SOUTH AFRICA
YEARBOOK
2024/25

Government Systems

South Africa is a constitutional democracy with a three-sphere 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 of the Republic of South Africa of 1996 as distinctive, interdependent and interrelated.

Legislation also provides for the role of traditional leadership as an institution at local level on matters affecting local communities through the establishment of houses of and councils for traditional leaders. It is a stated intention in the Constitution that the country be run on a system of co-operative governance. Government is committed to building a free, non-racial, non-sexist, democratic, united and successful South Africa.

The Constitution

The Constitution was approved by the Constitutional Court on 4 December 1996 and took effect on 4 February 1997. It is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution. The signing of the Constitution was a commemorative gesture in remembrance of the people who died during a peaceful demonstration against the pass laws on 21 March 1960. 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 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; and
- 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 and the rule of law; and
- Universal adult suffrage, a national common voters' roll, regular elections and a multi-party system of democratic government to ensure accountability, responsiveness and openness.

Fundamental rights

The fundamental rights contained in 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 lawmakers (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 (NA) and the National Council of Provinces (NCOP). Parliamentary sittings are open to the public. The role of Parliament, as the representative of the people, is to promote and oversee adherence to the values of human dignity, equality, non-racialism, non-sexism, and all other rights enshrined in the Bill of Rights, and to oversee the implementation of constitutional imperatives.

Through legislative and other measures, Parliament also ensures that the independence, impartiality, accessibility and effectiveness of the judiciary and other state institutions is upheld. The mandate of Parliament is based on the provisions of Chapter 4 of the Constitution, which establishes Parliament and sets out the functions it performs. Parliament is elected to represent the people, ensure government by the people under the Constitution, and represent the interests of provinces in the national sphere of government.

Members of Parliament (MPs) elect the President, provide a national forum for the public consideration of issues, pass legislation and scrutinise and oversee executive action. Parliament's policy priorities set out long-term policy and outcomes. These are aligned with the priorities and outcomes of the NDP. To ensure that these outcomes and priorities are met over feasible timeframes, five-year, 10-year and 15-year milestones have been set. 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 official governmental website, *www.parliament.gov.za*, encourages comment and feedback from the public.

Legislative and Policy Framework

The mandate and functions of Parliament are based on the following core pieces of legislation:

- Constitution of the Republic of South Africa of 1996, which sets out the composition, powers and functions of Parliament;
- Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004), which defines and declares certain powers, privileges and immunities of Parliament, provincial legislatures, members of the NA, delegates to the NCOP and members of provincial legislatures;
- Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009), which provides for a procedure to amend Money Bills before Parliament, and for norms and standards for amending Money Bills before provincial legislatures; and
- Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009), as amended by Act 34 of 2014, which regulates the financial management of Parliament in a manner consistent with its status in terms of the Constitution. Its objective is to ensure that all revenue, expenditure, assets and liabilities of Parliament are managed efficiently.

Other legislation relevant to the work of Parliament is the:

- Permanent Delegates Vacancies Act, 1997 (Act 17 of 1997);
- Determination of Delegates (NCOP) Act, 1998 (Act 69 of 1998); the Mandating Procedures of Provinces Act, 2008 (Act 52 of 2008); and
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The joint rules of Parliament, rules of the NA and rules of the NCOP augment these Acts, as the Constitution empowers Parliament to make rules and orders concerning its business. Additional frameworks of relevance to the work of Parliament include the United Nations (UN) Sustainable Development Goals, the African Agenda 2063, The Southern African Development Community (SADC) Regional Indicative Strategic Plan, the NDP 2030 and the Medium Term Strategic Framework (MTSF).

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 President may select any number of Ministers from the members of the NA, and may select no more than two Ministers from outside the assembly. The NA 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 NA consists of no fewer than 350 and no more than 400 members elected through a system of proportional representation. The NA, which is elected for a term of five years, is presided over by the Speaker, assisted by the Deputy Speaker.

Office Bearers of the NA

At its first sitting after a general election, the NA elects the Speaker, the principal office bearer of the NA. The Speaker has many responsibilities which include constitutional, statutory (in terms of the law), procedural and administrative powers and functions.

The duties of the Speaker fall broadly into three categories: presiding over sittings of the House, maintaining order and applying its rules; acting as representative and spokesperson for the NA and (with the Chairperson of the Council) for Parliament; and acting as Chief Executive Officer for Parliament, in conjunction with the Chairperson of the Council. Though the Speaker is a member of a political party, he or she is required to act impartially and protect the rights of all parties.

The Speaker is assisted by the Deputy Speaker and three House Chairpersons, each with specific areas of responsibility determined by the Speaker. The leader of the opposition – a leader of the largest minority party (or largest party that is not in government) – enjoys a special status in Parliament. The post is specified in the Constitution and is accorded a specific salary, though the holder has no specific duties in terms of the rules.

Committees

In accordance with the powers given to it by the Constitution, the NA establishes a range of committees with assigned powers and functions. The committees are required to report regularly on their activities and to make recommendations to the House for debate and decision. There is a portfolio committee for each corresponding government department. The composition of the committees reflects, as far as is practicable, the numerical strengths of the parties represented in the NA. The committee deliberates on Bills that cover the respective department's area of jurisdiction and scrutinises and reports on its annual budget and strategic plan.

Members of the committees determine whether government departments are delivering on what they promised and whether they are spending the public money they receive in a responsible manner. As part of their oversight work, committees may also do site visits where they find out directly from the people at ground level whether government is delivering on its promises. If a committee reports on a matter and makes certain recommendations, the report is debated in a full sitting or plenary to give other members of the House an opportunity to engage with the content. Once the report has been debated, the House decides whether to adopt the committee's recommendations.

The House may also decide to only note the report or it may refer the report back to the committee with an instruction to do further work.

National Council of Provinces

The NCOP is mandated to represent the provinces to ensure that provincial interests are taken into account in the national sphere of government. The NCOP consists of 90 provincial delegates (10 delegates for each of the nine provinces). A provincial delegation consists of six permanent delegates and four special delegates. The permanent delegates, who are appointed by the nine provincial legislatures, are based at Parliament in Cape Town. The four special delegates consist of the Premier of the province and three special delegates, assigned by each province from Members of the Provincial Legislature (MPLs) and rotated depending on the subject matter being considered by the NCOP.

The Premier of a province is the head of the province's delegation but he or she can assign any other delegate to lead the delegation in his or her absence. Organised local government is also represented in the NCOP through the South African Local Government Association (SALGA). SALGA is entitled to 10 representatives who may participate in the debates and other activities of the NCOP but may not vote. The NCOP must have a mandate from the provinces before it can make certain decisions. Special calculations of the popular vote in elections make sure that minority interests are represented in each province's delegation to the NCOP.

The NCOP links Parliament to the provincial legislatures and local government associations. It also provides information on draft legislation and allows the public to make electronic submissions. The NCOP came into existence in February 1997.

Functions of Parliament

The core functions of Parliament include making laws, overseeing the work of the Executive and state institutions, facilitating public participation, international participation and co-operative governance.

Law-making

Section 43(a) of the Constitution vests the legislative authority of the national sphere of government in Parliament. This confers on the NA the power to consider, pass, amend or reject any legislation before the NA and to initiate or prepare legislation, except Money Bills. It also confers on the NCOP the power to consider, pass, amend, propose amendments ,or reject any legislation before the council and initiate or prepare legislation falling within a functional area listed in Schedule 4 of the Constitution or other legislation referred to in Section 76(3), except Money Bills.

The Constitution distinguishes between four categories of Bills:

- Bills amending the Constitution (Section 74);
- Ordinary Bills not affecting provinces (Section 75);
- Ordinary Bills affecting provinces (Section 76); and
- Money Bills (Section 77).

Whilst any of these categories of Bills may be introduced in the NA, only Bills referred to in Section 76(3) of the Constitution may be introduced in the NCOP. Money Bills, such as the Appropriation Bill and the Division of Revenue Bill, may only be introduced in the NA and not in the NCOP. The Constitution and the Rules of the NA and NCOP outline the processes that Parliament must follow when passing each category of Bills.

Furthermore, Section 18(1) of the Traditional Leadership and Governance Framework Amendment Act, 2003 (Act 41 of 2003), obliges the Secretary to Parliament to refer any Parliamentary Bill relating to customary law or customs of traditional communities to the National House of Traditional Leaders (NHTL) for comment before it is passed by the House of Parliament in which it was introduced.

The NHTL has 30 days to comment on a Bill so referred. As the representative of the people of South Africa, Parliament realises the importance of processing and/or passing quality legislation aimed at improving the quality of life of the people and involving the public in the processing of legislation. To this end, it plans to develop a legislative model to guide MPs and staff in the processing of legislation. The main aim of the model is to enhance the law-making processes and procedures of Parliament to enable the institution to pass quality laws that will improve the quality of life of all.

Oversight

The parliamentary oversight function is one of the cornerstones of democracy. It holds the Executive accountable for its actions and ensures that it implements policies in accordance with the laws and budget passed by Parliament. The robust monitoring of the Executive by Parliament is an indicator of good governance, as it is through oversight that Parliament can ensure a balance of power and assert its role as the defender and/or the legitimate custodian of the people's interests.

The Constitution envisages a specific oversight role for the NA and the NCOP, respectively. To this end, it places an obligation on the NA to provide for mechanisms to ensure that all Executive organs of state in the national sphere of government are accountable to it and to maintain oversight of the exercise of national executive authority, including the implementation of legislation. The Constitution requires the NCOP to exercise oversight over national aspects of provincial and local government.

The Oversight and Accountability Model makes provision for various oversight mechanisms, including exercising oversight through committees, oversight visits, the passing of budget votes, questions for executive reply, members' statements, notices of motion, debates on matters of public importance and constituency work. One of the significant features provided for in the model is the establishment of a Joint Parliamentary Oversight and Governance Assurance Committee to pursue all assurances, undertakings and commitments given by Ministers on the floor of the Houses and the extent to which these assurances have been fulfilled.

Public participation

Participatory democracy is based on the premise that public participation processes strengthen institutions of representative democracy by actively involving the public in the decision-making processes of government. The Constitution requires the NA and the NCOP, respectively, to facilitate public involvement in the legislative and other processes of the houses and committees by conducting business in an open manner. Whilst Parliament may take reasonable measures to regulate access, it may only exclude the public from a sitting of a House or committee if it is reasonable and justifiable to do so in an open and democratic society.

In an effort to streamline public participation processes and make them more effective, the legislative sector has developed a Public Participation Framework to guide the public participation activities of Parliament and provincial legislatures. The framework provides certain minimum norms and standards to ensure alignment in public participation processes and activities. Based on this framework, Parliament has developed the Public Participation Model, which provides the institution with minimum requirements for public involvement and participation.

Specific public participation mechanisms outlined in the model include the People's Assembly, the NCOP's Taking Parliament to the People Programme, oversight visits by parliamentary committees, sectoral engagements such as youth and women's parliaments, petitions and other forms of participation in law-making and other processes.

International participation

Parliamentary international relations is the continuation of a political process and dialogue among legislatures of the world. At different international meetings, MPs and presiding officers have the opportunity to exchange views with their counterparts from other countries on a range of international challenges. The Parliament of South Africa participates in several international forums and organisations, including the:

- Pan-African Parliament;
- SADC Parliamentary Forum;
- Commonwealth Parliamentary Association;
- Inter-Parliamentary Union; and
- African, Caribbean, Pacific-European Union Forum.

Parliament has identified four guidelines that inform its international relations programme of action:

- Developing and strengthening partnerships in Africa: Parliament, in line with the country's foreign policy, gives special attention to Africa in its overall international relations policy framework. This includes engaging proactively with some of the legislative assemblies of countries where the South African Government has been involved in peace building efforts.
- Advancing multilateralism: Evolving international structures have placed a greater responsibility on parliamentarians, in view of their oversight role, to interact with one another on matters such as respect for the rule of law, human rights, and governments' transparency and accountability. Parliament's participation in international parliamentary bodies is also aimed at making significant progress towards achieving the Millennium Development Goals and getting support for Africa's development agenda.
- Bilateralism through friendship societies and strategic groups: At this stage, Parliament is focusing on building bilateral relations with other legislative bodies through proactively forming "friendship groups" with those bodies rather than establishing formal ties.

However, the NA has signed a Memorandum of Understanding with the People's Assembly of the People's Republic of China, the only formal bilateral agreement it has entered into to date.

- Providing for public input: Parliament makes provision, through the relevant offices, committees and other mechanisms, to ensure that there is ongoing engagement with the public on important international relations issues, in line with the vision and programmes of Parliament.

Cooperative governance

The Constitution creates three spheres of government at national, provincial and local level as distinctive, interdependent and interrelated. It enjoins all spheres of government to observe and adhere to the principles of co-operative governance. Parliament plays a significant role in facilitating co-operative governance through its work with the other arms and spheres of government.

This includes the appointment and dismissal of office bearers of institutions supporting democracy, various commissions, boards and councils. Parliament also ratifies international protocols and conventions, confirms the provisional suspension of magistrates, and approves the salaries, allowances and benefits of magistrates and judges.

The NCOP provides a forum for the representation of local government at national level through SALGA. Specific co-operative governance mechanisms spearheaded by the council include the NCOP Oversight Week, Provincial Week and Local Government Week. The NCOP Oversight Week enables members to follow up on matters arising from the Taking Parliament to the People Programme to verify information received. The 2023 Provincial Week was held from 1 to 15 September 2023, under the theme "Building Viable Provincial and Municipal Infrastructure for Effective Delivery of Services to Communities".

The week-long high-impact oversight programme aimed at assessing progress in the building of sustainable human settlements to improve the quality of life for the poor and building viable water and sanitation infrastructure for the effective delivery of services to the communities. The programme grants permanent delegates to the NCOP an opportunity to return to their respective provinces to assess progress made in the delivery of services to citizens and also provides them with an opportunity to contribute to addressing challenges facing the communities.

The Free State delegation focused on the provision of water and sanitation infrastructure, visiting water and sanitation projects, as well as water reticulation sites and special economic zones. The Northern Cape delegation focused on the provision of safe drinking water and assisting communities that are affected by drought, including visiting water provision projects, dams, water reticulation sites and provincial storage weirs, as well as crime and its drivers.

The Provincial Week is one of the flagship oversight programmes of the NCOP for all spheres of the legislative sector, including provincial legislatures and municipalities, to reconnect with the local communities and identify service delivery challenges, seek solutions, as well as innovative ways to drive effective development for all communities.

Local Government Week aims to strengthen the relationship between the NCOP and SALGA by, amongst others, debating matters relating to local government and seeking solutions to challenges facing the local sphere of government within the context of cooperative government and intergovernmental relations.

Government clusters

Government clusters are groupings of government departments with crosscutting programmes. They 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 (DG) in The Presidency is the chairperson of FOSAD. Ministers enter into delivery agreements with the President, having to give progress reports on their departments' set targets.

Economic Sectors, Investment, Employment and Infrastructure Development Cluster

The departments in this cluster are:

- Mineral Resources and Energy (Chair)
- Tourism (Chair)
- Agriculture, Land Reform and Rural Development
- Communications and Digital Technologies
- Cooperative Governance and Traditional Affairs (CoGTA)
- Forestry, Fisheries and the Environment
- Employment and Labour
- Finance
- Higher Education, Science and Innovation
- Human Settlements, Water and Sanitation
- International Relations and Cooperation
- The Presidency

- Women, Youth and Persons with Disabilities
- Police
- Public Enterprises
- Public Works and Infrastructure
- Small Business Development
- State Security
- Trade, Industry and Competition
- Transport

Co-Chairpersons:
- Minister of Mineral Resources and Energy
- Minister of Tourism

Governance, State Capacity and Institutional Development Cluster

The departments in this cluster are:
- CoGTA (Chair)
- Public Service and Administration (Chair)
- Finance
- Home Affairs
- Justice and Correctional Services
- The Presidency
- Women, Youth and Persons with Disabilities
- Public Enterprises

Co-Chairpersons:
- Minister of CoGTA
- Minister of Public Service and Administration

Social Protection, Community and Human Development Cluster

The departments in this cluster are:
- Health (Chair)
- Basic Education (Chair)
- Agriculture, Land Reform and Rural Development
- CoGTA
- Forestry, Fisheries and the Environment
- Employment and Labour
- Higher Education, Science and Innovation
- Human Settlements, Water and Sanitation
- Justice and Correctional Services
- The Presidency
- Women, Youth and Persons with Disabilities
- Public Works and Infrastructure
- Small Business Development
- Social Development
- Sport, Arts and Culture
- Transport

Co-Chairpersons:
- Minister of Health
- Minister of Basic Education

International Cooperation, Trade and Security Cluster

The departments in this cluster are:
- Sport, Arts and Culture (Chair)
- Forestry, Fisheries and the Environment (Chair)
- Communications and Digital Technologies
- Defence and Military Veterans
- Finance
- International Relations and Cooperation
- Justice and Correctional Services
- Mineral Resources and Energy
- The Presidency
- State Security
- Tourism
- Trade, Industry and Competition Co-Chairpersons:
- Minister of Sport, Arts and Culture
- Minister of Forestry, Fisheries and the Environment.

Justice, Crime Prevention and Security Cluster

- The departments in this cluster are:
- Defence and Military Veterans (Chair)
- Police (Chair)
- Finance
- Home Affairs
- International Relations and Cooperation
- Justice and Correctional Services
- The Presidency: Planning, Monitoring and Evaluation
- Women, Youth and Persons with Disabilities
- Social Development
- State Security
- Small Business Development Co-Chairpersons:
- Minister of Defence and Military Veterans
- Minister of Police

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 the following political principals:
- The President, who is the Head of State and Government;
- The Deputy President, who is the Leader of Government Business (in Parliament);
- The Minister in The Presidency;
- The Minister of Electricity;
- The Minister in The Presidency for Planning, Monitoring and Evaluation;
- The Minister in The Presidency for Women, Youth and Persons with Disabilities;
- The Deputy Minister in The Presidency for Women, Youth and Persons with Disabilities;
- Two Deputy Ministers in The Presidency; and
- The Deputy Minister in The Presidency for State Security.

The Presidency has three structures that support governance operations directly. They are:
- **The Cabinet Office**, which provides administrative support to Cabinet. It implements administrative systems and processes to ensure the overall optimal functioning of the Cabinet and its committees. It also facilitates the management of decision- making processes of the Cabinet and its committees.
- **Policy Co-ordination Advisory Services** comprises a Deputy DG and five chief directorates, which support policy processes developed by respective clusters of DGs.
- **Legal and Executive Services** provides legal advice to the President, Deputy President, the Minister, as well as The Presidency as a whole, and is responsible for all litigation involving the political principals.
- **The President**, as the Head of State, leads the Cabinet. He or she is elected by the NA 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 NA. The Deputy President assists the President in executing government functions.

National Development Plan 2030

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; and
- ensuring effective public transport.

Planning, Monitoring and Evaluation

The Department of Planning, Monitoring and Evaluation (DPME) is mandated to:

- support the National Planning Commission (NPC);
- facilitate the implementation of the NDP through the development of sector-specific; and outcome-specific medium-term plans and delivery agreements, and monitor and evaluate their implementation;
- ensure the alignment of departments' strategic and annual plans and budget allocations with government's MTSF;
- monitor the performance of individual national and provincial government departments and municipalities, and facilitate targeted intervention programmes;
- monitor frontline service delivery and manage the Presidential Hotline;
- develop and implement the annual national evaluation plan, and support the national evaluation system; and
- promote good planning, monitoring and evaluation practices in government.

Over the medium term, the department will focus on supporting the implementation of the NDP, co-ordinating planning programmes across government, and monitoring and evaluation to support the implementation of government programmes and priorities. As the department mainly relies on its human resources to drive its mandate, expenditure on compensation of employees accounts for an estimated 67,6% (R1 billion) of the total budget over the medium term.

Supporting the implementation of the NDP through the NPC

The department is tasked with facilitating the implementation of the NDP. This is carried out by the NPC and its secretariat, which is mandated to provide an independent and critical view of the country's developmental trajectory, monitor its implementation, and provide feedback and guidance. Over the medium term, the commission planned to participate in and initiate three research projects in support of the implementation of the NDP while engaging all social partners and forging new partnerships.

To realise this, the commission plans to facilitate one strategic engagement and partnership in each year over the medium term to develop cross-cutting views on specific issues with the aim of finding sustainable and innovative solutions to obstacles that hinder the implementation of the NDP. This work will be facilitated by the commission's secretariat through an allocation of R138.3 million over the medium term in the National Planning Co-ordination programme.

Co-ordinating planning programmes across government

In an effort to strengthen coherence and harmony across government's planning system, the department has developed a policy framework for integrated planning. To give effect to this, it has developed guidelines on the institutionalisation of the MTSF to support the integration of its priorities and targets across the planning system.

The department aims to ensure that enhanced planning finds expression across all spheres of government through the district development model, which addresses challenges to government service delivery by promoting local procurement to enhance job creation, promote and support local businesses, and involve communities.

The model's approach to planning and implementation aims to improve coherence among all spheres of government, as well as the 44 districts and eight metros across the country, as development spaces that can be used as centres of service delivery and economic development, including job creation.

This work will be facilitated through the custodian of the government planning system, the National Planning Co-ordination subprogramme, which has a budget of R117.7 million over the medium term.

Monitoring to support the implementation and achievement of government programmes and priorities

To promote the alignment, co-ordination and integration of development planning, in line with realising the NDP's development outcomes, the department will monitor the implementation of government's 2019-2024 MTSF over the medium term, which entails the production of a targeted two integrated monitoring reports per year. These activities will take place in the Outcomes Monitoring and Support subprogramme in the Sector Monitoring Services programme.

The subprogramme has a budget of R182.6 million over the medium term. To improve the quality of service delivery, the department is also tasked with monitoring frontline services, including complaints and compliments received through the Presidential Hotline, and plans to produce two reports per year over the medium term on frontline service delivery. These activities are carried out in the Public Service Monitoring and Capacity Development subprogramme in the Public Sector Monitoring and Capacity Development programme, spending in which accounts for 95.1% (R254.4 million) of the programme's total budget over the MTEF period.

Evaluating to support the implementation and achievement of government programmes and priorities

In line with the NDP's vision to build a capable and developmental state, the department will, through the National Evaluation Policy Framework, manage and support the evaluation of priority government policies, programmes and systems, and produce a targeted 12 evaluation reports over the medium term to support evidence-based planning, monitoring and evaluation across government. These activities will be carried out in the Evaluation, Research, Knowledge and Data Systems subprogramme, which accounts for 92.9% (R124.9 million) of the Evidence and Knowledge Systems programme's budget.

The department aimed to continue developing the centralised data management system, which is expected to provide users – including government departments, members of the public and academics – with an improved interface for accessing, retrieving, analysing and reporting on government performance information. The system is envisaged to act as a knowledge hub to enable a greater understanding of the effectiveness of government interventions and their impact on society. To develop the system, R9.6 million is allocated over the medium term in the Evaluation, Research, Knowledge and Data Systems subprogramme in the Evidence and Knowledge Systems programme.

Government priorities

The NDP sets out a long-term vision for the country and is the programme through which South Africa aims to advance radical economic transformation through development planning. Government's 2025 – 2030 Medium-Term Development Programme (MTDP) outlines the priorities to be implemented in the 7th Administration and the interventions required across South Africa's national development pillars.

The three priorities are:

- Drive inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living;
- Build a capable, ethical and developmental state.

Elections

National and provincial elections are held once every five years. All South African citizens aged 18 and over are eligible to vote. The Constitution places all elections and referendums in the country across all three spheres of government under the control of the 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 the elections are free and fair;
- Declare the results of the elections; and
- 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; and
- Appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

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

Election process

There are two kinds of electoral systems:

- **Constituency-based elections** – Voters in each local area (constituency) elect an individual candidate to represent them in Parliament. The person who wins the majority of votes in each constituency becomes an MP. The party with the majority of MPs forms government. In this electoral system, the individual MP holds the seat, not the political party to which he or she belongs.
- **Proportional representation elections** – Voters in a large area vote for political parties. The political party chooses the people who will become its MPs. Each party is allocated a number of seats proportional to the number of votes it received in the election. Before 1994, South Africa utilised constituency-based elections, but since then national and provincial elections have used proportional representation and party lists.

Local government elections use a mixture of proportional representation and constituency-based elections.

Parliament elections

Parliament is elected using proportional representation and party lists. Before the election, each political party submits a list of candidates in numbered order of preference. The seats in Parliament are allocated in proportion to the number of votes cast in the election. This means a party that won 10% of the votes receives 10% of the seats. If a party wins 20 seats, the first 20 people on its party list become MPs.

Cooperative Governance and Traditional Affairs

The Ministry consists of the Department of Cooperative Governance (DCoG) and the Department of Traditional Affairs (DTA).

Department of Cooperative Governance

The DCoG is mandated to develop and monitor the implementation of national policy and legislation to enable government to fulfil its developmental role; develop, promote and monitor mechanisms, systems and structures to enable integrated service delivery and implementation within government; and promote sustainable development by providing support and exercising oversight of provincial, local government and its entities.

Chapter 13 of the NDP outlines a vision for building a capable and developmental state through interdepartmental coordination and strengthening local government. This vision is expressed specifically through Priority 4 (spatial integration, human settlements and local government) of government's 2019 - 2024 MTSF, with which the work of the DCoG is closely aligned.

Over the medium term, the DCoG continues to focus on expanding access to essential services, strengthening disaster risk management, and creating work opportunities in high-unemployment regions. According to the latest projections, total expenditure is expected to grow at an average annual rate of approximately 5,6%, rising from R127 billion in 2023/24 to R148 billion in 2026/27. Transfers to provinces and municipalities remain the primary expenditure, constituting approximately 95% (R410 billion) of the department's total budget over the Medium-Term Expenditure Framework (MTEF) period, funding the local government equitable share and infrastructure grants. Expenditure on compensation of employees is projected to increase modestly from R382 million in 2023/24 to R394 million in 2026/27, reflecting a continued reduction in staff complement due to natural attrition, with personnel numbers anticipated to decline from 533 in 2023/24 to 497 in 2026/27.

Increasing access to basic services

The local government equitable share, an unconditional grant, helps municipalities cover the costs of providing basic services and administration, particularly in areas with limited revenue. Over the medium term, this grant accounts for approximately 83% (R341.5 billion) of departmental spending. Allocations to the Intergovernmental Policy and Governance programme are expected to increase at an average annual rate of 7,2%, reaching R123 billion by 2026/27. To help municipalities manage rising costs for bulk electricity and water, an additional R9.3 billion has been allocated to the equitable share over the MTEF period.

The municipal infrastructure grant and integrated urban development grant continue to support capital investment in basic infrastructure, aiming to reduce backlogs in underserved communities. The municipal infrastructure grant will provide R66.2 billion over the next three years, while the integrated urban development grant is set to invest R6.8 billion in public infrastructure in urban areas. The district development model will be implemented in at least 54 municipalities per year, encouraging integrated planning and more effective service delivery across all spheres of government.

Mitigating the risk of disasters

Disaster management remains a key priority, with the department focusing on supporting the most vulnerable district municipalities to implement robust disaster risk reduction strategies. The Disaster Risk Reduction and Capacity Development subprogramme receives R162 million over the medium term. Expenditure for the National Disaster Management Centre is expected to decrease as COVID-19 and flood relief funding winds down, but ongoing support for resilience-building and climate adaptation measures remains sustained.

Creating income security in areas of high unemployment

The Community Work Programme remains a cornerstone of government's employment initiatives, targeting 250 000 participants each year in communities with high unemployment rates. The programme is allocated R14.2 billion over the MTEF period, supporting job creation, community development and skills acquisition for vulnerable groups.

Legislation

The mandate of the DCoG is derived from the following legislation:

- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005);
- Municipal Property Rates Act, 2004 (Act 6 of 2004);
- Disaster Management Act, 2002 (Act 57 of 2002);
- Municipal Systems Act, 2000 (Act 32 of 2000); and
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

Entities

Municipal Demarcation Board (MDB)

The MDB derives its legislative mandate from Chapter 7 of the Constitution and Section 3 of the Local Government: Municipal Demarcation Act (1998). The board is mandated to determine and redetermine municipal boundaries and render advisory services. In terms of the Local Government: Municipal Structures Act of 1998, the board is also mandated to delimit wards, conduct capacity assessments for municipalities, and assess the capacity of the executive council responsible for local government.

Over the MTEF period, the board will continue to improve its administrative and legislative functions, and begin ward delimitation processes to ensure that all municipalities that qualify to have wards are finalised in time for the 2026 local government elections. Spending on compensation of employees accounts for an estimated 57,1% (R140.9 million) of total expenditure over the period ahead for the board's 48 funded posts. Expenditure is expected to increase at an average annual rate of 0,1%, from R81.6 million in 2022/23 to R81.7 million in 2025/26. The board expects to derive 96.6% (R229.3 million) of its revenue over the MTEF period through transfers from the department.

Municipal Infrastructure Support Agent (MISA)

The MISA was established in terms of Section 7(5)(c) of the Public Service Act of 1994. The agent provides technical support to and builds technical capacity in municipalities to enhance their capability to efficiently plan, deliver, operate and maintain municipal infrastructure. Over the medium term, the agent will continue to provide technical support to selected municipalities to improve access to basic services and the reliability of services.

To ensure the effective and efficient development, implementation and maintenance of municipal infrastructure, the agent plans to enrol 450 candidates in the young graduate programme and provide 1 250 municipal officials with technical skills training over the MTEF period. Compensation of employees accounts for an estimated 62,1% (R705.6 million) of the agent's total expenditure over the period ahead.

Expenditure is expected to decrease at an average annual rate of 1.4%, from R400.2 million in 2022/23 to R383.6 million in 2025/26, mainly due to the retention of surplus funding from a one-off allocation in 2021/22 for the innovative solid waste management project as part of the presidential employment initiative. The agent is set to derive 99,2% (R1.1 billion) of its revenue over the MTEF period through transfers from the department. Revenue is set to decrease in line with spending.

South African Local Government Association (SALGA)

The SALGA is an association of municipalities recognised by the Organised Local Government Act, 1997 (Act 52 of 1997). The association's strategic role is to represent the interests of local government within the overall system of government, assist members to fulfil their developmental goals, participate actively in intergovernmental relations, voice local government interests and provide solutions to challenges in local government.

However, after reviewing the association's legislative mandate, National Treasury has resolved that it has been incorrectly classified in the Public Finance Management Act (1999). The process to delist the association from the Act is currently under way. As the association's core functions of research and municipal governance support are

labour intensive, spending on compensation of employees accounts for an estimated 53.7% (R1.2 billion) of its total budget over the medium term for 406 personnel.

Total expenditure is expected to increase at an average annual rate of 4.7%, from R679.9 million in 2022/23 to R802 million in 2025/26. The association is set to derive 91.9% (R2.5 billion) of its revenue over the MTEF period through membership fees from municipalities. Revenue is expected to increase in line with expenditure.

Provincial government

In accordance with the Constitution, each province has its own legislature, consisting of between 30 and 80 members. The number of MPLs 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 of the executive council. 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 responsibility. Provinces also have exclusive competency over a number of areas, including:

- 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 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 governance.

Local government

In accordance with the Constitution and the Organised Local Government Act of 1997, up to 10 part-time representatives may be designated to represent municipalities and participate in proceedings of the NCOP. The DCoG aims to build and strengthen the capability and account- ability 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 and improving the monitoring, reporting and evaluation of capacity in local government; and
- Coordinating and supporting policy development, implementing the Local Government Strategic Agenda, and monitoring and supporting service delivery.

Municipalities

South Africa has 257 metropolitan, district and local municipalities. This number comprises eight metropolitan, 44 district and 205 local municipalities. They are focused on growing local economies and providing infrastructure and services. 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.

The eight metropolitan municipalities are:

- 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 Bay Metropolitan Municipality (Gqeberha)
- 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 integrated development plans;
- 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; and
- Communicate and disseminate information on governance matters.

Implementation of interventions in municipalities

The department continued to monitor the implementation of Municipal Support and Intervention Plans (MSIP) in 66 municipalities across the country as per the categorisation in the 2022 State of Local Government Report.

In October 2024, the department presented a report to the Governance, State Capacity and Institutional Development Cabinet Committee that showed the implementation of MSIPs resulted in the reduction of distressed municipalities from 66 to 35 in the 2023 State of Local Government Report. In addition, provinces have intervened or maintained interventions in 41 municipalities. In some cases, provinces have deployed teams of experts to support these municipalities. The most recent intervention is that of Thabazimbi Municipality, where the Council was dissolved. Although the election has been held, the Limpopo Provincial Government has retained the team of experts at the municipality for an additional three months.

The National Cabinet has not revoked the three national interventions in Mpumalanga, Free State, and Eastern Cape. The department has deployed a team of experts to support the Enoch Mgijima Municipality while the interventions in Lekwa and Mangaung have no resident experts but are supported through regular engagements in the war rooms established for each municipality.

The department maintains the Results Management Office (RMO), which comprises teams of experts deployed to various municipalities on a needs basis. Currently, 84 experts are deployed to intervene in the areas of infrastructure, energy, finance, and governance. The team also assists the department in the Community Work Programme and the institutionalisation of the District Development Model (DDM). Currently, the RMO is assisting the department in supporting more than 30 municipalities with their blue-drop, green-drop, and no-drop assessment outcomes. These municipalities are supported to prepare and implement corrective action plans to address challenges that have led to sewer spillages in these municipalities.

Interventions on Municipal Financial Management

The department has taken several steps to address the financial sustainability of local government. It regularly analyses municipal compliance with the Municipal Systems Act and the Municipal Property Rates Act. This analysis focuses on key areas such as:

Municipal property valuation: Critical aspects of municipal property valuation, including the valuation roll and maintenance, are examined.

- **Municipal property rating:** Municipal property rating aspects, including rates policies and cent-in-eand rates, are reviewed.
- **Water and electricity tariff policies:** Water and electricity tariff policies, related tariff lists and bylaws are analysed to ensure the adequacy of tariffs.
- **Municipal indigent policies:** Indigent policies and related indigent registers are assessed.
- **Credit control and debt collection policies:** It evaluates credit and debt collection policies and related by-laws to ensure effective implementation.

District Development Model (DDM) implementation

The draft IGR Framework Bill has been accepted by the Cabinet for public comment and will shortly be presented to Parliament for further processing and approval. The DDM, which continues to be the government's primary tool for ensuring integration and eliminating fragmentation, will be strengthened and institutionalised through this bill.

The President has appointed DDM Champions across all 52 DDM spaces to provide oversight over the implementation of the DDM. The DDM champions must ensure that all-of-government and all-of-society collaborate to implement the DDM One Plans in all 52 DDM spaces.

Furthermore, the Department of Cooperative Governance has developed and launched an integrated data management system, the DDM National Strategic Hub, which will enable the whole of government not only to collect but process data for improved and faster decision-making.

The institutionalisation of the DDM made steady progress; however, the envisaged objectives were not fully achieved. The DDM as an approach required a significant shift away from aligning intergovernmental plans and budgets to a system of joint planning and budgeting, without undertaking a major overhaul of existing systems and processes. Calls for a proper regulatory and policy framework for the institutionalisation and implementation of the DDM were echoed across government, which resulted in delays in fully achieving the overall institutionalisation objective. Nonetheless, the 6th Administration managed to develop a set of regulations towards the end of its term that will assist the 7th Administration in fast-tracking the full institutionalisation of the DDM.

As of December 2023, the draft Amendment Bill was submitted to the Office of the Chief State Law Advisor for vetting and legal opinion following the conclusion of intergovernmental dialogues and consultations. In total, 15 districts/metros were supported to implement DDM Catalytic projects as of December 2023.

Implementation of measures to address the effects of climate change

The country faces an increasing number of disaster incidents that occur during the winter and summer seasons and include flooding, storm surges, veld fires and drought. The steadily increasing number of incidents is a manifestation of the severe impact of climate change. These incidents require government to upscale its response and

recovery measures, and this includes partnering with other government agencies and private and non-governmental organisations. The department acknowledges the challenges faced by the country in funding disaster interventions, mainly due to an increase in disaster damages, fiscal deficits and competing priorities. In the 2024/25 financial year, the DCoG approached National Treasury to solicit additional funding to ensure that communities affected by various disasters can optimally access basic services and humanitarian relief. Because of the prevailing strain on the fiscus, there is a need for the private sector and all relevant stakeholders contribute towards restoring a sense of normalcy in the aftermath of disasters. Over and above the R1.268 billion allocations in 2024/25, an additional R1.6 billion was made available through the Adjusted Estimates of National Expenditure (AENE) 2024 process to respond to the disasters that affected 29 municipalities and the provincial sector departments such as agriculture, education, roads, and health across the various provinces in 2023/24 and 2024/25, respectively. This funding comprises R683.955 million and R947.500 million, channelled directly to restore damaged infrastructure, ensuring that essential services to communities remain stable and resilient to disasters. Municipalities are now implementing recovery measures to ensure the restoration of infrastructure needed to enable seamless service delivery.

The NDMC has embarked on a process to review and overhaul the system of disaster management to address emerging issues such as the effects of climate change and rapid urbanisation that are challenging the robustness and agility of the current system. In view of the gaps identified in the disaster management legislative framework to deal with new phenomena, capacity and resourcing disparities across the three spheres of government, and the configuration of the delivery model, a new system has been proposed and will be presented to Cabinet in the near future.

Professionalising the Public Sector

The DCoG introduced competency assessments for senior managers in 2016 in line with the Competency Framework as promulgated in 2014. This requires persons recommended for appointment to senior manager positions in local government to undergo competency-based assessment to ensure that suitably qualified and competent senior managers are appointed by municipalities. The objective of the Competency Framework is also to guide senior managers on the core competencies and lead competencies required to enhance contextualised leadership that guarantees service delivery impact and competencies that drive long-term and measurable service delivery performance results.

The DCoG has recently finalised the review of this competency framework in consultation with professional bodies to ensure that personnel with the relevant technical and professional acumen and experience are appointed in local government, improve the quality of appointments, develop the skills and expertise within municipal structures, and improve overall municipal performance. The benefit of the review is that all municipalities will follow the same assessment procedures and similar batteries to appoint senior managers, which will guide the improvement of the quality of appointments.

Bringing stability to governance in metros and restoring the delivery of services

The amendments to the Local Government: Municipal Structures Act, 1998 provide for a legislative framework to guide the formation and management of coalition governments, as well as providing systems to minimise the challenges of coalitions related to poor governance, service delivery and instability in municipal councils, within the local government sphere.

The Bill will compel political parties to enter into a written and negotiated binding agreement between parties that form a coalition government in a municipality in which no political party has a majority of seats in the council, so as to promote continued service delivery and transparent and open governance.

On 27 March 2024, the Bill was approved by Cabinet for publication in the Government Gazette for public comments with an extended closing date of 31 August 2024. Post the publication, the Department convened a two-day workshop (25 to 26 September 2024) with all major stakeholders in local government and sector departments, to consider the comments received on the Bill. The Bill will be introduced into Parliament in due course.

Engender a culture of maintenance of public infrastructure

The IUDG provides for a planning component to be used by recipient municipalities to develop an infrastructure asset management plan. These plans are critical in ensuring that municipalities plan for the maintenance of existing infrastructure.

Reforming the local government system and improving the delivery of basic services

Significant progress has been made with the establishment of structures of local government and the delivery and extension of access to services for South Africa's millions of citizens.

The department is embarking on a comprehensive process to review the 1998 White Paper on Local Government between now and March 2026. The White Paper Review is one of the flagship projects and part of the continuous efforts by the department to address challenges and improve the functioning of the local government system.

The aim of the White Paper Review is to identify and rectify any incorrect assumptions in the White Paper that have hindered the effective functioning of local government and make appropriate recommendations for implementation following local government elections in 2026. The department initiated a process to review the various pieces of legislation that impact on local government with the view to entrenching good practices and addressing the challenges that have been experienced. This culminated in the development of the Local Government: General Laws Amendment Bill ("the Bill").

The Bill is aimed at enhancing the functionality and efficiency of local government. This Bill reflects the government's ongoing commitment to ensuring good governance and improving service delivery within municipalities across South Africa.

On 27 March 2024, the Bill was approved by Cabinet for publication in the Government Gazette for public comments with an extended closing date of 31 August 2024. The Bill

will be processed concurrently with the process undertaken by the Department to review the White Paper on Local Government.

The Minister of Cooperative Governance and Traditional Affairs, as required in terms of Section 20 of the Local Government: Municipal Structures Act, 1998 ("the Structures Act"), determined and published a formula by notice in Government Notice No. 5249 in the Government Gazette No. 51331 on 2 October 2024 determining the number of councillors for the different categories of municipalities in preparation for the 2026/2027 local government elections.

Municipal Infrastructure Grant (MIG)

The grant aims to eradicate municipal infrastructure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community lighting. The DCoG is responsible for managing and transferring the MIG, and provides support to provinces and municipalities on implementing the grant projects.

Community Work Programme

This 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 recognises that policies to address unemployment and create decent work will take time to reach people living in marginalised areas where few opportunities exist.

Local Economic Development

LED is an approach to 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 macroeconomic 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 with 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; and
- Assisting LED capacity-building processes.

Through these interventions and resources, local role players and interest groups are mobilised to achieve economic growth and create jobs to reduce poverty.

Department of Traditional Affairs

The DTA is mandated to oversee issues related to traditional affairs and support the development of stable and cohesive traditional communities. The 2003 White Paper on Traditional Leadership and Governance sets out a national framework, and the norms and standards that define the role of the institutions of traditional leadership in South Africa. It seeks to support and transform the institutions in accordance with constitutional imperatives and restore the integrity and legitimacy of traditional leadership in line with African indigenous law and customs subject to the Constitution. South Africa also has provincial houses of traditional leaders in the Eastern Cape, Free State, KwaZulu-Natal, Limpopo, Mpumalanga and the North West.

National and provincial houses of traditional leaders enhance the cooperative relationships within national and provincial government. Local houses of traditional leaders deepen and cement the relationship between municipalities and traditional leaders on customary law and development initiatives. Over the medium term, the department planned to continue focusing on monitoring the implementation of the Traditional and Khoi-San Leadership Act, 2019 (Act 3 of 2019) and ensuring that customary initiation is practised safely, as guided by the Customary Initiation Act of 2021.

This will entail monitoring the development of principal and senior traditional leadership in royal families' customary laws of succession and genealogies in eight provinces per year over the period ahead to mitigate disputes and claims, in line with the provisions of the Traditional and Khoi-San Leadership Act of 2019. By 2025/26, the Commission on Khoi-San Matters aims to research and investigate all applications it receives for the recognition of Khoi-San communities and leaders, and to make recommendations to the Minister of Cooperative Governance and Traditional Affairs on the recognition of Khoi-San communities and leaders.

To create a safe and regulated environment for initiates in all provinces, the department plans to monitor and ensure compliance with the implementation of the Customary Initiation Act, 2021 (Act 2 of 2012) over the medium term. These activities are expected to drive an increase in expenditure in the Institutional Support and Coordination programme from R91.7 million in 2022/23 to R101.8 million in 2025/26, at an average annual rate of 3,5%.

Total expenditure is expected to increase at an average annual rate of 5,2%, from R180.1 million in 2022/23 to R209.7 million in 2025/26, due to an additional allocation of

R30 million over the MTEF period to support the implementation of priorities of the Traditional and Khoi--San Leadership Act of 2019. As a result, spending in the Research, Policy and Legislation programme is expected to increase at an average annual rate of 5,9%, from R29.7 million in 2022/23 to R35.2 million in 2025/26.

The compensation of the department's 134 employees accounts for an estimated 50,2% (R303.8 million) of total expenditure over the MTEF period, increasing at an average annual rate of 5,5%, from R89.7 million in 2022/23 to R105.4 million in 2025/26.

Legislation

The department's mandate is informed by the following

legislation:
- Traditional and Khoi-San Leadership Act of 2019; and
- Commission for the Protection and Promotion of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act 19b of 2002).

Entity

Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities

The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities was established in terms of Section 181(1)(c) of the Constitution to protect and promote the rights of cultural, religious and linguistic communities, and to strengthen constitutional democracy. The commission's core functions include research, conflict resolution and public education on the rights of cultural, religious and linguistic communities. Expenditure is expected to increase at an average annual rate of 3,2%, from R47.1 million in 2022/23 to R51.7 million in 2025/26.

Spending on compensation of employees accounts for an estimated 66,5% (R100.4 million) of total expenditure over the period ahead. The commission is set to derive 99,3% (R147.4 million) of its revenue over the period ahead through transfers from the department.

Traditional leadership

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 leadership. 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, including 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. Parliament extended the term of the Commission of Traditional Leadership Disputes and Claims from 2016 to 2020 – to allow the commission time to finalise outstanding disputes and claims, and deal with the 320 traditional leadership disputes and claims per year that were envisaged.

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 opportunities 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.

National House of Traditional Leaders

The Constitution mandates the establishment of houses of traditional leaders by means of either provincial or national legislation. The NHTL was established in terms of the then NHTL 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. 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.

It was established to:
- Represent traditional leadership and their communities;
- Advance the aspirations of the traditional leadership and their communities at national level;
- Advance the plight of provincial houses of traditional leaders, traditional leadership and their communities at national government level;
- Participate in international matters that have to do with custom, traditions and matters of common interest; and
- Influence government legislative processes at national level.

Commission on Traditional Leadership Disputes and Claims

The commission was established in terms of the Traditional Leadership and Governance Framework Act (Act 41 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 headwomen), 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.

Public Service and Administration

The Department of Public Service and Administration (DPSA) draws its mandate from Section 195 (1) of the Constitution, which sets out basic values and principles to which the Public Service should adhere; and the Public Service Act, 1994 (Act 103 of 1994), which gives the Minister of Public Service and Administration the responsibility to establish

norms and standards relating to:

- The functions of the public service;
- Organisational structures and the establishment of departments, and other governance arrangements in the public service;
- The conditions of service and other employment practices for employees;
- Labour relations in the public service;
- The health and wellness of employees;
- Information management in the public service;
- Electronic government;
- Integrity, ethics, conduct and anti-corruption in the Public Service; and
- Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the Public Service and its delivery of services to the public.

The department provides an enabling environment to ensure government departments that deliver services have adequate capacity to carry out their mandates. In seeking to do this, over the medium term, the department will focus on intensifying the fight against corruption in the public service, reducing government's wage bill, ensuring adherence to Batho Pele principles, and developing regulations and reviewing key legislation.

The NDP articulates a vision of a capable and developmental state built through strengthening delegation, accountability and oversight in the public service. This vision is supported by Priority 6 (a capable, ethical and developmental state) of government's 2019-2024 MTSF, with which the work of the DPSA is closely aligned.

Intensifying the fight against corruption

The department will continue to intensify the fight against corruption in the public service over the MTEF period by strengthening disciplinary action in such cases, and promoting a culture of accountability and ethical and professional behaviour. Part of combating corruption entails limiting the scope for conflicts of interest through measures such as prohibiting public servants from conducting business with the state. This entails conducting lifestyle audits on certain categories of employees and monitoring the implementation of the financial disclosure framework. The public administration ethics, integrity and disciplinary technical assistance unit developed guidelines for this in 2021/22.

The unit provides technical assistance and support to institutions in all spheres of government; develops norms and standards on ethics, integrity, conduct and discipline management in public administration; and will monitor adherence to the financial disclosure framework once it is adopted. The unit also forms part of the anti-corruption task team and serves in the intergovernmental fusion centre at the Financial Intelligence Centre, where it assists with identifying public service employees investigated for fraud related to government's response to the COVID-19 pandemic.

The department plans to support 12 departments over the medium term on the implementation of the guidelines while increasing awareness of public-sector lifestyle audits, especially in terms of the repercussions of committing fraudulent activities; and providing support to all government departments on the implementation of the guidelines. To carry out activities related to intensifying the fight against corruption, R75.8 million is allocated over the period ahead in the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit subprogramme in the Negotiations, Labour Relations and Remuneration Management programme.

Reducing government's wage bill

The department is tasked with ensuring that the public-sector wage bill becomes more affordable. As such, in collaboration with National Treasury and other departments, the department planned to review remuneration policies across government with the aim of developing a single remuneration framework for the public sector (excluding State-Owned Enterprises). This is expected to be achieved over the medium term, and will be in line with the principles of fair, equitable and sustainable remuneration.

The implementation of the framework is also expected to reduce remuneration inequality for employees performing similar tasks in different spheres of government.

To carry out these activities, R73.7 million is set aside over the medium term in the Remuneration, Employment Conditions and Human Resource Systems subprogramme in the Negotiations, Labour Relations and Remuneration Management programme.

Developing regulations and reviewing key legislation

Over the period ahead, the department will focus on developing regulations to enable the full implementation of the Public Administration Management Act of 2014. Following consultations with internal and external stakeholders on the draft White Paper on the Transformation and Modernisation of Public Administration, regulations for the Act were submitted to relevant stakeholders. The amended Act is expected to be finalised and tabled in Parliament in 2023/24.

Once in effect, it will inform the formulation of further regulations and other legislative provisions to enhance the principles of a unified public administration. The department also plans to review the Public Service Act of 1994 and related policies over the period ahead. To carry out these activities, R34.8 million over the medium term is allocated in the Legal Services subprogramme in the Administration programme.

Entities

Centre for Public Service Innovation (CPSI)

In terms of Section 3(1)(i) of the Public Service Act of 1994, the responsibility for innovation in the public sector is vested in the Minister for Public Service and Administration. The CPSI is tasked by the Minister to fulfil this mandate, which includes establishing norms and standards relating to transformation, reform and innovation to improve the effectiveness and efficiency of the Public Service and its delivery of services to the public.

Over the medium term, the department aims to use innovation to identify and offer solutions to service delivery challenges. It plans to do so by partnering with other government departments, non-governmental organisations,

the private sector, tertiary institutions, academics and international entities to enhance government's implementation of the district development model. The process of developing innovative solutions involves investigating challenges and then finding or creating a prototype, approach, model, service or product for further testing, piloting and/or replication.

Accordingly, in 2023/24, the department plans to initiate four new research and development projects, such as the development of apps for emergency medical services. These are expected to enhance the delivery of services such as forensics and transport. These and other related activities will be carried out in the Research and Development and Institutional Support and Replication subprogrammes in the Public Sector Innovation programme.

The programme is allocated R70.3 million over the MTEF period. As part of its efforts to bring about a culture of innovation in the public sector, the department will continue to coordinate nine innovation knowledge platforms that share innovative approaches, solutions and models across all spheres of government. Many of these initiatives are aimed at supporting the development of digital skills among young people. These activities are allocated R28.1 million over the medium term in the Enabling Environment and Stakeholder Management subprogramme in the Public Sector Innovation programme.

One of these platforms is the annual Public Sector Innovation Awards, through which the department identifies at least two innovative solutions submitted to the awards for replication in targeted government sectors, particularly for identified service delivery challenges. Replication initiatives are carried out in the Institutional Support and Replication subprogramme, which is allocated R20.4 million over the period ahead.

The department's budget is set to increase at an average annual rate of 3,6%, from R45 million in 2022/23 to R50.1 million in 2025/26. Compensation of employees accounts for 57,2% (R83 million) of the department's total budget, increasing from R25.1 million in 2022/23 to R28.9 million in 2025/26 at an average annual rate of 4,8%.

National School of Government (NSG)

The NSG is mandated to provide training or effect its provision in terms of the Public Service Amendment Act, 2007 (Act 30 of 2007). The school carries out its mandate by developing relevant training and development programmes for delivery to South African public service officials at all levels.

Through education and training, the school promotes the progressive realisation of the values and principles governing public administration, and enhances the quality of human resource capacity in public service institutions. The school uses its trading account, which was established in terms of the PFMA of 1999, as a delivery vehicle for its core output.

The department's overarching objective is to contribute to fulfilling the educational, training and development needs of the Public Service. To achieve this, over the MTEF period, the department will focus on continuing and increasing its active online learning interventions, and revising the funding model of its entity to improve revenue generation. The number of online education, training and development interventions provided over the medium term was expected to increase from eight in 2022/23 to 10 in 2025/26.

To achieve this, the department planned to continue implementing six ICT projects per year in fields such as learning and training management systems to enable the school to operate more efficiently in its operations. These projects will assist the school in increasing the number of learners accessing compulsory and demand-led training, and education and development programmes. These activities will be carried out in the Administration programme, which is allocated R355.4 million over the MTEF period.

The department will continue to work on revising its entity's funding model by looking at alternative and broader sources of revenue beyond the fiscus to ensure financial sustainability. This will entail, among other interventions, a drive to increase the uptake of the school's education, training and development offerings from 75% in 2022/23 to 80% in 2025/26. Spending for these activities is within an allocation of R338.9 million over the medium term in the Management and Corporate Services subprogrammes in the Administration programme. Spending on the revised funding model is expected to increase at an average annual rate of 3,2%, from R5 million in 2022/23 to R5.5 million in 2025/26.

Total expenditure is expected to increase at an average annual rate of 2,6%, from R231.1 million in 2022/23 to R249.4 million in 2025/26. Transfers to the training trading account constitute 50,4% (R361.8 million) of the department's budget over the medium term, while the remaining 49,6% is allocated to the Administration programme.

Public Service Commission (PSC)

The PSC is an independent institution established in terms of Chapter 10 of the Constitution of the Republic of South Africa of 1996. It derives its mandate from sections 195 and 196 of the Constitution, which set out the values and principles governing public administration. The commission is vested with custodial oversight responsibilities for the Public Service, and monitors, evaluates and investigates public administration practices. It has the power to issue directives on compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. Over the MTEF period, the PSC planned to continue promoting constitutional values and principles; investigate grievances; conduct research and monitor compliance with the Public Service monitoring and evaluation system and adherence to applicable procedures and standards of service delivery; and produce reports on human resource management in the Public Service.

Total expenditure is expected to increase from R295.5 million in 2022/23 to R318.5 million in 2025/26, with compensation of employees comprising an estimated 75,4% (R689.6 million) of this spending. By promoting constitutional values and the principles governing public administration, the commission hopes to change the behaviour and attitude of public servants in their daily activities.

To give effect to this, the PSC, in collaboration with various spheres of government, planned to host 20 engagements per year on constitutional values and principles to promote service delivery and functionality in the public service. Spending for these engagements is within the Monitoring and Evaluation programme, which has an allocation of

R138.9 million over the medium term.

The PSC will continue to investigate grievances related to labour or human resources lodged by public servants to their respective departments, and finalise 85% of them by recommending appropriate actions within 30 days of receipt. This is budgeted for in the Leadership and Management Practices programme, which has an allocation of R154.7 million over the medium term. The commission is tasked with conducting investigations following the receipt of complaints from the public or of its own accord.

Complaints could be related to, among other things, corruption, appointment and procurement irregularities, and the conduct of public servants. The objective of investigations is to identify shortcomings and/or wrongdoings and provide redress to citizens through the effective and efficient delivery of public services. Accordingly, the commission will continue to manage the functioning of the National Anti-Corruption Hotline and conduct research and advocacy work to promote professional ethics in the Public Service.

To quantify its progress, the commission intends to produce three oversight reports on the implementation of the ethics framework and four articles on the promotion of professional ethics per year over the medium term. Expenditure on these activities is within an allocation of R181.4 million over the MTEF period in the Integrity and Anti-corruption programme.

Integrated Public Service Month (IPSM)

South Africa commemorates PSM in September each year. It is a regular national event that requires all national and provincial departments to participate by putting in place activities and campaigns to improve service delivery. PSM is a follow-up to and mirrors the UN and Africa Public Service Day, which takes place on 23 June every year. The PSM serves as a reminder of what it means to serve communities and to also look at the impact the government has, especially around issues of service delivery.

As part of the PSM, public servants are expected to:

- Roll up their sleeves and spring-clean their service delivery points;
- Visit schools, hospitals, police stations and courts, talk to citizens, mediate the delivery of services and get things done;
- Unblock the bottlenecks and red-tape in the delivery of services;
- Ensure the systems and infrastructure are working and use public resources efficiently to the benefit of the citizens; and
- Recommit themselves to belong, to care and to serve the people.

Improving the implementation of Batho Pele principles

Adherence to Batho Pele principles means putting people first in the delivery of public services. Accordingly, over the medium term, the department will continue to provide the necessary support to departments by monitoring the quality and implementation of the revised Batho Pele programme, and the extent to which departments promote and implement the principles.

Each department is required to develop standards to guide its implementation of the principles. To this end, R48.4 million is allocated over the MTEF period in the Service Delivery Improvement, Citizen Relations and Public Participation subprogramme in the Government Service Access and Improvement programme.

Batho Pele

The Batho Pele initiative is aimed at improving service delivery to the public. Batho Pele is a Sesotho phrase meaning “People First”. From this concept, eight principles for transforming public service delivery were derived.

These 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; and
- Giving the best possible value for money.

Batho Pele Excellence Awards

The annual National Batho Pele Excellence Awards recognise public servants who are selfless, dedicated, committed and go the extra mile in servicing citizens. Eligible to public servants across the three spheres of government, the awards seek professionalism in the Public Service.