# Centre for Public Service Innovation

**Budget summary** 

		2025	/26		2026/27	2027/28
	Current	Transfers and	Payments for			
R million	payments	subsidies	capital assets	Total	Total	Total
MTEF allocation						
Administration	25.7	_	0.6	26.3	27.5	28.7
Public Sector Innovation	23.8	_	0.2	24.1	25.2	26.4
Total expenditure estimates	49.5	-	0.8	50.3	52.6	55.0

Executive authority Minister for Public Service and Administration Chief Executive Officer of the Centre for Public Service Innovation Accounting officer Website www.cpsi.co.za

The Estimates of National Expenditure is available at www.treasury.gov.za. Additional tables in Excel format can be found at www.treasury.gov.za and 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

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

# **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**

Payments for financial assets

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

Programmes											
1. Administration											
2. Public Sector Innovation											
Programme						Average:					Average:
-					Average	Expen-				Average	Expen-
					growth	diture/				growth	diture/
				Adjusted	rate	Total	Mediun	n-term expendi	ture	rate	Total
	Aud	dited outcome	e	appropriation	(%)	(%)		estimate		(%)	(%)
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%
Subtotal	33.8	40.5	44.3	47.9	12.4%	100.0%	50.3	52.6	55.0	4.7%	100.0%
Total	33.8	40.5	44.3	47.9	12.4%	100.0%	50.3	52.6	55.0	4.7%	100.0%
Change to 2024				-			0.3	0.3	0.3		
Budget estimate											
<b>Economic classification</b>											
Current payments	31.9	38.2	41.7	46.7	13.6%	95.2%	49.5	52.0	54.3	5.1%	98.4%
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 services1	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	2.0	2.1	1.8	1.3	-14.1%	4.4%	2.0	2.2	2.2	19.2%	3.7%
advisory services											
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%
Transfers and subsidies1	_	_	0.0	0.0	0.0%	0.0%	_	_	_	-100.0%	0.0%
Departmental agencies and	-	_	-	0.0	0.0%	0.0%	-	_	-	-100.0%	0.0%
accounts											
Households	_	_	0.0	0.0	0.0%	0.0%	_	_	_	-100.0%	0.0%
Payments for capital assets	1.9	2.3	2.6	1.2	-14.2%	4.8%	0.8	0.6	0.7	-15.7%	1.6%
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	0.7	0.3	-	0.9	6.6%	1.1%	_	_	-	-100.0%	0.4%
assets											

<sup>1.</sup> Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

47.9

44.3

40.5

33.8

-100.0%

12.4%

0.0%

100.0%

50.3

0.0%

55.0

0.0%

## Transfers and subsidies expenditure trends and estimates

Table 3 Vote transfers and subsidies trends and estimates

	Aud	Adjusted outcome Audited outcome appropriation (%) (%) Adjusted 2021/22 2022/23 2023/24 2024/25 2021/22 -2024/25 2025/26 2026/27 2027/.								Average growth rate (%)	Average: Expen- diture/ Total (%)
R thousand	2021/22	2022/23	2023/24	2024/25	2021/22	- 2024/25	2025/26	2026/27	2027/28	2024/25	- 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-busines	ss entities)										
Current	-	-	-	1	_	2.1%	_	-	_	-100.0%	50.0%
Communication	_	_	-	1	_	2.1%	_	_	-	-100.0%	50.0%
Total	-	_	45	2	-	100.0%	-	_	-	-100.0%	100.0%

#### **Personnel information**

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

Programmes																			
<ol> <li>Administrat</li> </ol>	ion																		
2. Public Secto	r Innovatio	n																	
	estima	r of posts ited for																	
	31 Mar	ch 2025			Nur	nber and c	ost <sup>2</sup> of p	erson	nel posts fi	lled/pla	nned f	or on funde	ed estal	olishm	ent				
	Number	Number of posts additional																Average growth	Average: Salary level/
	of	to the																rate	Total
	funded	establish-	Ac	Actual Revised estimate							Medi	um-term ex	pendit	ure est	imate			(%)	(%)
	posts	ment	202	2023/24			24/25		2	025/26		20	26/27		20	27/28		2024/25 -	2027/28
				Unit			Unit			Unit			Unit			Unit			
Centre for Pub	olic Service	Innovation	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost		
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	8.0	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%

<sup>13.3 1.0</sup> 17 14.5 0.9 1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

# **Departmental receipts**

Table 5 Departmental receipts by economic classification

							Average:					Average:
						Average	Receipt				Average	Receipt
						growth	item/				growth	item/
				Adjusted	Revised	rate	Total				rate	Total
	Aud	dited outcome	:	estimate	estimate	(%)	(%)	Medium-te	rm receipts	estimate	(%)	(%)
R thousand	2021/22	2022/23	2023/24	2024/2	!5	2021/22	- 2024/25	2025/26	2026/27	2027/28	2024/25	- 2027/28
Departmental receipts	6	4	5	65	65	121.3%	100.0%	6	7	8	-50.3%	100.0%
Sales of goods and	6	4	5	2	2	-30.7%	21.3%	6	7	8	58.7%	26.7%
services produced by												
department												
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	_	-	-	63	63	-	78.8%	_	_	-	-100.0%	73.3%
financial assets and												
liabilities												
Total	6	4	5	65	65	121.3%	100.0%	6	7	8	-50.3%	100.0%

# **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						Average:					Average:
					Average	Expen-				Average	Expen-
					growth	diture/				growth	diture/
				Adjusted	rate	Total	Medium	-term expend	diture	rate	Total
R million	2021/22	ited outcome 2022/23	2023/24	appropriation 2024/25	(%)	(%) - 2024/25	2025/26	estimate 2026/27	2027/28	(%)	(%) - 2027/28
		1.8	2023/24	5.3	48.0%				6.0	4.4%	_
Executive Support Corporate Services	1.6 10.1	12.5	11.8	11.9	5.6%	13.3% 56.2%	5.5 12.9	5.8 13.4	14.0	5.7%	21.1% 48.9%
Office of the Chief Financial	5.2	6.1	6.5	7.3	11.5%	30.5%	7.9	8.3	8.6	5.7%	30.0%
Officer	3.2	0.1	0.5	7.3	11.570	30.370	7.5	6.5	0.0	3.370	30.070
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					22.570	200.070	0.7	0.7	0.7	5.570	2001070
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	0.6	1.3	0.9	0.7	4.7%	4.2%	0.5	0.6	0.6	-4.3%	2.2%
advisory services											
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	_	_	-	0.0	-	_	-	-	-	-100.0%	-
accounts											
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	0.7	0.3	-	0.9	6.6%	2.3%	_	_	-	-100.0%	0.8%
assets 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	50.2%	50.4%	46.4%	51.0%	-	-	52.2%	52.1%	52.1%	-	_
expenditure to vote expenditure	30.270	30.470	40.470	32.070			32.270	32.17.0	32.170		
<u></u>				I.							
Details of transfers and subsidies Households											
Social benefits	_	_	0.0	0.0			_			100.00/	
Current Employee social benefits			0.0	0.0	_	_				-100.0% -100.0%	
' '			0.0	0.0	_	_				-100.0%	
Departmental agencies and accou Departmental agencies (non-busin											
Current		_	_	0.0			_	_	_	-100.0%	
Communication				0.0	_	_				-100.0%	_
Communication				0.0	_	_				100.070	

## **Personnel information**

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

	estima	r of posts ited for ich 2025			Nur	nber and co	ost² of p	person	nel posts fil	led/pla	nned f	or on funde	ed estal	olishm	ent				
		Number																	Average:
		of posts																Average	Salary
	Number	additional																growth	level/
	of	to the																rate	Total
	funded	establish-	Ac	Actual Revised estimate							Mediu	ım-term ex	pendit	ure est	imate			(%)	(%)
	posts	ment	202	23/24	2024/25				202	25/26		202	6/27		202	7/28		2024/25	- 2027/28
					Unit			Unit			Unit			Unit			Unit		
Administratio	n		Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	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%

<sup>1.</sup> 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:					Average:
ousprogramme					Average	Expen-				Average	Expen-
					growth	diture/				growth	diture/
				Adjusted	rate	Total	Mediun	n-term expend	diture	rate	Total
	Au	dited outcom	ne	appropriation	(%)	(%)		estimate		(%)	(%)
R million	2021/22	2022/23	2023/24	2024/25		- 2024/25	2025/26	2026/27	2027/28		- 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	5.0	5.3	5.5	6.9	11.6%	26.9%	7.0	7.3	7.7	3.5%	29.1%
Replication											
Enabling Environment and	7.3	9.3	10.7	9.5	9.3%	43.7%	9.8	10.3	10.8	4.3%	40.7%
Stakeholder Management											
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				-			(0.5)	(0.4)	(0.4)		
Budget estimate											
Economic classification				ı		, ,					
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	1.4	0.8	0.9	0.6	-24.8%	4.5%	1.4	1.6	1.6	37.3%	5.3%
services											
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%	-	-	-	-	ı	-
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	49.8%	49.6%	53.6%	49.0%	-	-	47.8%	47.9%	47.9%	-	-
expenditure to vote expenditure											

Table 8 Public Sector Innovation expenditure trends and estimates by subprogramme and economic classification (continued)

Details of transfers and subsidies						Average:					Average:
					Average	Expen-				Average	Expen-
					growth	diture/				growth	diture/
				Adjusted	rate	Total	Mediun	n-term expend	diture	rate	Total
	Au	dited outcom	ne	appropriation	(%)	(%)		estimate		(%)	(%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22	- 2024/25	2025/26	2026/27	2027/28	2024/25	- 2027/28
Households											
Social benefits											
Current	_	-	0.0	-	_	-	_	_	-	_	_
Employee social benefits	_	-	0.0	-	-	_	_	_	-	-	_

#### **Personnel information**

Table 9 Public Sector Innovation personnel numbers and cost by salary level<sup>1</sup>

	estima	r of posts																	
	31 Mai	ch 2025			Nur	nber and c	ost² of p	person	nel posts fi	lled/pla	nned f	or on funde	ed esta	blishm	ent				
		Number																	Average:
		of posts																Average	Salary
	Number	additional																growth	level/
	of	to the																rate	Total
	funded	establish-	Ad	tual		Revise			Medi	um-term ex	pendit	ure est	imate			(%)	(%)		
	posts	ment	202	23/24		202	24/25		20	25/26		202	26/27		202	27/28		2024/25	- 2027/28
					Unit			Unit			Unit			Unit			Unit		
Public Sector I	Innovation		Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost	Number	Cost	cost		
Salary level	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%	100.0%
1-6	2	-	4	0.9	0.2	2	0.4	0.2	2	0.4	0.2	2	0.5	0.2	2	0.5	0.2	_	12.1%
7 – 10	2	-	-	0.5	-	3	(0.1)	(0.0)	3	(0.1)	(0.0)	3	(0.1)	(0.0)	3	(0.1)	(0.0)	_	20.5%
11 – 12	6	-	6	5.5	0.9	6	6.1	1.0	6	6.5	1.0	6	6.7	1.1	6	7.0	1.1	-1.0%	38.4%
13 – 16	4	ı	4	6.5	1.6	5	8.1	1.7	5	8.5	1.8	5	9.0	1.9	5	9.5	2.0	_	29.0%

<sup>1.</sup> Data has been provided by the department and may not necessarily reconcile with official government personnel data.
2. Rand million.