South Africa is a constitutional democracy with a three-tier system of government and an independent judiciary.

The national, provincial and local levels of government all have legislative and executive authority in their own spheres, and are defined in the Constitution as distinctive, interdependent and interrelated.

Operating at both national and provincial levels are advisory bodies drawn from South Africa's traditional leaders.

It is a stated intention in the Constitution that the country be run on a system of cooperative governance.

Government is committed to the building of a free, non-racial, non-sexist, democratic, united and successful South Africa.

The Constitution

South Africa's Constitution is one of the most progressive in the world and enjoys high acclaim internationally. Human rights are given clear prominence in the Constitution.

The Constitution of the Republic of South Africa of 1996 was approved by the Constitutional Court on 4 December 1996 and took effect on 4 February 1997.

The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.

The Preamble

The Preamble states that the Constitution aims to:
- heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights
- improve the quality of life of all citizens and free the potential of each person
- lay the foundations for a democratic and open society in which government is based on the will of the people, and in which every citizen is equally protected by law
- build a united and democratic South Africa that is able to take its rightful place as a sovereign State in the family of nations.

Founding provisions

South Africa is a sovereign and democratic State founded on the following values:
- human dignity, the achievement of equality and the advancement of human rights and freedom
- non-racialism and non-sexism
- supremacy of the Constitution
- universal adult suffrage, a national common voters' roll, regular elections and a multiparty system of democratic government to ensure accountability, responsiveness and openness.

Government System

Fundamental rights

The fundamental rights contained in Chapter 2 of the Constitution seek to protect the rights and freedom of individuals.

The Constitutional Court guards these rights and determines whether actions by the State are in accordance with constitutional provisions.

Government

Government consists of national, provincial and local spheres, which are distinctive, interdependent and interrelated. The powers of the law-makers (legislative authorities), government (executive authorities) and courts (judicial authorities) are separate from one another.

Parliament

Parliament is the legislative authority of South Africa and has the power to make laws for the country, in accordance with the Constitution.

It consists of the National Assembly and the National Council of Provinces (NCOP). Parliamentary sittings are open to the public.

Since 1994 a number of steps have been taken to make it more accessible and to motivate and facilitate public participation in the legislative process.

The website *www.parliament.gov.za* encourages comment and feedback from the public.

Cabinet

The Cabinet consists of the President, as head, the Deputy President and ministers. The President appoints the Deputy President, ministers and deputy ministers, assigns their powers and functions, and may dismiss them.

The Presidency, July 2015	
President	Jacob Zuma
Deputy President	Cyril Ramaphosa

The President may select any number of ministers from the members of the National Assembly, and may select no more than two ministers from outside the assembly.

The President appoints a member of the Cabinet to be the leader of government business in the National Assembly.

National Assembly

The National Assembly is elected to represent the people and to ensure democratic governance as required by the Constitution. It does this by electing the President, providing a national forum for public consideration of issues, passing legislation and scrutinising and overseeing executive action.

The National Assembly consists of no fewer than 350 and no more than 400 members elected through a system of proportional representation.

The National Assembly, which is elected for a term of five years, is presided over by the speaker, assisted by the Deputy Speaker.

National Council of Provinces

The NCOP consists of 54 permanent members and 36 special delegates, and represents provincial interests in the national sphere of government.

Delegations consist of 10 representatives from each province. The NCOP must have a mandate from the provinces before it can make certain decisions.

Structure and functions of the South African Government
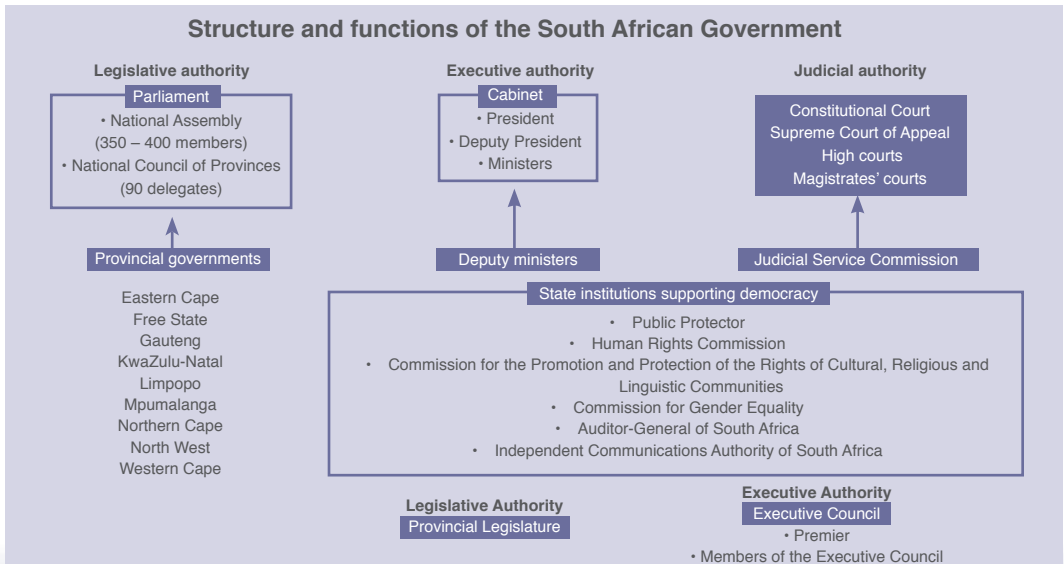
It cannot, however, initiate a Bill concerning money, which is the prerogative of the Minister of Finance.

NCOP Online (*www.parliament.gov.za/ncop*) links Parliament to the provincial legislatures and local government associations.

It provides information on draft legislation and allows the public to make electronic submissions.

The NCOP came into existence in February 1997.

Government clusters

Clusters foster an integrated approach to governance that is aimed at improving government planning, decision making and service delivery. The main objective is to ensure proper coordination of all government programmes at national and provincial levels.

The main functions of the clusters are to ensure the alignment of government wide priorities, facilitate and monitor the implementation of priority programmes and to provide a consultative platform on cross-cutting priorities and matters being taken to Cabinet.

The clusters of the Forum of South African Directors-General (Fosad) mirror the Ministerial clusters. The Fosad clusters provide technical support to the Ministerial clusters.

The Director-General in the Presidency is the chairperson of Fosad. Ministers had entered into delivery agreements with President Jacob Zuma, having to give progress reports on their departments' set targets.

The 12 outcomes identified by government include:
• improved quality of basic education
• a long and healthy life for all South Africans
• all people in South Africa are and feel safe
• decent employment through inclusive economic growth
• a skilled and capable workforce to support an inclusive growth path
• an efficient, competitive and responsive economic infrastructure network
• vibrant, equitable and sustainable rural communities with food security for all
• sustainable human settlements and improved quality of household life
• a responsive, accountable, effective and efficient local government system
• environmental assets and natural resources that are well protected and continually enhanced
• a better South Africa and contributing to a better and safer Africa and world
• an efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

Economic Sectors, Employment Infrastructure Development Cluster

The departments in this cluster are:
• Rural Development and Land Reform (Chair)
• Science and Technology (Deputy Chair)
• Agriculture, Forestry and Fisheries
• Communications
• Economic Development
• Finance
• Higher Education and Training
• Labour
• Mineral Resources
• Public Enterprises
• Environmental Affairs
• Transport
• Water and Sanitation
• Public Works
• Human Settlements
• Cooperative Governance and Traditional Affairs
• Energy
• Small Business Development
• Telecommunications and Postal Services
• Public Works
• The Presidency: Planning, Performance Monitoring and Evaluation.

Governance and Administration Cluster

The departments in this cluster are:
• Home Affairs (Chair)
• Public Service and Administration (Deputy Chair)
• Cooperative Governance and Traditional Affairs
• Justice and Constitutional Development
• Finance
• The Presidency: Planning, Performance Monitoring and Evaluation and Administration
• Communications

Social Protection, Community and Human Development Cluster

The departments in this cluster are:
• Social Development (Chair)
• Basic Education (Deputy Chair)
• Cooperative Governance and Traditional Affairs
• The Presidency: Women
• Human Settlements
• Labour
• Public Works
• Rural Development and Land Reform
• Social Development
• Transport
• Sport and Recreation
• Water and Sanitation
• Arts and Culture
• Basic Education

Cabinet Ministers and Deputy Ministers, as at December 2015

Portfolio	Minister	Deputy Minister
Agriculture, Forestry and Fisheries	Senzeni Zokwana	Bheki Cele
Arts and Culture	Nathi Mthethwa	Rejoice Mabudafhasi
Basic Education	Angie Motshekga	Enver Surty
Communications	Faith Muthambi	Stella Ndabeni-Abrahams
Cooperative Governance and Traditional Affairs	David van Rooyen	Obed Bapela Andries Nel
Defence and Military Veterans	Nosiviwe Mapisa-Nqakula	Kebby Maphatsoe
Economic Development	Ebrahim Patel	Madala Masuku
Energy	Tina Joemat-Pettersson	Thembi Majola
Environmental Affairs	Edna Molewa	Barbara Thompson
Finance	Pravin Gordhan	Mcebisi Jonas
Health	Aaron Motsoaledi	Joe Phaahla
Higher Education and Training	Blade Nzimande	Mduduzi Manana
Home Affairs	Malusi Gigaba	Fatima Chohan
Human Settlements	Lindiwe Sisulu	Zoliswa Kota-Fredericks
International Relations and Cooperation	Maite Nkoana-Mashabane	Nomaindia Mfeketo Luwellyn Landers
Justice and Correctional Services	Michael Masutha	Thabang Makwetla John Jeffery
Labour	Mildred Oliphant	Patekile Holomisa
Mineral Resources	Mosebenzi Zwane	Godfrey Oliphant
Police	Nkosinathi Nhleko	Makhotso Sotyu
Public Enterprises	Lynne Brown	Gratitude Magwanishe
Public Service and Administration	Ngoako Ramatlhodi	Ayanda Dlodlo
Public Works	Thembelani Nxesi	Jeremy Cronin
Rural Development and Land Reform	Gugile Nkwinti	Candith Mashego-Dlamini Mcebisi Skwatsha
Science and Technology	Naledi Pandor	Zanele kaMagwaza-Msibi
Small Business Development	Lindiwe Zulu	Elizabeth Thabethe
Social Development	Bathabile Dlamini	Hendrietta Bogopane-Zulu
Sport and Recreation	Fikile Mbalula	Gert Oosthuizen
State Security	David Mahlobo	Ellen Molekane
Telecommunications and Postal Services	Siyabonga Cwele	Hlengiwe Mkhize
The Presidency: Performance Monitoring, Evaluation and Administration	Jeff Radebe	Buti Manamela
The Presidency: Women	Susan Shabangu	
Tourism	Derek Hanekom	Thokozile Xasa
Trade and Industry	Rob Davies	Mzwandile Masina
Transport	Dipuo Peters	Sindisiwe Chikunga
Water and Sanitation	Nomvula Mokonyane	Pamela Tshwete

- Health
- Higher Education and Training
- Science and Technology

International Cooperation, Trade and Security Cluster
The departments in this cluster are:
- Defence and Military Veterans (Chair)
- Telecommunications and Postal Services (Chair)
- International Relations and Cooperation (Deputy Chair)
- International Relations and Cooperation
- Finance
- Trade and Industry
- Tourism
- Environmental Affairs
- State Security

Justice, Crime Prevention and Security Cluster
The departments in this cluster are:
- Justice and Constitutional Development
- Defence and Military Veterans (Chair)
- Police (Deputy Chair)
- Defence and Military Veterans
- Home Affairs
- State Security
- Police
- Correctional Services

Izimbizo
The National Imbizo Focus Week ran from 10 to 20 July 2014 under the theme "Together we move South Africa forward." The Focus Week saw Cabinet members engage in dialogues of empowerment with various communities across the country. The *Izimbizo* programme is a communication platform that enables the citizenry to have a meaningful and direct engagement with members of the national, provincial and local executive.

The Imbizo Focus Week coincided with the first International Mandela Day since the passing of former President Nelson Mandela.

On 18 July, a number of stakeholders participated in a clean-up campaign. Government hosted over 30 clean-up activities at schools, hospitals, community facilities and orphanage centres countrywide in honour of former President Mandela's legacy.

During the Imbizo Focus Week, government embarked on approximately 48 izimbizo events across the country.

Law-making
Any Bill may be introduced in the National Assembly. A Bill passed by the National Assembly must be referred to the NCOP for consideration.

A Bill affecting the provinces may be introduced in the NCOP. After the council passes it, it must be referred to the National Assembly.

A Bill concerning money must be introduced in the assembly and referred to the NCOP for consideration and approval after being passed.

If the NCOP rejects a Bill or passes it subject to amendments, the assembly must reconsider the Bill and pass it again with or without amendments.

There are special conditions for the approval of laws dealing with provinces.

The Presidency
As the executive manager of government, The Presidency is at the apex of South Africa's government system. It is situated in the Union Buildings in Pretoria, and has a subsidiary office in Tuynhuys, Cape Town.

The Presidency comprises three political principals: the President, the Deputy President, and the Minister of Planning, Performance Monitoring, Evaluation and Administration.

The President, as the Head of State, leads the Cabinet. He or she is elected by the National Assembly from among its members, and leads the country in the interest of national unity, in accordance with the Constitution and the law.

The President appoints the Deputy President from among the members of the National Assembly.

The Deputy President assists the President in executing government functions.

The Presidency received Cabinet approved additional allocations of R30 million in 2014/15, R20 million in 2015/16 and R30 million in 2016/17. Cabinet has also approved reductions of R13,6 million over the medium term for non-core goods and services items and the transfer payment to the National Youth Development Agency.

National Development Plan (NDP)
The NDP is South Africa's socio-economic policy blueprint that focuses, among other things, on:
- eliminating poverty by reducing the proportion of households with a monthly income below R419 per person from 39% to zero and the reduction of inequality.
- increasing employment from 13 million in 2010 to 24 million by 2030.
- broadening the country's ownership of assets by historically disadvantaged groups.
- ensuring that all children have at least two years of pre-school education and that all children can read and write by Grade 3.
- providing affordable access to healthcare.
- ensuring effective public transport.

Monitoring and evaluation
Institutional Performance Monitoring and Evaluation (IPME)
IPME monitors the quality of management practices in government departments through the Management Performance Assessment Tool (MPAT).

The Frontline Service Delivery Monitoring programme of IPME is responsible for designing and implementing hands-on service delivery monitoring activities with offices of the Premier and for setting up and supporting the implementation of citizens-based monitoring systems.

The Presidential Hotline is also located in this branch.

Elections
National and provincial elections are held once every four years.

All South African citizens aged 18 and over are eligible to vote.

The Constitution places all elections and referendums in the country in all three spheres of government under the control of the Independent Electoral Commission (IEC), established in terms of the IEC Act, 1996 (Act 51 of 1996).

The obligations of the IEC are to:
• manage elections of national, provincial and municipal legislative bodies
• ensure that those elections are free and fair
• declare the results of those elections
• compile and maintain a voters' roll.

The duties of the IEC are to:
• compile and maintain a register of parties
• undertake and promote research into electoral matters
• develop and promote the development of electoral expertise and technology in all spheres of government
• continuously review electoral laws and proposed electoral laws, and make recommendations
• promote voter education
• declare the results of elections for national, provincial and municipal legislative bodies within seven days
• appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

The Electoral Commission manages an average of approximately 130 by-elections a year. By-elections are held when ward councillors vacate their seats for a variety of reasons including death, resignation, or expulsion from the party or the council.

In August 2014, over 200 000 registered voters in 25 wards across the country's nine provinces went to the polls to elect municipal councillors. The by-elections were one of the largest mobilisations of voters outside of general elections. The by-elections included a number of wards in metro councils in Johannesburg, Tshwane, Cape Town, Nelson Mandela Bay and Mangaung. The increase in by-elections was because of the election of municipal councillors to provincial and national legislatures after the 7 May elections. The by-elections were contested by 62 candidates, representing 12 political parties and four independent candidates. Three by-elections were uncontested.

Inter-Ministerial Committees (IMCs)
In July 2014, President Jacob Zuma appointed IMCs that would form part of the new government system of the fifth democratic administration. The IMCs are appointed by the President (and in certain instances by Cabinet) for specific purposes that require the attention and dedication of a team of certain ministers. The mandate of the IMCs is limited to the matter that they are established to execute. The new IMCs are as follows:
• IMC on the Prevention and Combating of Corruption: The purpose of this anti-corruption IMC is to coordinate and oversee the work of state organs aimed at fighting the scourge of corruption in the public and private sectors. It comprises the following ministers: Jeff Radebe, the Minister in the Presidency responsible for Planning, Performance Monitoring and Evaluation, who serves as a convenor and chair; Michael Masutha, Justice and Correctional Services; David Mahlobo, State Security; Nkosinathi Nhleko, Police; Pravin Gordhan, Cooperative Governance and Traditional Affairs; Collins Chabane, Public Service and Administration; Malusi Gigaba, Home Affairs; Nhlanhla Nene, Finance; and Bathabile Dlamini, Social Development.
• IMC on Information and Publicity: The IMC will be responsible for championing and coordinating the work of government with regards to communicating programmes to the nation at large, as well as branding and marketing the country to the citizens and the world. The IMC comprises the following ministers: Jeff Radebe, the Minister in the Presidency responsible for Planning, Performance Monitoring and Evaluation, who will serve as the convenor and chair; Faith Muthambi, Communications; Maite Nkoana-Mashabane, International Relations and Cooperation; Rob Davies, Trade and Industry; Nhlanhla Nene, Finance; Pravin Gordhan, Cooperative Governance and Traditional Affairs; Nomvula Mokonyane,

Water and Sanitation; Derek Hanekom, Tourism; Edna Molewa, Environmental Affairs; Bathabile Dlamini, Social Development; Gugile Nkwinti, Rural Development and Land Reform; and Collins Chabane, Public Service and Administration.

• Inter-Ministerial Service Delivery Task Team: The purpose of the Inter-Ministerial Service Delivery Task Team is to fast-track service delivery in areas where there are bottlenecks, quickly respond to areas where there are service delivery problems and ensure that general service delivery is improved. The Service Delivery Task Force comprises the following ministers: Pravin Gordhan, Cooperative Governance and Traditional Affairs, who serves as the convenor and chair; Lindiwe Sisulu, Human Settlements; Nomvula Mokonyane, Water and Sanitation; Tina Joemat-Pettersson, Energy; Malusi Gigaba, Home Affairs; Lynne Brown, Public Enterprises; Dipuo Peters, Transport; Gugile Nkwinti, Rural Development and Land Reform; Angie Motshekga, Basic Education; Aaron Motsoaledi, Health; and Jeff Radebe, Planning, Performance Monitoring and Evaluation in the Presidency.

• IMC on State funerals: The purpose of the IMC is to oversee the organisation of State funerals. The IMC comprises the following ministers: Jeff Radebe, Minister in the Presidency for Planning, Performance Monitoring and Evaluation, who serves as the convenor and chair; Nkosinathi Nhleko, Police; Thulas Nxesi, Public Works; David Mahlobo, State Security; Maite Nkoana-Mashabane, International Relations and Cooperation; Nosiviwe Mapisa-Nqakul, Defence and Military Veterans; and Dipuo Peters, Transport.

• IMC on the Revitalisation of Distressed Mining communities: The purpose of the IMC is to drive and oversee the implementation of the Special Presidential Package for the revitalisation of distressed mining communities. The following four focus areas have been identified as requiring special attention:
  - Integrated and sustainable human settlements in mining towns and in the Labour Sending Areas (LSAs).
  - Improved socio-economic conditions of mine communities and the LSAs.
  - Improved working conditions of mine workers.
  - Ensuring decent living conditions for mine workers and meaningful contribution to the development trajectory of mining towns and the LSA.

The IMC comprises the following ministers: Jeff Radebe, the Minister in the Presidency responsible for Planning, Performance Monitoring and Evaluation, who serves as a convenor and chair; Ngoako Ramathlodi, Mineral Resources; Rob Davies, Trade and Industry; Nkosinathi Nhleko, Police; Bathabile Dlamini, Social Development; Pravin Gordhan, Cooperative Governance and Traditional Affairs; Nomvula Mokonyane, Water and Sanitation; Nosiviwe Mapisa-Nqakula, Defence and Military Veterans; Mildred Oliphant, Labour; David Mahlobo, State Security; Aaron Motsoaledi, Health; Nhlanhla Nene, Finance; Lindiwe Sisulu, Human Settlements; Ebrahim Patel, Economic Development; and Susan Shabangu, Minister in the Presidency: Women.

• IMC on Migration: In April 2015, following attacks on foreign nationals, the mandate of this IMC was broadened to deal with all the underlying causes of the tensions between communities and the foreign nationals. Some of the areas to be addressed, is the implementation of our Labour Relations policies as they affect the foreign nationals; the implementation of the laws that govern business licenses; the country's border management and generally the country's migration policies. The IMC comprised of the Minister in The Presidency: Planning, Monitoring and Evaluation (Chairperson); Minister of Police (Deputy Chairperson); Minister of Home Affairs; Minister of Cooperative Governance and Traditional Affairs; Minister of International Relations and Cooperation; Minister of Defence and Military Veterans; Minister of Social Development; Minister of Health; Minister of Basic Education; Minister of State Security; Minister of Justice and Correctional Services; Minister of Small Business Development; Minister of Trade and Industry; and Minister of Human Settlements.

Short-term IMCs

The President has also established the following short-term IMCs dedicated to organising certain high level events:

• The IMC on the Smart Partnership Dialogue.
• The IMC on the Commonwealth Partnership for Technology Management (CPTM) Smart Partnership Dialogue will oversee the organisation of the Smart Partnership Dialogue, which took place for the first time in South Africa in October 2014. The Smart Partnership Dialogue will serve as a platform for SMART partners, including Heads of State and Government, business leaders, scientists, academics and others, to discuss ideas and experiences related to Science, Technology and Innovation for socio-economic transformation and development. The IMC is chaired by the Minister in The Presidency

for Planning, Performance Monitoring and Evaluation and consists of the following Ministers: Maite Nkoana-Mashabane, International Relations and Cooperation; Rob Davies, Trade and Industry; Siyabonga Cwele, Telecommunications and Postal Services; Faith Muthambi, Communications; Naledi Pandor, Science and Technology; Nosiviwe Mapisa-Nqakula, Defence and Military Veterans; Ebrahim Patel, Economic Development; Lynne Brown, Public Enterprises; Lindiwe Zulu, Small Business Development; Dipuo Peters, Transport; Thulas Nxesi, Public Works; Nhlanhla Nene, Finance; Derek Hanekom, Tourism; Nkosinathi Nhleko, Police; and David Mahlobo, State Security.

- 20 Years of Freedom: The IMC on the 20 Years of Freedom and Democracy is chaired by the Minister of Arts and Culture, Nathi Mthethwa and consists of the following ministers: Nosiviwe Mapisa-Nqakula, Defence and Military Veterans; Pravin Gordhan, Cooperative Governance and Traditional Affairs; Maite Nkoana-Mashabane, International Relations and Cooperation; Dipuo Peters, Transport; Lynne Brown, Public Works; Derek Hanekom, Tourism; Nhlanhla Nene, Finance; Nkosinathi Nhleko, Police; and Jeff Radebe, Presidency: Planning, Monitoring and Evaluation.

Department of Cooperative Governance and Traditional Affairs (CoGTA)

The CoGTA is responsible for facilitating cooperative governance, to support all spheres of government and to assist the institution of traditional leadership with transforming itself into a strategic partner of government in the development of communities.

The best mechanism to build confidence between the people and municipalities is to address the following priority issues:
- accelerating service delivery
- promoting good governance
- enhancing sound financial management
- rolling out infrastructure development and effective maintenance
- intensifying the fight against corruption.

Legislation and policies

The department oversees the implementation of, among other things, the following legislation:
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).
- Municipal Property Rates Act, 2004 (Act 6 of 2004). The Municipal Property Rates Amendment Act, 2009 (Act 19 of 2009).
- Municipal Finance Management Act, 2003

(Act 56 of 2003).
- Disaster Management Act, 2002 (Act 57 of 2002).
- Municipal Systems Act, 2000 (Act 32 of 2002).
- The Municipal Systems Amendment Act, 2011 (Act 7 of 2011).
- Municipal Structures Act, 1998 (Act 117 of 1998).
- Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998).
- *White Paper on Local Government (1998).*
- National House of Traditional Leaders Act, 2009 (Act 22 of 2009), and the Traditional Leadership and Governance Framework Act, 2003 (Act 49 of 2003), which were consolidated by the National Traditional Affairs Bill to simplify the process. In September 2013, the National Traditional Affairs Bill was published in the *Government Gazette* for public comment. The amendment of the legislation will also ensure, among other things, that traditional affairs, rather than only traditional leaders, will take centre stage. The Khoisan communities will also be fully represented in the National House of Traditional Leaders.
- In August 2014, President Jacob Zuma signed into law the Local Government: Municipal Property Rates Amendment Act, 2014 (Act 29 of 2014).

The Act seeks to:
- regulate the categories of property in respect of which rates may be levied
- regulate the time frames of publication of the resolutions levying rates and what must be contained in the promulgated resolution;
- provide for the exclusion from the rates of certain categories of public service infrastructure;
- give powers to a municipality to levy different rates on vacant land;
- give power to the MEC of Local Government to extend the period of validity of a valuation roll by additional two years;
- amend the dates on which a supplementary valuation takes effect; and
- address the problems that have been experienced in the implementation of the Local Government: Municipal Property Rates Act, 2004.

Budget

Over the medium term, spending on conditional and other fiscal transfers is expected to increase as a result of Cabinet approved budget changes within the local government, housing and community amenities and the employment programmes function.

The largest increase in expenditure relates to

Members of the executive councils of provincial government, as at December 2015	
Eastern Cape	
Phumulo Masualle	Premier
Mandla Makupula	Education and Training
Sakhumzi Somyo	Finance, Economic Development, Environmental Affairs and Tourism
Pumza Dyantyi	Health
Helen Sauls-August	Human Settlements
Fikile Xasa	Cooperative Government and Traditional Affairs
Thandiswa Marawu	Roads and Public Works
Mlibo Qoboshiyane	Rural Development and Agrarian Reform
Weziwe Tikana	Transport, Safety and Liaison,
Fikile Xasa	Local Government and Traditional Affairs
Nancy Silwayi	Social Development
Pemmy Majodina	Sport, Recreation, Arts and Culture
Free State	
Sekgobelo Magashule	Premier
Oupa Khoabane	Agriculture and Rural Development
Olly Mlamleli	Cooperative Governance, Traditional Affairs and Human Settlements
Malambulele Samuel Mashinini	Economic, Small Business Development, Tourism and Environmental Affairs
Pule Makgoe	Education
Benny Malakoane	Health
Elzabe Rockman	Provincial Treasury
Butana Komphela	Police, Roads and Transport
Dora Kotzee	Public Works and Infrastructure
Sefora Ntombela	Social Development
Mathabo Leeto	Sport, Arts, Culture and Recreation
Gauteng	
David Makhura	Premier
Molebatsi Bopape	Social Development
Sizakele Emelda Nkosi-Malobane	Community Safety
Lebogang Maile	Economic Development, Enviroment, Agriculture and Rural Development
Panyaza Lesufi	Education
Barbara Creecy	Finance
Qedani Mahlangu	Health
Jacob Mamabolo	Human Settlements and Cooperative Governance and Traditional Affairs
Nandi Mayathula-Khoza	Infrastructure Development
Faith Mazibuko	Sport, Arts, Culture and Recreation
Ismail Vadi	Roads and Transport
KwaZulu-Natal	
Senzo Mchunu	Premier
Cyril Xaba	Agriculture and Rural Development
Ntombikayise Sibhidla-Saphetla	Arts, Culture, Sport and Recreation
Nomusa Dube-Ncube	Cooperative Governance and Traditional Affairs
Michael Mabuyakhulu	Economic Development, Tourism and Environmental Affairs
Peggy Nkonyeni	Education
Belinda Scott	Finance
Sibongiseni Dhlomo	Health
Ravi Pillay	Human Settlements and Public Works
Weziwe Thusi	Social Development
Thembinkosi Mchunu	Transport, Community Safety and Liaison

Members of the executive councils of provincial government, as at December 2015

Limpopo	
Stanley Mathabatha	Premier
Joyce Matshoge	Agriculture and Rural Development
Makoma Makhurupetje	Cooperative Governance, Human Settlements and Traditional Affairs
Seaparo Sekoati	Economic Development, Environmental Affairs and Tourism
Ishmael Kgetjepe	Education
Phophi Ramathuba	Health
Rob Tooley	Provincial Treasury
Jerry Ndou	Public Works, Roads and Infrastructure
Mapula Mokaba-Phukwana	Transport, Safety, Security and Liaison
Joyce Mashamba	Social Development
Nandi Ndalane	Sport, Arts and Culture
Mpumalanga	
David Mabuza	Premier
Andries Gamede	Agriculture, Rural Development and Environmental Affairs
Vusi Shongwe	Community Safety, Security and Liaison
Refilwe Mtsweni	Cooperative Governance and Traditional Affairs
Norah Mahlangu	Culture, Sports and Recreation
Makgabo Mhaule	Education
Eric Kholwane	Finance, Economic Development and Tourism
Gillion Mashego	Health
Violet Siwela	Human Settlements
Dumisile Nhlengethwa	Public Works, Roads and Transport
Nomsa Mtsweni	Social Development
Northern Cape	
Sylvia Lucas	Premier
Norman Shushu	Agriculture, Land Reform and Rural Development
Alvin Botes	Cooperative Governance, Human Settlements and Traditional Affairs
Masa Bartlett (Acting)	Education
Magdalene Chotelo	Environment and Nature Conservation
Maccollen Jack (Acting)	Finance, Economic Affairs and Tourism
Maccollen Jack	Health
Dawid Rooi	Infrastructure and Public Works
Simon Sokatsha	Social Development
Lebogang Motlhaping	Sport, Arts and Culture
Masa Bartlett	Transport, Safety and Liaison
North West	
Supra Mahumapelo	Premier
Gaoage Molapisi	Community Safety and Transport Management
Tebogo Modise	Culture, Arts and Traditional Affairs
Wendy Matsemela	Education and Sport Development
Magome Masike	Health
Wendy Nelson (Acting)	Local Government and Human Settlements
Madoda Sambatha	Public Works and Roads
Manketsi Tlhape	Rural, Environment and Agricultural Development
Fenny Gaolaolwe	Social Development
Desbo Mohono	Tourism
Wendy Nelson	Finance, Economy and Enterprise Development

Members of the executive councils of provincial government, as at December 2015	
Western Cape	
Helen Zille	Premier
Dan Plato	Community Safety
Anroux Marais	Cultural Affairs and Sport
Debbie Schäfer	Education
Ivan Meyer	Finance
Alan Winde	Agriculture and Economic Development
Nomafrench Mbombo	Health
Bonginkosi Madikizela	Human Settlements
Anton Bredell	Local Government, Environment Affairs and Development Planning
Albert Fritz	Social Development
Donald Grant	Transport and Public Works

R1,1 billion in 2016/17 for the expansion of the community work programme (CWP) to increase the number of participants from 172 000 in 2013/14 to 362 000 in 2016/17.

The Municipal Infrastructure Support Agency received an additional allocation of R60 million over the medium term to expand infrastructure capacity to 80 municipalities and the municipal disaster recovery grant receives an additional R59.1 million for the disasters that occurred in 2009 and 2010 in Limpopo, KwaZulu-Natal and Western Cape.

The budget includes a Cabinet approved baseline reduction of R850 million on the municipal infrastructure grant CWP. The allocation for the CWP has also been reduced by R132 million in 2014/15 and R31,6 million has been reprioritised from goods and services towards the monitoring of personnel to support the implementation of the MIG.

Infrastructure spending is set to increase to R15,8 billion in 2016/17.

Provincial government

In accordance with the Constitution, each province has its own legislature, consisting of between 30 and 80 members.

The number of members is determined according to a formula set out in national legislation. The members are elected in terms of proportional representation.

The executive council of a province consists of a premier and a number of members (MECs). Premiers are appointed by the President.

Decisions are taken by consensus, as is the case in the national Cabinet.

Besides being able to make provincial laws, a provincial legislature may adopt a constitution for its province if two thirds of its members agree.

A provincial constitution must correspond with the national Constitution.

According to the Constitution, provinces may have legislative and executive powers, concurrent with the national sphere, over:
• agriculture
• casinos, racing, gambling and wagering
• cultural affairs
• education at all levels, excluding university and university of technology education
• environment
• health services
• human settlements
• language policy
• nature conservation
• police services
• provincial public media
• public transport
• regional planning and development
• road-traffic regulation
• tourism
• trade and industrial promotion
• traditional authorities
• urban and rural development
• vehicle licensing
• welfare services.

These powers can be exercised to the extent that provinces have the administrative capacity to assume effective responsibilities.

Provinces also have exclusive competency over a number of areas, which include:
• abattoirs
• ambulance services
• liquor licences
• museums other than national museums
• provincial planning
• provincial cultural matters
• provincial recreational activities
• provincial roads and traffic.

The President's Coordinating Council (PCC) is a statutory body established in terms of the Intergovernmental Relations Framework Act of 2005, which brings together the three spheres of government on matters of common interest and national importance, thereby strengthening

cooperative government. Among other things, the forum looked at:
- mechanisms for monitoring job creation and implementation of the New Growth Path (NGP) in all spheres of government
- shared experiences in creating an environment for job creation in provinces
- specific provincial matters
- monitoring and evaluation.

Provincial Spatial Development Framework (PSDF)
The PSDF aims to:
- be the spatial expression of the Provincial Growth and Development Strategy
- guide (metropolitan, district and local) municipal IDPs and spatial development frameworks and provincial and municipal framework plans
- help prioritise and align the investment and infrastructure plans of other provincial departments, as well as national departments' and parastatals' plans and programmes in the provinces
- provide clear signals to the private sector about desired development directions
- increase predictability in the development environment, for example by establishing "no-go," "conditional" and "go" areas for development and redress of the spatial legacy of apartheid.

Local government
In accordance with the Constitution and the Organised Local Government Act, 1997 (Act 52 of 1997) up to 10 part-time representatives may be designated to represent municipalities and participate in proceedings of the NCOP.

The CoGTA aims to build and strengthen the capability and accountability of provinces and municipalities.

This includes:
- continued hands-on support through the established system and capacity-building programme, focusing on critical areas such as integrated development planning, local economic development (LED), financial management, service delivery and public participation
- evaluating the impact of government programmes in municipal areas, enhancing performance and accountability by improving the quality of reporting on the Local Government Strategic Agenda (LGSA) and improving the monitoring, reporting and evaluation of capacity in local government
- coordinating and supporting policy development, implementing the LGSA, and moni-

toring and supporting service delivery.

Municipalities
The Constitution provides for three categories of municipality. There are 278 municipalities in South Africa, comprising eight metropolitan, 44 district and 226 local municipalities. They are focused on growing local economies and providing infrastructure and service.

As directed by the Constitution, the Local Government: Municipal Structures Act of 1998 contains criteria for determining when an area must have a category-A municipality (metropolitan municipalities) and when municipalities fall into categories B (local municipalities) or C (district municipalities).

The Act also determines that category-A municipalities can only be established in metropolitan areas.

Metropolitan councils have single metropolitan budgets, common property ratings and service-tariff systems, and single-employer bodies.

South Africa has eight metropolitan municipalities, namely:
- Buffalo City (East London)
- City of Cape Town
- Ekurhuleni Metropolitan Municipality (East Rand)
- City of eThekwini (Durban)
- City of Johannesburg
- Mangaung Municipality (Bloemfontein)
- Nelson Mandela Metropolitan Municipality (Port Elizabeth)
- City of Tshwane (Pretoria).

Metropolitan councils may decentralise powers and functions. However, all original municipal, legislative and executive powers are vested in the metropolitan council.

In metropolitan areas, there is a choice of types of executive system: the mayoral executive system where executive authority is vested in the mayor, or the collective executive committee system where these powers are vested in the executive committee.

Non-metropolitan areas consist of district councils and local councils. District councils are primarily responsible for capacity-building and district-wide planning. The Local Government: Municipal Structures Act of 1998 provides for ward committees whose tasks, among other things, are to:
- prepare, implement and review IDPs
- establish, implement and review municipalities' performance-management systems
- monitor and review municipalities' performances
- prepare municipalities' budgets
- participate in decisions about the provision of

municipal services
• communicate and disseminate information on governance matters.

Municipal Infrastructure Support Agent (Misa)
At the end of March 2013, Misa deployed 68 technical consultants and 24 service providers that support 100 priority municipalities.

Local Government Turnaround Strategy (LGTAS)
The LGTAS was introduced as a government programme of action and a blueprint for better service delivery aimed at responsive, accountable, effective and efficient local government. Five focus areas aimed at fast-tracking implementation of the strategy have been identified. These are:
• service delivery
• governance
• financial management
• infrastructure development
• fighting corruption.
The department aims to review all pieces of legislation that impede service delivery. In this regard, more than 300 sections of legislation that fall under this category have been identified and reviews undertaken.

Municipal Infrastructure Grant
The MIG aims to eradicate municipal infra-structure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community lighting.
    The CoGTA is responsible for managing and transferring the MIG and provides support to provinces and municipalities on implementing MIG projects.

Community Work Programme
The CWP aims to create one million work opportunities by the 2018/19 financial year, covering all local municipalities. The department will spend R2,5 billion in 2015/16 to provide 202 000 work opportunities and R3,7 billion in 2016/17 to provide one million work opportunities across local municipalities.
    The CWP is a key government initiative aimed at mobilising communities to provide regular and predictable work opportunities at the local government level. The purpose of the programme is to provide an employment safety net for those without access to opportunities designed to lift them out of poverty. The programme also provides access to a minimum level of regular work, two days a week; eight days a month; and 100 days a year at a wage rate presently set at R71 a day.
    The programme recognises that policies to address unemployment and create decent work will take time to reach people living in marginalised areas where few opportunities exist.
    The programme has been implemented in 76 of the department's 105 priority municipalities in the short-term, while in the medium-term; all municipalities in the country will have at least one CWP site.
    The department spent R2,7 billion in 2014/15 period to create 332 000 work opportunities covering all municipalities.

Local economic development
LED is an approach towards economic development that allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life to all residents in a local municipal area.
    LED is intended to maximise the economic potential of municipal localities and enhance the resilience of macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The "local" in economic development points to the fact that the political jurisdiction at local level is often the most appropriate place for economic intervention, as it carries alongside it the accountability and legitimacy of a democratically elected body.
    LED programmes provide support in the following areas:
• developing and reviewing national policy, strategy and guidelines on LED
• providing direct and hands-on support to provincial and local government
• managing the LED Fund
• managing and providing technical support to nodal economic development planning
• facilitating, coordinating and monitoring donor programmes
• assisting LED capacity-building processes.
Through these interventions and resources, local role players and interest groups are mobilised to achieve economic growth and creating jobs to reduce poverty.

Municipal Demarcation Board (MDB)
The MDB is an independent authority responsible for the determination of municipal boundaries. The board's status as an independent authority is also protected by Section 3 of the Local Government: Municipal Demarcation Act of 1998 and various judgements by the Constitutional Court.

In addition to the determinations and re-determinations of municipal boundaries, the MDB is also mandated by legislation to declare the district management areas; to delimit wards for local elections; and to assess the capacity of municipalities to perform their functions.

South African Local Government Association (Salga)

Salga is a listed public entity, established in terms of Section 21 of the Companies Act, 1973 (Act 61 of 1973), and recognised by the Minister of Cooperative Governance and Traditional Affairs, in terms of the Organised Local Government Act of 1997.

Salga represents local government on numerous intergovernmental forums such as the PCC, Minister and MECs (MinMec) forum, the Budget Forum, the NCOP and the Financial and Fiscal Commission.

Salga aims, among other things, to:
• transform local government to enable it to fulfil its developmental role
• enhance the role of provincial local government associations as provincial representatives and consultative bodies on local government
• raise the profile of local government
• ensure full participation of women in local government
• act as the national employers' organisation for municipal and provincial member employers
• provide legal assistance to its members, using its discretion in connection with matters that affect employee relations.

Salga is funded through a combination of sources, including a national government grant, membership fees from provincial and local government associations that are voluntary members, and donations from the donor community for specific projects.

The Human Resource Management and Development Strategy aims to turn municipalities into professional and responsive entities.

The strategy is intended to help municipalities make better use of the human capital at their disposal, for them to be able to fulfil their important objective of accelerating service delivery as well as promoting development in local government as a whole.

The strategy emphasises employing individuals who are prepared to extend themselves in serving the needs of people, are professional, and are constantly learning and developing themselves.

One of Salga's achievements was the establishment of public accounts committees on municipalities, which allowed councils themselves to exercise accountability.

Disaster management

The Disaster Management Act of 200, was promulgated in 2003. The National Disaster-Management Centre (NDMC) and functional disaster-management centres and advisory forums were established in eight provinces. The National Disaster-Management Advisory Forum was recognised by the United Nations (UN) as the national platform for reducing disaster risk.

South Africa has also made significant progress in implementing the Hyogo Framework for Action – a global blueprint which aims to substantially reduce disaster losses by 2015.

Through the NDMC, the CoGTA registered unit standards for levels three to seven with the South African Qualifications Authority (Saqa) for a national certificate in disaster risk management.

The department also developed regulations for recruiting and using disaster-management volunteers.

Traditional affairs

In September 2013, Cabinet approved the publication of a Bill that would pave the way for the Khoisan people to be recognised.

The Bill makes statutory provisions for the recognition of the Khoisan and also addresses limitations of existing legislation relating to traditional leadership and governance. The Bill will contribute to the NDP's key target relating to broadening social cohesion and unity while addressing the inequalities of the past.

Traditional leadership

Chapter 11 of the Constitution states that the institution, status and roles of traditional leadership, according to customary law, are recognised.

Government acknowledges the critical role of traditional leadership institutions in South Africa's constitutional democracy and in communities, particularly in relation to the rural-development strategy.

It therefore remains committed to strengthening the institution of traditional leader-ship.

To this end, numerous pieces of legislation have been passed and various programmes implemented to ensure that traditional leadership makes an important contribution to the development of society.

The department is also working on a range of issues, which include policies on unity and diversity, initiation, traditional healing, traditional leaders' protocol, family trees, the remuneration and benefits of traditional leaders based on uniform norms and standards, and involving the Khoisan people in the system of governance in

South Africa.

Traditional councils

Legislation has transformed the composition of traditional councils to provide for elements of democracy. It states that 40% of members must be elected and that one third of members must be women.

Legislation has also opened up an opportunity for municipalities and traditional councils to achieve cooperative governance.

Traditional councils have been given a strong voice in development matters and may now enter into partnerships and service-delivery agreements with government in all spheres.

The National Khoisan Council aims to unite the Khoisan communities and create a platform through which they can raise issues affecting them as a group of communities. The most important issue is the statutory recognition and inclusion of the Khoisan people in formal government structures.

Houses of traditional leaders

The Constitution mandates the establishment of houses of traditional leaders by means of either provincial or national legislation.

The National House of Traditional Leaders was established in terms of the then National House of Traditional Leaders Act, 1997 (Act 10 of 1997). Its objectives and functions are to promote the role of traditional leadership within a democratic constitutional dispensation, enhance unity and understanding among traditional communities and advise national government.

Provincial houses of traditional leaders were established in all six provinces that have traditional leaders, namely the Eastern Cape, Free State, KwaZulu-Natal, Limpopo, Mpumalanga and North West.

The national and provincial houses of traditional leaders enhance the cooperative relationships within national and provincial government, while the establishment of local houses of traditional leaders deepens and cements the relationship between municipalities and traditional leaders on customary law and development initiatives.

Commission on Traditional Leadership Disputes and Claims

The commission was established in terms of the Traditional Leadership and Governance Framework Act of 2003.

It is tasked with restoring the dignity of traditional leaders and their communities by investigating and ensuring that the institution of traditional leadership is restored to where it belongs. It also investigates all claims to any position of traditional leadership (king/queen/ principal/senior traditional leader and headmen and women), including disputes over the boundaries of traditional councils.

Section 25 of the Traditional Leadership and Governance Framework Act of 2003 requires that the commission investigate and make recommendations on cases where there is doubt as to whether a kingship, principal traditional leadership or senior traditional leadership and headmanship was established in accordance with customary law and customs.

Department of Public Service and Administration (DPSA)

The DPSA is at the centre of government. It plays a major policy role in establishing norms and standards for the Public Service, which ensure that service-delivery mechanisms, integrated systems and access, human resources, institutional development and governance initiatives are responsive to the needs of citizens.

This mandate has evolved over the years from transforming and modernising the Public Service through the development and implementation of policies and frameworks, to providing implementation support to ensure compliance, improve service delivery and strengthen monitoring and evaluation.

In terms of the Public Service Act of 1994, as amended, the Minister of Public Service and Administration is responsible for establishing norms and standards relating to:
• the functions of the Public Service
• organisational structures and the establishment of departments and other organisational and governance arrangements in the Public Service
• labour relations, conditions of service and other employment practices for employees
• the health and wellness of employees
• information management
• electronic government in the Public Service
• integrity, ethics, conduct and anti-corruption
• transformation, reform, innovation and any other intervention to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.

The DPSA has identified five focus areas that will form part of the overall work of the Public Service and Administration Portfolio over the next four-year period. These will serve as the main strategic indicators that will point to whether the Public Service is effective, efficient and development-oriented.

They are:
• services rendered with speed

- services easily accessible to citizens
- services provided at lower cost
- appropriately skilled public servants to render services.
- competitive conditions of service for public servants and the achievement of labour peace.
- no corruption
- a positive impact on the lives of people and the economy.

The Minister of Public Service and Administration and union leaders launched the Public Service Charter in August 2013. The charter is a commitment between the State as the employer and labour, which seeks to professionalise and encourage excellence in the public service and improve service delivery. It also introduces service standards in the public service, with a call to public servants to meet and exceed them.

Anti-corruption bureau

The Minister of Public Service and Administration launched the anti-corruption bureau to fast-track disciplinary cases in the public sector. The bureau forms part of amendments to the Public Service Act of 1994.

The amendments also include banning all public servants from doing business with the government.

Cabinet and provinces have adopted a manual on procedures for recruiting, and/or retaining officials that resign.

Uniform standards will be applied to all public servants across government.

The bureau will conduct investigations, institute disciplinary proceedings and work with existing law enforcement agencies, such as the Special Investigating Unit (SIU) and National Prosecuting Authority (NPA), and the other related agencies such as, Financial Intelligence Centre (FIC) and South African Revenue Service (Sars).

Criminal cases will be referred to law enforcement agencies.

The bureau also has to provide technical assistance and advisory support to deal with disciplinary matters in the public administration, while ensuring that the public sector applies uniform disciplinary standards.

A case management system allows officials to monitor the progress of cases to ensure that they are finalised speedily. By 2014, an agreement was already in place with the NPA to ensure that whistle-blowers were protected.

The passing of the Public Administration Management Bill (PAM) in March 2014 was expected to change the face of the state at national, provincial, and local levels. The Bill was a major step forward in the building of an effective, efficient, and ethical public service.

An effective, efficient and ethical Public Service is a central element in the building of a democratic developmental state as mandated by the NDP.

Among other things, the PAM Bill prohibits public administration officials from conducting business with the State and officials in public administration are required to declare the financial and business interests of their immediate family members.

By prohibiting officials from conducting business with the State, government is eliminating incentives and opportunities for corruption and unethical conduct.

Legislation and policies

The DPSA oversees the implementation of the following legislation:
- Public Service Act of 1994 as amended by Public Service Amendment Act, 2007 (Act 30 of 2007)
- State Information Technology Agency (Sita) Act, 2002 (Act 38 of 2002)
- Protected Disclosures Act, 2000 (Act 26 of 2000)
- Public Finance Management Act, 1999 (Act 1 of 1999)
- Public Service Laws Amendment Act, 1997 (Act 47 of 1997)
- Public Service Laws Second Amendment Act, 1997 (Act 93 of 1997)
- Public Service Regulations, 2001, as amended 31 July 2012.

Role players
Community development workers (CDWs)

CDWs link early childhood development centres with programmes of the Department of Social Development. In the area of HIV and AIDS, CDWs disseminate user-friendly information on these conditions and mobilise communities to actively participate in HIV and AIDS-related awareness programmes including World AIDS Day.

To promote food security, CDWs identify indigent households and mobilise them to benefit from the departments of agriculture and rural development's food security programmes.

To contribute to job creation, CDWs identify and link unemployed youths to government's Expanded Public Works Programme (EPWP) and Community Works Programme.

To empower CDWs with information on government priorities, the department convened a national CDW conference for 500 CDWs from all provinces in March 2013. CDWs are agents of participatory democracy. Their functions include:

- communicating government and other information to communities in an accessible way
- providing feedback to government regarding community experiences of service delivery and governance
- providing early warning to government of any obvious reduction in service standards and performance that could lead to the collapse or significant impairment of overall service functions
- reporting any corruption or irregularity encountered within the sphere of government, government departments, community organisations or the private sector.

Public Service Commission (PSC)

The PSC is tasked with and empowered to, among other things, investigate, monitor and evaluate the organisation and administration of the Public Service. This mandate entails the evaluation of achievements, or lack thereof, of government programmes.

The PSC has an obligation to promote measures that will ensure effective and efficient performance within the Public Service and to promote values and principles of public administration, as set out in the Constitution, throughout the Public Service.

The Constitution mandates the commission to:
- promote the values and principles governing public administration
- investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service
- propose measures to ensure effective and efficient performance within the Public Service
- give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the constitutionally prescribed values and principles
- report its activities and the performance of its functions, including any findings it may make and to provide an evaluation of the extent to which it complies constitutionally with the prescribed values and principles
- either of its own accord or on receipt of any complaint:
  - investigate and evaluate the application of personnel and public-administration practices, and report to the relevant executive authority and legislature
  - investigate grievances of employees in the Public Service concerning official acts or omissions, and recommend appropriate remedies
  - monitor and investigate adherence to applicable procedures in the Public Service

- advise national and provincial organs of State regarding personnel practices in the Public Service.

To be effective, the public Service has to develop a deeper understanding of the constitutional imperatives and government mandate of providing a better life for the country's citizens.

This would make it easier for government to develop the necessary skills in its human capital to deal with the challenges faced by South Africans across the board.

Government Employees Medical Aid Scheme (GEMS)

While fixing the Public Service, the department had to start by building a healthy, safe working environment for all public servants because, ensuring a healthy workforce and a sound and enabling working environment is essential for constructing a capable developmental public service.

Membership of GEMS continues to grow. The target for 2013 was 750 000 principal members of which 250 000 should be employees on salary levels 1 to 5.

Centre for Public Sector Innovation (CPSI)

The CPSI was established to identify, support and nurture innovation in the public sector to improve service delivery.

The CPSI works through partnerships with other departments and state-owned enterprises (SOEs) to, for example, enhance the productive capacity of visually impaired educators by providing data-card devices for them to access teaching material without the use of Braille.

The CPSI runs targeted innovation programmes to support the outcomes of rural development, accelerated service delivery at local government level, as well as human settlement.

The CPSI held a conference in August 2014 under the theme "Building an innovative State machinery for maximised service delivery impact." The conference was aimed at helping government serve its citizens with diligence and interrogate the challenges standing in the way of excellence. The public service employs about 1,3 million people around the country.

Government Information Technology Officers Council (Gitoc)

The Gitoc advises government on the application of IT to improve service delivery. Its membership consists of the chief information officers from national departments and premiers' offices.

The council has been involved in developing an IT security policy framework, IT procurement

guidelines and e-government policy and strategy. It also monitors government IT projects to avoid duplication.

National School of Government (NSG)

The NSG offers training and development opportunities to public servants at national, provincial and local level of government.

This includes training of new public service employees as part of their probation, re-orientation of senior managers and orientation of unemployed youth graduates, preparing them for public service employment opportunities.

The school is intended to educate, train, professionalise and develop a highly capable, skilled and committed public service cadre, with a sense of national duty and a common culture and ethos.

It will nurture a culture of professionalism and innovative thinking and serve as a catalyst for reform and modernisation, in pursuit of a performance-oriented public service.

Core training is not outsourced, but is performed internally.

The school provides everything from adult basic education and training to higher education courses, and is registered to carry out the necessary accreditation.

The school runs like a customer-focused business, with participants having to pay tuition fees. It is funded by PSeta and skills development levies are drawn from departments' payrolls.

All new public servants are required to undergo induction training.

Programmes and projects
Continental Capacity Development Programme

The DPSA continues to provide coordination for the implementation of the Continental Capacity Development Programme.

South Africa is engaged in several post-conflict interventions in several countries, namely:
- the Democratic Republic of Congo (DRC): developing and implementing the Anti-Corrup-tion Framework, the public service Census and capacity-building programmes
- Burundi: rebuilding and strengthening its Public Service for it to run effectively and implementing capacity-building programmes
- Rwanda: capacity-building programmes and leadership development
- South Sudan: capacity-building in human resources and enhancing legislative and policy review.
- For the first time, government included the participation of traditional leaders as one of the sectors in the Africa Peer Review Mechanism

process. This move was necessitated by the fact that 70% of South Africa's population is rural.
- Through the Organisation for Economic Cooperation and Development, South Africa was asked to assist in developing a framework for civil society's participation in the review of government programmes.

Public Service Month

South Africa marks Public Service Month in September each year.

It is a regular national event that requires all the national and provincial departments to participate by putting in place activities and campaigns to improve service delivery.

Public Service Month is a follow-up to and mirrors the UN and Africa Public Service Day. It takes place on 23 June every year.

Batho Pele

The *Batho Pele* Campaign is, aimed at improving service delivery to the public.

Batho Pele is a Sesotho phrase meaning "People First".

From this concept, eight principles were derived and made known in a White Paper as the principles for transforming public service delivery, which are:
- regular consultation with customers
- set service standards
- increased access to services
- higher levels of courtesy
- more and better information about services
- increased openness and transparency about services
- remedying failures and mistakes
- giving the best possible value for money.

Batho Pele Awards

Hard-working and dedicated public servants, those doing their bit behind the scenes to make the country a better place over the last 21 years of democracy, were given their time to shine in November *2014*, at the inaugural Batho Pele Excellence Awards *held in Kempton Park, Ekurhuleni.*
The winners were:
- Maria Maghrieta Goodier, Auxiliary Nurse, Ruyterwacht Community Health Care Clinic, Western Cape Province won the Overall Batho Pele Public Servant of the Year Awards.
- Sister Duduzile Ndlovu, Operational Manager, Thuthuzela Care Centre, Port Shepstone Regional Hospital, KwaZulu-Natal took home the Best Frontline Public Service Employee of the Year Awards.
- Road Accident Fund-On the Road Project, Gauteng scooped the Best Implemented

Programme/Project of the Year Awards.
• The Best Functioning Provincial Department of the Year Award went to the KwaZulu-Natal Provincial Treasury.
• Intensive Care Unit: Mokopane Hospital, Department of Health won the Batho Pele Team of the Year Award.
• Boy Ngobeni, Gauteng Department of Education, scooped the award for Best Provincial Head of Department of the Year.

The awards will be extended to cover the entire public service. It is hoped that the awards will reinforce the diligence of public servants and the compassion they show to people.

Department of Public Works (DPW)

By May 2013, South Africa was well on track with the creation of an Assets Register intended to accurately reflect for the first time the State's assets.

To establish an Immovable Assets Register, the records of 180 000 land parcels, which ascribed custodianship to a responsible department or level of government, were investigated.

A physical verification process started in July 2013 and by 31 March 2015 an Immovable Assets Register was expected to be completed.

Still waiting to be completed was the allocation of custodianship of 4 500 land parcels, while about 24 000 land parcels also had to be vested.

This process would be rounded off by March 2016. With a sustainable register of State immovable assets in place, the department has at its disposal the tools to leverage a massive portfolio for economic development.

The DPW manages 2 788 leased properties in South Africa, all of which have been reviewed.

Of these 1 316 needed attention, revision or renewal, while 365 have already been addressed.

Recommendations for the remaining 951 leases were in place by the end of June 2013.

The DPW experienced challenges when it opted for a turnaround project to rebuild the department.

A Business Improvement Unit was created to drive this process.

The core of this unit is located in the office of the DG to ensure that the process is not derailed in the event of the Minister being recalled.

The turnaround strategy homed in on five areas, including developing a credible register of State immovable assets, auditing leases, and reducing fraud and corruption.

Working closely with the SIU, the department investigated a number of irregular leases and projects, with 23 out of a total of 40 investigations completed.

Expanded Public Works Programme

The EPWP Phase 3 employment target for 2014/15 was projected at 1 075 189, growing each year to the five-year target of six million. The targets were divided into several sectors, such as infrastructure, environment and culture, social, non-profit organisations and community work programmes. The EPWP Phase 3 would focus on increasing the EPWP contribution to development. This would be achieved by:
• improving the strategic and operational aspects of the EPWP
• introducing a greater degree of uniformity and standardisation across the various EPWP programmes through the introduction of universal principles
• improving targeting of participants through community involvement, improving the monitoring and evaluation of qualitative aspects
• strengthening the collaboration and synergies among lead departments and other stakeholders

The key changes that would be made in Phase 3 were that the Presidential Public Employment Coordination Commission would:
• enhance coordination across a range of Public Employment Programme (PEPs), between PEPs and other developmental initiatives
• fostering compliance with core universal principles to be progressively realised
• adherence to the EPWP minimum wage and employment conditions under the Ministerial Determination
• selection of workers based on a clearly defined process and defined criteria
• increased community participation for more visibility and ownership in poor communities
• enhancing social cohesion
• increased scope of infrastructure maintenance which provided longer duration work opportunities
• more emphasis on the monitoring and evaluation of assets created and their impact on communities and beneficiaries.

Budget

The spending focus over the medium term was on providing and managing the accommodation, housing, land and infrastructure needs of national departments; rehabilitating 34 State-owned buildings; and ensuring that at least 100 buildings were made accessible to people with disabilities in each year of the MTEF period. The focus was on leading and improving the coordination of the EPWP to achieve the department's target of creating 3.4 million work opportunities by the end of 2016/17. To achieve the target for work opportunities, Cabinet has

approved an additional allocation of R159 million in 2016/17 for the EPWP.

Cabinet approved baseline reductions of R1,3 billion over the MTEF period will be effected in the following areas: R650 million on infrastructure projects in the Immovable Assets Management programme, R150 million on non-core goods and services items in all programmes, R26,2 million on compensation of employees, R150 million on transfers to the property management trading entity, and R308,3 million on the EPWP. These reductions are largely a result of continual underspending in the department's capital budget.

Spending on infrastructure decreased from R1,3 billion in 2010/11 to R676 million in 2013/14. The decrease was due to the reprioritisation of infrastructure funds to provide funding for the turnaround programme. The department's over-all infrastructure budget reduced by R220 million in 2014/15, R180 million in 2015/16 and R250 million in 2016/17. Consequently, infrastructure spending was expected to increase to R885 million over the medium term, mostly due to inflation-related adjustments to existing infrastructure projects.

The department's capital works implementation programme, was allocated R2,2 billion over the medium term. It is organised into six project categories, which are at various stages of completion. The allocations were as follows:
• R448 million for departmental projects, which deal with the construction and major refurbishment of the department's own acco-mmodation
• R306 million for dolomite projects, which deal with the management of risk in dolomitic areas
• R30 million for accessibility projects, which make public buildings more accessible to disabled people
• R795 million for land ports of entry, which provide for the construction, maintenance and upgrading of border-control infrastructure projects
• R346 million for prestige management projects, which are for the management of government's prestige portfolio
• R314 million for inner-city regeneration projects, which facilitate inner-city regeneration around the Tshwane area in addressing the accommodation needs of national government departments.

Department of Home Affairs (DHA)
The DHA is the custodian of the identity of all South African citizens, critical to which is the issuance of birth, marriage and death certificates;

identity documents (IDs) and passports; as well as citizenship; naturalisation and permanent residency certificates. This goes beyond merely issuing documents. It encompasses the safe maintenance and archiving of biometric and demographic records of citizens and residents of the country.

The department is also responsible for the effective, secure and humane management of immigration.

Statutory bodies falling under the department are the:
• Immigration Advisory Board
• Standing Committee for Refugee Affairs
• Refugee Appeal Board.
A major focus for the DHA is the transformation of the department, so that it can deliver a service that is efficient, accessible and corruption-free. Several closely related strategic drivers are used in this regard.

Budget
The department's budget for the 2014/15 financial year was set at R6,62 billion. The DHA planned to build 14 new offices, provide 12 residences for officials at ports of entry, upgrade and renovate 14 buildings, and repair a number of elevators. These projects were expected to increase expenditure on office accommodation from R78,2m in 2013/2014 to R185,2m in 2017/2018.

Legislation and policies
The mandate of the DHA is derived from the Constitution and various Acts of Parliament and policy documents. The department's services are divided into two broad categories: civic services and immigration services. Both must ensure the efficient determination and safeguarding of the identity and status of citizens, and provide for the regulation of immigration to ensure security, promote development and fulfil South Africa's international obligations.
The department oversees the implementation of, among others, the following legislation:
• South African Citizenship Act, 1995 (Act 88 of 1995)
• Births and Deaths Registration Amend-ment Act, 2010 (Act 18 of 2010)
• The South African Citizenship Amendment Act, 2010 (Act 17 of 2010)
• Refugees Act, 1998 (Act 130 of 1998)
• Immigration Act, 2002 (Act 13 of 2002), as amended by the Immigration Amendment Act, 2004 (Act 19 of 2004)
• Immigration Amendment Act, 2011 (Act 13 of 2011) which provides for, among others, revising provisions relating to the Immigration Advisory Board

- Refugees Act, 1998 (Act 130 of 1998) gives effect within South Africa to the relevant international legal instruments, principles and standards relating to refugees; provides for the reception into South Africa of asylum seekers; regulates applications for and recognition of refugee status; and provides for the rights and obligations flowing from such status, and related matters
- Immigration Act, 2002 (Act 13 of 2002), which provides for a stricter immigration policy to control illegal immigration. Implementation of administrative fines and other measures came into effect in 2003; the Act was later amended to clarify and revise immigration and permit procedures to facilitate importing skills
- The Refugee Amendment Act, 2011 (Act 12 of 2011), which contains certain amendments to eliminate abuse of the asylum system and redefines in a clear and transparent manner the criteria for refugees seeking asylum
- South African citizenship is regulated by the South African Citizenship Act, 1995 (Act 88 of 1995), and regulations issued in terms thereof.

In October 2010, the National Assembly adopted the South African Citizenship Amendment and Births and Deaths Registration Amendment Bills. The Births and Deaths Registration Amendment Act, 2010 (Act 18 of 2010) seeks to streamline the procedures related to the following:

- who, other than parents, should register the birth of a child, including the next-of-kin or a legal guardian
- the registration of orphans and abandoned children
- simplifying the process for the change of surnames of children and adults
- paternity, including steps to be followed when a mother registers a child under one father and later changes to another
- registration of birth after 30 days
- registration of adopted children to ensure alignment to the Children's Act, 2005 (Act 38 of 2005).

The South African Citizenship Amendment Act, 2010 (Act 17 of 2010) amends provisions of the South African Citizenship Act of 1995 that deal with citizenship by birth and naturalisation, and the loss of citizenship in terms of the mandate of the DHA.

The South African Citizenship Amendment Act of 2010, among others, ensures that a child:

- born to a South African parent inside or outside the country is a South African by birth, as long as the child is registered according to South African law
- born of non-South African parents, but adopted by South African parents is a citizen

i From 1 September 2014, the Department of Home Affairs discontinued the issuing of Temporary passports. A Temporary Passport was initially issued as an interim travel document due to longer turn-around times taken to issue a Permanent Tourist Passport valid for 10 years. This turna-round time has improved drastically, rendering the issuance of Temporary passports redundant. South Africans travelling abroad and to the neighbouring countries are refused entry when travelling on Temporary passports. An Emergency Travel Certificate will be issued to an applicant under circumstances of emergency travel purposes such as when a passport is lost while abroad.

by descent
- born of non-South African parents in South Africa, may, at the age of 18 years, apply for naturalisation; while they are minors, such children will retain the citizenship of their parents
- with no claim to any citizenship will be given South African citizenship, in accordance with international law and practice.

Citizenship
South African citizenship may be granted by way of:
- birth or descent
- an application for naturalisation as a South African citizen
- an application for resumption of South African citizenship
- registration of the birth of children born outside South Africa to South African fathers or mothers
- an application for exemption, in terms of Section 26(4) of the Act.

National Population Register
To encourage parents to register their babies within 30 days of delivery, 344 hospitals, clinics and healthcare facilities were connected to the DHA in 2013. Officials visited 88 hospitals and other healthcare centres for collection of registration forms.

Immigration
The DHA's National Immigration Branch is responsible for control over the admission of foreigners for residence and departure from South Africa. The immigration policy aims to:
- discourage illegal migration into South Africa by encouraging foreign nationals to apply for relevant permits to legalise their stay in the country
- create an enabling environment for foreign direct investment in South Africa
- attract scarce skills required by the economy, in accordance with the 2014 vision of eradicating poverty and underdevelopment

- temporary and permanent residence permits issue as expeditiously as possible and according to simplified procedures
- ensure that security considerations are fully satisfied and the State regains control over the immigration of foreigners to South Africa
- ensure that economic growth is promoted through the employment of needed foreign labour; foreign investment is facilitated; the entry of exceptionally skilled or qualified people is enabled and academic exchange programmes in the Southern African Development Community (SADC) are facilitated
- ensure that tourism is promoted
- ensure that the contribution of foreigners to the South African labour market does not adversely affect existing labour standards and the rights and expectations of South African workers
- ensure that a policy connection is maintained between foreigners working in South Africa and the training of South African citizens
- ensure that a human-rights-based culture of enforcement is promoted.

The department prioritised the issuance of quota work permits to foreigners who fall within specific occupational classes or specific professional categories.

In this context, details of specific occupational classes and specific professional categories and the applicable quotas are published annually in the *Government Gazette,* after consultation with other stakeholder departments.

The Immigration Amendment Act provides for, among other things:
- revising provisions relating to the Immigrating Advisory Board
- revising provisions relating to the making of regulations
- the designation of ports of entry
- revising provisions relating to visas for temporary sojourn in South Africa
- the mandatory transmission and use of information on advance passenger processing
- the transmission of passenger name record information
- revising provisions relating to permanent residence
- revising penal provisions.

Visas

Foreigners who wish to enter South Africa must be in possession of valid and acceptable travel documents. They must have valid visas, except in the case of certain countries whose citizens are exempt from visa control. Such exemptions are normally limited to permits, which are issued for 90 days or less at the ports of entry.

The visa system is aimed at facilitating the admission of acceptable foreigners at ports of entry. The visa becomes a permit upon entry; therefore, no additional permit will be issued.

In May 2014, new immigration regulations were implemented. This is the first time since 2004 that the law has been adjusted. The amendments to the Act impact foreigners looking to visit, study, work, live and own a business in South Africa.

The DHA outsourced the handling and processing of visa applications to Visa Facilitation Services (VFS). The VFS has opened 11 offices, which are referred to as Visa Application Centres (VACs), around South Africa beginning on 2 June 2014. These could be found at:

At the VACs, applicants can submit their applications and biometric data for processing. Once the applications have been thoroughly checked, they will then be scanned and forwarded to the Head Office of DHA in Pretoria. The VFS operates strictly as a processing operation and does not offer potential immigrants any advice on immigration rule. Therefore, prospective immigrants will still have to seek advice from immigration consultants, and the consultants will be able to accompany applicants.

Zimbabwe nationals on Special Dispensation for Zimbabweans Project, Asylum and Refugee cases will still be directly handled by the DHA. The VFS does not have the authority to grant or refuse visas as that decision still lies with the DHA. The VFS charges an additional service fee of R1 350 per application. (This amount excludes the standard DHA application fee.)

New regulations state that one cannot change from a Visitor's Visa to another type of visa; these applications for change of conditions must be made at a mission abroad, i.e. an embassy or consulate, where the applicant is an ordinary resident or holds citizenship. However, exceptional circumstances include if an applicant is in need of life saving medical treatment or is an accompanying spouse or child of a business or work visa holder who wish to apply for a study or work visa.

Life partners looking to apply for temporary residency in South Africa based on a life partner visa will need to prove that they have been together for two years; those applying for permanent residency will need to prove that they have been together for five years. Spouses looking to apply for temporary residency in South Africa based on a spousal visa will not need to prove that they have been in a previous relationship for a certain number of years. If a partner or spouse was in a previous marriage, it is necessary to provide official documents that prove the dissolution of such marriage either

by divorce or the death of the other spouse. Life partners will need to attend separate but simultaneous interviews to determine the authenticity of the existence of their relationship.

The DHA has officially eradicated the Exceptional Skills and Quota permit categories. Current Exceptional Skills and Quota Permit holders will not be able to renew their permits going forward.

Those looking to renew their visa while in the country must do so 60 days before the current one expires.

Applications for a general work visa will have to include a certificate from the Department of Labour confirming the following:
• despite a thorough search, the prospective employer could not find a South African employee with the skills and experience equivalent to those of the applicant
• the applicant has proven skills and experience in line with the job offer
• the salary and benefits of the applicant are not inferior to those of citizens or permanent residents
• the contract signed by both the employer and applicant stipulates conditions that are in line the labour laws of South Africa

The applicant will need a document to prove that their qualifications have been approved by Saqa. This document must be translated into one of the official languages of South Africa by a sworn translator. The work visa will be valid for a maximum of five years.

The Critical Skills Work Visa is based on a list of occupations that are considered critical (examples include Agricultural engineers, Land Surveyor and Forestry technicians) in South Africa. To apply for a visa in this category the applicant does not need a job offer, but within one year of being granted a visa, will need to prove that he or she is gainfully employed within their field. This visa replaced the Exceptional Skills and Quota Visas.

Visitor's Visa holders who wish to change the terms or status of their visa must submit an application no less than 60 days prior to the current visa's date of expiration. It is no longer possible to change from a Visitor's Visa to another visa category within South Africa.

It is a requirement for businesses to get a recommendation letter from the Department of Trade and Industry (DTI) for a Business Visa. The DTI will conduct a thorough forensic assessment of the feasibility of the business entity as well as the contribution to the national interest of South Africa. A minimum of R5 million must be invested into South Africa. Any accountant registered with the South African Institute of Professional Accountants or the South African Institute of Chartered Accountants can verify the availability of funds for a business visa. The business owner's workforce must be 60% South Africans or must be permanent residents employed in various positions. Business visas will be granted for no longer than three years at a time. No business visa will be issued to a foreigner who intends to establish or invest in a business that is listed as an undesirable business undertaking.

To obtain an Intra-Company Visa the employee in question must be employed with the foreign office/ business for a minimum of six months before being eligible for transfer to South Africa. This visa will now be available for four years but is non-renewable.

Holders of a Study Visa may not conduct part-time work exceeding 20 hours of labour a week. Both Study and Exchange visas will only be issued for the duration of the study period or exchange programme respectively. An Exchange Visa (for persons under 25 years) will not be granted to conduct work pertaining to an undesirable work as published by the Minister in the gazette, after consultation with the Minister of Trade and Industry.

There are no age limitations on the retirement visa. Applicants have to prove R37 000 monthly

CITY	ADDRESS
Pretoria	Cherry Lane Office Park, 1st Floor, 114 Fehrsen Street, Nieuw Muckleneuk, Brooklyn
Rustenburg	Von Wielligh 26, Bo Dorp
Kimberley	Unit 3, Building 2, Agri Office Park, N12
Durban	Suite 3, Silver Oaks, Ground Floor, 36 Silverton Road, Musgrave
Bloemfontein	Suite 4, The Park, 14 Reid Street, Westdene
George	Unit 5, Royal Eagle, 5 Progress Street
Johannesburg	1st Floor Rivonia Village, Cnr Rivonia Boulevard and Mutual Rd, Sandton
Cape Town	21st Floor, 2 Riebeek Street, Absa Building
Polokwane	Shop 13, Thornhill Shopping Centre, Cnr Veldspaat & Munnik avenues, Bendor
Nelspruit	Office 5F, Nedbank building, 30 Brown Street
Port Elizabeth	Office 7C, 1st Floor Moffet on Main, Cnr 17th Ave and Main Road, Walmer

income per person per month from pensions, retirement annuities or property rentals. Alternatively, applicants can also prove they have a capital sum in the bank that's equivalent to R444 000 per annum (R1 776 000 for the full four years). For an additional R3 000 per month, a pensioner can put his or her life partner on to the retirement visa.

An Asylum Transit Visa issued at a port of entry will be valid for a period of five days to enable the holder to report at a nearest Refugee Reception Office.

Fines will no longer be charged for overstaying. Persons who overstay for a prescribed number of times will be declared as undesirable.

South Africa's new Passport and Travel Documents Act, 1994 (Act 4 of 1994) officially took effect from June 2015. Under the new legislation, South Africans and foreign nationals travelling with children under the age of 18 are required to produce unabridged birth certificates. It is part of the government's commitment to safeguard the best interests of children and prevent child trafficking.

Parents who needed to travel with their children and could not get unabridged birth certificates in time, would be able to leave the country if they had a letter indicating that they had applied for the documents.

The requirements were aimed at establishing the principle that all children must have the consent of their parents when travelling into or out of South Africa.

Control of travellers

People arriving in South Africa by air, sea or land have to pass through customs control, where they may be questioned and their baggage scanned or searched for dutiable, restricted or prohibited goods. Visitors found with undeclared, restricted or prohibited goods, could be fined or may face prosecution.

South Africa acceded to the Admission Temporaire/Temporary Admission (ATA) convention in 1975, which means foreign visitors companies and individuals can approach their local chambers of commerce for advice regarding the issuing of an ATA Carnet for the temporary import of certain goods in a simplified method. An example would be broadcasters or sponsors of international sporting events taking place in South Africa.

Control of sojourn

Foreigners who are in the country illegally and are, therefore, guilty of an offence may be classified into three categories, namely those who:

• entered the country clandestinely
• failed to renew the temporary residence permits issued to them at ports of entry
• breached the conditions of their temporary residence permits without permission, such as holiday visitors who took up employment or started their own businesses.

Depending on the circumstances, people who are in South Africa illegally are prosecuted, removed, or their sojourn is legalised. Officers at the various regional and district offices of the department are in charge of tracing, prosecuting and removing illegal foreigners from the country. Employers of illegal foreigners may also be prosecuted.

Permanent residence

Government allows immigration on a selective basis. The DHA is responsible for:
• processing applications for immigration permits for consideration
• admitting people suitable for immigration, such as skilled workers in occupations in which there is a shortage in South Africa.

The department particularly encourages applications by industrialists and other entrepreneurs who wish to relocate their existing concerns, or to establish new concerns in South Africa.

The department is not directly involved in an active immigration drive. In categories where shortages exist, the normal procedure is for employers to recruit abroad independently and, in most cases, initially apply for temporary work permits.

The department considers the applications for immigration permits of prospective immigrants who wish to settle in the relevant provinces. In terms of new regulations, regions will be responsible for issuing permits previously issued by the regional committees, in respect of permanent residence. They will also do so in respect of temporary residence. Enquiries in this regard may be made to the nearest office of the DHA in South Africa, to missions abroad, or to the DG of the DHA for the attention of the Directorate: Permitting, in Pretoria.

The department has prioritised temporary residence permits, as this category of foreigners is at risk of being in the country illegally, if their applications are not finalised in time.

The department will prioritise applications for permanent residence permits from holders of quota work permits and exceptional skills work permits, in line with the country's objective of attracting critical skills.

Temporary residence

In March 2014, the details of the new Zimbabwean Special Dispensation Permit (ZSP) were announced. The ZSP marked the beginning of a new phase, as the Dispensation for Zimbabwe Project (DZP) officially closed on 31 December 2014. Under the DZP, Zimbabwean nationals, who were in the country illegally, were granted an opportunity to legalise their stay. The special dispensation was introduced in 2009 to regulate the stay of Zimbabweans working illegally in South Arica because of the political and socio-economic situation in their country.

Approximately 295 000 Zimbabweans applied for the permit. Just over 245 000 permits were issued, with the balance being denied due to lack of passports or non-fulfilment of other requirements.

Since then, the DHA developed a proposal with regard to the new ZSP and it was accepted by Cabinet in August 2014. Zimbabwean nationals, who are in possession of the DZP permits, were eligible to apply for the ZSP. However, this is only if they wish to extend their stay in South Africa. Certain conditions to be fulfilled included a valid Zimbabwean passport; evidence of employment, business, or accredited study and a clear criminal record.

The ZSP will allow permit-holders to live, work, conduct business, and study in South Africa for the duration of the permit, which is valid until 31 December 2017.

VFS Global, a worldwide outsourcing and technology services specialist for diplomatic missions and governments, managed applications for ZSP permits. The DHA adjudicated applications. VFS opened four new offices in provinces where it was anticipated that there would be large numbers of applicants. These were Gauteng, Western Cape, Limpopo and Mpumalanga. The new offices were in addition to the 11 offices already opened, all of which dealt with ZSP applications.

ZSP permit-holders, who wished to stay in South Africa after the expiry of their ZSP, should return to Zimbabwe to apply for mainstream visas and permits under the Immigration Act.

Role players

Government Printing Works (GPW)

The GPW, a division of the DHA, is a South African security printing specialist that deals with the printing of passports, visas, birth certificates, smart ID-cards and examination materials, as well as government stationery and publications, such as tender bulletins and government gazettes.

It does this by continuously updating its security printing technology and today, boasts a new state-of-the-art facility that has been benchmarked internationally and is widely divergent from its humble beginnings.

Based in Pretoria, the printing works provides a variety of related services to other government departments, the printing industry and other African countries, including manufacturing and supplying fingerprint ink to the South African Police Service, and printing postage stamps for the DRC and Lesotho.

Learning Academy

The Learning Academy deals with issues of learning and development, research, knowledge and information management within Home Affairs. The academy has three main sections, namely:
- Learning Programme Delivery
- Research and Information Management
- Quality and Stakeholder Management.

It forms part of the support for the department's core business of offering immigration and civic services for South Africa.

The academy has registered the National Certificate of Home Affairs Services with the Saqa. This qualification has three specialisations, namely: Refugee Affairs, Immigrations and Civic Services. The department is accredited by the Pseta as a site for learning, allowing the Learning Academy to enrol learners for the registered home affairs qualifications.

The academy also offers generic learning and development such as customer services, management development, programmes and training in uniform processes and procedures of the services offered by the department.

Managing research in the DHA entails coordinating research projects that external scholars and researchers want to conduct on the department.

The Research Management Unit also identifies research areas within the department that can assist in better delivery of the department's services.