

# Centre for Public Service Innovation

## Budget summary

R million	2025/26				2026/27	2027/28
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
<b>MTEF allocation</b>						
Administration	25.7	–	0.6	26.3	27.5	28.7
Public Sector Innovation	23.8	–	0.2	24.1	25.2	26.4
<b>Total expenditure estimates</b>	<b>49.5</b>	<b>–</b>	<b>0.8</b>	<b>50.3</b>	<b>52.6</b>	<b>55.0</b>
Executive authority	Minister for Public Service and Administration					
Accounting officer	Chief Executive Officer of the Centre for Public Service Innovation					
Website	www.cpsi.co.za					

The Estimates of National Expenditure is available at [www.treasury.gov.za](http://www.treasury.gov.za). Additional tables in Excel format can be found at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

## Department purpose

*Facilitate the unearthing, development and practical implementation of innovative solutions within and throughout the public service.*

## Mandate

In terms of section 3(1)(i) of the Public Service Act (1994), the responsibility for innovation in the public sector is vested in the Minister for Public Service and Administration. The Centre for Public Service Innovation is tasked by the minister to entrench a culture and practice of innovation in the public service.

## Selected performance indicators

**Table 1 Performance indicators by programme and related outcome**

Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of innovation research and development initiatives undertaken per year	Public Sector Innovation	Outcome 18: A capable and professional public service	5	4	4	4	6	6	6
Number of innovative solutions replicated in the public sector per year	Public Sector Innovation		2	2	2	2	4	4	4
Number of knowledge platforms sustained to nurture an enabling environment for innovation in the public sector per year	Public Sector Innovation		10	11	9	9	9	10	10

## Expenditure overview

Over the medium term, the department aims to use innovation to unearth, pilot, test, replicate and offer solutions to service delivery issues. The department's value chain of services requires activities and deliverables aligned with an innovation life cycle. As such, research activities and the subsequent development of creative solutions underpin the department's work as a development partner and demonstrator of innovation. As cutting-edge solutions have the most impact when scaled, the department also invests in providing institutional support and facilitating the replication of inventive solutions unearthed through its various platforms, partnerships and collaborations.

The process of developing innovative solutions involves investigating challenges and finding or creating a prototype, approach, model, service or product for further testing, piloting and replication. Accordingly, in 2025/26, the department plans to manage 6 research and development initiatives, including the development of apps and web-based solutions. These and other related activities will be carried out through an allocation of R22.7 million over the MTEF period in the *Research and Development* subprogramme in the *Public Sector Innovation* programme, which has a total budget of R75.7 million over the period ahead.

A significant portion of the department's budget is dedicated to unearthing existing innovation and maintaining knowledge-sharing platforms. To achieve this, over the next 3 years, the department plans to coordinate or nurture 29 innovation knowledge platforms that share creative approaches, solutions and models across all spheres of government. These activities are allocated R30.9 million over the medium term in the *Enabling Environment and Stakeholder Management* subprogramme in the *Public Sector Innovation* programme.

The department aims to replicate 4 innovative solutions per year over the period ahead to improve service delivery in targeted government sectors. These solutions are expected to be unearthed through the annual public sector innovation awards, among other sources. Institutional support and replication initiatives are carried out in the *Institutional Support and Replication* subprogramme, which is allocated R22 million over the period ahead.

The department's total budget is set to increase at an average annual rate of 4.7 per cent, from R47.9 million in 2024/25 to R55 million in 2027/28. Compensation of employees accounts for an estimated 61.9 per cent (R98.7 million) of the department's projected spending over the MTEF period, increasing at an average annual rate of 6.2 per cent.

## Expenditure trends and estimates

**Table 2 Vote expenditure trends by programme and economic classification<sup>1</sup>**

<b>Programmes</b>											
1. Administration											
2. Public Sector Innovation											
Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme 1	17.0	20.4	20.5	24.4	12.9%	49.5%	26.3	27.5	28.7	5.5%	51.9%
Programme 2	16.8	20.1	23.7	23.5	11.8%	50.5%	24.1	25.2	26.4	3.9%	48.1%
<b>Subtotal</b>	<b>33.8</b>	<b>40.5</b>	<b>44.3</b>	<b>47.9</b>	<b>12.4%</b>	<b>100.0%</b>	<b>50.3</b>	<b>52.6</b>	<b>55.0</b>	<b>4.7%</b>	<b>100.0%</b>
<b>Total</b>	<b>33.8</b>	<b>40.5</b>	<b>44.3</b>	<b>47.9</b>	<b>12.4%</b>	<b>100.0%</b>	<b>50.3</b>	<b>52.6</b>	<b>55.0</b>	<b>4.7%</b>	<b>100.0%</b>
Change to 2024				–			0.3	0.3	0.3		
Budget estimate											
<b>Economic classification</b>											
<b>Current payments</b>	<b>31.9</b>	<b>38.2</b>	<b>41.7</b>	<b>46.7</b>	<b>13.6%</b>	<b>95.2%</b>	<b>49.5</b>	<b>52.0</b>	<b>54.3</b>	<b>5.1%</b>	<b>98.4%</b>
Compensation of employees	19.1	20.7	23.0	28.7	14.5%	54.9%	31.4	32.9	34.4	6.2%	61.9%
Goods and services <sup>1</sup>	12.8	17.6	18.7	18.0	12.2%	40.3%	18.1	19.2	19.9	3.4%	36.5%
of which:					0.0%	0.0%				0.0%	0.0%
Audit costs: External	1.2	1.2	1.1	1.6	10.7%	3.0%	1.4	1.5	1.6	0.8%	3.0%
Computer services	1.5	2.0	3.0	3.2	29.4%	5.8%	2.6	2.7	2.8	-3.8%	5.5%
Consultants: Business and advisory services	2.0	2.1	1.8	1.3	-14.1%	4.4%	2.0	2.2	2.2	19.2%	3.7%
Operating leases	2.0	2.1	2.3	2.4	5.5%	5.3%	3.0	3.2	3.4	12.2%	5.8%
Travel and subsistence	0.9	3.3	3.2	2.0	29.1%	5.7%	1.9	2.0	2.0	0.5%	3.8%
Venues and facilities	0.7	1.4	1.6	1.6	35.0%	3.2%	1.6	1.6	1.7	2.1%	3.2%
<b>Transfers and subsidies<sup>1</sup></b>	<b>–</b>	<b>–</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>0.0%</b>
Departmental agencies and accounts	–	–	–	0.0	0.0%	0.0%	–	–	–	-100.0%	0.0%
Households	–	–	0.0	0.0	0.0%	0.0%	–	–	–	-100.0%	0.0%
<b>Payments for capital assets</b>	<b>1.9</b>	<b>2.3</b>	<b>2.6</b>	<b>1.2</b>	<b>-14.2%</b>	<b>4.8%</b>	<b>0.8</b>	<b>0.6</b>	<b>0.7</b>	<b>-15.7%</b>	<b>1.6%</b>
Machinery and equipment	1.2	2.0	2.6	0.3	-35.1%	3.7%	0.8	0.6	0.7	30.7%	1.2%
Software and other intangible assets	0.7	0.3	–	0.9	6.6%	1.1%	–	–	–	-100.0%	0.4%
<b>Payments for financial assets</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total</b>	<b>33.8</b>	<b>40.5</b>	<b>44.3</b>	<b>47.9</b>	<b>12.4%</b>	<b>100.0%</b>	<b>50.3</b>	<b>52.6</b>	<b>55.0</b>	<b>4.7%</b>	<b>100.0%</b>

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

## Transfers and subsidies expenditure trends and estimates

Table 3 Vote transfers and subsidies trends and estimates

R thousand	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
Households											
Social benefits											
Current	–	–	45	1	–	97.9%	–	–	–	-100.0%	50.0%
Employee social benefits	–	–	45	1	–	97.9%	–	–	–	-100.0%	50.0%
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	–	–	–	1	–	2.1%	–	–	–	-100.0%	50.0%
Communication	–	–	–	1	–	2.1%	–	–	–	-100.0%	50.0%
<b>Total</b>	<b>–</b>	<b>–</b>	<b>45</b>	<b>2</b>	<b>–</b>	<b>100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>100.0%</b>

## Personnel information

Table 4 Vote personnel numbers and cost by salary level and programme<sup>1</sup>

## Programmes

1. Administration

2. Public Sector Innovation

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26		2026/27		2027/28		2024/25 - 2027/28					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Centre for Public Service Innovation																			
Salary level	32	1	31	23.0	0.7	34	26.1	0.8	40	31.4	0.8	39	32.9	0.8	39	34.4	0.9	4.6%	100.0%
1 – 6	10	1	12	2.8	0.2	9	2.0	0.2	9	2.1	0.2	9	2.2	0.2	9	2.4	0.3	–	23.6%
7 – 10	5	–	2	2.1	0.9	8	2.8	0.4	9	3.8	0.4	9	3.9	0.5	9	4.1	0.5	4.4%	21.8%
11 – 12	11	–	11	10.3	0.9	11	11.1	1.0	16	14.7	0.9	16	15.4	1.0	15	15.9	1.0	10.3%	38.2%
13 – 16	6	–	5	7.8	1.6	6	10.2	1.6	6	10.8	1.7	6	11.4	1.8	6	12.0	1.9	–	16.4%
Programme	32	1	31	23.0	0.7	34	26.1	0.8	40	31.4	0.8	39	32.9	0.8	39	34.4	0.9	4.6%	100.0%
Programme 1	18	1	17	9.7	0.6	18	11.6	0.7	23	16.0	0.7	23	16.8	0.7	23	17.5	0.8	8.9%	56.6%
Programme 2	14	–	14	13.3	1.0	17	14.5	0.9	17	15.4	0.9	17	16.1	1.0	16	16.8	1.0	-0.4%	43.4%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

## Departmental receipts

Table 5 Departmental receipts by economic classification

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2021/22	2022/23	2023/24					2025/26	2026/27	2027/28		
Departmental receipts	6	4	5	65	65	121.3%	100.0%	6	7	8	-50.3%	100.0%
Sales of goods and services produced by department	6	4	5	2	2	-30.7%	21.3%	6	7	8	58.7%	26.7%
Other sales	6	4	5	2	2	-30.7%	21.3%	6	7	8	58.7%	26.7%
of which:												
Insurance collections	6	4	5	2	2	-30.7%	21.3%	6	7	8	58.7%	26.7%
Interest	–	–	–	–	–	–	–	–	–	–	–	–
Transactions in financial assets and liabilities	–	–	–	63	63	–	78.8%	–	–	–	-100.0%	73.3%
<b>Total</b>	<b>6</b>	<b>4</b>	<b>5</b>	<b>65</b>	<b>65</b>	<b>121.3%</b>	<b>100.0%</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>-50.3%</b>	<b>100.0%</b>

## Programme 1: Administration

### Programme purpose

Provide strategic leadership, management and support services to the centre.

## Expenditure trends and estimates

**Table 6 Administration expenditure trends and estimates by subprogramme and economic classification**

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Executive Support	1.6	1.8	2.3	5.3	48.0%	13.3%	5.5	5.8	6.0	4.4%	21.1%
Corporate Services	10.1	12.5	11.8	11.9	5.6%	56.2%	12.9	13.4	14.0	5.7%	48.9%
Office of the Chief Financial Officer	5.2	6.1	6.5	7.3	11.5%	30.5%	7.9	8.3	8.6	5.9%	30.0%
Total	17.0	20.4	20.5	24.4	12.9%	100.0%	26.3	27.5	28.7	5.5%	100.0%
Change to 2024				–			0.7	0.7	0.7		
Budget estimate											
Economic classification											
Current payments	15.1	18.4	18.3	23.4	15.6%	91.3%	25.7	27.1	28.2	6.5%	97.8%
Compensation of employees	8.5	9.3	9.7	14.0	18.0%	50.3%	16.0	16.8	17.5	7.8%	60.2%
Goods and services	6.6	9.1	8.6	9.4	12.4%	40.9%	9.7	10.4	10.7	4.5%	37.6%
of which:						–					–
Audit costs: External	1.2	1.2	1.1	1.6	10.7%	6.1%	1.4	1.5	1.6	0.8%	5.7%
Communication	0.2	0.3	0.2	0.2	3.7%	1.0%	0.3	0.3	0.3	15.3%	1.0%
Computer services	1.4	2.0	2.9	2.7	25.8%	11.0%	2.3	2.5	2.5	-2.8%	9.4%
Consultants: Business and advisory services	0.6	1.3	0.9	0.7	4.7%	4.2%	0.5	0.6	0.6	-4.3%	2.2%
Operating leases	2.0	2.1	2.3	2.4	5.5%	10.7%	3.0	3.2	3.4	12.2%	11.3%
Travel and subsistence	0.2	0.4	0.4	0.3	26.0%	1.5%	0.5	0.5	0.5	15.2%	1.7%
Transfers and subsidies	–	–	0.0	0.0	–	–	–	–	–	-100.0%	–
Departmental agencies and accounts	–	–	–	0.0	–	–	–	–	–	-100.0%	–
Households	–	–	0.0	0.0	–	–	–	–	–	-100.0%	–
Payments for capital assets	1.8	2.1	2.2	1.0	-17.2%	8.7%	0.6	0.3	0.4	-25.9%	2.2%
Machinery and equipment	1.1	1.8	2.2	0.2	-47.0%	6.4%	0.6	0.3	0.4	37.0%	1.4%
Software and other intangible assets	0.7	0.3	–	0.9	6.6%	2.3%	–	–	–	-100.0%	0.8%
Total	17.0	20.4	20.5	24.4	12.9%	100.0%	26.3	27.5	28.7	5.5%	100.0%
Proportion of total programme expenditure to vote expenditure	50.2%	50.4%	46.4%	51.0%	–	–	52.2%	52.1%	52.1%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	–	–	0.0	0.0	–	–	–	–	–	-100.0%	–
Employee social benefits	–	–	0.0	0.0	–	–	–	–	–	-100.0%	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	–	–	–	0.0	–	–	–	–	–	-100.0%	–
Communication	–	–	–	0.0	–	–	–	–	–	-100.0%	–

## Personnel information

**Table 7 Administration personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26		2026/27		2027/28				2024/25 - 2027/28		
Administration			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	18	1	17	9.7	0.6	18	11.6	0.7	23	16.0	0.7	23	16.8	0.7	23	17.5	0.8	8.9%	100.0%
1 – 6	8	1	8	1.9	0.2	7	1.6	0.2	7	1.7	0.2	7	1.8	0.3	7	1.9	0.3	–	32.4%
7 – 10	3	–	2	1.6	0.7	4	2.8	0.7	5	3.9	0.7	5	3.9	0.8	5	4.2	0.8	7.8%	22.9%
11 – 12	5	–	5	4.8	0.9	5	5.0	1.0	9	8.2	0.9	9	8.6	0.9	9	8.9	1.0	22.1%	38.0%
13 – 16	2	–	1	1.4	1.4	1	2.2	1.5	1	2.3	1.6	1	2.4	1.7	1	2.6	1.8	–	6.7%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

## Programme 2: Public Sector Innovation

### Programme purpose

Drive service delivery innovation in the public sector in line with government priorities.

### Objectives

- Contribute to improving the delivery of public services by:
  - developing innovative solutions to address service delivery challenges on an ongoing basis
  - investigating service delivery challenges to identify solutions for possible development, adaptation, piloting and/or replication, in partnership with relevant stakeholders, on an ongoing basis
  - hosting knowledge platforms to unearth, demonstrate, share, encourage and award innovation in the public sector annually.

### Subprogrammes

- Research and Development* establishes the evidence base in support of the programme to inform the selection, development, testing and piloting of potential innovative models and solutions.
- Institutional Support and Replication* facilitates institutional support for, and the demonstration, replication and mainstreaming of, innovative solutions for the public sector.
- Enabling Environment and Stakeholder Management* nurtures and sustains an enabling environment, entrenches a culture and practice of innovation in the public sector through creative platforms and products, and develops and maintains partnerships and stakeholder relations to enhance collaboration.

### Expenditure trends and estimates

**Table 8 Public Sector Innovation expenditure trends and estimates by subprogramme and economic classification**

Subprogramme					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Adjusted appropriation			Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	
Research and Development	4.6	5.5	7.5	7.1	15.7%	29.4%	7.2	7.6	7.9	3.7%	30.2%
Institutional Support and Replication	5.0	5.3	5.5	6.9	11.6%	26.9%	7.0	7.3	7.7	3.5%	29.1%
Enabling Environment and Stakeholder Management	7.3	9.3	10.7	9.5	9.3%	43.7%	9.8	10.3	10.8	4.3%	40.7%
Total	16.8	20.1	23.7	23.5	11.8%	100.0%	24.1	25.2	26.4	3.9%	100.0%
Change to 2024 Budget estimate				–			(0.5)	(0.4)	(0.4)		
Economic classification											
Current payments	16.8	19.9	23.4	23.3	11.7%	99.0%	23.8	24.9	26.1	3.7%	99.0%
Compensation of employees	10.6	11.4	13.3	14.7	11.5%	59.4%	15.4	16.1	16.8	4.6%	63.6%
Goods and services	6.2	8.5	10.0	8.6	12.0%	39.6%	8.4	8.8	9.2	2.2%	35.4%
of which:						–					–
Advertising	0.9	0.1	0.8	0.5	-20.2%	2.7%	0.6	0.6	0.5	5.2%	2.2%
Consultants: Business and advisory services	1.4	0.8	0.9	0.6	-24.8%	4.5%	1.4	1.6	1.6	37.3%	5.3%
Contractors	0.8	1.1	1.2	1.0	9.5%	4.8%	0.8	0.8	0.9	-3.6%	3.6%
Consumable supplies	1.1	0.7	1.5	1.4	8.5%	5.7%	1.0	1.1	1.1	-7.2%	4.7%
Travel and subsistence	0.8	2.9	2.9	1.7	29.8%	9.8%	1.4	1.5	1.5	-3.1%	6.1%
Venues and facilities	0.7	1.4	1.5	1.6	34.2%	6.1%	1.5	1.6	1.7	1.8%	6.4%
Transfers and subsidies	–	–	0.0	–	–	–	–	–	–	–	–
Households	–	–	0.0	–	–	–	–	–	–	–	–
Payments for capital assets	0.1	0.2	0.3	0.2	38.0%	0.9%	0.2	0.3	0.3	23.4%	1.0%
Machinery and equipment	0.1	0.2	0.3	0.2	38.0%	0.9%	0.2	0.3	0.3	23.4%	1.0%
Payments for financial assets	0.0	–	–	–	-100.0%	–	–	–	–	–	–
Total	16.8	20.1	23.7	23.5	11.8%	100.0%	24.1	25.2	26.4	3.9%	100.0%
Proportion of total programme expenditure to vote expenditure	49.8%	49.6%	53.6%	49.0%	–	–	47.8%	47.9%	47.9%	–	–



