



SOUTH AFRICA
Yearbook
2021/22



Government Systems

Government Systems

South Africa is a constitutional democracy with a three-tier system of government and an independent judiciary. The national, provincial and local levels of government all have legislative and executive authority in their own spheres, and are defined in the Constitution of the Republic of South Africa, 1996 as distinctive, interdependent and interrelated.

Operating at both national and provincial levels are advisory bodies drawn from South Africa's traditional leaders. It is a stated intention in the Constitution that the country be run on a system of cooperative governance. Government is committed to 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 year 2021 marked 25 years since South Africa adopted its Constitution on 8 May 1996 – one that is still hailed as being amongst the best in the world. Government approved a year-long national commemorative programme for the 25th Anniversary of the Constitution.

The Preamble

The Preamble states that the Constitution aims to:

- heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
- improve the quality of life of all citizens and free the potential of each person;
- lay the foundations for a democratic and open society in which government is based on the will of the people, and in which every citizen is equally protected by law; 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 multiparty 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 law-makers (legislative authorities), government (executive authorities) and courts (judicial authorities) are separate from one another.

Parliament

Parliament is the legislative authority of South Africa and has the power to make laws for the country, in accordance with the Constitution. It consists of the National Assembly (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 National Development Plan (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 are 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.

Portfolio:
President Cyril Ramaphosa
Deputy President David Mabuza

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

National Assembly

The Preamble

We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country;
and
Believe that South Africa belongs to all who live in it, united in our diversity.

We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to:

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

May God protect our people. Nkosi Sikelel' iAfrika. Morena boloka setjhaba sa heso. God seën Suid-Afrika. God bless South Africa. Mudzimu fhatutshedza Afurika. Hosi katekisa Afrika.

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 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). The 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 Online 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.

Function 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 cooperative 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 asserts 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.

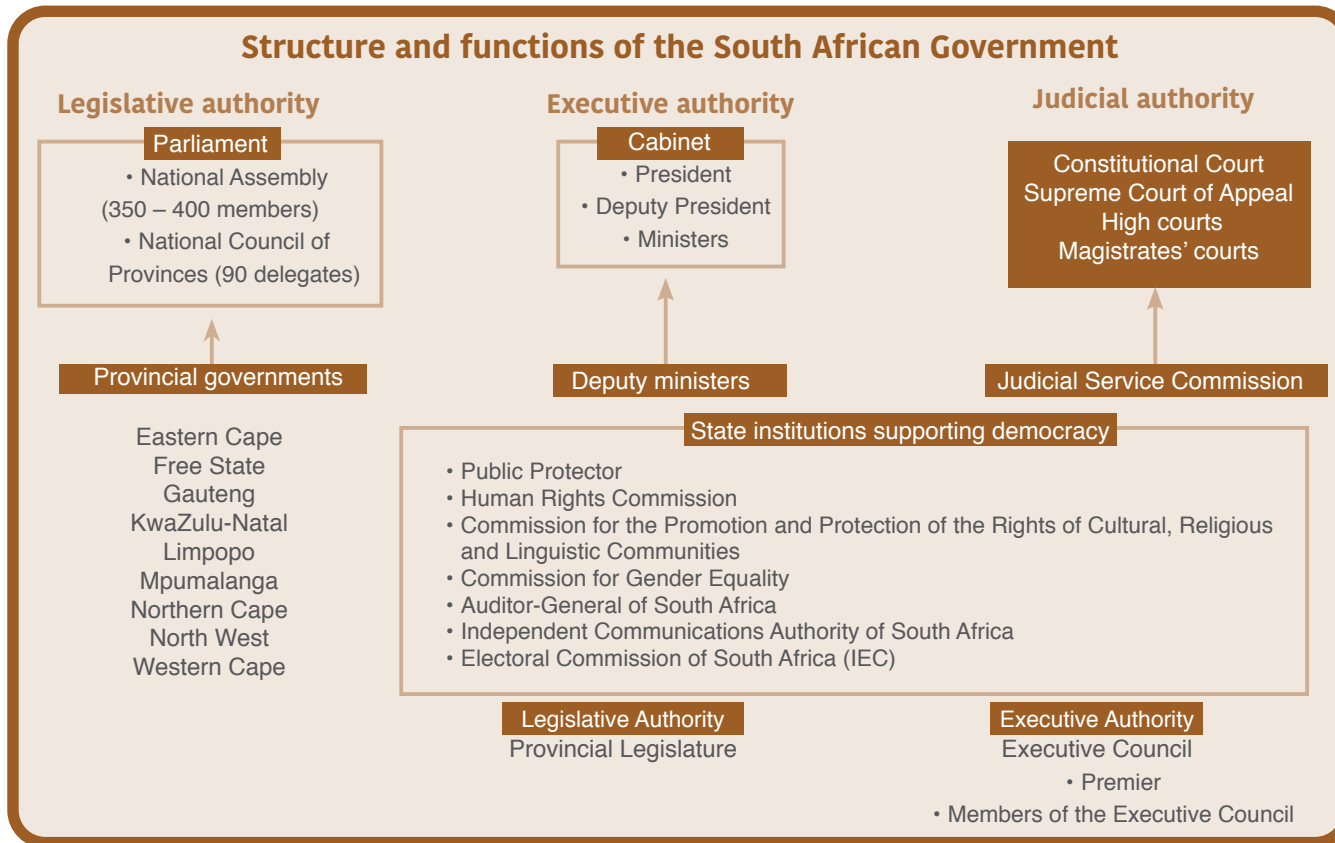
One of the significant features provided for in the model is the establishment of a Joint Parliamentary Oversight and Governance Assurance Committee to pursue all assurances, undertakings and commitments given by Ministers on the floor of the Houses and the extent to which these assurances have been 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.

Structure and functions of the South African Government



In an effort to streamline public participation processes and make it 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 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 cooperative governance.

Parliament plays a significant role in facilitating cooperative 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, 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 the SALGA. Specific cooperative 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 2022 Provincial Week was held from 28 March to 1 April 2022. It was held under the theme; "Assessing state capacity to respond to the needs of communities".

Unlike in the past provincial weeks where all provinces focused on one theme, the 2022 event took a different approach of having each province focusing on a specific sub theme. In KwaZulu-Natal delegations focused on the State's capacity to fight crime, including the state of police stations in rural areas and townships while Gauteng focused on provision of integrated housing infrastructure, including measures to address the housing backlog and create integrated and sustainable human settlements.

The Free State delegation focused on 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 assist communities that are affected by drought, including visiting water provision projects, dams, water reticulation sites and provincial storage weirs, and as well as crime and drivers for crime.

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.

The Local Government Week aims to strengthen the relationship between the NCOP and the 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 cross-cutting 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
 - The Presidency for 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

Cabinet Ministers and Deputy Ministers, as at October 2022

Portfolio	Minister	Deputy Minister
Agriculture, Land Reform and Rural Development	Thoko Didiza	Zoleka Capa Mcebisi Skwatsha
Basic Education	Angie Motshekga	Regina Mhaule
Communications and Digital Technologies	Khumbudzo Ntshavheni	Mohlopi Philemon Mapulane
Cooperative Governance and Traditional Affairs	Nkosazana Dlamini-Zuma	Thembi Nkadimeng Obed Bapela
Defence and Military Veterans	Thandi Modise	Thabang Makwetla
Employment and Labour	Thulas Nxesi	Boitumelo Moloi
Forestry, Fisheries and the Environment	Barbara Creecy	Maggie Sotyu
Finance	Enoch Godongwana	David Masondo
Health	Joe Phaahla	Sibongiseni Dhlomo
Higher Education, Science and Innovation	Blade Nzimande	Buti Manamela
Home Affairs	Aaron Motsoaledi	Njabulo Nzuza
Human Settlements	Mmamoloko Kubayi	Pam Tshwete
International Relations and Cooperation	Naledi Pandor	Alvin Botes Candith Mashego-Dlamini
Justice and Correctional Services	Ronald Lamola	John Jeffery Inkosi Phathekile Holomisa
Mineral Resources and Energy	Gwede Mantashe	Nobuhle Nkabane
Police	Bheki Cele	Cassel Mathale
The Presidency	Mondli Gungubele	Pinky Kekana Thembi Siweya
The Presidency for Women, Youth and Persons with Disabilities	Maite Nkoana-Mashabane	-
The Presidency for State Security	-	Zizi Kodwa
Public Enterprises	Pravin Gordhan	Phumulo Masualle
Public Service and Administration	-	Chana Pilane-Majake
Public Works and Infrastructure	Patricia De Lille	Noxolo Kiviet
Small Business Development	Stella Ndabeni-Abrahams	Sdumo Dlamini
Social Development	Lindiwe Zulu	Hendrietta Bogopane-Zulu
Sport, Arts and Culture	Nathi Mthethwa	Nocawe Mafu
Tourism	Lindiwe Sisulu	Fish Mahlalela
Trade, Industry and Competition	Ebrahim Patel	Fikile Majola Nomalungelo Gina
Transport	Fikile Mbalula	Sindisiwe Chikunga
Water and Sanitation	Senzo Mchunu	Dikeledi Magadzi David Mahlobo

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
- The Presidency for Women, Youth and Persons with Disabilities
- Public Enterprise

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
- The Presidency for 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
- The Presidency for 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 eight 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 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 Coordination 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

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.

Monitoring and evaluation

Institutional Performance Monitoring and Evaluation (IPME)

This function monitors the quality of management practices in government departments through the Management Performance Assessment Tool. The Frontline Service Delivery Monitoring programme of IPME is responsible for designing and implementing hands-on service delivery monitoring activities with Offices of the Premier and for setting up and supporting the implementation of citizens-based monitoring systems.

The programme has also been successful in elevating monitoring and evaluation to strategic levels in certain sector departments, several of which have developed their own iterations of the programme. One of the key focuses of the programme is on monitoring the implementation of the National Youth Policy. The Presidential Hotline is also located in this branch.

The programme assesses the following:

- Transport: driver's licence testing centres.
- Education: schools.
- Health: hospitals, clinics, community health centres.
- Home Affairs.
- Local Government: municipal customer care centres.
- The National Youth Development Agency.
- The South African Police Service: police stations.
- South African Social Security Agency: local offices.
- Justice: magistrates' courts.

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 2019-2024 MTSF outlines the priorities to be implemented in the Sixth Administration and the interventions required across South Africa's national development pillars.

The seven priorities are:

- Economic transformation and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental state; and

- A better Africa and World.

Transforming South Africa into a developmental state requires building critical and necessary capabilities to foster an environment, which mobilises government and non-government contributions to realise changes in the socio-economic structure and the culture of society.

Over the medium term, government will prioritise engagement between the leadership of the executive, legislature and judiciary on strengthening governance and accountability. During this period, government further commits to manage the political administrative interface more effectively, reduce the levels of fraud and corruption in the private and public sectors, and rationalise the Public Service Governance System.

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 in 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 a year. By-elections are held when ward councillors vacate their seats for a variety of reasons, including death, resignation or expulsion from the party or the council. The sixth edition of the Local Government Elections were held on 1 November 2021.

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 kind of elections system, the individual MP holds the seat, not the political party he or she belongs to.
- 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 how many votes it got in the election.

Before 1994, South Africa made use of 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.

In August 2020, Cabinet approved the Electoral Laws Amendment Bill of 2020, which amends the Electoral Commission Act, 1996 (Act 51 of 1996); the Electoral Act, 1998 (Act 73 of 1998) and the Local Government Municipal Electoral Act, 2000 (Act 27 of 2000).

Parliament elections

Parliament is elected using proportional representation and party lists. Before the election, each political party submits a list of candidates in a numbered order of preference. The seats of Parliament are allocated in proportion to the number of votes cast in the election. This means a party that won 10% of the votes gets 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 CoGTA 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 aimed at transforming and strengthening key institutions and mechanisms of governance in national, provincial and local government to fulfil their 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 to and exercising oversight of provincial and local government.

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 department will focus on funding free basic services to poor communities and subsidising the operating costs of poor municipalities to build institutional resilience; increasing access to basic municipal services for poor households; mitigating the effect of disasters and building resilience within communities; and creating work opportunities through the Community Work programme.

Building institutional resilience in municipalities

The local government equitable share is an unconditional transfer that supplements the revenue that municipalities raise to perform the functions allocated to them in the Constitution. It pays for the operations and maintenance of free basic services and subsidises the cost of administration for municipalities with the least potential to cover these costs from their own revenue.

To cover an expected increase in the cost of bulk services, an additional R28.9 billion over the MTEF period is allocated to the local government equitable share to municipalities. As a result, expenditure in the Institutional Development programme is expected to increase from R78.6 billion in 2021/22 to R101.8 billion in 2024/25, at an average annual rate of 9%. 99.6% of the programme's spending goes towards the local government equitable share, which constitutes an estimated

78.9% (R362.3 billion) of the department's projected expenditure between 2021/22 and 2024/25.

Expanding access to basic services

To ensure low-income households have access to basic services such as water, sanitation, electricity and solid waste removal, the municipal infrastructure grant and the integrated urban development grant supplement the capital budgets of municipalities.

To ensure these grants are spent efficiently, 52 municipalities per year are expected to implement the district development model, which seeks to leverage integrated and collaborative planning among the three spheres of government to facilitate better service delivery.

Together, these grants account for an estimated R57.9 billion of spending over the period ahead in the Local Government Support and Intervention programme. Expenditure in the programme comprises 16.4% of the department's total budget, increasing at an average annual rate of 4.9%, from R17.4 billion in 2021/22 to R20.1 billion in 2024/25. These allocations will be transferred to municipalities in full.

Mitigating disaster risks

To reduce the risk and mitigate the impact of disasters, and build resilience within communities, the department plans to implement disaster management plans in 30 priority district municipalities considered most at risk for floods, drought and fire. For this purpose, R2.3 billion is allocated to the National Disaster Management Centre programme over the MTEF period.

Supporting work opportunities

The community work programme is aimed at enhancing income security and social infrastructure in areas where there is high unemployment. The department plans to create 750 000 work opportunities through the programme. Allocations to the Community Work Programme programme are set to increase at an average annual rate of 2.6%, from R4.2 billion in 2021/22 to R4.6 billion in 2024/25.

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).

Budget

For the 2021/22 financial year, the CoGTA Ministry was allocated R101.3 billion. Total expenditure is expected to increase at an average annual rate of 8%, from R101.3 billion in 2021/22 to R127.4 billion in 2024/25.

Transfers and subsidies account for 95.5% (R342.5 billion) of the Ministry's total expenditure. Expenditure on compensation of employees accounts for 0.3% (R1.04 billion) of the Ministry's total expenditure and is expected to decrease at an average annual rate of 0.9%, from R358.1 million in 2021/22 to R349 million in 2024/25, in line with an expected decrease in the number of personnel from 510 in 2021/22 to 455 in 2024/25 because of natural attrition.

Entities

Municipal Demarcation Board

The board is an independent authority responsible for determining municipal boundaries. It is also mandated to determine municipal boundaries, delimit wards for elections, and assess the capacity of municipalities to perform their functions.

Over the medium term, the board plans to focus on finalising amendments to the Municipal Demarcation Act, 1998 (Act 27 of 1998), to improve its administrative and legislative functions. It is also in the process of finalising and updating the municipal capacity model, which will assist in determining whether municipalities have the institutional capacity to execute their mandates.

To redress spatial planning while promoting social equity, the board will also develop a centre for spatial data and information that will contribute to the effective demarcation of municipalities.

The Political Party Funding Act, 2018 (Act 6 of 2018), which regulates public and private funding of political parties, came into effect on 1 April 2021.

The Act establishes funds for political parties represented in Parliament and legislatures to undertake their work. It requires that donations be disclosed by parties and donors to the IEC. The Act prohibits donations, to parties, by foreign governments or agencies, foreign persons or entities, organs of state or state-owned enterprises.

Parties may, however, receive funding from foreign entities for training, skills development or policy development.

Through the establishment of the Represented Political Party Fund, which provides public funding to parties, and the Multi-Party Democracy Fund, which funds parties from private sources, the Act seeks to ensure that all represented political parties receive sufficient funds for their work in a fair and equitable manner. The implementation of the Act introduces a new era of transparency within South Africa's electoral democracy, mandating all political parties to disclose donations above R100 000.

An online party funding system was launched for political parties and their sponsors to make disclosures to the IEC.

Municipal Infrastructure Support Agent

The agent is mandated to provide immediate support to municipalities struggling with infrastructure delivery by facilitating the deployment of engineers, scientists and technicians to those municipalities, and providing oversight.

By offering technical advice, the agent supports and strengthens the capacity of municipalities to provide access to basic services, exercise their powers, and perform the functions required to develop, maintain and operate municipal infrastructure. It also aims to improve the municipal management of infrastructure contracts, procurement and construction.

Over the medium term, the agent will continue to train 300 learners, 450 graduates and 1 500 municipal technical officials per year to improve municipal capacity, and assist 118 municipalities in developing spatial development frameworks, in line with the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

South African Local Government Association

The SALGA is an association of municipalities. 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 obligations, participate actively in intergovernmental relations, voice local government interests and provide solutions to local government challenges.

Expenditure is expected to increase at an average annual rate of 4.8%, from R765.7 million in 2021/22 to R881.6 million in 2024/25. Compensation of employees accounts for an estimated 61.7% (R1.6 billion) of the association's total budget over the medium. The association is largely funded through membership fees paid by municipalities, which are expected to amount to R3.1 billion over the period ahead. 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 members is determined according to a formula set out in national legislation. The members are elected in terms of proportional representation.

The executive council of a province consists of a premier and a number of members 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 responsibilities.

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, 1997 (Act 52 of 1997), up to 10 part-time representatives may be designated to represent municipalities and participate in proceedings of the NCOP.

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

This includes:

- continued hands-on support through the established system and capacity building programme, focusing on critical areas such as integrated development planning, local economic development (LED), financial management, service delivery and public participation;
- evaluating the impact of government programmes in municipal areas, enhancing performance and accountability by improving the quality of reporting on the Local Government Strategic Agenda 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 service.

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

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

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

The eight metropolitan municipalities are:

- Buffalo City (East London)
- City of Cape Town
- Ekurhuleni Metropolitan Municipality (East Rand)
- City of eThekweni (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.

Local Government Turnaround Strategy

The Local Government Turnaround Strategy was introduced as a government programme of action and a blueprint for better service delivery aimed at responsive, accountable, effective and efficient local government. Five focus areas aimed at fast-tracking implementation of the strategy have been identified.

These are service delivery, governance, financial management, infrastructure development and fighting corruption.

Municipal Infrastructure Grant

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 Municipal Infrastructure Grant, 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 towards economic development that allows and

encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life to all residents in a local municipal area.

LED is intended to maximise the economic potential of municipal localities and enhance the resilience of macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The "local" in economic development points to the fact that the political jurisdiction at local level is often the most appropriate place for economic intervention, as it carries alongside it the accountability and legitimacy of a democratically elected body.

LED programmes provide support in the following areas:

- Developing and reviewing national policy, strategy and guidelines on LED;
- Providing direct and hands-on support to provincial and local government;
- Managing the LED Fund;
- Managing and providing technical support to nodal economic development planning;
- Facilitating, coordinating and monitoring donor programmes; and
- Assisting LED capacity-building processes.

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

Department of Traditional Affairs

The department 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 the 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 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 will focus on: monitoring partnerships and agreements between government and traditional and Khoi-San leadership, in line with the Traditional and Khoi-San Leadership Act 2019, (Act 3 of 2019); conducting investigations and research on applications for the recognition of Khoi-San leaders and communities; supporting royal families in documenting customary laws and genealogies to mitigate against persistent traditional leadership claims and disputes; and ensuring that customary initiation is practised safely by regulating the environment for initiates.

In an effort to regulate and standardise traditional leadership, the department will monitor the implementation of partnerships and agreements between government and traditional and Khoi-San leadership and communities, in line with the Traditional and Khoi-San Leadership

Act of 2019, in eight provinces per year over the medium term. It plans to finalise the Traditional Leadership Handbook by 2024 to establish norms and standards for, and benchmark the costs of, traditional affairs across provinces. The department will also mitigate against traditional leadership disputes and claims by documenting customary laws of succession and genealogies for kingships and queenships in eight provinces.

To carry out these activities, spending in the Institutional Support and Coordination programme is set to increase at an average annual rate of 0.2%, from R93.4 million in 2021/22 to R93.9 million in 2024/25.

To create a safe and regulated environment for initiates, the department plans to monitor the implementation of the Customary Initiation Act, 2021 (Act 2 of 2021) over the MTEF period, and establish a national initiation oversight committee and a database for information on customary initiation activities.

These activities will be carried out in the Research, Policy and Legislation programme, in which spending is expected to increase at an average annual rate of 10.5%, from R21.7 million in 2021/22 to R29.2 million in 2024/25.

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 19 of 2002).

Entity

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

The commission supports communities in developing and fostering social cohesion, peace and tolerance.

Over the medium term, the commission will continue to advocate for the rights of cultural, religious and linguistic communities by implementing programmes on the promotion and development of tolerance in a diverse society. Accordingly, it plans to hold 185 seminars, dialogues and conferences over the period ahead as part of its Public Education and Community Engagement programme. Spending on Public Education and Community Engagement programme is set to increase at an average annual rate of 5.6%, from R2.9 million in 2021/22 to R3.4 million in 2024/25.

Expenditure is expected to increase at an average annual rate of 2.2%, from R46.3 million in 2021/22 to R49.4 million in 2024/25. Transfers from the department account for an estimated 99.5% (R142.9 million) of the commission's revenue over the medium term. Revenue is expected to increase in line with expenditure.

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 an opportunity for municipalities and traditional councils to achieve cooperative governance. Traditional councils have been given a strong voice in development matters and may now enter into partnerships and service-delivery agreements with government in all spheres.

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

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

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.

Accordingly, over the medium term, the department intends to address governance and operational challenges in the Public Service sector, which, among others, include a lack of integration and coordination in services provided by departments; dissimilar experiences of the quality and quantity of government services by the public; departments' non-compliance with the Public Service Act of 1994 and regulations; and different conditions of service for employees in the local, provincial and national spheres of government, including public entities.

Responding to these and other challenges in the Public Service, over the medium term, will entail intensifying the fight against corruption; developing measures to reduce government's wage bill; ensuring adherence to Batho Pele Principles; and developing regulations and

reviewing key legislation.

Intensifying the fight against corruption

Over the MTEF period, the DPSA will intensify the fight against corruption in the Public Service by strengthening disciplinary action in cases of corruption, and by promoting a culture of accountability, and ethical and professional behaviour.

Part of combating corruption requires limiting the scope for conflicts of interest through measures such as prohibiting public servants from conducting business with the State, conducting lifestyle audits on certain categories of employees, and monitoring the implementation of the Financial Disclosure Framework by designated employees. Accordingly, guidelines on conducting lifestyle audits to intensify the fight against corruption in the Public Service were adopted in 2021/22. Over the medium term, the department plans to provide support in the public service for the implementation of these guidelines.

The Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit is responsible for the development of guidelines on lifestyle audits and provides technical assistance and support to institutions in all spheres of government. The unit develops norms and standards on ethics, integrity, conduct and discipline management in public administration, and monitors the adherence of designated employees to the financial disclosure framework.

The department aims to increase awareness of public sector lifestyle audits, especially in terms of the repercussions of committing fraudulent activities and provide support to all government departments over the medium term on the implementation of guidelines for conducting lifestyle audits on public servants.

To carry out all activities related to intensifying the fight against corruption, R64.9 million over the medium term is allocated 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 DPSA is tasked with ensuring that the public sector wage becomes more affordable. It is in the process of conducting a review of personnel expenditure that will inform the development of a remuneration policy framework for the public service. The terms of reference have been developed and relevant stakeholders have been engaged. A suitably qualified service provider is expected to be appointed in 2022/23 to review and analyse the framework and provide recommendations for improvements or alternative arrangements.

The department is in the process of establishing a project management office that will introduce reforms with a long term view of building a capable, ethical, and developmental state while managing the wage bill. Five workstreams have been identified – the management of the wage bill and consolidation of bargaining councils; human resource planning and development; the professionalisation of the public service; the consolidation of medical aid schemes and public sector pension funds; and productivity measurement.

A total of R107.2 million, over the medium term, is set aside for these activities in the Remuneration, Employment Conditions and Human Resource Systems subprogramme in the Negotiations, Labour Relations and Remuneration Management programme.

While doing this, the DPSA will monitor the implementation of the

Public Service Coordinating Bargaining Council resolutions by national and provincial departments with the aim of resolving challenges in implementation before they become disputes. Funding for these activities is within an allocation of R22 million over the medium term in the Negotiations, Labour Relations and Dispute Management subprogramme in the Negotiations, Labour Relations and Remuneration Management programme.

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 DPSA will focus on monitoring the quality and implementation of the revised Batho Pele Programme, and the extent to which departments promote and implement the principles.

This entails, among other things, evaluating whether departments consulted and agreed with citizens in developing standards for each principle. These activities are expected to result in expenditure of R43.3 million over the medium term in the Service Delivery Improvement, Citizen Relations and Public Participation subprogramme in the Government Service Access and Improvement programme.

Developing regulations and reviewing key legislation

Over the MTEF period, the department will focus on developing regulations to enable the full implementation of the Public Administration Management Act, 2014 (Act 11 of 2014) and reviewing the Public Service Act (1994) and related policies.

Consultations with internal and external stakeholders on the draft white paper on the transformation and modernisation of public administration will inform the drafting of the Public Administration Management Amendment Bill – which is expected to be tabled in Parliament in 2022/23 – and other legislative provisions to enhance the principles of a unified public administration. To carry out these activities, R33.1 million over the medium term is allocated in the Legal Services subprogramme in the Administration programme.

legislation

Over the medium term, the DPSA will focus on developing regulations to enable the full implementation of the Public Administration Management Act of 2014 and reviewing the Public Service Act of 1994 and related policies, which will be done concurrently with the development of the Public Administration Management Amendment Bill.

The department expects the Public Service Amendment Bill and the Public Administration Management Amendment Bill to be tabled in Parliament in 2022/23. To carry out these activities, R29.4 million has been allocated over the MTEF period to the Legal Services subprogramme in the Administration programme.

Budget

For the 2021/22 financial year, the DPSA was allocated R531.7 million. The department's total budget over the MTEF period is R1.7 billion. An estimated 54% (R888.5 million) of this is allocated to compensation of employees and 8.3% (R137.3 million) is earmarked for transfer payments to the Centre for Public Service Innovation. An additional R5.1 million in 2022/23 is allocated to compensation of employees to cover costs arising from the 2021/22 public sector wage agreement.

Entity

Centre for Public Sector Innovation

The responsibility for innovation in the Public Sector is vested in the Minister for Public Service and Administration. The CPSI is tasked 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 service delivery to the public.

Over the medium term, the centre aims to use innovation to improve service delivery by partnering with other government departments, non-governmental organisations, the private sector, tertiary institutions, academics and international entities to identify or develop innovative solutions to challenges facing the public service.

This could include the creation or implementation of prototypes, approaches, models, services or products for further testing and piloting. In 2022/23, four new research and/or development projects are set to be initiated. These and other related activities are expected to be carried out in the Research and Development and Institutional Support and Replication subprogrammes in the Public Sector Innovation programme. The Public Sector Innovation programme has a budget of R62.6 million over the MTEF period.

As part of its efforts to bring about a culture of innovation in the Public Sector, the CPSI will continue to coordinate nine innovation knowledge platforms that share innovative approaches, solutions and models across all spheres of government. Funding for these activities is within an allocation of R26.7 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 centre aims to identify at least two innovative solutions for replication in targeted government sectors to address challenges in service delivery. Replication is carried out in the Institutional Support and Replication subprogramme, which has a total budget of R15.6 million over the medium term.

For the 2021/22 financial year, the CPSI's budget allocation was R41.4 million. The centre's expenditure is set to increase at an average annual rate of 4.6%, from R41.5 million in 2021/22 to R47.4 million in 2024/25. Compensation of employees is the largest spending area, accounting for 54.6% (R75.5 million) of the department's total budget, increasing at an average annual rate of 5.4%, from R22.2 million in 2021/22 to R26 million in 2024/25.

National School of Government (NSG)

The Public Service is at the coalface of government. Lack of professionalism does not only impact service delivery, it also dents public confidence. Advancing honesty, ethics and integrity in the Public Service is critical if government is to build a capable state.

Through the NSG, government continues to roll out courses and training programmes for its officials, from entry level to senior management and the Executive.

The NSG responds to its mandate by developing relevant training and development programmes for delivery to 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 institutions. The school uses its trading account as a delivery vehicle for its core output.

Over the medium term, the department will continue to focus on providing education and training to public servants and public representatives in the three spheres of government, state-owned entities and other organs of state by increasing the number of virtual and online learning and training programmes it conducts and implementing ICT projects to support this.

The department plans to increase its online training programmes from 36 in 2021/22 to 44 in 2024/25. To accommodate this, the department has had to increase its investment in ICT and aims to implement 6 ICT projects over the period ahead, including the acquisition of new ICT infrastructure and upgrading the e-learning management system.

This is intended to ensure that the department also increases the number of learners accessing compulsory and demand-led training, education and development programmes. These activities will be carried out in the Administration programme, allocations to which are expected to increase at an average annual rate of 1.9%, from R110.9 million in 2021/22 to R117.3 million in 2024/25.

For the 2021/22 financial year, the NSG was allocated R214.3. Total expenditure is expected to increase at an average annual rate of 3.2%, from R214.3 million in 2021/22 to R235.6 million in 2024/25. Transfers and subsidies from the Public Sector Organisational and Staff Development programme to the school's training trading account constitute 49.9% (R347.8 million) of the department's budget over the medium term. Compensation of employees comprises an estimated 26.6% (R181.1 million) of total expenditure over the period ahead.

Entity

NSG Training Trading Account

The NSG Training Trading Account carries out its expanded mandate of building capacity in all spheres of government, state-owned entities and organs of state through its training trading account. Over the medium term, the entity will focus on increasing the number of learners educated, trained and developed through compulsory and demand-led courses or programmes; and increasing the number of online education, training and development interventions conducted.

Accordingly, the number of learners educated, trained and developed per year is expected to increase from 40 460 in 2021/22 to 42 460 in 2024/25, while the number of online learning education, training and development interventions per year is expected to increase from 36 in 2021/22 to 46 in 2024/25.

Expenditure is expected to increase at an average annual rate of 2.9%, from R210.4 million in 2021/22 to R229.5 million in 2024/25, with compensation of employees accounting for an estimated 48.8% (R323 million) of this spending. Revenue is expected to increase in line with expenditure.

Public Service Commission (PSC)

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. The commission derives its mandate from Sections 195 and 196 of the Constitution, which set out the values and principles that govern 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. The NDP sets out a vision for building a capable and developmental state and, in doing so, rooting out corruption by building a resilient anti-corruption system. Priority 6 (a capable, ethical and developmental state) of government's 2019 – 2024 MTSF gives expression to this vision.

Over the MTEF period, the commission will focus on promoting professional ethics in the public service; monitoring service delivery sites; managing grievances; and ensuring that alleged incidents of public service misconduct are appropriately investigated. Expenditure is expected to increase at an average annual rate of 1.3%, from R286.3 million in 2021/22 to R297.7 million in 2024/25. Compensation of employees' accounts for 75% (R652.1 million) of the commission's projected expenditure over the medium term.

To promote a high standard of professional ethics in the public service, the commission expects to produce four professional ethics articles per year and continue to conduct research in the field, increase the percentage of investigations finalised within 90 working days from 60% in 2021/22 to 85% in 2024/25, scrutinise compliance with the financial disclosure framework, and refer all anti-corruption hotline cases for investigation within seven days of receipt of a case report. These activities will be carried out in the Integrity and Anti-corruption programme, which has an allocation of R63.3 million over the medium term.

Section 196(4)(f)(ii) of the Constitution obligates the commission to investigate grievances reported by public service employees relating to official acts or omissions of public servants. Over the medium term, the commission will manage these grievances and make recommendations to its executive authority. The commission aims to increase the percentage of grievances finalised within 30 days from 65% in 2021/22 to 85% in 2024/25. These activities will be carried out in the Leadership and Management Practices programme, which has an allocation of R43.8 million over the MTEF period.

The commission will continue to focus on the professionalisation of the public service by promoting ethical conduct in human resource management and leadership. In aiding this, the commission will conduct research, and monitor and develop capacity on key public service issues, such as ethical practices in recruitment processes, effective discipline management, and the effective management of employee development. To carry out these activities, R29.3 million is allocated over the MTEF period in the Leadership and Management Practices programme.

The commission will continue to oversee service delivery by conducting inspections on key departments that are directly involved in providing services, and support Parliament in exercising its oversight role by holding the executive accountable. For these purposes, R27.3 million over the medium term is allocated in the Monitoring and Evaluation programme.

Budget

For the 2021/22 financial year, the PSC was allocated R282.3 million. Expenditure is expected to increase at an average annual rate of 1.3%, from R286.3 million in 2021/22 to R297.7 million in 2024/25. Compensation of employees' accounts for 75% (R652.1 million) of the commission's projected expenditure over the medium term.

Public Service Month

South Africa commemorates PSM in September each year. It is a regular national event that requires all the national and provincial departments to participate by putting in place activities and campaigns to improve service delivery. PSM is a follow-up to and mirrors the UN and Africa Public Service Day, which takes place on 23 June every year.

The 2021 PSM celebrations took place within the context of the continued fight against the COVID-19 pandemic and on-going efforts to build back stronger and better. It was commemorated under the theme: "The Year of Charlotte Maxeke – building the capacity of the State through a resilient workforce that responds to the coronavirus pandemic".

The theme sought to reinforce government's commitment to continue serving the public despite an ever-changing service delivery environment shaped by the COVID-19 pandemic and other external forces. The Constitution demands that the Public Service, amongst others, maintains and promotes a high standard of professional ethics; promotes efficient, economic and effective use of resources; and is accountable for its actions.

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 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 to entrench transformation and professionalism in the Public Service.

