Government
System

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

Operating at both national and provincial levels are advisory bodies drawn from South Africa's traditional leaders. It is a stated intention in the Constitution that the country be run on a system of cooperative governance.

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

The outcomes-based approach, which started in 2010, is embedded in and a direct result of the electoral mandate. Five priority areas have been identified: decent work and sustainable livelihoods; education; health; rural development; food security and land reform; and the fight against crime and corruption.

These have been translated into the following 12 outcomes to create a better life for all:

- better quality basic education
- a long and healthy life for all South Africans
- all South Africans should be safe and feel safe
- decent employment through inclusive growth
- a skilled and capable workforce to support an inclusive growth path
- an efficient, competitive and responsive economic infrastructure network
- vibrant, equitable and sustainable rural communities with food security for all
- sustainable human settlements and an improved quality of household life
- a responsive, accountable, effective and efficient local government system
- environmental assets and natural resources that are well protected and enhanced
- a better Africa and a better world as a result of South Africa's contributions to global relations
- an efficient and development-oriented public service and an empowered, fair and inclusive citizenship.

Based on the outcomes and targets, President Jacob Zuma signed performance agreements with all ministers. The outcomes are reviewed by Cabinet and are open to public scrutiny as part of government's commitment to be transparent and accountable for service delivery.

The Constitution

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

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

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

The Preamble

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

Founding provisions

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

The Presidency, November 2012	
President	Jacob Zuma
Deputy President	Kgalema Motlanthe

Fundamental rights

The fundamental rights contained in Chapter 2 of the Constitution seek to protect the rights and freedom of individuals. The Constitutional Court guards these rights and determines whether actions by the state are in accordance with constitutional provisions.

Government

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

Parliament

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

It consists of the National Assembly and the National Council of Provinces (NCOP). Parliamentary sittings are open to the public. Since the establishment of Parliament in 1994, a number of steps have been taken to make it more accessible and to motivate and facilitate public participation in the legislative process. The website *www.parliament.gov.za* encourages comment and feedback from the public.

National Assembly

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

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

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

National Council of Provinces (NCOP)

The NCOP consists of 54 permanent members and 36 special delegates, and aims to represent provincial interests in the national sphere of government. Delegations consist of 10 representatives from each province. The NCOP must have a mandate from the provinces before it can make certain decisions.

It cannot, however, initiate a Bill concerning money, which is the prerogative of the Minister of Finance.

NCOP Online (*www.parliament.gov.za/ncop*) links Parliament to the provincial legislatures and local government associations. It provides information on draft legislation and allows the public to make electronic submissions. The NCOP came into existence in February 1997.

Government clusters

Clusters were established to foster an integrated approach to governance that is aimed at improving government's 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 clusters are to ensure alignment of government-wide priorities, facilitate and monitor the implementation of priority programmes, and provide a consultative platform on cross-cutting priorities and matters being taken to Cabinet.

The clusters function at different levels, namely ministerial, directors-general and communication clusters. There are seven clusters.

Infrastructure Development Cluster

- Transport (Chair)
- Public Enterprises (Deputy Chair)
- Communications
- Cooperative Governance and Traditional Affairs
- Economic Development
- Energy

- Finance
- Human Settlements
- Public Works
- The Presidency: National Planning Commission
- Water and Environmental Affairs.

Economic Sectors and Employment Cluster

- Rural Development and Land Reform (Chair)
- Science and Technology (Deputy Chair)
- Agriculture, Forestry and Fisheries
- Communications
- Economic Development
- Finance
- Higher Education and Training
- Labour
- Mineral Resources
- Public Enterprises
- Tourism
- Trade and Industry.

Governance and Administration Cluster

- Home Affairs (Chair)
- Public Service and Administration (Deputy Chair)
- Cooperative Governance and Traditional Affairs
- Justice and Constitutional Development
- Finance
- The Presidency: Performance Monitoring, Evaluation and Administration.

Human Development Cluster

- Basic Education (Chair)
- Health (Deputy chair)
- Arts and Culture
- Higher Education and Training
- Labour
- Science and Technology
- Sport and Recreation.

Social Protection and Community Development Cluster

- Social Development (Chair)
- Public Works (Deputy Chair)
- Cooperative Governance and Traditional Affairs

Cabinet ministers and deputy ministers, as at June 2012

Portfolio	Minister	Deputy Minister
Agriculture, Forestry and Fisheries	Tina Joemat-Pettersson	Pieter Mulder
Arts and Culture	Paul Mashatile	Joe Phaahla
Basic Education	Angie Motshekga	Enver Surty
Communications	Dina Pule	Stella Ndabeni
Cooperative Governance and Traditional Affairs	Richard Baloyi	Yunus Carrim
Correctional Services	Sibusiso Ndebele	Ngoako Ramathlodi
Defence and Military Veterans	Nosiviwe Mapisa-Nqakula	Thabang Makwetla
Economic Development	Ebrahim Patel	Hlengiwe Mkhize
Energy	Dipuo Peters	Barbara Thompson
Finance	Pravin Gordhan	Nhlanhla Nene
Health	Aaron Motsoaledi	Gwen Ramokgopa
Higher Education and Training	Blade Nzimande	Mduduzi Manana
Home Affairs	Naledi Pandor	Fatima Chohan
Human Settlements	Tokyo Sexwale	Zoliswa Kota-Fredericks
International Relations and Cooperation	Maite Nkoana-Mashabane	Marius Fransman Ebrahim Ebrahim
Justice and Constitutional Development	Jeff Radebe	Andries Nel
Labour	Mildred Oliphant	-
Mineral Resources	Susan Shabangu	Godfrey Oliphant
Police	Nathi Mthethwa	Makhotso Sotyu
Public Enterprises	Malusi Gigaba	Gratitude Magwanishe
Public Service and Administration	Lindiwe Sisulu	Ayanda Dlodlo
Public Works	Thembelani Nxesi	Jeremy Cronin
Rural Development and Land Reform	Gugile Nkwinti	Solomon Tsenoli
Science and Technology	Derek Hanekom	-
Social Development	Bathabile Dlamini	Maria Ntuli
Sport and Recreation	Fikile Mbalula	Gert Oosthuizen
State Security	Siyabonga Cwele	-
The Presidency: National Planning Commission	Trevor Manuel	-
The Presidency: Performance Monitoring, Evaluation and Administration	Collins Chabane	Obed Bapela
Tourism	Marthinus van Schalkwyk	Thokozile Xasa
Trade and Industry	Rob Davies	Elizabeth Thabethe Thandi Tobias-Pokolo
Transport	Ben Martins	Sindisiwe Chikunga
Water and Environmental Affairs	Edna Molewa	Rejoice Mabudafhasi
Women, Children and People with Disabilities	Lulu Xingwana	Hendrietta Bogopane-Zulu

- Environmental and Water Affairs
- Human Settlements
- Labour
- Rural Development and Land Reform
- Transport
- Women, Youth, Children and People with Disabilities.

International Cooperation, Trade and Security Cluster
- Defence and Military Veterans (Chair)
- International Relations and Cooperation (Deputy Chair)
- Finance
- Trade and Industry
- Tourism
- Rural Development and Land Reform
- Water and Environmental Affairs.

Justice, Crime Prevention and Security Cluster
- Justice and Constitutional Development (Chair)
- Police (Deputy Chair)
- Correctional Services
- Defence and Military Veterans
- Home Affairs
- State Security.

Monitoring and evaluation

As part of assessing government's efforts to create a better life for all, Cabinet approved proposals for a 20-year review that will evaluate progress towards a democratic, non-racial and non-sexist South Africa, socio-economic development, and a review of government programmes. The review will build on existing research, and will be overseen by an Interministerial Committee led by the Minister in The Presidency, Mr Collins Chabane. An academic reference group will be established to ensure the review is rigorous and is expected to be completed by the end of 2013.

In November 2011, Cabinet approved the National Evaluation Policy Framework aimed at developing national and provincial annual and three-year evaluation plans, using standardised evaluation guidelines. Cabinet has now approved the first annual National Evaluation Plan, under which the following evaluations will be undertaken over the next year:
- National School Nutrition Programme and Grade R under the Department of Basic Education
- Integrated Nutrition Programme under the Department of Health
- Comprehensive Rural Development Programme and Land Reform Recapitalisation and Development Programme under the Department of Rural Development and Land Reform
- Business Process Services Incentives Scheme under the Department of Trade and Industry
- Integrated Residential Development Programme and Urban Settlements Development Grant under the Department of Human Settlements.

Management performance assessment

The Department of Performance Monitoring, Evaluation and Administration, and the offices of the premiers were mandated by Cabinet in 2011 to implement annual management performance assessments for all national and provincial departments. In 2011/12, 103 national and provincial departments completed these assessments. Cabinet has further approved amendments to the Performance Management and Development System, according to which all heads of departments enter into performance agreements and are assessed every year.

Management areas identified for improvement include supply chain management, information technology (IT) governance, human resource management, and monitoring and evaluation. Pockets of excellence in some management areas have been identified and will be used as best-practice case studies to be shared throughout government.

Law-making

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

Members of the executive councils of provincial government, as at October 2012

Eastern Cape	
Noxolo Kiviet	Premier
Mcebisi Jonas	Economic Development, Environmental Affairs and Tourism
Mandla Makupula	Education and Training
Phumulo Masualle	Finance and Provincial Planning
Sicelo Gqobana	Health
Helen August-Sauls	Human Settlements, Safety and Liaison
Mlibo Qhaboshiane	Local Government and Traditional Affairs
Thandiswa Marawu	Public Works, Roads and Transport
Zoleka Capa	Rural Development and Agrarian Reform
Pemmy Majodina	Social Development, Women, Youth and People with Disabilities
Xoliswa Tom	Sport, Recreation, Arts and Culture
Free State	
Sekgobelo Elias Magashule	Premier
Mosebenzi Zwane	Agriculture
Olly Mlamleli	Cooperative Governance, Traditional Leadership and Human Settlements
Mamiki Qabathe	Economic Development, Tourism and Environmental Affairs
Tate Pule Makgoe	Education
Fezi Ngubentombi	Health
Seiso Mohai	Provincial Treasury
Thabo Manyoni	Police, Roads and Transport
Sisi Elisa Mabe	Public Works and Rural Development
Sefora Sisi Ntombela	Social Development
Dan Kgothule	Sport, Arts, Culture and Recreation
Gauteng	
Nomvula Paula Mokonyane	Premier
Nandi Mayathula-Khoza	Agriculture and Rural Development
Nonhlahla Faith Mazibuko	Community Safety
Nkosipendule Kolisile	Economic Development and Planning
Barbara Creecy	Education
Mandla Nkomfe	Finance
Hope Papo	Health and Social Development
Qedani Dorothy Mahlangu	Infrastructure Development
Ntombi Mekgwe	Local Government and Housing
Lebogang Maile	Sport, Arts, Culture and Recreation
Ismail Vadi	Roads and Public Transport
KwaZulu-Natal	
Dr Zweli Mkhize	Premier
Dr Bonginkosi Meshack Radebe	Agriculture, Environmental and Rural Development
Ntombikayise Sibhidla-Saphetla	Arts, Culture, Sport and Recreation
Nomusa Dube	Cooperative Governance and Traditional Affairs
Mike Mabuyakhulu	Economic Development and Tourism
Senzo Edward Mchunu	Education
Catharina Magdalena Cronje	Finance
Dr Sibongiseni Maxwell Dlomo	Health
Ravi Pillay	Human Settlements and Public Works

Members of the executive councils of provincial government, as at October 2012

Weziwe Gcotyelwa Thusi	Social Development
Thembinkosi Willies Mchunu	Transport and Community Safety and Liaison
Limpopo	
Cassel Charlie Mathale	Premier
Jacob Marule	Agriculture
Clifford Motsepe	Cooperative Governance, Human Settlements and Traditional Affairs
Pinky Kekana	Economic Development, Environment and Tourism
Namane Dickson Masemola	Education
Dr Norman Mabasa	Health and Social Development
Soviet Lekganyane	Local Government and Housing
David Masondo	Provincial Treasury
Thabitha Mohlala	Public Works
Pitsi Moloto	Roads and Public Transport
Dipuo Letsatsi-Duba	Sport, Arts and Culture
Florence Dzhombere	Safety, Security and Liaison
Mpumalanga	
David Mabuza	Premier
Candith Mashego-Dlamini	Agriculture, Rural Development and Land Administration
Vusi Shongwe	Community Safety, Security and Liaison
Madala Masuku	Cooperative Governance and Traditional Affairs
Sbongile Manana	Culture, Sport and Recreation
Norman Mokoena	Economic Development, Environment and Tourism
Regina Mhaule	Education
Yvonne Pinky Phosa	Finance
Dr Rhulani Mkasi	Health and Social Development
Siphosezwe Masango	Human Settlements
Dikeledi Mahlangu	Public Works, Roads and Transport
Northern Cape	
Hazel Jenkins	Premier
Norman Shushu	Agriculture, Land Reform and Rural Development
Kenny Mmoiemang	Cooperative Governance, Human Settlements and Traditional Affairs
Grizelda Cjiekella	Education
Sylvia Lucas	Environment and Nature Conservation
John Block	Finance, Economic Affairs and Tourism
Mxolisi Simon Sokatsha	Health
Dawid Rooi	Roads and Public Works
Alwin Botes	Social Services and Population Development
Pauline Williams	Sport, Arts and Culture
Patrick Mabilo	Transport, Safety and Liaison
North West	
Thandi Modise	Premier
Desbo Sefanyetso Mohono	Agriculture and Rural Development
Motlalepule Rosho	Economic Development, Environment and Tourism
Louisa Lerato Mabe	Education
Paul Sebegoe	Finance
Dr Magome Masike	Health

Members of the executive councils of provincial government, as at October 2012

Nono Maloyi	Human Settlements, Safety and Liaison
China Dodovu	Local Government and Traditional Affairs
Raymond Elisha	Public Works, Roads and Transport
Masetsanagape Mokomela-Mothibi	Social Development, and Women, Children and People with Disabilities
Tebogo Modise	Sport, Arts and Culture
Western Cape	
Helen Zille	Premier
Gerrit van Rensburg	Agriculture
Dan Plato	Community Safety
Ivan Meyer	Cultural Affairs and Sport
Donald Grant	Education
Alan Winde	Finance, Economic Development and Tourism
Theuns Botha	Health
Bonginkosi Madikizela	Human Settlements
Anton Bredell	Local Government, Environmental Affairs and Development Planning
Albert Fritz	Social Development
Robin Carlisle	Transport and Public Works

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

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

If the NCOP rejects a Bill or passes it subject to amendments, the assembly must reconsider the Bill and pass it again with or without amendments. There are special conditions for the approval of laws dealing with provinces.

The Presidency

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

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

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

The President appoints the Deputy President from among the members of the National Assembly. The Deputy President assists the president in executing government functions.

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 National Assembly, and may select no more than two ministers from outside the assembly.

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

Elections

National and provincial elections are held once every four years. All South African citizens over the age of 18 are eligible to vote.

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

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

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

In July 2012, President Jacob Zuma launched the Siyahlola Presidential Monitoring Programme in Umzimkhulu on the south coast of KwaZulu-Natal. Although visits had been undertaken to other provinces in the past, the Umzimkhulu visit introduced the programme formally.
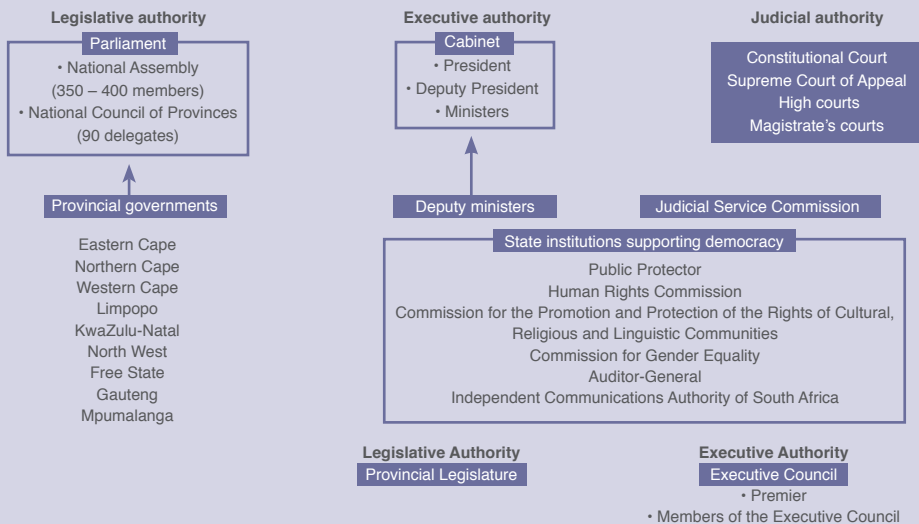
The Siyahlola Programme, which means "we are inspecting", is the President's hands-on, on-site monitoring of government performance in the delivery of services to the communities. Previous visits were undertaken to a number of areas in different provinces including Limpopo, North West, Eastern Cape and Gauteng. The President continues to undertake visits under the programme to assess first-hand any progress with various service delivery initiatives.

Programmes and initiatives

National Development Plan (NDP) 2030

South Africa's NDP seeks to eliminate poverty and reduce inequality by 2030 by drawing on the energies of the country's people, growing an inclusive economy, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Structure and functions of the South African Government

Legislative authority

Parliament
- National Assembly (350 – 400 members)
- National Council of Provinces (90 delegates)

Provincial governments

Eastern Cape
Northern Cape
Western Cape
Limpopo
KwaZulu-Natal
North West
Free State
Gauteng
Mpumalanga

Executive authority

Cabinet
- President
- Deputy President
- Ministers

Deputy ministers

State institutions supporting democracy
Public Protector
Human Rights Commission
Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
Commission for Gender Equality
Auditor-General
Independent Communications Authority of South Africa

Judicial authority

Constitutional Court
Supreme Court of Appeal
High courts
Magistrate's courts

Judicial Service Commission

Legislative Authority
Provincial Legislature

Executive Authority
Executive Council
- Premier
- Members of the Executive Council

Following months of public consultation and revision, the NDP 2030, titled *Our Future – Make it Work,* was handed over to President Jacob Zuma by the chairperson of the National Planning Commission, the Minister in The Presidency Mr Trevor Manuel, during a joint sitting of both Houses of Parliament in Cape Town in August 2012.

The plan focuses on the elimination of poverty – reducing the proportion of households with a monthly income below R419 per person from 39% to zero and a reduction of inequality in South Africa. Other goals include:
• increasing employment from 13 million in 2010 to 24 million by 2030
• broadening the country's ownership of assets by historically disadvantaged groups
• ensuring that all children have at least two years of pre-school education and that all children can read and write by Grade 3
• providing affordable access to healthcare
• ensuring effective public transport.

Presidential Hotline

As part of President Zuma's directive to create an interactive, accessible and responsive government, the Presidential Hotline was established in 2009. Members of the public can use the toll-free hotline to lodge queries or complaints relating to government services. The hotline is supported by a network of public liaison officers in national departments, provinces and municipalities.

Since its establishment, the hotline has served as an important source of information for government-wide performance monitoring and evaluation, and for monitoring the impact of government on citizens as it enables government to track the important issues for citizens and respond accordingly.

By November 2012, citizens had logged more than 140 000 cases with the hotline, of which 87% had been resolved. Since September 2012, monthly satisfaction testing was conducted and the first results indicated that of 1 205 citizens surveyed, 65% rated their satisfaction with the resolution of their hotline case as high or average.

Calls from citizens included issues relating to employment/working conditions, housing, legal matters, social services, citizenship, electricity, education, health and basic services. The majority of these calls were from KwaZulu-Natal, Gauteng and the Eastern Cape, possibly due to the population size of these provinces.

To ensure that the hotline operated optimally, the number of call agents were increased in June 2012 from 20 to 30. This ensured an increase to 15 agents per shift operating on two shifts a day.

Brand South Africa

From April 2012, the Brand South Africa responsibility has been moved from the Government Communication and Information System (GCIS) to The Presidency.

Charged with marketing South Africa at home and abroad, Brand South Africa's focus internationally is to positively influence and shape perceptions about South Africa among target audiences. In March 2012, Brand South Africa launched its new slogan, *South Africa: Inspiring New Ways.* It replaced the previous slogan *Alive with Possibility*, which ran from 2003 to 2011 and reflected South Africa's potential as a leading country in Africa's emergence as an untapped market.

The new slogan is set to represent the next phase of the country's development, where South Africa has moved from possibility to delivery, and is now an important regional power.

Brand South Africa is best known locally for the highly successful Football Fridays campaign that inspired the nation to show their support in the build-up to the 2010 FIFA World Cup™.

Internationally, Brand South Africa lobbies and networks extensively among global opinion leaders to shift perceptions about the country and the continent.

Being a member of the Brazil-Russia-India-China-South Africa trade bloc (BRICS), for example, provides a platform to engage and influence perceptions. This was evident at the Davos World Economic Forum (WEF) confer-

ence in January 2012, where South Africa was profiled as a competitive investment destination.

Brand South Africa also regularly brings groups of international journalists to the country to interact with South African government and business representatives, experience local life and culture, and learn about the country's latest technological developments.

The Department of Cooperative Governance and Traditional Affairs

The Department of Cooperative Governance and Traditional Affairs is responsible for facilitating cooperative governance, to support all spheres of government and to assist the institution of traditional leadership to transform itself into a strategic partner of government in the development of communities.

In 2011/12, the department provided leadership to nine national departments in relation to achieving government's outcome of a responsive, accountable, effective and efficient local government system with the following impact:
- 93 703 work opportunities were created through the Community Work Programme (CWP)
- 92% of ward committees were established, while 77% of these were inducted
- 80% of municipalities established municipal public accounts committees to improve governance and oversight in these municipalities.

In May 2012, the Minister of Cooperative Governance and Traditional Affairs, Mr Richard Baloyi, launched the Strategic Integrated Project 7 (SIP 7), which he chaired. SIP 7 is one of the 17 SIPs that form part of the Integrated Infrastructure Plan approved by the Cabinet and the Presidential Infrastructure Coordinating Commission (PICC) in February 2012.

In the initial phase, SIP 7 will focus its service delivery on the 11 major urban areas where most of South Africa's urban population resides. These are:
- Johannesburg, Tshwane and Ekurhuleni in Gauteng
- Cape Town in the Western Cape
- eThekwini and Msunduzi in KwaZulu-Natal
- Buffalo City and Nelson Mandela in the Eastern Cape
- Mangaung in the Free State
- Mbombela in Mpumalanga
- Polokwane in Limpopo.

Legislation and policies
The department oversees the implementation of, among others, the following legislation:
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).
- Municipal Property Rates Act, 2004 (Act 6 of 2004), which regulates the power of a municipality to impose property rates, excludes certain properties from rating in the national interest, provides fair and equitable valuation methods of properties, and for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies.
- The Municipal Property Rates Amendment Act, 2009 (Act 19 of 2009), which was introduced in September 2009 and aims to extend the validity of a valuation roll and supplementary valuation rolls from four to six years.
- Municipal Finance Management Act, 2003 (Act 56 of 2003) aimed at modernising municipal budgeting and financial management. It facilitates the development of a long-term municipal lending/bond market. It also introduces a governance framework for separate entities created by municipalities.
- Disaster Management Act, 2002 (Act 57 of 2002).
- Municipal Systems Act, 2000 (Act 57 of 2002) which establishes a framework for planning, performance-management systems, effective use of resources and organisational change in a business context.
- The Municipal Systems Amendment Act, 2011 (Act 7 of 2011), aimed at professionalising local government for improved service delivery and performance management, while also instilling a people-centred local government mindset in municipalities.

- Municipal Structures Act, 1998 (Act 117 of 1998), which provides for ward committees whose tasks, among other things, are to prepare, implement and review integrated development plans (IDPs) and establish, implement and review municipalities' performance-management systems.
- Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998).
- *White Paper on Local Government (1998)*.

The National House of Traditional Leaders Act, 2009 (Act 22 of 2009), and the Traditional Leadership and Governance Framework Act, 2003 (Act 49 of 2003), were consolidated by the National Traditional Affairs Bill to simplify the process. The National Traditional Affairs Bill was tabled in Parliament in July 2012.

The amendment of the legislation will also ensure, among other things, that traditional affairs, rather than only traditional leaders, will take centre stage. The Khoisan communities will also be fully represented in the National House of Traditional Leaders.

Budget
The 2012/13 budget for the Department of Cooperative Governance and Traditional Affairs was R54,715 billion, with funds allocated as follows:
- R37,837 billion for the Equitable Share
- R13,881 billion for Municipal Infrastructure Grant (MIG)
- R230 million for the Municipal Systems Improvement Programme
- R1,439 billion for the CWP
- R196,5 million for the Municipal Infrastructure Support Agency (Misa).

In a move that could change the face of local government, Finance Minister Pravin Gordhan announced that a new formula for the local government equitable share would be introduced in 2012/13.

The new formula would address the need to better differentiate assistance to different municipalities, including those in rural areas.

Under the previous formula, municipalities received their budget share according to their size. The new formula would result in significant changes in allocations to municipalities with higher poverty rates and less ability to raise their own revenue.

The formula for calculating equitable share would also be updated to reflect population changes as published in *Census 2011.* The census count showed that overall, the South African population grew from 44,8 million in 2001 to 51,8 million in 2011.

During 2011/12, provincial expenditure fell 1,3% short of an adjusted budget of R373 billion, primarily due to underspending on health and basic education in the Eastern Cape, KwaZulu-Natal and the Free State.

In the same period, municipalities underspent by R31 billion, representing 11,7% of the total budgeted municipal expenditure. Of 278 local municipalities, 212 underspent their transfer receipts by more than 5%, while 30 over-spent by more than 5%.

Provincial government
In accordance with the Constitution, each province has its own legislature, consisting of between 30 and 80 members. The number of members is determined according to a formula set out in national legislation. The members are elected in terms of proportional representation.

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

Decisions are taken by consensus, as is the case in the national Cabinet. Besides being able to make provincial laws, a provincial legislature may adopt a constitution for its province if two thirds of its members agree.

However, a provincial constitution must correspond with the national Constitution.

According to the Constitution, provinces may have legislative and executive powers, concurrent with the national sphere, over:
- agriculture
- casinos, racing, gambling and wagering
- cultural affairs
- education at all levels, excluding university and university of technology education
- environment
- health services

- human settlements
- language policy
- nature conservation
- police services
- provincial public media
- public transport
- regional planning and development
- road-traffic regulation
- tourism
- trade and industrial promotion
- traditional authorities
- urban and rural development
- vehicle licensing
- welfare services.

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

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

The President's Coordinating Council is a statutory body established in terms of the Intergovernmental Relations Framework Act, 2005, which brings together the three spheres of government on matters of common interest and national importance, therefore strengthening cooperative government. Among other things, the forum looked at:
- mechanisms for monitoring job creation and implementation of the New Growth Path in all spheres of government

Infrastructure transfers to provinces increased sharply in recent years, growing from R4,8 billion in 2005/6 to R39,7 billion in 2012/13. To improve the quality of spending, the application process for infrastructure grants has been revised: provinces will be required to submit building plans two years ahead of implementation and will only receive allocations if plans meet certain benchmarks.

- shared experiences in creating an environment for job creation in provinces
- specific provincial matters
- monitoring and evaluation.

Provincial Spatial Development Framework (PSDF)

The PSDF was finalised in August 2012 to:
- be the spatial expression of the Provincial Growth and Development Strategy
- guide (metropolitan, district and local) municipal IDPs and spatial development frameworks and provincial and municipal framework plans
- help prioritise and align investment and infrastructure plans of other provincial departments, as well as national departments' and parastatals' plans and programmes in the provinces
- provide clear signals to the private sector about desired development directions
- increase predictability in the development environment, for example by establishing "no-go," "conditional" and "go" areas for development and redress the spatial legacy of apartheid.

Local government

In accordance with the Constitution and the Organised Local Government Act, 1997 (Act 52 of 1997), which formally recognise organised local government associations, organised local government may designate up to 10 part-time representatives to represent municipalities and participate in proceedings of the NCOP.

The Department of Cooperative Governance 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 per-

formance and accountability by improving the quality of reporting on the Local Government Strategic Agenda (LGSA) and improving the monitoring, reporting and evaluation of capacity in local government.

The department is also responsible for coordinating and supporting policy development, implementing the LGSA, and monitoring and supporting service delivery.

In July 2012, the Department of Cooperative Governance concluded its three-year Network of Tuscan and South African Local Governments (NETSAFRICA) partnership, which was funded by the Italian government. Its aim was to consolidate the role of local institutions in the realisation of effective policies and services to alleviate poverty and improve community access to basic services.

NETSAFRICA is a network of Italian and South African local governments aimed at promoting partnerships, exchanging expertise among partners and strengthening targeted institutions using a "practitioner-to-practitioner" approach.

Under the NETSAFRICA partnership, four municipalities – Buffalo City Metro, OR Tambo District Municipality, Ekurhuleni Metro and Metsweding District Municipality – were supported.

Municipalities
The Constitution provides for three categories of municipalities.

There are 278 municipalities in South Africa, comprising eight metropolitan, 44 district and 226 local municipalities. They are focused on growing local economies and providing infrastructure and service.

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

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

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

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

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

In metropolitan areas, there is a choice of types of executive system: the mayoral executive system where executive authority is vested in the mayor, and 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, 1998 provides for ward committees whose tasks, among other things, are to:
- prepare, implement and review IDPs
- establish, implement and review municipalities' performance-management systems
- monitor and review municipalities' performances
- prepare municipalities' budgets
- participate in decisions about the provision of municipal services
- communicate and disseminate information on governance matters.

Local Government Turnaround Strategy (LGTAS)
The LGTAS was introduced as a government programme of action and a blueprint for better

service delivery aimed at responsive, account-able, effective and efficient local government.

Five focus areas aimed at fast-tracking implementation of the strategy have been identified. These are:

• service delivery
• governance
• financial management
• infrastructure development
• fighting corruption.

Working with provinces and municipalities, 108 priority municipalities have been identified to receive targeted support. These municip-alities have the highest backlogs in basic services, are financially distressed, have the highest number of informal settlements and are under-spending on their infrastructure grants. Stakeholders outside government have also been mobilised to support such initiatives.

As part of the contribution to government's overall Infrastructure Development Plan, R47 billion was budgeted for 2012 to 2014 towards the development of infrastructure in the 12 major cities to ensure that people enjoy a better life.

The department aims to review all pieces of legislation that impede service delivery. In this regard, more than 300 sections of legislations that fall under this category have been identi-fied and reviews will be undertaken.

In May 2012, Misa was proclaimed as a gov-ernment agency as part of the LGTAS. Its pur-pose is to accelerate support to municipal-ities in providing service-delivery infrastructure.

The service-delivery statistics for 2012 showed improvement from previous years:

In July 2012, the World Bank, in partnership with the South Africa Government, the United Nations, the European Commission and the African Devel-opment Bank, hosted the second Understanding Risk Forum under the theme *Mapping Global Risk.*

The forum attracted 350 leading global experts in disaster risk assessment from more than 60 countries. They discussed cutting-edge risk analysis methodologies and showcased the lat-est innovations in risk assessment.

The Department of Corporative Governance and Traditional Affairs and the South African Local Government Association signed two memoran-dums of understanding (MoUs) for the Business-Adopt-a-Municipality initiative with Santam and Eskom.

The initiative encourages private companies to adopt a municipality, enter into a MoU and together improve infrastructure development, deal with governance challenges and address issues of local economic development, while at the same time contributing to job creation and provision of critical skills.

• The number of households with access to water services increased from 92% in 2009 to 94,7% in 2012.
• The number of households with access to sanitation services increased from 64% in 2009 to 84% in 2012.
• The number of households with access to refuse removal services increased from 64% in 2009 to 72% in 2012.
• Some 4 110 (96%) ward committees were established.
• Some 89% (38 060) ward committee mem-bers were inducted across all provinces.

Municipal Infrastructure Grant (MIG)

The MIG is aimed at eradicating municipal infrastructure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community light-ing.

The Department of Cooperative Governance is responsible for managing and transferring the MIG and provides support to provinces and municipalities on implementing MIG projects.

In 2012/13, R9,2 billion was allocated towards MIG. Spending on the grant resulted in the provision of water to 98 394 households, sanitation to 217 349 households, and building of 1 184 km of municipal roads. In addition, 23 sports facilities were completed.

Community Work Programme (CWP)

The CWP is a government programme aimed at addressing poverty and the high unemploy-ment rate.

The programme is not an employment solution for participants, but serves as an employment safety net which provides them with a minimum number of regular days of work. This is typically two days a week or eight days a month, thus supplementing their existing livelihoods by offering a basic level of income security. It is an ongoing programme that does not replace government's existing social grants programme but complements it.

In 2012, 94 977 work opportunities were created through the CWP against a target of one million set for 2014.

Local economic development (LED)

LED is an approach towards economic development that allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life to all residents in a local municipal area.

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

LED programmes provide support in the following areas:
• developing and reviewing national policy, strategy and guidelines on LED
• providing direct and hands-on support to provincial and local government
• managing the LED Fund
• managing and providing technical support to Nodal Economic Development Planning
• facilitating, coordinating and monitoring donor programmes
• assisting LED capacity-building processes.
Through these interventions and resources, local role players and interest groups are mobilised for the sake of achieving economic growth and creating jobs to reduce poverty.

Municipal Demarcation Board (MDB)

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

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

South African Local Government Association (Salga)

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

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

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

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

Disaster management

The Disaster Management Act, 2002 was promulgated in 2003. The National Disaster-Management Centre (NDMC) with functional disaster-management centres and advisory forums were established in eight provinces. The National Disaster-Management Advisory Forum was recognised by the United Nations (UN) as the national platform for reducing disaster risk.

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

Through the NDMC, the Department of Cooperative Governance registered unit standards for levels three to seven with the South African Qualifications Authority for a national certificate in disaster risk management. The department also developed regulations for recruiting and using disaster-management volunteers.

In September 2012, the Disaster Management Institute of Southern Africa held its annual conference on Disaster Risk Management under the theme *Taking Up the Challenge: Readiness for Risk Reduction and Response.*

The institute's conference is the biggest annual disaster reduction conference in Africa and routinely attracts approximately 300 delegates. The institute is recognised as the mouthpiece of the disaster management profession in southern Africa and is also recognised by the UN's International Strategy for Disaster Reduction.

The 2012 conference was supported by the Mopani District Municipality, Limpopo Provincial Government, the South African Weather Service and the NDMC.

Traditional leadership

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

Government acknowledges the critical role of traditional leadership institutions in South Africa's constitutional democracy and in communities, particularly in relation to the rural development strategy. It therefore remains committed to strengthening the institution of traditional 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 policies which, among other things, include policies on unity and diversity, initiation, traditional healing, traditional leaders' protocol, family trees, the remuneration and benefits of traditional leaders based on uniform norms and standards, and involving the Khoi-San people in the system of governance in South Africa.

Traditional councils

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

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

The National Khoi-San Council (NKC) is aimed at uniting the Khoi-San communities and creating a platform through which they can raise issues affecting them as a group of communities. The most important and recent issue is the statutory recognition and inclusion of the Khoi-San people into formal government structures.

Between March and June 2012, the NKC met various Khoi-San communities in the Western, Northern and Eastern Cape, KwaZulu-Natal and Gauteng. It also met leaders in the Free State, North West, Limpopo and Mpumalanga as part of the drive to involve communities in the processes of developing the legislation that ultimately seeks to regulate national traditional affairs, the National Traditional Affairs Bill.

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

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

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

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

In August 2012, the fourth National House of Traditional Leaders was officially opened by President Jacob Zuma in Parliament.

Commission on Traditional Leadership Disputes and Claims
The commission was established in terms of the Traditional Leadership and Governance Framework Act, 2003.

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

Section 25 of the Traditional Leadership and Governance Framework Act, 2003 requires that the commission investigates and makes 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.

Government Communication and Information System (GCIS)
The GCIS's prime responsibility is to provide strategic leadership and coordinate a government communication system that ensures that citizens are informed and have access to government programmes and policies that benefit them.

The Chief Executive Officer of the GCIS is also the official spokesperson for Cabinet. He or she chairs the GCIS Executive Committee, a strategising body that integrates, coordinates and rationalises the work of the GCIS and government communication structures.

The GCIS coordinates the Public Participation Programme and outreach events of political principals at national, provincial and local levels to reinforce dialogue and accountability to citizens.

The GCIS also supports the implementation of access to government-wide information and services through Thusong service centres.

It furthermore assists departments with specific campaigns and events, as well as in developing departmental communication structures.

Two agencies were established under the executive authority of the GCIS, namely the Media Development and Diversity Agency (MDDA) and Brand South Africa. The latter was moved to The Presidency in April 2012.

To guide communication in government, the GCIS developed the National Communication

Strategy, which shapes the various communication activities of departments, provinces and entities.

The GCIS effectively supported and played a key role in coordinating the communication services for campaigns prioritised in the 2011/12 Government Communication Programme. Some of the campaigns coordinated in 2012 include:
• the WEF in Davos, Switzerland in January 2012
• Water Week in March 2012
• 16 Days of Activism for No Violence Against Women and Children from 25 November to 10 December 2012.

Activities for 2012/13 included:
• the launch a project focusing on 20 years of democracy, mobilising government and the nation at large in the build-up to marking two decades of democracy in 2014
• the implementation of about 3 000 communication projects through various platforms, such as community media, seminars, workshops, public participation programmes, door-to-door visits and Thusong-driven campaigns
• a special focus was placed on the Achievements of Local Government Campaign – a planned community radio approach where elected local officials were to provide feedback on achievements in their municipal turnaround strategies.

Budget
The GCIS Budget for 2012/13 was R429 million, with the MDDA receiving an allocation of R20 million.

R50 million was invested during 2012/13 in the department's new headquarters in Hatfield, Pretoria, which provided staff with a much-needed upgrade in facilities and placed GCIS close to clients and stakeholders.

GCIS was allocated an additional R19,5 million to increase the print run of *Vuk'uzenzele*, the only newspaper in the country that is also published in Braille. The newspaper is printed in English, but the front page and other selected articles are translated into all the official languages. In 2012/13, GCIS planned to produce just over 20,4 million copies of *Vuk'uzenzele,* with over 5 000 copies to be available to Braille users.

Media Development and Diversity Agency (MDDA)
The MDDA was set up by an Act of Parliament (Act 14 of 2002) to enable historically disadvantaged communities and people not adequately served by the media to gain access to the media. Its beneficiaries were community media and small commercial media.

To achieve its objective, the MDDA encouraged:
• ownership and control of, and access to, media by historically disadvantaged communities and historically diminished indigenous language and cultural groups
• the channelling of resources to community and small commercial media
• human resource development and capacity-building in the media industry, especially among historically disadvantaged groups
• research regarding media development and diversity.

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

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

In terms of the Public Service Act of 1994, as amended, the Minister of Public Service and Administration is responsible for establishing norms and standards relating to:

- the functions of the Public Service
- organisational structures and establishment of departments and other organisational and governance arrangements in the Public Service
- labour relations, conditions of service and other employment practices for employees
- the health and wellness of employees
- information management
- electronic government in the Public Service
- integrity, ethics, conduct and anti-corruption
- transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.

Legislation and policies

The department oversees the implementation of, among others, the following legislation:

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

Budget

In 2012/13, the following budget allocations relating to the Public Service were made:

- the Department of Public Service and Administration received an allocation of R411,4 million
- the Public Administration Leadership and Management Academy (Palama) received R123,4 million
- the Centre for Public Sector Innovation (CPSI) was allocated R16,036 million
- the Public Service Sector Education and Training Authority (PSeta) received R22,086 million
- the Public Service Commission (PSC) was allocated R158,4 million.

Role players

Community development workers (CDWs)

There are approximately 3 100 CDWs employed in the Public Service, working in over 2 000 municipal wards throughout South Africa. CDWs are the only public servants in South Africa who are required to work in the municipal wards where they live and whose work-related activities straddle the three spheres of government.

One of their aims is to identify children without access to the Early Childhood Development Programme and make them part of it.

The CDW Programme played a critical role in making positive development impacts by:

- assisting in the elimination of government service-delivery deadlocks, including bureaucratic bottlenecks in a range of government departments, especially the departments of home affairs and social development
- advocating an organised voice of and for the poor by supporting community-based organisations
- strengthening government-community networks through dissemination of information
- assisting in bridging the gap between the First and the Second Economy as an important part of advancing the South African developmental state.

A review of the public service regulations on the institutionalisation of service-delivery mechanisms, and a framework for community development and public participation was underway in 2012.

The code of conduct for the CDWs was also to be reviewed to address conflict between the Public Service and political activities. The department planned to link the CDWs to existing community structures such as school governing bodies, community policing fora, ratepayers' associations, traditional institutions, citizen assemblies and religious bodies.

Public Service Commission (PSC)

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

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

The Constitution mandates the commission to:

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

Centre for Public Sector Innovation (CPSI)

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

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

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

State Information Technology Agency (Sita)

Sita consolidates and coordinates the state's IT resources to save costs through scale, to increase delivery capabilities and improve interoperability.

Sita is committed to government's IT strategy, which seeks to leverage economies of scale, enhance the interoperability of government systems, ensure system security, eliminate duplication and advance Black Economic Empowerment. The strategic priorities for 2009 to 2012 are:

- improving financial sustainability
- optimising infrastructure
- extending the service footprint
- modernising public-service operations
- reducing operational costs
- achieving operational excellence
- developing and retaining personnel.

In 2012, the Public Administration Leadership and Management Academy in partnership with the National Youth Development Agency, trained 2 443 unemployed youths for public service employment opportunities. A further 18 660 new public servants participated in the Junior and Middle Management Induction Programme in 2011/12, while 17 575 were to complete the programme in 2012/13. This is part of government's efforts to develop skills and create jobs.

Government Information Technology Officers Council (Gitoc)

The Gitoc advises government on the application of IT to improve service delivery. Its membership consists of the chief information officers from national departments and premiers' offices. The council has been involved in developing an IT security policy framework, IT procurement guidelines and e-government policy and strategy. It also monitors government IT projects to avoid duplication.

In February 2012, the late Minister of Public Service and Administration, Mr Roy Padayachie, hosted a Gitoc workshop. On the agenda were issues of information and communication technology (ICT) procurement, ICT governance, ICT projects as well as ICT information security. A structured process within the regulatory framework for the provision of transversal tenders was near completion on the matter of procurement processes. On projects, the development of a government-wide project management framework was planned for completion within the course of 2012.

Public Administration Leadership and Management Academy (Palama)

Palama is a Sesotho word, which means "Arise!" or "Get on Board". As government's training department, Palama offers training and development opportunities to public servants at national, provincial and local spheres of government. This includes training of new public service employees as part of their pro-

In March 2013, the Department of Home Affairs stopped issuing abridged birth certificates and now only issue unabridged birth certificates. The unabridged certificates are issued on the spot, reducing the turnaround time. The unabridged certificates contain the parents' particulars in full – identity numbers, names in full, place of birth and citizenship – at the time of the baby's birth.

An unabridged birth certificate is required for overseas travel, claiming citizenship by descent and applying for permanent residence, as well as nationally for insurance claims or any other purpose where proof is required of the identity of the individual's parents.

On 11 May 2012, the Department of Home Affairs launched a campaign to eradicate duplicate identity documents (IDs).

In the first phase of the campaign, the department published the names of 29 000 South Africans affected by duplicate IDs in national newspapers, on the departmental website and in other media. Citizens could also send an SMS to check if their IDs had been duplicated. Phase 2 will involve a list of an additional 83 000 South Africans also affected by ID duplication.

bation, re-orientation of senior managers and orientation of unemployed youth graduates preparing them for Public Service employment opportunities.

Some of the courses offered by Palama are accredited by the Pseta or by other sector education and training authorities (Setas) and higher education institutions.

Other courses can be combined into programmes which are equivalent to certificates or degrees. Training offered can also become stepping stones for career advancement in the Public Service.

In 2011/12, Palama trained 51 760 officials in leadership, management, administration and induction.

The Legislature Capacity Building Programme has received approval from the University of South Africa for the accreditation of the Certificate in Governance and Leadership. The first group of trainers have completed all requirements and 173 members of Parliament and legislatures graduated in November 2011.

Programmes and projects

Continental Capacity Development Programme

The Department of Public Service and Administration continues to provide coordination for the implementation of the Continental Capacity Development Programme.

South Africa is engaged in several post-conflict interventions in several countries, namely:
• The Democratic Republic of Congo (DRC): developing and implementing the Anti-

Corruption Framework, the Public Service Census and capacity-building programmes.

- Burundi: rebuilding and strengthening its Public Service for it to run effectively and implementing capacity-building programmes.
- Rwanda: capacity-building programmes and leadership development.
- South Sudan: capacity building in human resources and enhancing legislative and policy review.
- For the first time, government included the participation of traditional leaders as one of the sectors in the Africa Peer Review Mechanism process. This move was necessitated by the fact that 70% of South Africa's population is rural. Through the Organisation for Economic Cooperation and Development, South Africa was asked to assist in developing a framework for civil society's participation in the review of government programmes.

Public Service Month

South Africa marks Public Service Month in September each year. It is a regular national event that requires all the national and provincial departments to participate by putting in place activities and campaigns to improve service delivery.

Public Service Month is a follow-up to and mirrors the UN and Africa Public Service Day. In 2012, it took place on 23 June under the theme *Capacity Development for Implementation of the African Charter and Principles of Public Service and Administration Towards Capable Developmental States.*

The 2012 Public Service Month was significant as it coincided with 15 years of institutionalising and instilling the ethos of Batho Pele within the Public Service.

Batho Pele

The Batho Pele Campaign, aimed at improving service delivery to the public, was implemented in October 1997 and revitalised during the 2012 Public Service Month. Batho Pele is a Sesotho phrase meaning "People First".

From this concept, eight principles were derived and made known in a White Paper as the principles for transforming Public Service delivery, which are:

- regularly 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
- remedy failures and mistakes
- giving the best possible value for money.

Department of Home Affairs

The Department of Home Affairs is the custodian of the identity of all South African citizens, critical to which is the issuance of birth, marriage and death certificates; identity documents (IDs) and passports; as well as citizenship; naturalisation and permanent residency certificates. This goes beyond merely issuing documents; it encompasses the safe maintenance and archiving of biometric and demographic records of citizens and residents of the country.

As part of ongoing efforts to render a service that is efficient, accessible and corrupt-free, the department continued to train its management.

About 98,3% of IDs were issued within 47 days, amounting to 222 713 in the second quarter of 2012. About 95,9% of passports that were processed manually were issued within 24 days, amounting to 98 316 in the period under review.

With offices that have live capture capacity, 97,49% of passports were issued within 13 days. This amounts to 35 269 passports.

In March 2012, the Deputy Minister of Home Affairs, Ms Fatima Chohan, officially launched the first ever Youth Forum, in which approximately 70 young people of 35 years and under from the department participated. The department has committed to developing a cadre of young people able to deliver on government's mandate to create a better life for all South Africans.

In September 2012, South Africa, on behalf of the United Nations Economic Commission for Africa and the African Union, hosted the second Ministerial Conference on Civil Registration and Vital Statistics. In addition to monitoring progress, the conference provided an opportunity for ministers and delegates to ensure that all countries were moving in the same direction. Some 54 African ministers responsible for civil registration and vital statistics and about 500 delegates from African countries attended the conference.

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

Statutory bodies falling under the department are the:
• Immigration Advisory Board
• Standing Committee for Refugee Affairs
• Refugee Appeal Board.

Budget and funding

The department was allocated R5,3 billion in 2012/13, a 9,5% decrease in nominal terms from 2011/12. As a result of the reduced budget allocation, all programmes within the department had a cut in expenditure in 2012/13.

The biggest reduction was in the Administration Programme, which was 11,8% or R223,8 million less. The Citizen Affairs budget decreased by 9% or R306,3 million and Immigration Services received 4,2% or R24,2 million less in 2012/13.

The only increases were under the Administrative Programme for Corporate Services (up by 11,24% or R56 million); Office Accommodation (up 5,5% or R17 million); while Citizen Services Delivery to Provinces received a R105 million increase (up 6,8%).

The budgets of the Government Printing Works and the Film and Publication Board were increased. The publication board's budget increased by 6% or R3,9 million and the printing work's budget was increased by 4,8% or R6,2 million. The majority of the sub-programmes within the Department of Home Affairs received smaller allocations this financial year than 2011/12.

Legislation and policies

The department oversees the implementation of, among others, the following legislation:
• South African Citizenship Act, 1995 (Act 88 of 1995)
• The Births and Deaths Registration Amendment Act, 2010 (Act 18 of 2010)
• The South African Citizenship Amendment Act, 2010 (Act 17 of 2010)
• The Refugees Act, 1998 (Act 130 of 1998)
• The Immigration Act, 2002 (Act 13 of 2002).

The Immigration Act, 2002 was amended to clarify and revise immigration and permit procedures to facilitate importing skills. The final immigration regulations came into effect on 1 July 2004. The release of these regulations followed the signing of the Immigration Amendment Act, 2004 (Act 19 of 2004) into law on 12 October 2004. The Immigration Amendment Act, 2011 (Act 13 of 2011) provides for, among other things, revising provisions relating to the Immigrating Advisory Board.

The Refugee Amendment Act, 2011 (Act 12 of 2011), contains certain amendments to eliminate abuse of the asylum system and redefines the criteria for refugees seeking asylum in a clear and transparent manner.

Citizenship

South African citizenship is regulated by the South African Citizenship Act, 1995 (Act 88 of 1995) and regulations issued in terms thereof. South African citizenship may be granted by way of:
• birth or descent
• an application for naturalisation as a South African citizen
• an application for resumption of South African citizenship
• the registration of the birth of children born outside South Africa to South African fathers or mothers
• an application for exemption in terms of Section 26(4) of the Act.

In October 2010, the National Assembly adopted the South African Citizenship Amendment and Births and Deaths Registration Amendment Bills.

The Births and Deaths Registration Amendment Act, 2010 (Act 18 of 2010) seeks to streamline the procedures related to the following:
- who, other than parents, should register the birth of a child, including the next-of-kin or a legal guardian
- the registration of orphans and abandoned children
- simplifying the process for the change of surnames of children and adults
- paternity, including steps to be followed when a mother registers a child under one father and later changes to another
- registration of birth after 30 days
- the registration of adopted children to ensure alignment to the Children's Act, 2005 (Act 38 of 2005).

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

The South African Citizenship Amendment Act, 2010, among other things, ensures that:
- a child born to a South African parent inside or outside the country is a South African by birth as long as the child is registered according to South African law
- a child born of non-South African parents but adopted by South African parents is a citizen by descent
- a child born of non-South African parents in South Africa, may, at the age of 18 years, apply for naturalisation; while he or she is a minor, such children will retain the citizenship of their parents
- a child with no claim to any citizenship will be given South African citizenship in accordance with international law and practice.

National Population Register (NPR)

Since the launch of the National Population Registration (NPR) Campaign in 2010/11, the number of children registered within 30 days of birth has increased from 445 853 to 556 762 in 2011/12, just over 50% of all births. Early registration of childbirths will ensure that government is able to extend services to children, including social grants where applicable, while helping to prevent fraudulent registration of childbirths through such schemes as "rent a baby".

To encourage parents to register their babies within 30 days of delivery, 264 hospitals, clinics and healthcare facilities have been connected to the Department of Home Affairs. A further 80 hospitals were to be connected in 2012/13, while 88 hospitals and other healthcare centres were visited by officials for collection of registration forms.

The department witnessed a dramatic decrease in the late registration of people aged 15 years and above, from 354 588 in 2009/10 to 110 902 in the 2011/12 year, thus reducing the risk of fraudulent acquisition of citizenship while protecting the NPR. Some 1 199 467 IDs were issued to first-time recipients in 2011/12. This is a significant increase compared with the 834 353 issued in 2009/10.

With the number of applications for the re-issue of IDs and late registration of birth steadily decreasing, it is evident that South Africans are beginning to value their enabling documents, their identity and their citizenship. In this regard, in 2011/12, it reissued 1 075 994 IDs, which is 5% fewer when compared with the 1 125 141, issued in 2010/11.

In November 2012, the President's Award of the Computer Society of South Africa named the Deputy Director-General for Information Services of the Department of Home Affairs, Sello Mmakau, the Visionary Chief Information Officer for 2012. This category recognises an executive who has demonstrated vision and leadership in using technology to support and grow business.

Mmakau played an instrumental role in the department's introduction of the Online Fingerprint Verification System, in partnership with the South African Banking Risk Centre, as well the piloting of the new smart identity card and the Information Technology Modernisation Project, which will help reduce the time taken to produce enabling documents such as identity documents and passports.

Immigration

The Department of Home Affairs' National Immigration Branch is responsible for control over the admission of foreigners for residence in and departure from South Africa. This entails:
• processing applications for visas, temporary residence permits and immigration permits
• maintaining a travellers' and foreigners' control system
• tracing and removing foreigners who are considered undesirable or who are in South Africa illegally.

The Refugees Act, 1998 (Act 130 of 1998), gives effect within South Africa to the relevant international legal instruments, principles and standards relating to refugees; provides for the reception into South Africa of asylum seekers; regulates applications for and recognition of refugee status; and provides for the rights and obligations flowing from such status, and related matters.

In recent years, the department has sought to control illegal immigration through various measures:
• the Immigration Act, 2002 (Act 13 of 2002), provides for a stricter immigration policy – implementation of administrative fines and other measures came into effect in 2003; the Act was later amended to clarify and revise immigration and permit procedures to facilitate importing skills
• the department works closely with the South African Revenue Service and the South Af-rican Police Service to ensure effective border control.

A computerised visa system was instituted to curb the forgery of South African visas and has been extended to all South African missions abroad.

In the first half of 2012, the Department of Home Affairs issued 100 pilot identity document (ID) smart cards to test the functionality and durability of the smart ID. The smart-card ID system will replace the current civic and immigration identity systems. The new system will enable government to digitally capture biometric and biographical details of all South Africans or foreign nationals, which will be stored in one integrated system.

The final immigration regulations came into effect on 1 July 2004. The release of these regulations followed the signing of the Immigration Amendment Act, 2004 (Act 19 of 2004).

The immigration policy aims to:
• discourage illegal migration into South Africa by encouraging foreign nationals to apply for relevant permits to legalise their stay in the country
• create an enabling environment for foreign direct investment in South Africa
• attract scarce skills required by the economy in accordance with the 2014 vision of eradicating poverty and underdevelopment.

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

The department prioritised the issuance of quota work permits to foreigners who fall within specific occupational classes or specific professional categories. In this context, details of specific occupational classes and specific professional categories and the applicable quotas are published annually in the *Govern-*

ment Gazette after consultation with other stakeholder departments.

The Immigration Amendment Bill provides for, among other things:

- revising provisions relating to the Immigrating Advisory Board
- revising provisions relating to the making of regulations
- the designation of ports of entry
- revising provisions relating to visas for temporary sojourn in South Africa
- the mandatory transmission and use of information on advance passenger processing
- the transmission of passenger name record information
- revising provisions relating to permanent residence
- revising penal provisions.

The Department of Home Affairs is charged with the responsibility of providing enabling documents to those fleeing from persecution in their country of origin to afford them sanctuary and to play a part in developing a better and safer world.

Like all countries, South Africa has an obligation to scrutinise asylum claims and turn down those that are not justified. The Asylum Seeker and Refugee Management System has been under tremendous pressure owing to South Africa having the largest number of asylum seekers in the world, according to the UN High Commission for Refugees. This is in part owing to economic immigrants using this as a route to regularise their stay in the country. This trend causes much strain on South Africa's bureaucratic capacity and hampers efforts to assist genuine asylum seekers and refugees. The adjudication of these claims therefore tended to take long and in some cases years to finalise.

The department introduced new structures and processes to improve the quality and efficiency of adjudication of claims and since September 2011, the turnaround time and quality of adjudication has improved on all new asylum applications. The appointment of permanent members to the department's Standing Committee on Refugee Affairs at some of its centres resulted in decisions on new applications being made within three months.

As part of a regional approach towards asylum seeker and refugee management, South Africa is engaging in bilateral and multilateral cooperation with neighbouring countries through which asylum seekers transit. As a signatory to the International Protocol on Refugees, South Africa joins other nations in its obligation to guarantee the safety of asylum seekers. The Cessation of Angolan Refugees came into effect on 30 June 2012.

Visas

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

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

South Africa is to sign visa waiver agreements with Belgium, the Netherlands, Luxembourg, Italy, Panama and Spain in April 2013.

With a view to enhancing economic, cultural and humanitarian ties, South Africa signed visa waiver agreements with several countries in February 2013.

An agreement was signed with the Benelux States of Belgium, the Netherlands and Luxembourg on the exemption of visa requirements for holders of diplomatic, official and service passports.

An agreement was also signed with Italy on the exemption of visa requirements for holders of valid diplomatic and service passports.

South Africa and Spain signed an agreement regarding visa requirements for holders of diplomatic passports and South Africa signed an agreement with Panama concerning reciprocal exemption from visa requirements for holders of diplomatic, official, consular and special passports.

Control of travellers

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

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

Control of sojourn

Foreigners who are in the country illegally and are therefore guilty of an offence may be classified into three categories, namely those who:
- entered the country clandestinely
- failed to renew the temporary residence permits issued to them at ports of entry
- breached the conditions of their temporary residence permits without permission, such as holiday visitors who took up employment or started their own businesses.

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

Permanent residence

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

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

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

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

The department started addressing the permanent residence backlog from August 2012. It is currently prioritising temporary residence permits, as this category of foreigners is at risk of being in the country illegally if their applications are not finalised in time.

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

Temporary residence

In terms of the Immigration Act, 2002, temporary residence permits are divided into the following categories:
- visitors' permits
- diplomatic permits
- study permits
- treaty permits
- business permits
- crew permits
- medical permits
- relatives' permits

- work permits with the following categories:
  - quota work permits
  - general work permits
  - intra-company transfer work permits
  - exceptional skills work permits
  - corporate work permits
  - retired person permits
  - exchange permits
- asylum permits.

In terms of Section 11, a visitor's permit may be issued to a person who intends to enter South Africa for less than 90 days for the purpose of tourism, business, education or medical treatment.

Foreigners who are exempt from visa requirements may therefore proceed to a port of entry where visitors' permits for the mentioned period will be issued, provided such people can produce evidence to prove their bona fides.

Foreigners who are citizens of countries that are exempted from visa requirements for less than 90 days may likewise obtain visitors' permits at a port of entry. Such foreigners enjoy exemption for the period only. Foreigners who require a visa prior to proceeding to South Africa, or who intend to enter South Africa for any period longer than the period for which they are exempt from the visa requirement, must apply for and obtain a visa prior to proceeding to the country.

Foreigners who intend to accept an offer of employment, start a business, take up studies or enter South Africa for any purpose for which a temporary residence permit is provided for in the Act, must apply for an appropriate temporary residence permit via the South African diplomatic representative in their countries of origin/residence. In countries where there are no representatives, applications must be submitted in the nearest country where there is a foreign representative.

The outcome must be awaited outside South Africa and applicants may only proceed to South Africa once the permit as applied for has been issued to them.

The overriding consideration when dealing with applications for work permits is whether the employment or task to be undertaken cannot be performed by a South African citizen or an approved permanent immigrant already residing in South Africa.

Applications for the extension of temporary residence permits must be submitted at least 30 days prior to the expiry date of the permit, to the nearest regional/district office of the Department of Home Affairs where the applicant is employed. Any enquiries related to temporary residence permits may be directed to the nearest district/regional office of the Department of Home Affairs in South Africa, to South African diplomatic representatives abroad, or to the Director-General of Home Affairs, for the attention of the Directorate: Permitting.

Removal of undesirable people

In terms of legislation, the Minister of Home Affairs may order the deportation of any person who is declared undesirable or prohibited, other than an asylum seeker.

These are foreign nationals who are in South Africa illegally and should be deported to the countries of which they are citizens or territories where they have rights of domicile or residence.

Any person who has become a deportation subject may, pending his or her deportation, be detained in a manner and at a place determined by the Director-General of the Department of Home Affairs.

Role players

Government Printing Works

The Government Printing Works, a division of the Department of Home Affairs, is a South African security printing specialist that deals with the printing of passports, visas, birth certificates, smart-card identification documents and examination materials, as well as government stationery and publications, such as tender bulletins and government gazettes.

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

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

Learning Academy

The Learning Academy deals with issues of learning and development, research, knowledge and information management within Home Affairs. The academy has three main sections, namely:

• Learning Programme Delivery
• Research and Information Management
• Quality and Stakeholder Management.

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

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

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

Managing research in the Department of Home Affairs entails coordinating research projects that external scholars and researchers want to conduct on the department. The Research Management Unit also identifies research areas within the department that can assist in better delivery of home-affairs services.

Conclusion

The Department of Cooperative Governance and Traditional Affairs remains central in the fight against poverty and underdevelopment in many communities. Looking forward, it will continue to use all its resources to facilitate coop-

erative governance and support all spheres of government, promote traditional affairs and support associated institutions.

During 2012/13, the department will focus on fast-tracking the implementation of its decision to enhance the functioning of municipalities and to locate the role of traditional institutions within the broader agenda of government.

The department will also focus on support to 105 municipalities which are within the 23 district municipalities, as well as to corresponding traditional communities identified by Cabinet as requiring dedicated assistance.

The GCIS, as the driver of government's communication strategy, will modernise its operations and practices to boost its outputs, from providing training to communicators, to leveraging government's considerable buying power in the advertising sector.

The GCIS will also improve direct communication with communities to increase its reach in conveying government's messages and will strengthen partnerships with stakeholders in government communications, the National Executive, provinces, local government and the private sector.

As South Africa seeks to have a positive impact on the creation of a better Africa and a better world, the GCIS will promote the country through communicating to domestic and international audiences the work that the government does in the international arena. Working together with other key departments and agencies, the department will also continue to promote the country as a desirable tourism and investment destination.

The forthcoming milestones of 20 Years of Democracy, the fifth democratic general election and the millennium development goals are among the important communication landmarks that will arise towards 2014.

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

efficient and development-oriented. They are:

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

A major focus for the Department of Home Affairs is transforming the department so that it can deliver a service that is efficient, accessible and corruption-free. Several closely related strategic drivers are used in this regard.

The most important strategy is to capacitate staff and establish a new culture and values through the organisation. Another strategic driver is the goal to achieve a clean audit. This achievement requires that a large number of systems and controls (governance, management and operational) are put in place. Similarly, performance management requires systems as well as a change in values and behaviour by staff and managers.

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