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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

GUIDE AND PROCEDURES ON MANAGING CONDUCTING BUSINESS WITH AN ORGAN OF THE STATE

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**SECTION A: GUIDE AND PROCEDURES ON
MANAGING CONDUCTING BUSINESS WITH AN
ORGAN OF THE STATE**

1. INTRODUCTION

The following public service prescripts prohibit employees from conducting business with an organ of the state or the State:

- 1.1 Section 8 of the Public Administration Management Act, 2014 (which refers to conducting business with the State). In 2019, the President of the Republic of South Africa signed a Proclamation to bring Section 8 of the PAMA into operation in the public service, and
- 1.2 Regulation 13(c) of the Public Service Regulations (PSR), 2016 (prohibits an employee from conducting business with an organ of the state).
- 1.3 In February 2024, the Minister for the Public Service and Administration (MPSA) approved the Directive on Conducting Business with an Organ of the State (CBOS) to give effect to Regulation 13(c) of the PSR, 2016. The Directive further directs that employees should not register themselves or their companies on the Central Supplier Database (CSD) managed by the National Treasury. Registration on the CSD is a clear intention of an employee or his/her business or a business to which he/she is a director to conduct business with an organ of the state - hence, this prohibition.

2. PURPOSE OF THE GUIDE

The purpose of this guide is to explain the concepts related to conducting business with an organ of the state to assist Ethics Officers in implementing the Directive on Conducting Business with an Organ of the State and applying sanctions in Section 8(3) of the PAMA, 2014. The Guide must be read in conjunction with the Directive, PSR, 2016 (Regulation 13(c), and the PAMA, 2014.

3. STATUTORY FRAMEWORK

3.1 Public Administration Management Act, 2014

An employee may not—

- (a) conduct business with the State; or
- (b) be a director of a public or private company conducting business with the State.

- Section 8(3) of the PAMA outlines possible sanctions for conducting business with the State.
- The provisions of Section 8 came into effect on 01 April 2019 for the public service. **Kindly note that the provisions of Section 8 of the PAMA apply to public service employees and Special Advisers to political principals.** In terms of Section 8 of the PAMA an employee **includes** persons contemplated in section 12A of the Public Service Act, 1994 (PSA).

3.2 Public Service Regulations, 2016¹

Similarly to the PAMA, Regulation 13(c) of the PSR states that “an employee shall not **conduct business** with any **organ of state** or be a **director** of a **public or private company** conducting business with an organ of state unless such employee is in an **official capacity a director of a company listed in schedules 2 and 3 of the Public Finance Management Act**”. This requirement could be broken down into the following elements:

3.2.1 Employee means a person appointed in terms of Section 8 of the PSA, whether on a temporary or permanent basis, and includes interns.

3.2.2 Conducting business means engaging in business, trade, occupation, profession, calling, industry, or undertaking of any kind, or any activity carried on for gain or profit by any person within the Republic or elsewhere (read **paragraph 6 of the Directive**).

3.2.3 Organ of the State means any functionary or institution exercising a public power or performing a public function in terms of any legislation but does not include a court or a judicial officer. In terms of Section 239 of the Constitution of the Republic of South Africa, an “**organ of state**” means –

(a) any department of state or administration in the national, provincial, or local sphere of government; or

(b) any other functionary or Department –

(i) exercising a power or performing a function in terms of the Constitution or a provincial constitution; or

¹ Regulation 13(c) of the Public Service Regulations, 2016 does not apply to Special Advisers.

- (ii) exercising a public power or performing a public function in terms of any legislation but does not include a court or a judicial officer”.

3.2.4 Director: according to the Companies' Act, 2008, a "director" is a member of a company's board of directors, responsible for managing the company's affairs, and includes an alternate director, essentially meaning anyone occupying a position on the board, regardless of title, who has the authority to make decisions on behalf of the company.

3.2.5 Company: The Companies Act 2008 provides for two categories of companies, namely, non-profit and for-profit companies².

(a) Non-profit companies are characterised by the following:

- (i) They are incorporated for a “public benefit purpose”.
- (ii) Income and property may not be distributed to the incorporators, members, directors, or officers of a non-profit company, except for reasonable compensation for services rendered by them.
- (iii) The name of a non-profit company will end with “NPC”.
- (iv) A minimum of three persons, called incorporators, must complete and sign the Memorandum of Incorporation.
- (v) A minimum of three directors must be appointed.
- (vi) All of a non-profit company’s assets and income must be used to advance its stated objects, as set out in its Memorandum of Incorporation.

(b) For-Profit companies may take one of four different forms: a personal liability company, a state-owned company, a public company, and a private company.

3.2.6 An employee is regarded as ‘**conducting business with an organ of state**’ when an employee or an employee acting as a director of a private or public company-

- concludes, or intends to conclude, a written or oral agreement, irrespective of the process followed with an organ of state;

² The Companies Act, no. 71 of 2008: An Explanatory Guide

- such agreement is not associated with that employee's employment with his or her department (i.e. it is not the employee's duty to interact with suppliers on behalf of the department); and
- through such agreement provides goods or services to any organ of state for any personal benefit, financial or otherwise.

3.2.7 The employee will **not be regarded** as conducting business with an organ of the state if he/she is, in **an official capacity**, a director of a company listed in schedules 2 and 3 of the Public Finance Management Act, 1999 (PFMA). Please see the link below for a list of these companies: <https://www.treasury.gov.za/legislation/pfma/public%20entities/2022-10-14%20Public%20institutions%20Sch%201-3D.pdf>. Such an employee is exempted from conducting business with an organ of the state because:

- he/she represents the Executive Authority in the board of directors;

Example: the Minister of Communications and Digital Technologies appointing an employee of that Department to represent the government (shareholder³) on the board of Directors of South African Broadcasting Corporation.

- this would form part of the performance agreement between the employee and the department or government component; and
- the employee does not receive remuneration (other than his/her salary from the Department) for being the director of the entity. The employee can use his/her official time and resources to prepare and attend meetings or undertake other relevant tasks of being on the Board of Directors. The employee will not apply for other remunerative work because he/she received extra remuneration for his/her tasks on the Board of Directors.

- **Exceptions to this rule:**

- (i) This rule **does not affect** the employees of organs of the state as they are **NOT** public service employees. For example, if an employee of a university

³ The government is a shareholder in state-owned enterprises and will be represented by the relevant Minister (who is an Executive Authority), who in turn could appoint an employee of the department to represent the shareholder.

is appointed as a member of the Ethics Committee of the department, that employee can receive remuneration, or an employee of Eskom can conduct business with the department or government component.

- (ii) The non-profit companies (commonly referred to as NPOs) are not affected by this rule. This means that when an employee is a director of a non-profit company, the company can conduct business with an organ of the state. However, the department still has to ensure that there is **NO** conflict of interest between the employee's work in the NPO and his/her official duties. See the Guide on Conflict of Interest and **Annexure A of this Guide** (Summary of handling conflicts of interest in the department).

3.3 Directive on Conducting Business With an Organ of the State, 2024

The Directive adds further requirements:

- 3.3.1 The Directive prohibits an employee from registering on the Central Supplier Database (CSD) managed by the National Treasury, as a service provider or as a Director of a company intending to conduct business with an organ of the state. Registration on the CSD is an indication that the employee intends to conduct business with an organ of the state.

3.3.2 The Head of Department should:

- (i) develop a policy on conducting business with an organ of the state. See **Annexure B** of this Guide;
- (ii) keep a register of **entities** that conduct business with the department. **Entities**” refer to organisations, companies, and service providers conducting business with the department; and
- (iii) **keep a register of persons⁴ who are engaged in supply chain management** on behalf of the department.
- (iv) ensure that the department's supply chain management policy requires supply chain officials to check the CSD before concluding any contract with suppliers and does not allow the conducting of business with an employee appointed in the public service, either in his or her personal capacity or through a company or close corporation.

⁴ These persons include bid specification committee and bid adjudication/evaluation committee.

4. ACTIVITIES THAT DO NOT CONSTITUTE CONDUCTING BUSINESS WITH AN ORGAN OF THE STATE (ANNEXURE A OF THE DIRECTIVE)

Annexure A of the Directive exempts certain activities from being considered conducting business with an organ of the State (Item 1 – 6). This means that the employees can undertake these functions even if it is with an organ of the state.

These activities include:

- 4.1 Teaching, training, or lecturing at public educational institutions e.g. universities.
- 4.2 Marking exam or test papers: The Department of Basic Education employs teachers to mark matric examination scripts and are paid for that. Employees can also be contracted by the universities to mark students' assignments, tests, or examinations.
- 4.3 Associated activities like invigilation and moderation for examinations are included in these activities.
- 4.4 An employee who works in two or more departments e.g. an employee provides services to the Department of Education for two hours a day and the Department of Health for another 3 hours.
- 4.5 Providing services to the Independent Electoral Commission (which is an organ of the state).
- 4.6 The use of an employee's property or facility to accommodate a public function where there is no alternative. For example, a farm school, or health facility erected on the farm owned by the employee or managed by the company in which the employee is a director.

NOTE:

- **In the activities outlined above the employee should apply for permission to perform other remunerative work outside his/her employment in the relevant department.**

- 4.7 **Voluntary service**⁵ by the employee to the board of his/her professional associations e.g. auditors, accountants, etc. The association should, however,

⁵ No payment is made to the employee on the basis that he/she serves in the Board of Directors of this Association.

provide written confirmation that the employee is not remunerated for his/her services to the association. Associations often conduct business with organs of state including training of their members. If the employee is paid for serving on the board, then the Association will not be disqualified from conducting business with organs of the state because of the fact that an employee is a director. The Supply Chain Management Unit must ensure that the Association provides a written commitment that the employee does not receive remuneration as a member of the Board of Directors when they want to conduct business with the institution.

- 4.8 Appointment to an organ of the state in an official capacity as a director of a company listed in Schedules 2 and 3 of the Public Finance Management Act, where an employee is reimbursed for reasonable expenses. In as far as possible employees who serve in this capacity should use departmental resources to carry out their duties to the board. This responsibility should be reflected on the employee's performance agreement.

In activities 7 and 8 there is no need for the employee to apply for other remunerated work since there is no remuneration for these activities.

NOTE:

- **An employee is not allowed to perform any of the activities outlined in items labeled “activities affecting non-employees in the public service” (the second part of Annexure A of the Directive).**

These activities refer to those service providers paid through Persal but are not employees in terms of the PSA, they are just providing services to the department e.g. the chairperson of the Audit Committee, Risk Committee, or Ethics Committee, who is not an employee in the public service and is remunerated for that service. These activities are excluded from conducting business with an organ of the state.

**SECTION B: PROCEDURES FOR
MANAGING CONDUCTING BUSINESS WITH
AN ORGAN OF THE STATE**

1. PURPOSE

This procedure document outlines the steps required for Ethics Officers (EOs) to manage the process of identifying, assessing, and reporting cases where employees may be conducting business with an organ of the state.

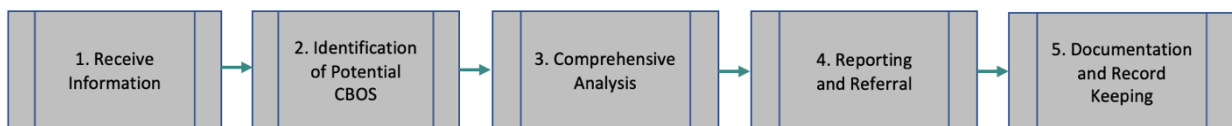
The objectives of the Procedure are to:

- Facilitate compliance with Regulation 13(c) and the directive on CBOS;
- Provide a clear and standardized approach to managing CBOS within departments; and
- Protect the integrity of the public service by preventing conflicts of interest and ensuring transparency in dealings with the state.

2. SCOPE

- This procedure applies to employees directly or indirectly involved in activities related to conducting business with an organ of the state (CBOS), including those in positions of authority who may influence such decisions.
- There may be occasions where this procedure is overridden by specific laws or regulations laid out in other official documents.

3. STANDARD OPERATING PROCEDURE (SOP)



This SOP describes the detailed steps involved in managing Conducting Business with an Organ of State as an Ethics Officer in a department. The procedure consists of five main steps:

3.1 Receive Information

The goal of this step is to gather all relevant information necessary to identify potential CBOS cases that may require further investigation.

Tasks to be performed:

- Gather initial information through:
 - Other Remunerative Work applications;

- Financial interests disclosures;
 - National Anti-Corruption Hotline;
 - Whistleblowing reports;
 - Audit reports;
 - Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit reports; or
 - A combination of the above sources.
- Organize initial information in the CBOS tracking spreadsheet
 - Develop a CBOS Tracking Spreadsheet. This could be a simple Microsoft Excel Spreadsheet.
 - Continuously enter received/collected information and data on the tracking Spreadsheet;
 - Start comparing basic information gathered from various sources; and
 - Identify triggers that could be preliminary indicators of prohibited CBOS.

3.2 Identification of Potential CBOS

The goal of this step is to identify any potential cases where an employee might be conducting business with the state, triggering the need for further analysis.

Tasks to be performed:

- Review readily available public information to understand the general context of the external entity involved and the nature of its business. This may include basic information from the:
 - Company's website;
 - Publicly accessible social media; and
 - News articles or press releases.

Important Note:

Ethics Officers should limit their actions to reviewing publicly available information to inform their understanding of the case. Any in-depth or investigative work, such as verifying business operations or obtaining sensitive information, must be left to a designated investigator.

- Verify if the entity in question is an organ of the state:
 - Consult the PFMA National Treasury Database
- Enter information in the CBOS Tracking Spreadsheet:
 - Consolidate information and verify with information provided by other sources;
 - Highlight any initial red flags or discrepancies; and
 - Ensure that every identified case of potential CBOS is logged with timestamps and source references.

3.3 Comprehensive Analysis

The goal of this step is to thoroughly analyse the potential CBOS case and assess whether it constitutes a violation of CBOS regulation.

Tasks to be performed:

- Verify Details
 - Confirm the role or position of the public service employee involved with ideally two sources or more;
 - Confirm the relationship between the company and the state, including the nature of the business conducted.
 - Verify cases of exceptions related to schedules 2 and 3 of the Public Finance Management Act (<https://www.treasury.gov.za/legislation/pfma/public%20entities/2022-10-14%20Public%20institutions%20Sch%201-3D.pdf>.)
- Final Assessment
 - Determine the direct implications of the violation; and
 - Document the evidence comprehensively for reporting.

3.4 Reporting & Referral

The goal of this step is to make a final recommendation on the appropriate course of action and report the findings of the CBOS case to the HOD for final decision-making.

Tasks to be performed:

- Recommendation of the Ethics Officer
 - Review details of the case, all findings, and assessments made.
 - Develop a clear and concise recommendation specifying suggested actions (e.g., monitoring, further investigation, disciplinary action, etc.).
 - Submit the report, including collected evidence, to the HOD for a decision.

- Decision-making of the Head of Department
 - The HOD reviews the information and makes the final decision on the appropriate course of action (e.g., disciplinary measures and referral to the South African Police Service(SAPS));
 - Communicate required actions to relevant stakeholders (Internal disciplinary investigation, nodal point for referral of cases to the South African Police Service, etc.); and
 - Provide feedback to the Ethics Officer regarding the decision made and cause of action determined. If the recommendation of the Ethics Officer was not accepted, the HOD should provide reasons for not accepting the recommendation and guide the next steps to be followed, e.g. close the case or further investigation if such is still required.
 - Inform the PAEIDTAU about the case, the decision of the HOD, and the action taken. If no action is taken, reasons should be provided for such a decision.

5.5 Documentation & Record-Keeping

The goal of this step is to ensure that all findings of the CBOS case are documented and securely stored for future reference and potential audits.

Tasks to be performed:

- Complete Case Records
 - Use the CBOS tracking spreadsheet to log all relevant information regarding the CBOS case.

- Include all verification results, assessments, and tools used during the review process.
- Organize records clearly for ease of retrieval during audits or reviews.

- Maintain Confidentiality
 - Store all documentation in a secure location, accessible only to authorized personnel (e.g., restricted-access digital folder).
 - Review who has access to these records to maintain confidentiality.

SECTION C: ROLES AND RESPONSIBILITIES AND SANCTIONS FOR NON-COMPLIANCE

1. ROLES AND RESPONSIBILITIES

1.1 Ethics Officer

- Raises awareness on all the prescripts that prohibit employees from conducting business with the organs of the state among employees and relevant stakeholders in the department (e.g. Supply Chain Management, Human Resources Management, and HOD);
- Ensures compliance with the prescripts that prohibit employees from conducting business with the organs of the state by assisting the HOD with the following tasks:
 - (i) Development and maintenance of the departmental policy on conducting business with the department and organs of the state;
 - (ii) Inform employees who are registered with the Central Supplier Database to remove themselves in compliance with the Directive;
 - (iii) Development and maintenance of the required registers;
 - (iv) Facilitation of timeous submission of all the required reports to the relevant authorities; and
 - (v) Reporting cases of employees of the department who violate the prescripts on conducting business with organs of the state to the HOD and recommending appropriate action to be taken.
- Leads the identification, assessment, documentation, and record-keeping of CBOS cases.

1.2 Head of Department (HOD)

- Reviews and provides reasons to approve or reject the EO's findings and/or recommended actions;
- Ensures that proper records are maintained and that cases are reported timeously to the SAPS and the PAEIDTAU as per the Directive and other prescripts; and
- Designate the nodal point for reporting cases to law enforcement authorities.

Supporting Stakeholders

1.3 Supply Chain Management Unit should:

- Ensure that the department's supply chain management policy requires supply chain officials to check the CSD before concluding any contract with suppliers and does not allow the employee to conduct business with an organ of the state, either in his or her capacity or through a private or public company.
- Ensure that during the procurement process, the department does not contract with employees, directly or indirectly (as owners of companies or as directors of public or private companies), by verifying with the CSD.
- Request written commitment from professional associations that want to conduct business with the department but have employees who serve on the Board of Directors, that the employee is serving voluntarily and, as a result, is not remunerated.

1.4 Human Resources Management Unit

- Communicate the rule to the candidates during the recruitment process; and
- When an employee assumes duty, verifies that he/she does not conduct business with an organ of the state.

1.5 Public Administration Ethics, Integrity, and Disciplinary Technical Assistance Unit

- Provide technical assistance to support the implementation of Regulation 13(c), Directive, and Section 8 of the PAMA; and
- Intervene where the HOD does not discharge his/her responsibilities.

2. SANCTIONS FOR NON-COMPLIANCE

Section 8(3) of the PAMA states thus:

- (i) Contravention of Section 8(2) is **an offence**, and any person found guilty of the offence is liable to a **fine or imprisonment for a period not exceeding 5 years or both such fine and imprisonment**; and
- (ii) Constitutes serious **misconduct** which may result in the **termination** of employment by the employer.

In case of employees contravening the prescripts, a case should be opened with the police in terms of Section 8(3) of the PAMA, and the HOD should initiate a disciplinary process against the employee. These processes can happen simultaneously.

3. CONCLUSION

As indicated in the introduction, this Guide does not replace the prescripts that prohibit employees from conducting business with organs of the state. It is an attempt to assist in the implementation of such prescripts. Employees cannot be found guilty of contravening the Guide. They can only be found guilty of violating the relevant prescripts.

ANNEXURE A: HANDLING CONFLICT OF INTEREST IN NON-REMUNERATED ACTIVITIES BY EMPLOYEES

Handling conflicts of interest is crucial for maintaining integrity and trust in the public service. In some cases, employees could be directors of non-profit organisations conducting business with an organ of the state. Section 8 of the PAMA and Regulation 13(c) in the strictest sense only covers profit-making companies. However, it does not mean that voluntary activities are exempt from posing a conflict of interest. Here are some proposals to effectively manage conflicts of interest and maintain trust in the department.

1. Identify conflicts of interest situations:

- Encourage employees and stakeholders to disclose any personal, financial, or other interests that might conflict with their duties.

2. Establish clear policies:

- Develop and communicate a clear policy on conflicts of interest. This policy should define what constitutes a conflict of interest and outline the procedures for disclosure and management.
- Conflicts of interest management might also be contained in various other policies of the department e.g. supply chain management, other remunerative work, gifts, conducting business with the department, etc. In that case, the department should ensure that the process of disclosing and resolving such conflicts of interest is clearly outlined in that policy.
- This guide does not prescribe that the department should have one policy on managing conflict of interest. The policy might assist the department to manage situations that are not covered by other policies e.g. involvement of employees in non-remunerated activities (volunteer work) outside their departments. It could also assist where an employee is a director of an NPO conducting business with an organ of the state, as **conflict of interest** must still be assessed in such cases.
- The department should ensure that all other regulatory provisions regarding a specific issue are fully included in the conflict of interest policy.

3. Disclosure Requirements:

- Require employees and stakeholders to disclose any potential conflicts of interest in writing. For designated employees, this can be done through the disclosure of financial interests or as situations arise e.g. if a conflict of interest arises after the disclosure period. An employee is obliged to disclose such conflicts of interest immediately when they arise or within 30 days of being aware of such a conflict.
- Employees who are part of the recruitment and/or supply chain management processes in the department are also required to disclose conflict of interest situations that may arise out of that situation.

4. Review and assess:

- Have a designated committee or individual to review disclosed conflicts to assess their potential impact on the business. This review should be impartial and thorough.

5. Implement mitigation measures:

- Depending on the severity of the conflict, implement measures to mitigate its impact. This could include recusal from decision-making, reassigning duties, or even terminating the relationship if necessary.

6. Training and awareness:

- Provide regular training to employees and stakeholders on identifying and managing conflicts of interest.
- Ensure that they understand the importance of transparency and ethical behaviour.

7. Monitor and enforce:

- Continuously monitor for potential conflicts and enforce the policy consistently. Take appropriate action against violations to maintain the integrity of the policy.

8. Regular review:

- Periodically review and update the conflict of interest policy to ensure it remains effective and relevant to the business environment (departmental mandate and the environment in which the department operates).

ANNEXURE B: TEMPLATE⁶ - POLICY ON CONDUCTING BUSINESS WITH AN ORGAN OF THE STATE

POLICY ON CONDUCTING BUSINESS WITH AN ORGAN OF THE STATE

DEPARTMENT OF ...

1. INTRODUCTION

Provide a concise statement outlining the department's commitment to ethical practices and culture, compliance with laws, and fair dealings (including resolving conflict of interest situations affecting employees).

2. PURPOSE AND OBJECTIVES

- Clearly define the purpose and objectives of the policy.
- **Example:** The purpose of the policy is to prohibit employees of the Department from conducting business with the Department and other organs of the state in compliance with the Directive on Conducting Business with an Organ of the State.

The **objectives** of the policy are to:

- (i) prohibit its employees from –
 - (a) registering with government's Central Supplier Database (CSD);
 - (b) conducting business with the department and other organs of the state;
and
 - (c) being a director of a company or a member of a close corporation conducting business with an organ of the state;
- (ii) determine procedures for informing the employees of the names of the entities that conduct business with the department; and

⁶ This is just a guide to developing the departmental policy on conducting business with and organ of the state.

- (iii) determine procedures and rules to prevent conflicts of interest concerning its employees with financial interests in an entity conducting business with the department.

3. SCOPE

- Clearly define the scope and application of this policy. Specify which stakeholders are covered.
- **Example:** The policy applies to all the employees of the department including interns and ...

4. POLICY STATEMENT

- Do not forget the purpose and objectives of the policy as outlined in part 2 of the policy. Repeat that here as a policy statement(s).
- **Example:**
 - (i) An employee of the Department of ... shall not–
 - (a) conduct business with the department and another organ of the state;
 - (b) be a director of a public, or private company, or a member of a close corporation conducting business with the department or other organs of the state; and
 - (c) register with the government’s Central Supplier Database (CSD) as a service provider or a director of a public or private company conducting business with the department or another organ of the state; and
 - (ii) An employee of the Department shall within 30 days of being aware, disclose any financial interest in an entity that intends to conduct business with the department or another organ of the state.

5. PROCEDURES AND RULES

- 5.1 Informing the employees of the names of the entities that conduct business with the department

- Procedures for keeping the register of entities conducting business with the department
- Format of the register of entities
- Where will the names be published?
- Updating the register of entities

5.2 Conflicts of interest prevention and management

- (i) An employee of the Department shall **within 30** days of being aware, disclose any financial interest in an entity that intends to conduct business with the department or another organ of the state;
- (ii) The employee will then recuse him-/herself from any process and decision-making processes regarding the company;
- (iii) If the employee is the Director of the company that intends to conduct business with the Department or any other organ of the state, the employee shall immediately resign from the company and provide proof of resignation to the Head of the Department (the HOD can delegate this to any other employee in the Department)
- (iv) Employees are required to maintain confidentiality and avoid using insider information for personal benefit or the benefit of people closer to them.

5.3 Register of officials who are engaged in supply chain management on behalf of the department.

6. ROLES AND RESPONSIBILITIES

- Identify the roles and responsibilities of individuals and units involved in implementing and ensuring adherence to the policy. These include management, and employees.
- The HOD should designate a Unit or official responsible for reporting cases of conducting business with the State to the South African Police Service. This function should be centralised within the department for purposes of

reporting and information management (e.g. keeping statistics of reported cases).

7. SANCTIONS FOR NON-COMPLIANCE

- Sanctions for non-compliance should include those outlined in section 8(3) of the PAMA.
- If there is anything over and above, the department can stipulate that in this section.

8. MONITORING AND REPORTING

- Establish mechanisms for monitoring compliance with the policy. Include procedures for reporting non-compliance and addressing violations.

9. COMMUNICATION, TRAINING, AND AWARENESS RAISING

- Provide regular training on conducting business with the department and an organ of the state, including identifying and managing conflicts of interest.
- Promote a culture of transparency and ethical behavior within the organization.

10. REVIEW OF THE POLICY