

2019/20 SOUTH AFRICA YEARBOOK

The Presidency



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's key role in the executive management and coordination of government lies in its responsibility to organise governance. In this regard, a key aim is the facilitation of an integrated and coordinated approach to governance. This is being achieved through creative, cross-sectoral thinking on policy issues and the enhancement of the alignment of sectoral priorities with the National Strategic Policy framework and other government priorities. Its purpose is to facilitate a common programme towards the achievement of the electoral mandate and the enhanced integrity of the State through considered planning, coordination, oversight, mobilisation and support.

The Presidency comprises six 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; and
- the Deputy Minister in The Presidency.

The Presidency has three structures that support governance operations directly. They are:

- 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 Director-General (DDG) and five chief directorates, which support policy processes developed by respective clusters of Director-Generals (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 National Assembly (NA) from among its members and leads the country in the interest of national unity, in accordance with the Constitution of the Republic of South Africa, 1996 and the law. The President appoints the Deputy President from among members of the NA. The Deputy President assists the President in executing government functions.

The mandate of The Presidency is to ensure that the President is able to execute his constitutional responsibilities in leading and galvanising the whole of government and society to implement the electoral mandate. Chapter 1 of the National Development Plan (NDP) sets out a vision for increased government integration towards developing policy in a complex domestic and international environment. Priority 6 (a capable, ethical and developmental state) and Priority 7 (a better Africa and world) of government's 2019 – 2024 Medium Term Strategic Framework (MTSF), with which the work of The Presidency is closely aligned, support this vision. Broadly, The Presidency oversees the implementation of the administration's electoral mandate, the NDP and government's 2019 – 2024 MTSF.

Accordingly, over the medium term, the department intends to focus on promoting an integrated approach to governance and service delivery; operationalising the e-Cabinet system; supporting the implementation of the District Development Model (DDM); leading the coordination of government policies and programmes; supporting initiatives that promote nation building and social cohesion; and advancing South Africa's interests in the international arena.

Promoting an integrated approach to governance and service delivery

The Presidency's core function is to strengthen coordination among all national departments to ensure that their policies align with national priorities. This requires the department to provide training or briefing sessions on Cabinet decision-making processes for relevant officials in ministerial offices and offices of DGs. To ensure greater coordination between national departments, The Presidency plans to implement an

integrated approach to governance and service delivery. This will entail measures such as providing administrative support to 74 meetings of the Forum of South African DGs, and 67 Cabinet meetings and its committees per year over the medium term. Expenditure related to promoting this approach is expected to be R18.9 million over the medium term in the Cabinet Services subprogramme.

Operationalising the e-Cabinet system

The e-Cabinet system is a tool to streamline Cabinet's decision-making processes and ensure that an integrated approach to governance is adopted. The system provides a collaborative platform for members of the executive, heads of department and executive support staff to share, manage and store information securely.

To regularise the use of the system, the e-Cabinet User Application Policy and the e-Cabinet Security Policy are expected to be adopted in 2020/21, and the department plans to monitor the implementation of the system by compiling quarterly progress reports. Expenditure relating to the e-Cabinet system is included in the budget of R177.4 million over the medium term in the Cabinet Services subprogramme. Expenditure in this subprogramme is expected to increase from R49.7 million in 2019/20 to R60.1 million in 2022/23.

Supporting the implementation of the DDM

The DDM, which is informed by the provisions of the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), presents an opportunity to reconfigure integrated planning responsibilities and institutional arrangements. Improving governance and service delivery at the provincial and local government levels requires oversight from the department at the national level. Additionally, national departments review decision-making structures that affect frontline service delivery by improving integrated planning across government.

Accordingly, over the medium term, The Presidency will provide leadership support for the conceptualisation and design of the DDM and oversee its implementation. To ensure effective leadership support and implementation, The Presidency will work with various stakeholders to enforce collaboration

between the three spheres of government and social partners in the private sector, civil society and labour organisations; the coordinated and effective implementation of commitments; and the proper integration and logical sequencing of projects and programmes. Expenditure relating to the implementation of the model is expected to be R8 million over the medium term in the Support Services to the President subprogramme.

Leading the coordination of government policies and programmes

The Presidency seeks to promote good governance by ensuring greater policy coordination across government. To improve this function, over the medium term, the department plans to build capacity in the Policy and Research Services programme. Activities in this new programme, which will be responsible for providing content and technical support to political principals in The Presidency and Cabinet, include ensuring the effectiveness of government policy and the accuracy of submissions on the approach and strategy of government policy; and advising the President, Deputy President and Cabinet on interventions necessary to ensure more efficient and effective service delivery across government. To carry out these activities, the Economy, Trade and Investment subprogramme is allocated R44.7 million over the medium term.

Activities in the Socio-economic Impact Assessment System subprogramme involve ensuring that government policies and legislation are evidence-based and coherent, and that associated costs and risks are proactively managed to ensure the implementation of the seven priorities of government's 2019 – 2024 MTSF. Spending on these activities is expected to amount to R26.2 million over the medium term. Total expenditure in the Policy and Research Services programme is expected to amount to R70.9 million, accounting for an estimated R2.0 billion of the department's total budget over the Medium Term Expenditure Framework (MTEF) period.

Promoting nation-building and social cohesion

The Presidency plans to continue supporting nation-building and social cohesion, mainly through the President leading initiatives on national days, national orders and special events.

The Deputy President is expected to continue facilitating engagements between The Presidency and social partners to strengthen the Moral Regeneration Movement, a civil society organisation mandated to promote collective activism on issues of moral renewal and nation-building. In addition, to promote social cohesion, the Deputy President will attend to government business in the NA, chair the South African National AIDS Council, and lead government's anti-poverty programme and its efforts to fast-track land reform. Activities related to these initiatives are carried out in the Support Services to the President and Support Services to the Deputy President subprogrammes. Allocations to these subprogrammes amount to R431.2 million over the MTEF period.

Advancing South Africa's interests

The Presidency's fundamental role in the international arena is to assist the President and Deputy President in advancing South Africa's interests in the global community. Accordingly, over the medium term, the department plans to provide strategic and administrative support to state visits, unilateral, bilateral and multilateral meetings and summits. The department also plans to assist South Africa in fulfilling its obligations to the United Nations (UN), the Brazil-Russia-India-China-South Africa group of countries, the Group of Twenty, the Southern African Development Community (SADC), and peacekeeping missions.

The Presidency also supports the President in his role as the African Union (AU) Chairperson. Through its focus on strengthening South Africa's political and economic relations internationally, the department expects to create an enabling environment for trade and investment. To support these activities, R57.1 million is allocated over the medium term in the Support Services to the President and Support Services to the Deputy President subprogrammes.

Legislative mandates

A number of Acts further expand the specific roles and functions of The Presidency and inform its approach to the implementation of its Constitutional mandate:

- the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act 92 of 1997);

- the Remuneration of Public Office-Bearers Act, 1998 (Act 20 of 1998), as amended, provides a framework for determining the salaries, benefits and allowances of public office bearers, and the secretariat to the Independent Commission located within The Presidency;
- the Executive Members Ethics Act, 1998 (Act 82 of 1998), including the Executive Ethics Code; and
- the Intergovernmental Relations Framework Act of 2005, which establishes a framework for national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes. The Act further seeks to promote cooperative governance as espoused by Chapter 3 of the Constitution, and has informed the formation of the President's Coordinating Council, the Cabinet Cluster System, the Forum of South African DGs and the formation of Inter-Ministerial Committees.

Budget

For the 2019/20 financial year, The Presidency was allocated R698.6 million. Compensation of employees expenditure is expected to increase from R368.1 million in 2019/20 to R440.6 million in 2022/23, mainly due to the establishment of the Policy and Research Services programme within the department. Spending on compensation of employees accounts for an estimated R1.3 billion of the department's total expenditure over the MTEF period.

Programmes

Executive Support

The purpose of the programme is to provide strategic and administrative support to enable Cabinet to foster accountability and policy coherence through integrated planning, policy coordination, and the implementation of the strategic agenda of government. Its objectives, over the medium term, are to:

- provide policy advisory support to political principals to ensure policy coherence by implementing Cabinet programmes; and
- strengthen technical support provided to the President and other political principals in the department by participating in

Cabinet structures on an ongoing basis, and implementing the recommendations of the evaluation of coordinating structures to improve systems of governance and compliance for Cabinet and the forum of South African DGs.

Policy and Research Service

The purpose of the programme is to provide policy and research support to the President and Deputy President in exercising their Constitutional mandate within the context of government priorities.

Its objective, over the medium term, is to enhance governance, state capacity and service delivery defined in the 2020 – 2025 programme of action by:

- producing quarterly progress reports on the content support provided by the programme to the structures chaired by the President and Deputy President each year over the medium term;
- producing quarterly progress reports on intergovernmental mechanisms to unblock issues impeding service delivery in priority areas each year;
- developing a register of policy research commissioned or funded across government by March 2021;
- developing policy formulation standards and presenting them to the forum of South Africa DGs by March 2021; and
- reporting on the biannual socio-economic impact assessments conducted over the medium term.

Its subprogrammes include:

- Economy, Trade and Investment, which promotes coherence between economic, trade and investment policies and programmes; oversees the work of the Infrastructure Fund, which is intended to pool government's infrastructure budget and leverage it to raise additional funds and attract skills from other public and private sources for infrastructure development.
- Security and International Relations, which facilitates and promotes policy coherence in the security and international relations sector.
- Infrastructure and Budget Support, which promotes policy coherence and budget support in government's strategic infrastructure programme.

- Social Protection and Human Capital Development, which promotes policy coherence in the social protection and human capital development sectors by identifying critical social transformation policies and programmes, such as the national health and education systems, social cohesion, and comprehensive social security.
- Intervention and Rapid Response, which provides support to government interventions in areas experiencing crisis and distress, such as service delivery protests.
- Governance and Institutional Development, which promotes policy coherence within governance and institutional development by facilitating the strengthening of institutions responsible for service delivery.
- Socio-economic Impact Assessment System, which provides support on policy initiatives, legislation and regulations. The subprogramme conducts socio-economic impact assessments and facilitates the strengthening of the assessment system.

Women, Youth and Persons with Disabilities

The Department of Women, Youth and Persons with Disabilities derives its mandate from Section 9(3) of the Constitution. The department is required to champion socio-economic transformation and the empowerment and participation of women, youth and people with disabilities through mainstreaming, advocacy, and monitoring and evaluation.

The NDP envisages economic participation, education and skills development for women and other vulnerable groups, and the elimination of violence against women and children. This vision is given expression by Priority 1 (economic transformation and job creation), Priority 5 (social cohesion and safe communities) and Priority 6 (a capable, ethical and developmental state) of government's 2019 – 2024 MTSF. The work of the Department of Women, Youth and Persons with Disabilities is directly aligned with these priorities through facilitating the planning, budgeting, monitoring and evaluation, and auditing processes responsive to gender, youth and disability rights across the State. Accordingly, over the medium term, the department intends to focus on reducing gender-based violence

and femicide (GBVF), and strengthening the national gender machinery; making interventions for economic empowerment; engaging in responsive government-wide planning, budgeting, monitoring and evaluation; ensuring compliance with international commitments; promoting the rights of people with disabilities; and supporting the development of young people.

Eradicating GBVF and strengthening the national gender machinery

In response to the high prevalence of GBVF in South Africa, the Department of Women, Youth and Persons with Disabilities plans to carry out work in two strategic areas: facilitating interventions to eradicate GBVF; and revitalising and strengthening the national gender machinery – a set of integrated structures meant to promote gender equality, as proposed in the South African Policy Framework for Women's Empowerment and Gender Equality. Activities related to these measures are carried out in the Governance Transformation, Justice and Security subprogramme, which is allocated R43.6 million over the MTEF period.

Making interventions for economic empowerment

Over the medium term, the Department of Women, Youth and Persons with Disabilities will seek to explore partnerships with economic cluster departments, agencies and businesses in priority sectors to establish models and support systems to maximise the economic inclusion and empowerment of women, young people and people with disabilities. Related activities such as advocacy campaigns and meetings will be carried out in the Social Empowerment and Transformation subprogramme in the Social Transformation and Economic Empowerment programme, which is allocated R29.5 million over the medium term.

Engaging in responsive government-wide planning, budgeting, and monitoring and evaluation

The work of the Department of Women, Youth and Persons with Disabilities's Policy, Stakeholder Coordination and Knowledge Management programme is integral in advocating for and

safeguarding the rights of the department's core constituents. In each year over the medium term, the department plans to conduct 12 public participation initiatives and four community mobilisation events to assist the government in identifying gaps and advising on how services should be structured to respond to citizen concerns, and contribute to the realisation of equal and entrenched rights for women, young people and people with disabilities. Expenditure for these initiatives and events is within an allocation of R51.7 million in the programme's Stakeholder Coordination and Outreach subprogramme.

Cabinet adopted the Framework on Gender-responsive Planning, Budgeting, Monitoring and Evaluation, and Auditing in 2018/19. Over the medium term, the Department of Women, Youth and Persons with Disabilities will continue to increase awareness of and build capacity for implementing the framework, and provide strategic guidance to other departments to coordinate its implementation through an allocation of R3.7 million also in the Policy, Stakeholder Coordination and Knowledge Management programme.

When the department's knowledge hub, which was launched in 2019/20, is fully operational, it will be a central repository of research and information on gender, and thereby contribute to the framework's successful implementation. For this purpose, R1.3 million is allocated over the MTEF period, in the Policy, Stakeholder Coordination and Knowledge Management programme.

Ensuring compliance with international commitments

The Department of Women, Youth and Persons with Disabilities plans to facilitate South Africa's participation in multilateral platforms that advance the inclusion of women, youth and people with disabilities. Related activities include supporting compliance with international commitments and obligations, establishing partnerships and collaborations to mobilise resources, and preparing country reports. These are carried out in the International Relations subprogramme in the Policy, Stakeholder Coordination and Knowledge Management programme at an estimated cost of R17.3 million over the MTEF period. Key engagements over the medium term

include the 64th session of the UN Commission on the Status of Women, the 25th anniversary of the Beijing Declaration and Platform for Action, and relevant structures of the AU and the SADC.

Promoting the rights of people with disabilities

Activities in the Rights of Persons with Disabilities programme are focused on developing, supporting and monitoring the implementation of policies; and coordinating government's implementation of the *2015 White Paper on the Rights of Persons with Disabilities*.

Over the medium term, the department will oversee the implementation of programmes pertaining to the rights of people with disabilities, develop advocacy strategies and mainstreaming guidelines to advance the rights of people with disabilities, standardise the measure of disability in partnership with Statistics South Africa to ensure the quality of disability data in administrative systems, and integrate reporting obligations into a consolidated monitoring framework for disability rights. These goals are set to be achieved through an allocation of R63.9 million over the MTEF period in the Rights of Persons with Disabilities programme.

Supporting the development of young people

The Department of Women, Youth and Persons with Disabilities oversees the development of National Youth Policy and the National Youth Development Agency (NYDA), and implements and monitors initiatives targeted at the development of young people. To this end, the department has embarked on a review of the National Youth Policy with the aim of producing a new policy for the period 2020 – 2030. The review of the policy will run concurrently with the policy's monitoring and evaluation framework to enable adequate reporting and accountability on policy pillars. To carry out these activities, R40 million over the MTEF period is allocated to the Management: NYDA subprogramme.

Budget

The Department of Women, Youth and Persons with Disabilities was allocated R244.4 million for the 2019/20 financial year. The

budget structure has changed to align with the reconfigured department, following the incorporation of the National Youth Development programme from the Department of Planning, Monitoring and Evaluation (DPME), and the Rights of Persons with Disabilities subprogramme from the Department of Social Development. Expenditure is expected to increase at an average annual rate of 4.9%, from R738 million in 2019/20 to R853 million in 2022/23. Transfers and subsidies account for an estimated 73% (R1.8 billion) of the department's total budget over the MTEF period. The department is set to receive additional allocations in the Social Transformation and Economic Empowerment programme amounting to R15 million over the medium term for the establishment of a national council on GBVF.

Entities

Commission for Gender Equality

The commission promotes respect for gender equality, and engages in advocacy and education initiatives to raise awareness and challenges patriarchal stereotypes. It seeks to protect and enforce gender rights by investigating complaints made by members of the public and sanctioning appropriate remedies in line with legislation. The commission's total budget for 2019/20 was R85.2 million.

National Youth Development Agency

The NYDA was established in 2009, through the merger of the National Youth Commission and the Umsobomvu Youth Fund. Its main role is to initiate, implement, facilitate and monitor youth development interventions aimed at reducing unemployment among young people and promoting social cohesion. The agency's total budget for 2019/20 was R510.6 million.

Programmes

Social Transformation and Economic Empowerment

The purpose of the programme is to manage policies and programmes that mainstream the social transformation and economic empowerment of women in South Africa.

The objective of the programme, over the medium term, is to advance the socio-economic empowerment of women by:

- promoting the social empowerment and participation of women through national dialogues on violence against women and children, and social upliftment programmes for women;
- proposing and developing interventions for the socio-economic empowerment and participation of women; and
- developing interventions to advance gender equality, and establishing a just and safe society.

Policy, Stakeholder Coordination and Knowledge Management

The purpose of the programme is to ensure policy and stakeholder coordination and knowledge management for the social transformation of women in South Africa.

The programme's objective, over the medium term, are to:

- Inform decision-making, policy development and implementation on the socio-economic empowerment of women in South Africa in line with national, regional, continental and global development goals by generating, accessing and analysing available knowledge, research and information on the implementation of policy and international commitments on an ongoing basis.
- Ensure that government departments improve their contribution to the socio-economic empowerment of women by improving the mainstreaming of gender equality within government's planning, monitoring and evaluation systems on an ongoing basis.
- Improve gender-sensitive planning, monitoring and evaluation systems by analysing other departments' plans and performance against priority indicators and targets for gender development, facilitating the evaluation of key gender policies and programmes, and making recommendations for improvement on an ongoing basis.
- Position the department as an effective information and knowledge hub on the socio-economic empowerment of women and gender equality by developing a central national gender information system to enable stakeholders to contribute to and access gender knowledge and information over the medium term.
- Enable the fulfilment of commitments to and effective

participation in international multilateral forums on the empowerment of women and gender equality by instituting timely reporting and convening consultative workshops with relevant stakeholders annually.

Rights of Persons with Disabilities

The purpose of the programme is to oversee the implementation of programmes pertaining to the rights of persons with disabilities. Its objective, over the medium term, is to support and monitor the implementation of policies, and coordinate government's implementation of the *2015 White Paper on the Rights of Persons with Disabilities*. Its subprogramme – Rights of Persons with Disabilities – maintains guidelines and frameworks for the rights of people with disabilities.

National Youth Development

The purpose the programme is to oversee the implementation of national youth development programmes. Its objective, over the medium term, is to promote the development and empowerment of young people by reviewing the legislative framework and other interventions to advance youth rights.

16 Days of Activism for No Violence against Women and Children

The 16 Days of Activism for No Violence against Women and Children is a UN campaign which takes place annually from 25 November (International Day of No Violence against Women) to 10 December (International Human Rights Day).

The year 2019 marked the 21st anniversary of the campaign in South Africa. While the internationally determined time frame of the annual campaign is 16 days until 10 December, the time frame of 365 days was chosen by the South African government to ensure a programmatic approach to the management of violence against women and children. The 2019 campaign was hosted under the theme, "Enough is enough – 365 days to end GBVF." During the 16 Days of Activism, the focus by government is on violence against women and children, and how South Africa can end this scourge through collective efforts, collaboration and advocacy.

Government Communications

The Government Communication and Information System (GCIS) was officially launched in May 1998. It was established in terms of Section 7 (Subsection 2 and 3) of the Public Service Act, 1994 (Act 103 of 1994) as amended. It was transferred from the then Department of Communications to The Presidency with effect from 1 April 2020.

The mandate of the GCIS is derived from Section 195(g) of the Constitution, which stipulates that South African citizens should be provided with information that is timely, accurate and accessible. This is in support of the Constitutional principles of freedom of expression, transparency and openness of government. The GCIS is responsible for providing strategic leadership and coordinating government communication to ensure that the people of South Africa are informed and have access to government programmes and policies that benefit them.

The NDP emphasises the need to unite all South Africans around a common goal, ensure citizens are active in their own development, and build a capable and developmental state. This is given expression by Priority 6 (building a capable, ethical and developmental state) of government's 2019 – 2024 MTSF, with which the work of the GCIS is aligned. To support this priority over the medium term, the department will continue to focus on providing and facilitating strategic government communications, and facilitating active citizen participation.

The GCIS:

- provides professional services;
- sets and influences adherence to standards for an effective government communication system;
- drives coherent government messaging; and
- proactively communicates with the public about government policies, plans programmes and achievements.

The DG of the GCIS is also the official spokesperson for government. He/she chairs the GCIS Executive Committee – a strategising body that integrates, coordinates and rationalises the work of the department and government communication.

Providing and facilitating strategic government communications

One of the key functions of the GCIS is to provide the public with information about government policies, plans, programmes and activities. The department uses its *Vuk'uzenzele* newspaper and weekly newsletter, *My District Today*, to disseminate information that empowers South African communities to participate in government programmes. Information published in *Vuk'uzenzele* focuses on key government priorities such as service delivery and rural development projects, and publishes advertisements for vacant government posts.

In addition to the production and distribution of a targeted 18.7 million copies and 9 600 Braille copies of 22 editions of *Vuk'uzenzele* in each year of the medium term, the department plans to produce 14 716 copies of various publications across core programmes, including various communication products and reports. The printing and distribution costs for *Vuk'uzenzele* are expected to amount to R85 million over the MTEF period in the Products and Platforms subprogramme in the Content Processing and Dissemination programme.

To provide guidance and assistance to government communicators on how to develop communications strategies and better understand the broader communications environment, the GCIS plans to produce 30 cluster reports on perceptions of government delivery and performance, and 36 reports based on surveys conducted on behalf of various national departments and premiers' offices. In support of deepening its relations with the media, the GCIS also drives a proactive and reactive media liaison strategy by hosting cluster and Cabinet media briefings, and communicating with the public through activities such as door-to-door visits, and community workshops and gatherings, in all provinces. These activities are carried out in the Content Processing and Dissemination programme, which has a total operational budget of R528 million over the medium term.

The GCIS will aim to reduce government's cost of advertising in the media over the medium term, while maintaining the visibility of its communications campaigns. This will entail providing an estimated 1 000 bulk-buying services to other government departments for media advertising; media production services, including 1 050 photographic and video products and

services; and 240 live radio products and services such as advertisements, the hosting of talk shows and the compilation of voice-overs. The provision of these services is funded through the communications budgets of client departments and entities at an estimated cost of R250 million per year over the medium term.

The GCIS manages the interface between government and commercial and community media, and provides support to Cabinet through regular media briefings, in which the decisions of the Executive are communicated to the public. To carry out these activities, R10 million is allocated over the medium term in the Intergovernmental Coordination and Stakeholder Management programme, which has a total budget of R423.1 million over the MTEF period.

The department has embraced the move towards the Fourth Industrial Revolution by adopting new technology to deliver government's messages to citizens in more creative and interactive ways, such as the use of more communications content on government websites and social media platforms.

To stay abreast of and manage a rapidly changing telecommunications environment and respond in increasingly able and agile ways, the GCIS has earmarked R7 million in the Intergovernmental Coordination and Stakeholder Management programme for the management of the department's website and social media accounts, subscriptions to digital media accounts, and research on public opinion.

Facilitating active citizen participation

The GCIS is committed to aligning provincial and local communications strategies with the National Communication Strategy Framework. This entails providing information on government services directly to communities through outreach campaigns in high-traffic areas such as taxi ranks, shopping malls and commuter trains, as well as talk shows on community radio and television stations. Accordingly, over the medium term, the department plans to conduct an estimated 9 306 outreach campaigns to improve public participation in government policies, plans, programmes and achievements. These comprise 1 140 development communications activations per year, 1 710 community and stakeholder liaison visits per year,

and 252 marketing events at Thusong Service Centres per year. These activities are carried out in the Intergovernmental Coordination and Stakeholder Management programme at an estimated cost of R10 million over the MTEF period.

The GCIS plans to continue the Imbizo programme, which facilitates interactions between political principals and the public. It will also develop content for print and electronic products, including leaflets during the State of the Nation Address, at an estimated cost of R540 000 per year over the medium term.

Other communications activities include compiling annual online editions of the *South Africa Yearbook* and the *Official Guide to South Africa*, providing daily government news and updates on *sanews.gov.za*, updating content on government's website (*www.gov.za*), and producing 12 annual reports on the performance of government's social media accounts.

Budget

For the 2019/20 financial year, the GCIS was allocated R438.7 million. The department's total budget is R2.3 billion over the MTEF period. As the work of the department is knowledge-based, spending on compensation of employees across all programmes accounts for an estimated 40.9% (R938.5 million) of its total budget over the medium term, increasing at an average annual rate of 6.5%. Transfers to Brand South Africa (Brand SA) and the Media Development and Diversity Agency (MDDA) account for an estimated 34.5% (R784.7 million) of the total budget.

Entities

Brand South Africa

Brand SA was established as a trust in 2002 and gazetted as a Schedule 3A public entity in terms of the Public Finance Management Act, 1999 (Act 1 of 1999) in 2006 to manage South Africa's branding in order to improve its global appeal and competitiveness. The entity's primary objective is to develop and implement proactive and coordinated marketing, communications and reputation management strategies for South Africa to attract investment, trade and tourism.

Through several planned campaigns over the medium term, the entity aims to encourage South Africans to breathe life

into the national identity. Key among these is the Play Your Part campaign, which seeks to promote strong South African values, a South African identity and Constitutional awareness by encouraging citizens to participate in democratic processes. One of the campaign's initiatives is a project to promote Constitutional awareness, which has a budget of R32 million for nine Play Your Part activities and 16 marketing platforms per year over the MTEF period.

All domestic campaigns will comprise community engagements and outdoor or above the line advertisements that promote active citizenship. Expenditure for campaigns is in the Brand Marketing and Reputation Management programme, which has a total budget of R297.9 million over the medium term.

An integral part of the entity's mandate is to promote South Africa as a brand that attracts local and international investment. Accordingly, to monitor the effectiveness of its efforts to build international media partnerships to portray South Africa as a favourable destination for investment, the entity will continue to commission and subscribe to key research indexes that track factors such as domestic and investor perceptions. The cost of commissioning and subscribing to these studies is estimated at R7 million per year over the medium term in the Stakeholder Relations programme.

The entity funds its activities through transfer payments from the GCIS, which are expected to increase at an average annual rate of 4.4%, from R207.9 million in 2019/20 to R236.6 million in 2022/23, while total revenue is expected to increase at an average annual rate of 4.2% over the same period. In line with this, total expenditure is expected to increase at an average annual rate of 4.2%, from R218.9 million in 2019/20 to R247.6 million in 2022/23.

Media Development and Diversity Agency

The MDDA was set up in terms of the MDDA Act, 2002 (Act 14 of 2002) to enable historically disadvantaged communities and individuals to gain access to the media. Its mandate is to create an enabling environment for media development and diversity to reflect the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and

the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The agency aims to ensure that all citizens are able to access information in a language of their choice, and to transform media access, ownership and control patterns in South Africa.

The MDDA aims to continue encouraging media diversity in a rapidly changing telecommunications environment by placing emphasis on promoting indigenous languages and communities that are underserved by the mainstream media, with a focus on gender equity, people living with disabilities, and young people. As such, over the MTEF period, the agency plans to focus on providing financial and non-financial support to 60 community broadcast projects, and nine community and 11 small commercial print and digital projects. Over the medium term, an estimated R67.5 million is earmarked to provide financial support to community broadcast projects, and R13.7 million for community and small commercial print and digital projects. By investing in initiatives that display good governance, business management skills and capabilities for content generation, the agency intends to ensure the sustainability of the community media sector. An estimated R9.7 million is set aside over the medium term to provide projects with non-financial support through training and sector research. Of this amount, R1.5 million is allocated to providing training to a targeted 120 projects to help bridge skills gaps. However, the number of projects supported depends on the quality and quantity of applications received, and on how much funding is available.

Total expenditure is expected to increase at an average annual rate of 12.2%, from R69 million in 2019/20 to R97.6 million in 2022/23. The agency expects to derive 93.5% (R272 million) of its total revenue over the medium term through transfers from national government and non-governmental donors, of which R104.1 million will be transferred from the GCIS.

Department of Planning Monitoring and Evaluation

The purpose of the DPME is to improve government service delivery through integrated planning, monitoring and evaluation.

The mandate of the DPME is derived from Section 85(2) (b-c) of the Constitution which states that the President exercises executive authority, together with the other members of the Cabinet, by developing and implementing national policy and coordinating the functions of state departments and administrations.

It 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 the implementation of these plans;
- ensure the alignment of departmental 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 evaluations plan and support the national evaluations system; and
- promote good planning, monitoring and evaluation practices in government.

Chapter 13 of the NDP sets out a vision for building a capable and developmental state, which is expressed in terms of Priority 6 (a capable, ethical and developmental state) of government's 2019 – 2024 MTSF. The work of the DPME is directly aligned with this priority. Accordingly, over the medium term, the department intends to focus on reviewing the NDP, improving and strengthening government planning and coordination, supporting the implementation of short-term and medium-term goals, developing intervention programmes to support service delivery, and conducting research and evaluations.

Reviewing the NDP

The NDP was adopted as a guide to achieving South Africa's goals, broadly in terms of socio-economic development, and specifically in terms of eliminating poverty, creating jobs and reducing inequality by 2030. The NPC was tasked with reviewing some aspects of the NDP in 2019/20 to address certain

implementation challenges. Over the medium term, this review is expected to assess the capacity and capability of the State in measuring the implementation of the NDP. Related activities are set to be carried out in the Management: National Planning Coordination subprogramme. Allocations in the subprogramme amount to R157.7 million over the MTEF period.

Improving and strengthening government planning and coordination

The DPME is mandated to improve and strengthen government's planning and coordination. This involves ensuring the implementation of government's MTSF, which is implemented in five-year cycles to allow for revisions, and serves as a roadmap for achieving goals linked to NDP outcomes; and conducting assessments of national departments' draft strategic and annual performance plans to ensure alignment with the MTSF and the NDP.

In this regard, in each year over the medium term, the DPME expects to produce 47 assessment reports. Based on the outcomes of these assessments, the department will, in consultation with the National Treasury, identify delivery priorities for the funding of national departments. Related activities are carried out in the Planning Coordination programme. Allocations to the subprogramme amount to R101.8 million over the medium term.

Supporting implementation of short-term and medium-term goals

Tracking the performance of the short-term and medium-term goals of government's 2019 – 2024 MTSF is a core function of the DPME. Accordingly, over the MTEF period, the department will engage national and provincial departments, government agencies and key state-owned entities to assess their implementation of the priorities and indicators of the framework, and identify performance gaps and interventions to address underperformance. In this regard, the DPME plans to produce two reports per year over the medium term for submission to Cabinet. These activities are budgeted for in the Outcomes Monitoring and Support, and Intervention Support subprogrammes, which together account for 94.9%

(R246.8 million) of allocations to the Sector Monitoring Services programme over the medium term.

Developing intervention programmes to support service delivery

The DPME plans to produce two reports per year over the MTEF period to monitor the impact of policy priorities in relation to actual service delivery through various frontline monitoring programmes, including targeted site visits, citizen-based monitoring and the presidential hotline. To enhance capacity over the medium term, the DPME plans to assess the performance of government departments, agencies, state-owned enterprises and local government. This will include the development of a new monitoring model to replace the Management Performance Assessment Tool, and support the annual development and assessment of performance agreements of heads of department. These activities will be carried out in the Public Service Monitoring and Capacity Development subprogramme. Allocations in the subprogramme amount to R266.2 million over the MTEF period.

Conducting research and evaluations

The DPME's ongoing focus is on maximising the use of its evaluations and research to generate rapid and relevant evidence to inform planning and monitoring, and appropriate interventions. As such, over the medium term, the department plans to work towards improving research and knowledge, and maintain evidence-based policy development, planning, implementation and monitoring by providing support for data management.

This will be achieved by developing and monitoring the implementation of a national evaluation plan, and conducting evaluations and research to support the planning and monitoring activities of the National Planning Coordination and Sector Monitoring Services programmes. Accordingly, in each year over the medium term, the DPME plans to produce 10 evidence reports on indicators related to evaluations, and research and development. These activities will be carried out in the Evaluation, Research, Knowledge and Data Systems subprogramme, which accounts for R156.4 million of the total budget.

Budget

The DPME was allocated R956.9 million for the 2019/20 financial year. As part of the National Macro Organisation of Government in 2019/20, the DPME's organisational structure was revised to accommodate the transfer of the youth function to the Department of Women, Youth and Persons with Disabilities, and the socio-economic impact assessment system function to The Presidency.

Spending on compensation of employees accounts for an estimated 67.8% (R1.1 billion) of the department's total expenditure over the medium term.