025/26	2024/25
	Note	R'000	R'000
Intergovernmental accruals (included above)	Annex 4	1,320	961

18.2 Payables not recognised

		2025/26			2024/25
		30 Days	30+ Days	Total	Total
Listed by economic classification	Note	R'000	R'000	R'000	R'000
Goods and services		10	-	10	145
Total		**10**	**-**	**10**	**145**

		2025/26	2024/25
	Note	R'000	R'000
Intergovernmental payables not recognised (included above)	Annex 4	-	-

19. Employee benefits

	2025/26	2024/25
	R'000	R'000
Leave entitlement	17,414	11,910
Service bonus	7,223	6,831
Performance awards	-	-
Capped leave	1,943	3,078
Other	-	-
Total	**26,580**	**21,819**

	Note	2025/26 R'000	2024/25 R'000
Intergovernmental employee benefits (included above)	Annex 4	-	-

At this stage the department is not able to reliably measure the long term portion of the long service awards.
The total includes 12 cases of negative leave credits valued at R105 thousand. The identified negative leave credits do not constitute the use of leave in excess of the allowed leave days. The leave cycle runs from 01 January to 31 December of each year, and the full leave entitlement is available for use at any time during the year. In terms of financial liabilities, leave is broken down into quarters and accumulates at 2,50 days per month for employees employed for 10 years or more and 1,83 days per month for other employees. The negative leave days identified represent cases where leave was taken in excess of the quarterly accumulation of 7,50 days for people employed for 10 years (and more) and 5,49 days for other days for other employees, during the months 01 January 2026 to 31 March 2026 (taking the quarter into consideration)

20. Lease commitments

20.1 Operating leases

	2025/26	
	Buildings and other fixed structures R'000	Total R'000
Not later than 1 year	62,656	62,656
Later than 1 year and not later than 5 years	276,909	276,909
Later than five years	440,294	440,294
Total lease commitments	**779,859**	**779,859**

	2024/25	
	Buildings and other fixed structures R'000	Total R'000
Not later than 1 year	57,399	57,399
Later than 1 year and not later than 5 years	267,967	267,967
Total lease commitments	**325,366**	**325,366**

The department entered into a lease agreement with the Department of Public Works and Infrastructure for the office building Batho Pele House at 546 Edmond Street, Arcadia, Pretoria, in August 2020 that ended on 31 March 2025. The department sent a letter of intent to the Department of Public Works and Infrastructure to enter into a new lease agreement. The lease is currently running on a month-to-month basis The new lease agreement for a ten year period is in the final stages of preparation for signing. According to the old lease agreement, the department recovers an amount per square meter from the Centre for Public Service Innovation (CPSI) for the space utilised by them. The lease agreement determines that the lessor is responsible for the majority of maintenance required from day to day and over time related to the structure of the building, systems, works and installations. While the responsibility of the tenant is to take good and proper care of the interior and exterior of the building.

The department is leasing premises inside the Maponya Mall via the Department of Public Works and Infrastructure, which houses an Urban Thusong Service Centre that is managed by the department (The lease agreement specifies that the tenant may install fixtures and fittings that conform to the lessor's specification. On termination of the lease, the premises must be restored to its original state at the cost of the tenant). The department shares this premises with several other entities who entered into a Memorandum of Understanding, and the expenditure for the lease is recovered from the different entities in relation to the space they occupy. The lease amounts are currently charged on a month-to-month basis. The commitment includes R2,680 million for the office space vacated by the National Youth Development Agency (NYDA) and the Department of Roads and Transport, committed up to 31 May 2027.

20.2 Finance leases **

	2025/26	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	616	616
Later than 1 year and not later than 5 years	61	61
Total lease commitments	**677**	**677**

	2024/25	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	1,527	1,527
Later than 1 year and not later than 5 years	432	432
Total lease commitments	**1,959**	**1,959**

21. Unauthorised, Irregular and Fruitless and wasteful expenditure

	2025/26	2024/25
	R'000	R'000
Unauthorised expenditure - current year	-	-
Irregular expenditure - current year	-	-
Fruitless and wasteful expenditure - current year	6	10
Total	**6**	**10**

Information on any criminal or disciplinary steps taken as a result of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure is included in the annual report under the PFMA Compliance Report.
The department incurred fruitless and wasteful expenditure amounting to R6 thousand as a result of incorrect gazetting of a notice in the government gazette during the 2025/26 financial year.
The matter is finalised, and the amount has been transferred to receivables for recovery.

22. Related party transactions

In line with the Memorandum of Understanding between the DPSA and the CPSI the:

DPSA advises the CPSI on technical and procedural issues related to personnel security checks, vetting and security awareness.
DPSA provides to the CPSI messenger services twice a week.
DPSA provides the CPSI with technical and procedural advice in relation to information communication technology management.
CPSI makes use of the virtual private network of the DPSA.
DPSA provides to CPSI employee wellness services and assists the CPSI's labour relation practitioner with technical and procedural advice on matters relating to labour relations, if and when requested.
DPSA assists the CPSI with technical and procedural advice in relation to human resource management and development, financial management and administration, and supply chain management.
DPSA provides CPSI with internal audit and risk management services and legal services.
The DPSA provides CPSI with office accommodation and store rooms in the Batho Pele House building. The DPSA recovers a pro-rata amount for building lease from CPSI as indicated in the building lease with the Department of Public Works and Infrastructure.
The DPSA provides the CPSI with frontline reception services, access security, and after-hours security services in the Batho Pele House building.
CPSI utilises the DPSA's network infrastructure installed in the Agrivaal/Batho Pele Building and server room on 5th Floor.

The Department has a related party relationship with each of the public sector entities that fall within the portfolio of the Minister for Public Service and Administration. This includes the National School of Government (NSG), the Public Service Commission (PSC), the Centre for Public Service Innovation (CPSI). The DPSA also has a seat on the Board of the Government Employees Medical Scheme (GEMS). The DPSA and CPSI have a Memorandum of Understanding in relation to services that the DPSA will provide to the CPSI at no cost, these are set out above. The DPSA recovers a pro-rata amount for building lease from the CPSI as indicated in the building lease signed with the Department of Public Works and Infrastructure.

During the period under review, all transactions and engagements with the above mentioned related parties were conducted at arm's length and in accordance with applicable public service governance frameworks.

23. Key management personnel

	2025/26 R'000	2024/25 R'000
Political office bearers (provide detail below)	4,997	12,092
Officials:		
Level 15-16	14,566	14,518
Level 14	21,985	23,221
Level 13	4,222	4,014
Total	**45,770**	**53,845**

The payment to the political office bearers decreased compared to the previous year due to once-off payments for Loss of Office Gratuity and Special Exit Gratuity to the former Minister and Deputy Minister in the 2024/25 financial year. The department classified all the officials who are members of the EXCO (excluding the Chief Audit Executive) and Chief Directors (including officials who are acting in a position), these are officials who exercise influence and control in policy making of the department, in terms of the Related Party definition, they are classified as Key Management Personnel. It should also be noted that Advisors and employees seconded to the department, performing in a post that is identified as a Key Management Personnel, are also included in the above calculation.

24. Provisions

	2025/26 R'000	2024/25 R'000
South African Revenue Services Debt	3,824	-
Department of Justice and constitutional development	14	14
Total	**3,838**	**14**

Provision 1: The department was issued with a letter of demand from SARS for outstanding amounts.
A meeting between DPSA and SARS was held, the figure is under review as SARS is in a process of reconciling and revising the outstanding figure.

Provision 2: Legal related claims sent by DOJ are yet to be confirmed for the correct amount. DPSA requested DOJ to split the cost between DPSA and the other party.

24.1. Reconciliation of movement in provisions - Current year

	2025/26		
	Provision 1	Provision 2	Total provisions
	R'000	R'000	R'000
Opening balance	-	14	14
Increase in provision	3,824	-	3,824
Closing balance	**3,824**	**14**	**3,838**

Provision 1: The department was issued with a letter of demand from SARS for outstanding amounts.
A meeting between DPSA and SARS was held, the figure is under review as SARS is in a process of reconciling and revising the outstanding figure.

Provision 2: Legal related claims sent by DOJ are yet to be confirmed for the correct amount. DPSA requested DOJ to split the cost between DPSA and the other party.

Reconciliation of movement in provisions - Prior year

	2024/25	
	Provision 1	Total provisions
	R'000	R'000
Opening balance	-	-
Increase in provision	14	14
Closing balance	**14**	**14**

Provision 1: Legal related claims sent by DOJ are yet to be confirmed for the correct amount. DPSA requested DOJ to split the cost between DPSA and the other party.

25. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26				
	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	51,801		2,008	(484)	53,325
Transport assets	3,139		-	-	3,139
Computer equipment	31,490		1,844	(340)	32,994
Furniture and office equipment	9,147		31	(64)	9,114
Other machinery and equipment	8,025		133	(80)	8,078
FINANCE LEASE ASSETS	3,337		53	(931)	2,459
Finance lease assets	3,337		53	(931)	2,459
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**55,138**	**-**	**2,061**	**(1,415)**	**55,784**

The above total of Additions includes Received but Not Yet Paid Amounting to R33 thousand for Computer Equipment.

Movable Tangible Capital Assets under investigation

	Number	Value
		R'000
Included in the above total of the movable tangible capital assets per the asset register that are under investigation:		
Machinery and equipment	12	209
Total	**12**	**209**

Assets under investigation are due to theft and losses which are being investigated by the Department's Security Directorate. These are to be tabled at the Loss Control Committee for finalisation.

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

	2024/25				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	54,477	-	3,004	(5,680)	51,801
Transport assets	4,625	-	-	(1,486)	3,139
Computer equipment	32,996	-	2,328	(3,834)	31,490
Furniture and office equipment	8,799	-	492	(144)	9,147
Other machinery and equipment	8,057	-	184	(216)	8,025
FINANCE LEASE ASSETS	4,190	-	43	(896)	3,337
Finance lease assets	4,190	-	43	(896)	3,337
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**58,667**	**-**	**3,047**	**(6,576)**	**55,138**

25.1.1. Prior period error

Nature of prior period error	2024/25 R'000
Relating to 2024/25	(538)
Disposals: Finance Leases	33
Additions: Finance Leases	(571)
Total prior period errors	**(538)**

The leases effective 1 April 2024 were revised based on NT presentation held September 2025 to determine recording at Present Value or Fair value. This resulted in an adjustment to the additions of Leases with a reduction of R571 thousand and disposals by R33 thousand.

25.2. Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26			
	Intangible assets	Machinery and equipment	Finance lease assets	Total
	R'000	R'000	R'000	R'000
Opening balance	4	11,729	27	11,760
Value adjustments				-
Additions	-	223	15	238
Disposals	-	(33)	-	(33)
Total Minor assets	**4**	**11,919**	**42**	**11,965**

	Intangible assets	Machinery and equipment	Finance lease assets	Total
Number of R1 minor assets				
Number of minor assets at cost	2	7,256	19	7,277
Total number of minor assets	**2**	**7,256**	**19**	**7,277**

Minor capital assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register that are under investigation:		
Machinery and equipment	9	17

Assets under investigation are due to theft and losses which are being investigated by the Department's Security Directorate. These are to be tabled at the Loss Control Committee for finalisation.

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

	2024/25			
	Intangible assets	Machinery and equipment	Finance lease assets	Total
	R'000	R'000	R'000	R'000
Opening balance	27	11,816	-	11,843
Prior period error	-	-	-	-
Additions	-	305	27	332
Disposals	(23)	(392)	-	(415)
Total Minor assets	**4**	**11,729**	**27**	**11,760**

	Intangible assets	Machinery and equipment	Finance lease assets	Total
Number of R1 minor assets				
Number of minor assets at cost	2	7,177	-	7,179
Total number of minor assets	**2**	**7,177**	**-**	**7,179**

25.2.1. Prior period error

Nature of prior period error	2024/25 R'000
Relating to 2024/25	8
Disposal : Intangible Assets	(19)
Additions : Finance Leases	27
Total prior period errors	**8**

Assets totalling R23 thousand were disposed of, but only R4 thousand was disclosed in the note.
Minor Leases additions increased with R27 thousand after review of Present vs Fair Value as per NT Workshop held in Sept 2025.

25.3. Movable capital assets written off

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2026

	2025/26	
	Machinery and equipment	Total
	R'000	R'000
Assets written off	484	484
Total movable assets written off	**484**	**484**

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2025

	2024/25	
	Machinery and equipment	Total
	R'000	R'000
Assets written off	392	392
Total movable assets written off	**392**	**392**

26. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	6,552	-	-	6,552
TOTAL INTANGIBLE CAPITAL ASSETS	**6,552**	**-**	**-**	**6,552**

Intangible Capital Assets under investigation

	Number	Value
		R'000
Included in the above total of the intangible capital assets per the asset register that are under investigation:		
Software	-	-

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

	2024/25				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	6,573	-	-	(21)	6,552
TOTAL INTANGIBLE CAPITAL ASSETS	**6,573**	**-**	**-**	**(21)**	**6,552**

27. Prior period errors

27.1. Correction of prior period errors

	Note	2024/25 Amount bef error correction	2024/25 Prior period error	2024/25 Restated
		R'000	R'000	R'000
Assets:				
Disposal: Minor Assets: Intangible Assets	25.2	(4)	(19)	(23)
Additions: Finance Leases	25	614	(571)	43
Disposals: Finance Leases	25	(929)	33	(896)
Additions : Minor Assets :Finance Leases	25.2	-	27	27
Net effect		**(319)**	**(530)**	**(849)**

The leases effective 1 April 2024 were revised based on NT presentation held September 2025 to determine recording at Present Value or Fair value. This resulted in an adjustment to the additions of Leases with a reduction of R571 thousand and disposals by R33 thousand.

Assets totalling R23 thousand were disposed of, but only R4 thousand was disclosed in the note.
Minor Leases additions increased with R27 thousand after review of Present vs Fair Value as per NT Workshop held in Sept 2025.

	Note	2024/25 Amount bef error correction	2024/25 Prior period error	2024/25 Restated
		R'000	R'000	R'000
Liabilities:				
Provision	24	-	14	14
Net effect		**-**	**14**	**14**

The above amount that relates to Intergovernmental claims was wrongly classified under contingent liability instead of provisions.

	Note	2024/25 Amount bef error correction	2024/25 Prior period error	2024/25 Restated
		R'000	R'000	R'000
Other:				
Inter-governmental contingent liability: Contingent Liabilities	16	9,234	(699)	8,535
Net effect		**9,234**	**(699)**	**8,535**

The MCS requirements on Inter-governmental contingent liabilities were not consistently applied in the previous year balances

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.

ANNEXURE 1A
STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES

	2025/26											2024/25	
	GRANT ALLOCATION				TRANSFER			SPENT					
Name of Municipality	DoRA and Other transfers	Roll overs	Adjustments	Total Available	Actual transfer	Funds withheld	Re-allocations by National Treasury or National department	Amount received by municipality	Amount spent by municipality	Unspent funds	% of available funds spent by municipality	DORA and other transfers	Actual transfers
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	%	R'000	R'000
	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-

National Departments are reminded of the DORA requirements to indicate any re-allocations by the National Treasury or the transferring department, certify that all transfers in terms of this Act were deposited into the primary bank account of a province or, where appropriate, into the CPD account of a province as well as indicate the funds utilised for the administration of the receiving officer.

ANNEXURE 1B
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Departmental Agency or Account	2025/26						2024/25	
	TRANSFER ALLOCATION				TRANSFER			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Centre for Public Service Innovation	51,203	869	-	52,072	51,203	98.3%	47,939	47,939
TOTAL	**51,203**	**869**	**-**	**52,072**	**51,203**		**47,939**	**47,939**

ANNEXURE 1C
STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

Name of public corporation / private enterprise	2025/26								2024/25	
	GRANT ALLOCATION				EXPENDITURE					
	Adjusted Budget	Roll overs	Ad-just-ments	Total Avail-able	Actual transfer	% of Avail-able funds transferred	Capital	Current	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Public Corporations										
Transfers	215	-	-	215	176	81.9%	-	-	-	-
Com:Licences	215	-	-	215	176	81.9%	-	-	-	-
TOTAL	**215**	**-**	**-**	**215**	**176**	**81.9%**	**-**	**-**	**-**	**-**

ANNEXURE 1D
STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

Foreign government / International organisation	2025/26						2024/25	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
International Institute of Administrative Sciences	73	-	-	73	53	72.6%	70	55
Organisation for Economic Co-operation and Development	366	-	-	366	-	0.0%	450	408
Open Government Partnership	2,584	-	-	2,584	2,390	92.5%	2,495	2,299
African Association of Public Administration and Management	392	-	-	392	392	100.0%	375	372
TOTAL	**3,415**	**-**	**-**	**3,415**	**2,835**		**3,390**	**3,134**

ANNEXURE 1E
STATEMENT OF TRANSFERS TO HOUSEHOLDS

Household	2025/26						2024/25	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
H/H: Employees s/ Ben:Gratuity	2,602	-	-	2,602	1,535	59.0%	1,755	1,755
H/H: CLAIMS Against State (cash)	558	-	-	558	557	99.8%	-	-
H/H: Employees s/ Ben:Severance	-	-	-	-	-		7,074	7,073
TOTAL	**3,160**	**-**	**-**	**3,160**	**2,092**		**8,829**	**8,828**

ANNEXURE 1F
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2025/26 R'000	2024/25 R'000
Received in kind			
Donations			
Broll Consortium	22 utility/safety shoes	-	20
Total donations		-	20
Sponsorships			
AAPAM	Accommodation, and per diem.	-	20
World Bank	Flights and accommodation.	-	79
UNDESA	Flights, accommodation, terminal expenses, and per diem.	-	78
Government of Singapore	Flights and accommodation.	-	79
UNDESA	Flights and accommodation.	-	40
Chandler Institute for Governance	Flights and accommodation.	-	87
AAPAM	Accommodation.	46	50
Bill and Melinda Gates Foundation	Flights, accommodation and shuttle.	-	97
African Union Commission	Flights, accommodation and per diem.	-	32
GEMS	Flight, accommodation, and transport.	-	12
Metropolitan Health	MC and gifts for speakers and delegates.	-	250
Assupol	Venue, Décor and catering.	-	350
Metropolitan Health (The 2024 National Batho Pele and Innovation Awards).	Prize for winners, Gifts for adjudicators, and Tokens of appreciation for guests.	500	570
GEMS(Batho Pele and Innovation Awards)	Trophies, diaries, and certificates.	300	300
Boxfusion (GITOC AGM)	Dinner.	300	350
SAP (GITOC AGM)	Venues and facilities.	-	250

Name of organisation	Nature of gift, donation or sponsorship	2025/26 R'000	2024/25 R'000
Huawei (GITOC AGM)	Venues and facilities.	-	250
Purestorage (GITOC AGM)	Branding.	-	150
Paloato (GITOC AGM)	Networks Promotional Material.	-	150
Global NTT (GITOC AGM)	Booklet/flyers.	-	50
The Deutsche Gesellschaft fur Internationale Zusammenrbeit GmbH (GIZ)	Flight, accommodation, tuition, meals and transport	56	-
The Deutsche Gesellschaft fur Unternationale Zusammenrbeit GmbH (GIZ)	Venue	100	-
Office of the Premier North-West	Accommodation.	2	-
Meta Dubai	Flights and Accommodation.	54	
Institute of Public Finance	Flights and accommodation.	85	-
Office of the Premier Mpumalanga Province	Gala dinner G20 Anti-Corruption Working Group meeting.	800	-
Dept of Arts, Culture,Sports & Recreation	Cultural group entertainment G 20 Anti-Corruption Working	120	-
SAP (GITOC AGM)	Promotional material, branding and exhibition,	250	-
Microsoft (GITOC AGM)	Dinner	300	-
Permod Ricard	Beverages for Batho Pele Awards	100	-
Singapore Cooperation Program	Course fee, accommodation, travel insurance	74	-
Total sponsorships		3,087	3,244
Subtotal – received in kind		3,087	3,264
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED		**3,087**	**3,264**

Sponsorship received in 2025/26 is mainly due to sponsorships for the G20 Anti-Corruption Working Group meeting, the Batho Pele awards, and the GITOC AGM. The high sponsorship amount in 2024/2025 is mainly due to support from Metropolitan and Assupol for the Public Service Women in Leadership Conference.

ANNEXURE 1G
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

Nature of gift, donation or sponsorship	2025/26	2024/25
	R'000	R'000
Made in kind		
Gifts		
Corporate gifts for the Brazil delegation (G20 meeting)	-	2
Gift to Ugandan delegates	2	-
Gift to Chines delegate	1	-
Total gifts	**3**	**2**
Donations		
Secondment of Mr.VM Ngcobo to the South African Development(SADC)Secretariat.	-	193
Total donations	**-**	**193**
Sponsorships		
IASIA Conference Gala Dinner	-	291
AAPAM Conference Gala Dinner	-	93
South African Association of Public Administration and Management (SAAPAM) Conference Gala Dinner	-	323
Public Protector South Africa Conference, Gala Dinner	-	88
Total sponsorships	**-**	**795**
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS MADE IN KIND	**3**	**990**

The high sponsorship amount for 2024/25 is primarily due to the DPSA sponsoring the gala dinners for both the IASIA and SAAPAM conferences.

ANNEXURE 2
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2026

Nature of liability	Opening balance 1 April 2025	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing balance 31 March 2026
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Tshwane Rapid Transit (Pty) Ltd //Ignatius Mbuti Katjedi and Another	29	-	(29)	-	-
TOTAL	**29**	**-**	**(29)**	**-**	**-**

ANNEXURE 3
CLAIMS RECOVERABLE

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2025/26 *	
	31/03/2026	31/03/2025	31/03/2026	31/03/2025	31/03/2026	31/03/2025	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
Employment and Labour	1,093	580	551	-	1,644	580	07/04/2026	1,093
Home affairs	2,707	1,475	1,365	1,418	4,072	2,893	07/04/2026	2,707
Subtotal	3,800	2,055	1,916	1,418	5,716	3,473		3,800
Other Government Entities								
Gauteng Department of Finance	-	65	185	-	185	65		
Gauteng Department of Roads and Transport	-	-	-	489	-	489		
Office of the Premier	-	26	-	-	-	26		
Public entities								
Gauteng Enterprises	-	-	1,685	1,503	1,685	1,503		
Subtotal	-	91	1,870	1,992	1,870	2,083		
TOTAL	**3,800**	**2,146**	**3,786**	**3,410**	**7,586**	**5,556**		

ANNEXURE 4
INTERGOVERNMENTAL CONTINGENT LIABILITIES, PROVISIONS, ACCRUALS, PAYABLES NOT RECOGNISED AND EMPLOYEE BENEFITS

GOVERNMENT ENTITY	Total		Cash-in-transit at year end 20YY/26 *	
	31/03/2026	31/03/2025	Payment date up to six (6) working days after year end	Amount
	R'000	R'000		R'000
DEPARTMENTS				
Contingent liabilities				
Department of Public Works and Infrastructure	8,765	8,535		
Subtotal	8,765	8,535		
Provisions				
Department of Justice and Constitutional Development	14	14		
Subtotal	14	14		
Accruals				
Department of Justice and Constitutional Development	551	-		
South African Police Service	173	-		
Subtotal	724	-		
Payables not recognised				
Department of Communications & Digital Technology	-	454		
Subtotal	-	454		
Total Departments	**9,503**	**9,003**		
Contingent liabilities	8,765	8,535		
Provisions	14	14		
Accruals	724	-		
Payables not recognised	-	454		

GOVERNMENT ENTITY	Total		Cash-in-transit at year end 20YY/26 *	
	31/03/2026	31/03/2025	Payment date up to six (6) working days after year end	Amount
	R'000	R'000		R'000
OTHER GOVERNMENT ENTITIES				
Provisions				
South African Revenue Services	3,824	-		
Subtotal	3,824	-		
Accruals				
State Information Technology Agency (SITA)	596	961		
Subtotal	596	961		
Total Other Government Entities	**4,420**	**961**		
Provisions	3,824	-		
Accruals	596	961		
TOTAL INTERGOVERNMENT CONTINGENT LIABILITIES, PROVISIONS, ACCRUALS, PAYABLES NOT RECOGNISED AND EMPLOYEE BENEFITS	**13,923**	**9,964**		

ANNEXURE 5
INTERENTITY ADVANCES PAID (Note 9)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/3/2026	31/03/2025	31/3/2026	31/03/2025	31/3/2026	31/03/2025
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DEPARTMENTS						
Department of International Relations and Cooperation	182	829	-	-	182	829
TOTAL	**182**	**829**	**-**	**-**	**182**	**829**

ANNEXURE 6
ANALYSIS OF PREPAYMENTS AND ADVANCES (NOTES 9.1 to 9.4)

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Total Contract Value	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add/ Less: Other	Balance outstanding as at 31 March 2026
				R'000	R'000	R'000	R'000	R'000	R'000
Prepayments									
City of Tshwane	Public Sector	Prepaid Electricity	Goods and services	-	2,203	9,565	(9,557)	-	2,211
AIG SA	Private Sector	Prepaid Insurance	Goods and services	191	-	191	(191)	-	-
Cowater International	Private Sector	SEIGG Project	Goods and services	-	-	34	-		34
Total prepayments				**191**	**2,203**	**9,790**	**(9,748)**	**-**	**2,245**
Advances									
Department of International Relations and Cooperation (Dirco)	Public Sector	International Travel Arrangements	National departments	Public Sector	829	182	(829)	-	182
Travel and Subsistance Advances Foreign	N/A	Foreign Daily allowance	National departments	N/A	27	-	(27)	-	-
Travel and Subsistence Advances Domestic	N/A	T&S advances .	National departments	N/A	2	2	(2)	-	2
Total advances					**858**	**184**	**(858)**	**-**	**184**
TOTAL PREPAYMENTS AND ADVANCES					**3,061**	**9,974**	**(10,606)**	**-**	**2,429**

ANNEXURE B1
National Treasury Instruction no.02 of 2025/2026

Determination on of Price Threshold for Procurement of Official vehicles for Members of the Executive

national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

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Information on Official Vehicles for Members of the Executive and Legislatures (MoE)	**Number of vehicles**	**2025/26 R'000**	**2024/25 R'000**
Opening Balance: Existing MoE vehicles provided for official use by the department	**4**	**3 139**	**3 139**
-Leased	-	-	-
-Outright purchase	4	3 139	3 139
Add: Additionals: Official Vehicles procured for MoE in the current financial year	**-**	**-**	**-**
-Leased	-	-	-
- Outright purchase	-	-	-
-Less: Disposals: MoE vehicles disposed of during the current financial year	**-**	**-**	**-**
- Leased	-	-	-
- Outright purchase	-	-	-
Total	**4**	**3 139**	**3 139**

**The above amounts should include the VAT, maintenance plans and security features (Asset Register values)*

Include discussion where deemed relevant, including year the MoE vehicles were purchased (e.g. 2 vehicles in 2022, 1 vehicle in 2025, etc.)

1x vehicle in January 2018, 1x vehicle in June 2022, 1x vehicle in May 2023 and 1x vehicle in January 2024.

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