Government Systems

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

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

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

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

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

The Constitution

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

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

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

The Preamble

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

Founding provisions

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

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

Parliament

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

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

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

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

Cabinet

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

The Presidency, July 2014	
President	Jacob Zuma
Deputy President	Cyril Ramaphosa

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

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

National Assembly

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

The National Assembly consists of no fewer than 350 and no more than 400 members elected through a system of proportional representation.
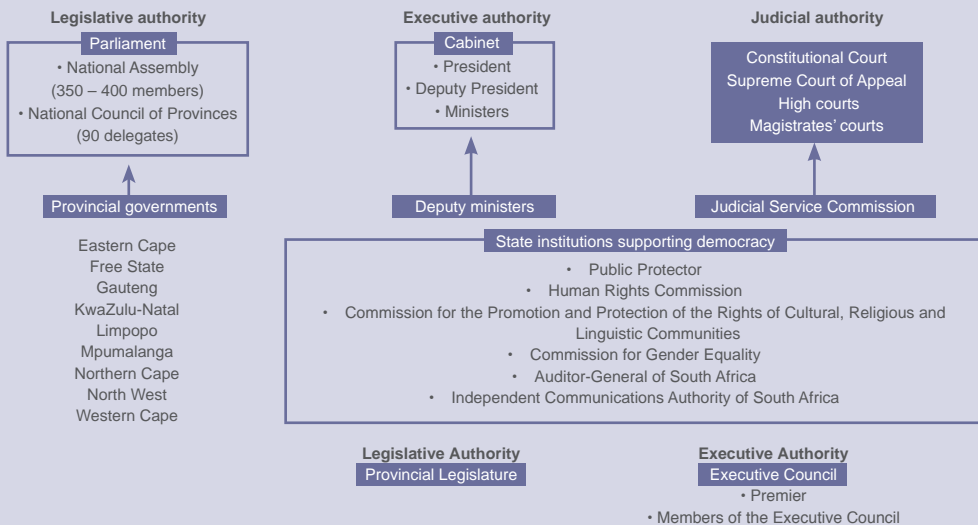
The National Assembly, which is elected for a term of five years, is presided over by the speaker, assisted by the deputy speaker.

National Council of Provinces

The NCOP consists of 54 permanent members and 36 special delegates, and 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

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

Executive authority

Cabinet
• President
• Deputy President
• Ministers

Deputy ministers

Judicial authority

Constitutional Court
Supreme Court of Appeal
High courts
Magistrates' courts

Judicial Service Commission

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 of South Africa
• Independent Communications Authority of South Africa

Legislative Authority
Provincial Legislature

Executive Authority
Executive Council
• Premier
• Members of the Executive Council

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 There are seven clusters.

In March 2013, respective cluster ministers briefed members of the media on the content of the reports and elaborated on the progress made.

Ministers had entered into delivery agreements with President Jacob Zuma, having to give progress reports on their departments' set targets.

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

• an efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

Infrastructure Development Cluster
The departments in this cluster are:
• 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
The departments in this cluster are:
• Rural Development and Land Reform (Chair)
• Science and Technology (Deputy Chair)
• Agriculture, Forestry and Fisheries
• Communications
• Economic Development
• Finance
• Higher Education and Training
• Labour
• Mineral Resources
• Public Enterprises
• Tourism
• Trade and Industry.

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

Human Development Cluster
The departments in this cluster are:
• Basic Education (Chair)
• Health (Deputy chair)
• Arts and Culture
• Higher Education and Training
• Labour
• Science and Technology
• Sport and Recreation.

Cabinet ministers and deputy ministers, as at August 2014

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

Social Protection and Community Development Cluster

The departments in this cluster are:
- Social Development (Chair)
- Public Works (Deputy Chair)
- Cooperative Governance and Traditional Affairs
- 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

The departments in this cluster are:
- 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

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

Izimbizo

The National Imbizo Focus Week ran from 10 to 17 June 2013 and saw ministers and deputy ministers, premiers, MECs, mayors and councillors meet with communities to discuss the struggle against substance abuse.

The intention was to scale up the national action plan against substance abuse.

The Imbizo formed part of the interventions aimed at entrenching South Africa's democratic, developmental state through participatory democracy.

The second National Imbizo Focus Week took place from 7 to 13 October 2013.

It provided a platform for national, provincial and local government executives and the public to interact face-to-face.

The Imbizo also celebrated successes and addressed challenges in implementing government programmes.

The focus week was held under the theme: "South Africa is much of a better place than it was in 1994."

Government representatives took part in, among others, door-to-door household profiling, walkabout or project visits, stakeholder dialogues and community engagements among other things.

Government expects these izimbizo to mobilise all role players and forge partnerships in the build-up towards the "20 Years of Freedom" celebrations in 2014.

Law-making

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

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

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

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

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

The Presidency

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

The Presidency comprises three political principals: the President, the Deputy President, and the Minister of 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.

In all R462,1 million of The Presidency's R1,1 billion budget for 2013/14 went to administration, R393,7 million to the National Youth Development Agency, R160 million to Brand South Africa, R77,7 million to the National Planning Commission; and R2,8 million for statutory allocation.

National Development Plan (NDP) 2030

The NDP is South Africa's socio-economic policy blueprint that focuses, among other things, on:

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

The NDP offers a long-term socio-economic development road map.

Monitoring and evaluation

According to the Management Performance Assessment Tool (MPAT) report released by The Presidency in September 2013, 80% of government departments did not comply with service-delivery requirements.

The report, which measured the state of management practices in the Public Service over the 2012/13 financial year, included an assessment of all national and provincial government departments.

The MPAT measures departments against 29 management standards, awarding level one (red), level two (orange), level three (yellow), or level four (green) scores.

Elections

National and provincial elections are held once every four years.

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

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

The obligations of the IEC are to:

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

The duties of the IEC are to:

- compile and maintain a register of parties
- undertake and promote research into electoral matters
- develop and promote the development of electoral expertise and technology in all spheres of government

- continuously review electoral laws and proposed electoral laws, and make recommendations
- promote voter education
- declare the results of elections for national, provincial and municipal legislative bodies within seven days
- appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

In October 2013, the IEC embarked on a voter registration drive at schools by hosting Schools Democracy Week in partnership with the Department of Basic Education to register young people to vote in the 2014 election.

This followed concerns that just 10% of those aged 18 and 19 had registered to vote.

A number of activities were also scheduled to take place after school, including registration drives, debates and town-hall style interactive sessions.

Programmes and initiatives
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 issues that are important to citizens and respond accordingly.

Brand South Africa (Brand SA)

Charged with marketing South Africa at home and abroad, Brand SA's focus internationally is to positively influence and shape perceptions about South Africa among target audiences.

The new slogan, "South Africa: Inspiring New Ways," 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.

Internationally, Brand SA 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.

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

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 with transforming itself into a strategic partner of government in the development of communities.

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

According to *Census 2011*, access to piped water in the dwelling or yard had increased since 1996 when only 60,7% of households reported access, compared to 73,4% in 2011. The percentage of households with no access to piped water decreased from 19,7% in 1996 to 8,8% in 2011.

Households that have flush toilets connected to the sewage system increased to 57% in *Census 2011*, from 55% reported in *Community Survey 2007*; households without toilets declined to 5,2% in *Census 2011*, from 8,3% reported in *Community Survey 2007*.

Households using electricity for lighting increased from 58,2% in 1996 to 84,7% in 2011, while those using paraffin and candles decreased over the same period from 12,7% to 3% and from 28,7% to 11,4%, respectively.

Legislation and policies

The department oversees the implementation of, among other things, the following legislation:
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).
- Municipal Property Rates Act, 2004 (Act 6 of 2004), 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 32 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)*
- National House of Traditional Leaders Act, 2009 (Act 22 of 2009), and the Traditional Leadership and Governance Framework Act, 2003 (Act 49 of 2003), which were consolidated by the National Traditional Affairs Bill to simplify the process. In September 2013, the National Traditional Affairs Bill was published in the *Government Gazette* for public comment. The amendment of the legislation will also ensure, among other things, that traditional affairs, rather than only traditional leaders, will take centre stage. The Khoisan communities will also be fully represented in the National House of Traditional Leaders.

Budget

The Department of Cooperative Governance was allocated R56,12 billion, including transfers for 2013/14. The Department of Traditional Affairs was allocated R105 million.

The Municipal Infrastructure Support Agent (Misa) was allocated R252 million.

The Community Work Programme (CWP) programme was allocated R1,6 billion.

Provincial government

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

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

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

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

A provincial constitution must correspond with the national Constitution.

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

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

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

The President's Coordinating Council is a statutory body established in terms of the Intergovernmental Relations Framework Act of 2005, which brings together the three spheres of government on matters of common interest and national importance, thereby strengthening cooperative government. Among other things, the forum looked at:
• mechanisms for monitoring job creation and implementation of the New Growth Path (NGP) in all spheres of government
• shared experiences in creating an environment for job creation in provinces
• specific provincial matters
• monitoring and evaluation.

Provincial Spatial Development Framework (PSDF)

The PSDF 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 the investment and infrastructure plans of other provincial departments, as well as national departments' and parastatals' plans and programmes in the provinces
• provide clear signals to the private sector about desired development directions
• increase predictability in the development environment, for example by establishing "no-go," "conditional" and "go" areas for development and redress of the spatial legacy of apartheid.

Local government

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

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

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

Members of the executive councils of provincial government, as at August 2014

Eastern Cape	
Phumulo Masualle	Premier
Mandla Makupula	Education and Training
Sakhumzi Somyo	Finance and Economic Development
Phumza Dyantyi	Health
Helen August-Sauls	Human Settlements, Safety and Liaison
Fikile Xasa	Local Government and Traditional Affairs
Thandiswa Marawu	Public Works, Roads and Transport
Mlibo Qoboshiyane	Rural Development and Agrarian Reform
Nancy Silwayi	Social Development, Women, Youth and People with Disabilities
Pemmy Majodina	Sport, Recreation, Arts and Culture
Free State	
Sekgobelo Elias Magashule	Premier
Mamiki Qabathe	Agriculture and Rural Development
Olly Mlamleli	Cooperative Governance, Traditional Affairs and Human Settlements
Mosebenzi Zwane	Economic Development, Environmental Affairs and Tourism
Tate Pule Makgoe	Education
Elzabe Rockman	Finance
Benny Malakoane	Health
Seiso Mohai	Provincial Treasury
Butana Komphela	Police, Roads and Transport
Sam Mashinini	Public Works and Rural Development
Sefora Sisi Ntombela	Social Development
Leeto Mathabo	Sport, Arts, Culture and Recreation
Gauteng	
David Makhura	Premier
Faith Mazibuko	Agriculture, Environment, Rural and Social Development
Sizakele Emelda Nkosi-Malobane	Community Safety
Lebogang Maile	Economic Development
Panyaza Lesufi	Education
Barbara Creecy	Finance
Qedani Dorothy Mahlangu	Health
Jacob Mamabolo	Human Settlements and Cooperative Governance and Traditional Affairs
Nandi Mayathula-Khoza	Infrastructure Development
Molebatsi Bopape	Sport, Arts, Culture and Recreation
Ismail Vadi	Roads and Transport
KwaZulu-Natal	
Edward Senzo Mchunu	Premier
Cyril Xaba	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
Peggy Nkonyeni	Education
Belinda Scott	Finance
Dr Sibongiseni Maxwell Dhlomo	Health
Ravi Pillay	Human Settlements and Public Works
Weziwe Gcotyelwa Thusi	Social Development
Thembinkosi Willies Mchunu	Transport and Community Safety and Liaison

Members of the executive councils of provincial government, as at August 2014

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

In his State of the Nation Address in February 2013, President Zuma announced government's plan to establish a Presidential Remuneration Commission that would investigate the appropriateness of the remuneration and conditions of service provided by the State to all employees. He said that the first priority would be teachers, because of education's status as an apex priority since 2009, and its standing as an essential service to the nation.

Members of the executive councils of provincial government, as at August 2014

Western Cape	
Helen Zille	Premier
Dan Plato	Community Safety
Momafrench Mbombo	Cultural Affairs and Sport
Debbie Schafer	Education
Ivan Meyer	Finance
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
Donald Grant	Transport and Public Works

• coordinating and supporting policy development, implementing the LGSA, and monitoring and supporting service delivery.

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

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

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

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

South Africa has eight metropolitan municipalities, namely:
• Buffalo City (East London)
• City of Cape Town
• Ekurhuleni Metropolitan Municipality (East Rand)
• City of eThekwini (Durban)
• City of Johannesburg
• Mangaung Municipality (Bloemfontein)
• Nelson Mandela Metropolitan Municipality (Port Elizabeth)
• City of Tshwane (Pretoria).
Metropolitan councils may decentralise powers and functions. However, all original municipal, legislative and executive powers are vested in the metropolitan council.

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

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

Municipal Infrastructure Support Agent (Misa)
At the end of March 2013, Misa deployed 68 technical consultants and 24 service providers that support 100 priority municipalities. During 2012/13, Misa technical consultants accelerated 862 infrastructure projects amounting to R12,7 billion. A total of 36 005 jobs were created through Misa.

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

- governance
- financial management
- infrastructure development
- fighting corruption.

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

Municipal Infrastructure Grant (MIG)
The MIG aims to eradicate municipal infrastructure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community lighting.

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

Community Work Programme
The CWP is a government programme aimed at address, poverty and the high unemployment 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, thereby supplementing their existing livelihoods by offering a basic level of income security. It is an ongoing programme that complements rather than replaces government's existing social grants programme.

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 of 1998 and various judgements by the Constitutional Court.

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

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

Salga represents local government on numerous intergovernmental forums such as the Presidential Coordinating Council, 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.

Salga held its Human Resource Management and Development Strategy conference in Midrand in March 2013. Salga indicated that it aimed to turn municipalities into professional and responsive entities with its Local Government Human Resource Management and Development Strategy.

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

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

Municipalities have become more responsible in reporting their financial position, with all 278 municipalities having submitted Section 71 financial information to the National Treasury for the last two quarterly reports.

One of Salga's achievements was the establishment of public accounts committees on municipalities, which allowed councils themselves to exercise accountability. By 2013, 93% or 258 municipalities had accounts committees and 95% had audit committees.

Spending of the MIG was at 79% for 2012/13, while spending by municipalities of the Urban Settlements Development Grant, which assists municipalities to upgrade informal settlements, improved on the 90% spending level of 2011/12.

Municipalities receiving direct conditional grants reported average expenditure of 88,4%.

Disaster management

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

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

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

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

Traditional affairs

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

The Bill makes statutory provisions for the recognition of the Khoisan and also addresses limitations of existing legislation relating to traditional leadership and governance.

The Bill will contribute to the NDP's key target relating to broadening social cohesion and unity while addressing the inequalities of the past.

Traditional leadership

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

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

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

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

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

Traditional councils

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

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

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

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

Houses of traditional leaders

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

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

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

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

Commission on Traditional Leadership Disputes and Claims

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

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

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

Government Communication and Information System (GCIS)

The GCIS's mandate is to serve as the central communications agency of a relatively new democratic government leading the reconstruction and development of post-apartheid South Africa namely a government communication system that mobilises the nation behind the NDP, showcases progress and invites South Africans to work together to address challenges is critical to the achievement of Vision 2030.

The GCIS is responsible for informing all citizens of South Africa about government's work and how they can participate in governance and consolidating the country's democracy.

The GCIS has a responsibility to act in the interest of all South Africans, without discrimination and to communicate effectively in all official languages and reach all communities in urban, peri-urban and rural areas.

The GCIS has reached millions of South Africans through different platforms which include publications, the news media, radio, television and izimbizo.

Cabinet directed the department to reposition the Thusong Service Centres programme to widen government access.

Repositioning means the department, working with partner departments, will have to look at the possibility of identifying the suitable structure, platforms and partnerships to effectively fulfil the mandate of the programme, which is not only limited to information.

In 2013, the department expanded citizens' access to information and services, including the use of integrated mobile units where key service departments sign up people for services and provide information. Mothers and grandmothers in urban and peri-urban areas are now able to register for social grants, and apply for identity documents and certificates through Home Affairs within their localities.

The GCIS continues to enhance existing communication platforms and products, and initiate new ones to ensure that targeted audiences and communities receive relevant information through various means.

It is also establishing partnerships with strategic stakeholders within the three spheres of government, and within broader society, to achieve more.

Using various platforms, just over 3 000 communication projects have been implemented in the most remote corners of the country, reaching more than 23 million people since 1994.

The partnership with the Phelophepa health train of Transnet alone visited 24 train stations in four provinces and served around 380 000 beneficiaries.

The GCIS supports municipalities in their communication, with preference given to municipalities that are part of the LGTAS, to close the gap between municipalities and communities, which sometimes contributes to the factors behind unlawful protests in some communities.

The department has a mandate to ensure that government's vision and policies are clearly understood in the public service. The GCIS

coordinates the Internal Communicators' Forum, to ensure messages disseminated across the various channels and outlets managed by departments are coherent.

Communicating government information is not the primary business of the public media. *Vuk'uzenzele*, a free national government newspaper, continues to gain traction among its target audience with a monthly circulation of 1,7 million.

In 2012/13, some 20,4 million copies of *Vuk'uzenzele* were distributed in deep rural, rural and peri-urban areas. *Vuk'uzenzele* is the only newspaper in the country available in Braille and all official languages. The online version of the newspaper is due for further enhancement and improved usability. The online edition has attracted a remarkable 483 533 hits since April 2013.

SAnews.gov.za produces hard news and human-interest features, and carries many exciting pictures, video content on YouTube. It is also available on Facebook and Twitter.

The government news agency has become more popular with the public as opposed to the media and it will continue to be marketed to the broader public as a complement to South Africa's rapidly diversifying news and information mix.

The GCIS, through its media-buying operation, continues to support the financial viability of a diverse community media sector, by placing over R37 million in advertising in the community press, radio and television.

The milestones of 20 Years of Freedom, the fifth democratic general election and the millennium development goals (MDGs) are among the important topics covered in 2014.

Budget
Over the medium term, expenditure is expected to increase from R396,7 million in 2013/14 to R430,8 million in 2015/16. The increased spending will mainly be in the administration programme and will be used for information technology (IT) costs and office accommodation costs. The GCIS was allocated additional funding of R19,1 million over the medium term.

As an additional savings measure approved by Cabinet, the GCIS budget was reduced by R3,9 million in 2013/14, R8,3 million in 2014/15 and R13,1 million in 2015/16.

Media Development and Diversity Agency (MDDA)
The MDDA was set up by an Act of Parliament, 2002 (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 encourages:
• 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 (DPSA)
The DPSA is at the centre of government. It plays a major policy role in establishing norms and standards for the Public Service, which ensure that service-delivery mechanisms, integrated systems and access, human resources, institutional development and governance initiatives are responsive to the needs of citizens.

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

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

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

They are:
• services rendered with speed
• services easily accessible to citizens

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

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

Anti-corruption bureau

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

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

Cabinet and provinces have adopted a manual on procedures for recruiting, retaining and dealing with those officials that resign.

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

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

Criminal cases will be referred to law enforcement agencies.

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

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

Legislation and policies

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

Role players
Community development workers (CDWs)

During 2013, CDWs were able to link early childhood development centres with programmes of the Department of Social Development. In the area of HIV and AIDS, CDWs disseminated user-friendly information on these conditions and mobilised communities to actively participate in HIV and AIDS-related awareness programmes including World AIDS Day.

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

To contribute to job creation, CDWs played a role in identifying and linking unemployed youths to government's Expanded Public Works Programme (EPWP) and Community Works Programme.

To empower CDWs with information on government priorities, the department convened a national CDW conference for 500 CDWs from all provinces in March 2013. In 2013/14, the department highlighted the role of CDWs as agents of participatory democracy by emphasising their functions which include:
- communicating government and other information to communities in an accessible way
- providing feedback to government regarding community experiences of service delivery and governance
- providing early warning to government of any obvious reduction in service standards and performance that could lead to the collapse or significant impairment of overall service functions

The Presidential Remuneration Commission, announced by President Jacob Zuma in the State of the Nation Address, would ensure that there was a fair, equitable and efficient remuneration system in the Public Service.

The commission reviewed the remuneration and conditions of service policy in the Public Service and would make recommendations concerning issues such as a suitable job classification framework for nurses, doctors, teachers and statisticians to establish the link between pay and responsibilities of specific jobs.

- reporting any corruption or irregularity encountered within the sphere of government, government departments, community organisations or the private sector.

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

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

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

The Government Leadership Summit held in Pretoria in April 2013 was told that a productive civil service could help tackle the socio-economic challenges facing the country.

An effective public service had to develop a deeper understanding of the constitutional imperatives and government mandate of providing a better life for the country's citizens.

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

The summit aimed to create a platform for sharing views on the professionalisation of the public service, and finding potential solutions to improving the delivery of quality public services by building a public service that is devoted to serving citizens and government.

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

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

Centre for Public Sector Innovation (CPSI)
The CPSI was established to identify, support and nurture innovation in the public sector to improve service delivery.

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

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

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. Its turnaround strategy would see Sita develop into an agency able to successfully deliver e-government services.

Government Information Technology Officers Council (Gitoc)

The Gitoc advises government on the application of IT to improve service delivery.

Its membership consists of the chief information officers from national departments and premiers' offices.

The council has been involved in developing an IT security policy framework, IT procurement guidelines and e-government policy and strategy. It also monitors government IT projects to avoid duplication.

National School of Government (NSG)

The NSG (previously Public Administration Leadership and Management Academy) offers training and development opportunities to public servants at national, provincial and local level of government.

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

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

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

Core training will not be outsourced, but will be performed internally.

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

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

All new public servants will be required to undergo induction training.

Programmes and projects
Continental Capacity Development Programme

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

South Africa is engaged in several post-conflict interventions in several countries, namely:
• the Democratic Republic of Congo (DRC): developing and implementing the Anti-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. It takes place on 23 June every year.

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:
• regular consultation with customers
• set service standards
• increased access to services
• higher levels of courtesy
• more and better information about services
• increased openness and transparency about services
• remedying failures and mistakes
• giving the best possible value for money.

Batho Pele Awards

Hard-working and dedicated public servants, those doing their bit behind the scenes to make the country a better place over the last 20 years of democracy, were given their time to shine in November 2013, at the inaugural Batho Pele Excellence Awards.

The winners were:
- Dr Kelly Gate, a surgeon from the Bethesda Hospital in KwaZulu-Natal, won the Best Overall Batho Pele Award and gold for Best Public Service Leader of the Year.
- Former Chairperson of the Public Service Commission, Professor Stan Sangweni; South Africa's oldest teacher, Nontsikelelo Qwelani and former Secretary of Parliament, Ambassador Sindiso Mfenyana, were honoured with The Public Service Lifetime Achiever Awards.
- Nosipho Ncaba, Director-General (DG) of the Department of Environmental Affairs, scooped the award for Best National Head of Department.
- Constable Mapule Tshepe from Kagiso Police Station won the Best National Frontline Service Award.
- The Department of Science and Technology received an award for Best Functioning National Department.
- The Department of Community Safety in the Western Cape won the Best Functioning Provincial Department Awards.
- The Best Implemented Project of the Year Award went to the KwaZulu-Natal Schools Environmental Education Programme.
- The National Department of Public Enterprises scooped the award for Best Department on Professional Ethics.
- The Department of Cooperative Governance, Housing and Traditional Affairs in Limpopo was awarded Best Public Service Creative Innovator of the Year for its New Engine Server.

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

Department of Public Works (DPW)

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

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

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

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

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

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

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

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

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

A Business Improvement Unit was created to drive this process.

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

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

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

Expanded Public Works Programme

The EPWP remains an effective part of government's response to the triple challenge of poverty, unemployment and inequality.

Through the EPWP, projects such as building low-cost bridges over rivers, were making a real difference to people's lives.

The initial target in the second phase of the EPWP, for the period 2009 to 2014, was to create 4,5 million work opportunities.

This target had been increased to nearly five million new work opportunities, with a special emphasis on unemployed youth and women.

Some 8 000 youth were recruited for artisan training to be employed by the national and provincial branches of the Department of Public Works.

The projects carried out by the EPWP sought to improve the quality of life of poor communities, in particular.

Road maintenance projects; the Working for Water projects, which also involve the removal of alien vegetation; Home Community Based Care projects; the Community Safety Programme and a cemetery maintenance programme piloted in rural municipalities are among the projects that made a positive impact on the lives of poor communities.

Departments should investigate an expanded role for the EPWP in the roll-out of the Strategic Integrated Projects (SIPs), and

ensure that government departments and SOEs all use the EPWP and labour-intensive methodology to maximise job creation.

Budget
The departmental budget allocation was R6,2 billion in 2013/14. The department's adjusted baseline reflects the ongoing reorganisation and includes the reprioritisation of R827 million to the Administration and the Immovable Asset Management programmes to provide for the implementation of the turnaround programme in the department.

Capital projects created some 40 000 jobs during 2013/14.

Some 300 capital projects were expected to be completed by the end of March 2014.

The erosion of core professional services in the department has negatively affected its ability to deliver on its mandate. The department secured a budget appropriation of R66 million to fill 88 out of 219 vacant and unfunded core professional positions.

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

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

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

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

The most important strategy is to capacitate staff and establish a new culture and values through the organisation. The phased roll-out of the smart ID card was launched on Nelson Mandela Day, 18 July 2013. The smart ID cards will eliminate the fraudulent use of fake or stolen IDs, as they are nearly impossible to duplicate or counterfeit. The new smart ID card will have a microchip, the specifications for which cannot be disclosed for security reasons. The microchip will house the necessary biometric data unique to every individual. The information on the chip will be laser-engraved to prevent tampering.

It would take between six and eight years for all South Africans to get smart ID cards, which would replace green ID books.

The department was in the process of retrofitting 27 regional offices with technology, so that applicants' information could be captured on the spot. The department will expand the number of offices in 2014 to over 140.

The machines that would print the new smart ID cards, were named after women veterans who led the Women's March to the Union Buildings in 1956 – Helen Joseph, Lilian Ngoyi, Sophie de Bruyn and Rahima Moosa.

The first issue of a smart ID card is free of charge, but cards issued subsequently cost R140, which is the fee for the green ID book. The department expects to replace six million a year or 500 000 a month. That means that the smart card machines will produce 3 000 per hour, or 24 000 in an eight-hour day, or 480 000 a month. This rate of production can be increased in future, if required, by adding a second eight-hour daily shift to bring production to 960 000 per month or nearly 12 million cards a year.

The national roll-out of the new smart ID cards was expected to cost about R5,34 billion. This was based on the 38,2 million IDs registered in the National Population Register as at May 2013.

Budget
The department's budget for the 2013/14 financial year was set at R6,7 billion. Departmental programmes received R4,8 billion, of which R1,8 billion was allocated to the provinces. The Film and Publication Board received R82 million. The Electoral Commission received R1,6 billion. The Government Printing Works received R134 million.

Legislation and policies
The department oversees the implementation of, among others, the following legislation:
• South African Citizenship Act, 1995 (Act 88 of 1995)
• Births and Deaths Registration Amendment Act, 2010 (Act 18 of 2010)
• The South African Citizenship Amendment Act, 2010 (Act 17 of 2010)
• Refugees Act, 1998 (Act 130 of 1998)
• Immigration Act, 2002 (Act 13 of 2002), as amended by the Immigration Amendment Act, 2004 (Act 19 of 2004)
• Immigration Amendment Act, 2011 (Act 13 of 2011) which provides for, among others, revising provisions relating to the Immigration Advisory Board

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

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

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

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

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

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

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

Citizenship

South African citizenship may be granted by way of:

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

National Population Register

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

Immigration

The DHA's National Immigration Branch is responsible for control over the admission of foreigners for residence and departure from South Africa. The immigration policy aims to:

- discourage illegal migration into South Africa by encouraging foreign nationals to apply for relevant permits to legalise their stay in the country
- create an enabling environment for foreign direct investment in South Africa
- attract scarce skills required by the economy, in accordance with the 2014 vision of eradicating poverty and underdevelopment
- temporary and permanent residence permits issue as expeditiously as possible and according to simplified procedures
- ensure that security considerations are fully satisfied and the State regains control over the immigration of foreigners to South Africa
- ensure that economic growth is promoted through the employment of needed foreign labour; foreign investment is facilitated; the entry of exceptionally skilled or qualified people is enabled and academic exchange programmes in the Southern African Development Community (SADC) are facilitated
- ensure that tourism is promoted

- ensure that the contribution of foreigners to the South African labour market does not adversely affect existing labour standards and the rights and expectations of South African workers
- ensure that a policy connection is maintained between foreigners working in South Africa and the training of South African citizens
- ensure that a human-rights-based culture of enforcement is promoted.

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

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

The Immigration Amendment Act provides for, among other things:

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

Visas

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

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

South Africa also signed 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 prosecuted,

In March 2013, the Department of Home Affairs stopped issuing abridged birth certificates and now only issues unabridged certificates. The unabridged certificates are issued on the spot, thus reducing 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.

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

Permanent residence

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

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

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

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

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

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

Temporary residence

In terms of the Immigration Act of 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 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 obtain visitors' permits at a port of entry. Such foreigners enjoy exemption for this 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 country 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, at the nearest regional/district office of the DHA where the applicant is employed.

Any enquiries related to temporary residence permits may be directed to the nearest regional/district office of the DHA in South Africa, to South African diplomatic representatives abroad, or to the DG of the DHA, for the attention of the Directorate: Permitting.

Asylum seekers

In June 2013, the Minister of Home Affairs reconfirmed the department's intention to ensure that applications for asylum in South Africa are adjudicated more efficiently, while providing effective and humane administrative assistance to genuine refugees.

With a view to ensuring South Africa is able to contribute to making the lives of refugees and asylum seekers more humane, steps were taken to process applications more efficiently and fairly.

The department reviewed its procedures and implemented a fast-track capacity to process application status.

The annual commemoration of World Refugee Day as declared by the UN High Commissioner for Refugees (UNHCR) takes place in June. Consistent with its intention over the last few years to highlight the plight of refugees, the UNHCR declared the theme for 2013 as "One family torn apart by war is one too many".

The department strengthened its partnerships with international organisations, including the UNHCR. This extends to finding durable solutions for refugees after the UN has declared a cessation and they are able to return to their homeland.

Government liaised closely with neighbouring countries as part of developing a regional response to asylum seeker and refugee management within the SADC.

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 DG of the DHA.

Role players
Government Printing Works (GPW)

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

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

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

Learning Academy

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

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

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

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

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

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