

Centre for Public Service Innovation

Budget summary

R million	2026/27			Total	2027/28	2028/29
	Current payments	Transfers and subsidies	Payments for capital assets		Total	Total
MTEF allocation						
Administration	27.9	1.1	0.3	29.3	29.5	30.5
Public Sector Innovation	24.0	–	0.3	24.3	25.3	26.1
Total expenditure estimates	52.0	1.1	0.6	53.6	54.8	56.5

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. 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 Minister for Public Service and Administration is responsible for establishing norms and standards relating to transformation, reform and innovation to improve the effectiveness and efficiency of the public service and its delivery of services to the public. 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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of innovation research and development initiatives undertaken per year	Public Sector Innovation	An ethical, capable and professional public service	4	4	5	6	6	6	6
Number of innovative solutions replicated in the public sector per year	Public Sector Innovation		2	2	2	4	2	2	2
Number of knowledge platforms sustained to nurture an enabling environment for innovation in the public sector per year	Public Sector Innovation		11	9	9	9	10	10	10
Number of institutions supported on innovation per year	Public Sector Innovation		–1	–1	–1	–1	2	2	2

1. No historical data available as this is a new indicator.

Expenditure overview

Over the medium term, the department aims to use innovation to unearth, pilot, test, replicate and offer solutions to service delivery challenges. The department's services require activities and outputs aligned with an innovation life cycle. As such, research activities and the subsequent development of creative solutions underpin its work as a development partner and demonstrator of innovation. To increase efficiency, effectiveness and reach, 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 2026/27, the department plans to manage 6 research and development initiatives, such as supporting initiatives to develop digital skills among young people, including hackathons, and the development of other web-based solutions. These and other related activities will be carried out through an allocation of R23.3 million over the MTEF period in the *Research and Development* subprogramme in the *Public Sector Innovation* programme, which has a budget of R75.7 million over the next 3 years.

As part of its efforts to entrench a culture of innovation in the public sector, the department will continue to unearth existing innovation and maintain knowledge-sharing platforms. It plans to coordinate 10 innovation knowledge platforms per year over the medium term that share creative approaches, solutions and models across all spheres of government. These activities are allocated R31.8 million over the period ahead in the *Enabling Environment and Stakeholder Management* subprogramme in the *Public Sector Innovation* programme.

The department will also continue to focus on replicating innovative solutions to improve service delivery in targeted government sectors. In doing so, it plans to replicate 2 innovative solutions per year over the medium term. These initiatives are allocated R20.6 million over the period ahead and will be carried out in the *Institutional Support and Replication* subprogramme in the *Public Sector Innovation* programme.

The department's total budget is set to increase at an average annual rate of 3.3 per cent, from R51.2 million in 2025/26 to R56.5 million in 2028/29. Compensation of employees accounts for an estimated 62.3 per cent (R102.7 million) of projected spending over the period ahead, increasing at an average annual rate of 4.1 per cent.

Expenditure trends and estimates

Table 2 Expenditure trends by programme and economic classification¹

Programmes												
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 (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million												
Programme 1	20.4	20.5	20.3	27.1	9.9%	49.8%	29.3	29.5	30.5	3.9%	54.1%	
Programme 2	20.1	23.7	21.4	24.1	6.2%	50.2%	24.3	25.3	26.1	2.7%	45.9%	
Subtotal	40.5	44.3	41.8	51.2	8.1%	100.0%	53.6	54.8	56.5	3.3%	100.0%	
Total	40.5	44.3	41.8	51.2	8.1%	100.0%	53.6	54.8	56.5	3.3%	100.0%	
Change to 2025				-			1.0	(0.2)	(1.0)			
Budget estimate												
Economic classification												
Current payments	38.2	41.7	40.1	50.4	9.6%	95.9%	52.0	54.1	55.8	3.5%	98.1%	
Compensation of employees	20.7	23.0	25.3	31.4	15.0%	56.5%	32.9	34.4	35.4	4.1%	62.3%	
Goods and services ¹	17.6	18.7	14.8	18.9	2.5%	39.4%	19.1	19.7	20.3	2.4%	35.9%	
of which:												
Audit costs: External	1.2	1.1	1.1	1.4	5.5%	2.7%	1.3	1.4	1.4	-0.5%	2.5%	
Computer services	2.0	3.0	2.7	2.4	5.3%	5.7%	2.9	2.9	3.0	7.5%	5.3%	
Consumable supplies	1.1	1.7	0.8	1.2	4.5%	2.7%	1.1	1.2	1.2	0.5%	2.1%	
Operating leases	2.1	2.3	2.4	2.9	11.1%	5.5%	3.9	4.1	4.2	13.1%	7.4%	
Travel and subsistence	3.3	3.2	2.7	2.8	-4.8%	6.8%	2.6	2.7	2.7	-1.2%	4.9%	
Venues and facilities	1.4	1.6	1.6	1.7	5.6%	3.5%	1.7	1.7	1.8	1.2%	3.1%	
Transfers and subsidies¹	-	0.0	-	-	0.0%	0.0%	1.1	-	-	0.0%	0.6%	
Households	-	0.0	-	-	0.0%	0.0%	1.1	-	-	0.0%	0.6%	
Payments for capital assets	2.3	2.6	1.6	0.8	-29.0%	4.1%	0.6	0.7	0.7	-4.0%	1.2%	
Machinery and equipment	2.0	2.6	0.6	0.8	-26.2%	3.4%	0.6	0.7	0.7	-4.0%	1.2%	
Software and other intangible assets	0.3	-	1.0	-	-100.0%	0.7%	-	-	-	0.0%	0.0%	
Total	40.5	44.3	41.8	51.2	8.1%	100.0%	53.6	54.8	56.5	3.3%	100.0%	

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

Transfers and subsidies expenditure trends and estimates

Table 3 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 (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
Households											
Social benefits											
Current	–	45	–	–	–	100.0%	1 052	–	–	–	100.0%
Employee social benefits	–	45	–	–	–	100.0%	–	–	–	–	–
Early retirement and voluntary exit programmes	–	–	–	–	–	–	1 052	–	–	–	100.0%
Total	–	45	–	–	–	100.0%	1 052	–	–	–	100.0%

Personnel information

Table 4 Personnel numbers and cost by salary level and programme¹

Programmes																			
1. Administration																			
2. Public Sector Innovation																			
Number of funded posts	Number of posts additional to the establishment	Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)		
		Actual			Revised estimate			Medium-term expenditure estimate					2025/26 - 2028/29	2026/27 - 2028/29					
		2024/25	2025/26	2026/27	2027/28	2028/29													
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	33	2	32	25.3	0.8	40	28.6	0.7	43	32.9	0.8	47	34.4	0.7	49	35.4	0.7	7.4%	100.0%
1 – 6	8	2	8	1.9	0.2	13	3.1	0.2	14	3.2	0.2	17	3.9	0.2	19	4.5	0.2	12.0%	35.1%
7 – 10	7	–	6	4.2	0.7	8	5.9	0.7	8	5.9	0.7	8	5.9	0.7	8	5.9	0.7	–	18.2%
11 – 12	11	–	11	10.1	0.9	12	10.5	0.9	13	11.2	0.9	13	12.0	0.9	14	12.5	0.9	5.7%	28.8%
13 – 16	6	–	6	9.1	1.4	6	9.1	1.4	8	12.6	1.5	8	12.6	1.5	8	12.6	1.5	9.6%	18.0%
Programme	33	2	32	25.3	0.8	40	28.6	0.7	43	32.9	0.8	47	34.4	0.7	49	35.4	0.7	7.4%	100.0%
Programme 1	16	2	16	10.7	0.7	23	13.2	0.6	25	16.8	0.7	28	17.5	0.6	30	18.1	0.6	9.8%	59.9%
Programme 2	17	–	16	14.6	0.9	17	15.4	0.9	18	16.1	0.9	19	16.8	0.9	19	17.4	0.9	4.0%	40.1%

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 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 (%)
	2022/23	2023/24	2024/25					2025/26	2026/27	2027/28		
Departmental receipts	4	5	73	34	34	104.1%	100.0%	7	8	9	-35.8%	100.0%
Sales of goods and services produced by department	4	5	5	3	3	-9.1%	14.7%	7	8	9	44.2%	100.0%
Other sales	4	5	5	3	3	-9.1%	14.7%	7	8	9	44.2%	100.0%
of which:												
Insurance collections	4	5	5	3	3	-9.1%	14.7%	7	8	9	44.2%	100.0%
Interest, dividends and rent on land	–	–	–	1	1	–	0.9%	–	–	–	-100.0%	–
Interest	–	–	–	1	1	–	0.9%	–	–	–	-100.0%	–
Transactions in financial assets and liabilities	–	–	68	30	30	–	84.5%	–	–	–	-100.0%	–
Total	4	5	73	34	34	104.1%	100.0%	7	8	9	-35.8%	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	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
Executive Support	1.8	2.3	2.5	5.5	45.3%	13.7%	5.7	5.9	6.1	3.4%	19.8%
Corporate Services	12.5	11.8	11.3	13.7	3.2%	55.7%	14.6	15.3	15.8	4.7%	51.1%
Office of the Chief Financial Officer	6.1	6.5	6.5	7.9	8.8%	30.5%	9.0	8.3	8.6	2.9%	29.1%
Total	20.4	20.5	20.3	27.1	9.9%	100.0%	29.3	29.5	30.5	3.9%	100.0%
Change to 2025 Budget estimate				-			1.8	0.8	0.5		
Economic classification											
Current payments	18.4	18.3	18.7	26.6	13.1%	92.7%	27.9	29.1	30.0	4.2%	97.6%
Compensation of employees	9.3	9.7	10.7	16.0	20.0%	51.7%	16.8	17.5	18.1	4.1%	58.7%
Goods and services	9.1	8.6	8.0	10.5	5.0%	41.0%	11.2	11.6	12.0	4.4%	38.9%
of which:											
Audit costs: External	1.2	1.1	1.1	1.4	5.5%	5.5%	1.3	1.4	1.4	-0.5%	4.6%
Computer services	2.0	2.9	2.6	2.2	3.1%	11.1%	2.9	2.8	2.9	8.8%	9.5%
Consultants: Business and advisory services	1.3	0.9	0.6	0.6	-23.5%	3.9%	0.6	0.6	0.6	3.2%	2.1%
Operating leases	2.1	2.3	2.4	2.9	11.1%	11.0%	3.9	4.1	4.2	13.1%	13.6%
Travel and subsistence	0.4	0.4	0.4	0.5	10.5%	1.8%	0.5	0.5	0.5	0.9%	1.7%
Training and development	0.2	0.2	0.3	0.1	-10.6%	0.9%	0.4	0.4	0.4	36.9%	1.2%
Transfers and subsidies	-	0.0	-	-	-	0.0%	1.1	-	-	-	1.2%
Households	-	0.0	-	-	-	0.0%	1.1	-	-	-	1.2%
Payments for capital assets	2.1	2.2	1.6	0.6	-34.6%	7.3%	0.3	0.4	0.4	-10.2%	1.3%
Machinery and equipment	1.8	2.2	0.6	0.6	-31.6%	5.9%	0.3	0.4	0.4	-10.2%	1.3%
Software and other intangible assets	0.3	-	1.0	-	-100.0%	1.4%	-	-	-	-	-
Total	20.4	20.5	20.3	27.1	9.9%	100.0%	29.3	29.5	30.5	3.9%	100.0%
Proportion of total programme expenditure to vote expenditure	50.4%	46.4%	48.7%	53.0%	-	-	54.7%	53.8%	53.9%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current											
Employee social benefits	-	0.0	-	-	-	-	1.1	-	-	-	1.2%
Early retirement and voluntary exit programmes	-	-	-	-	-	-	1.1	-	-	-	1.2%

Personnel information

Table 7 Administration personnel numbers and cost by salary level¹

Administration	Number of posts estimated for 31 March 2026		Number and cost ² 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												
			2024/25	2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29										
			Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost					
Salary level	16	2	16	10.7	0.7	23	13.2	0.6	25	16.8	0.7	28	17.5	0.6	30	18.1	0.6	9.8%	100.0%
1-6	7	2	7	1.6	0.2	12	2.8	0.2	13	2.8	0.2	16	3.6	0.2	18	4.1	0.2	12.9%	55.0%
7-10	3	-	3	2.7	0.9	4	4.0	1.0	4	4.0	1.0	4	4.0	1.0	4	4.0	1.0	-	14.4%
11-12	5	-	5	4.2	0.8	5	4.2	0.8	5	4.2	0.8	5	4.2	0.8	5	4.2	0.8	-	18.1%
13-16	1	-	1	2.2	1.5	1	2.2	1.5	3	5.7	1.6	3	5.7	1.6	3	5.7	1.6	33.4%	12.5%

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 innovative solutions for possible development, adaptation, piloting and/or replication, in partnership with relevant stakeholders, on an ongoing basis
 - supporting the development of innovation and digital skills in the public sector annually
 - hosting knowledge platforms to unearth, demonstrate, share, encourage and award innovation in the public sector annually.

Subprogrammes

- *Research and Development* establishes evidence and maintains the knowledge 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	Audited outcome			Adjusted appropriation	Average growth rate (%)		Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29		
R million												
Research and Development	5.5	7.5	6.5	7.2	9.4%	29.9%	7.5	7.8	8.0	3.6%	30.8%	
Institutional Support and Replication	5.3	5.5	5.4	7.0	9.9%	25.9%	6.6	6.9	7.1	0.3%	27.2%	
Enabling Environment and Stakeholder Management	9.3	10.7	9.6	9.8	1.8%	44.2%	10.2	10.6	11.0	3.7%	42.0%	
Total	20.1	23.7	21.4	24.1	6.2%	100.0%	24.3	25.3	26.1	2.7%	100.0%	
Change to 2025 Budget estimate				–			(0.9)	(1.1)	(1.5)			
Economic classification												
Current payments	19.9	23.4	21.4	23.8	6.2%	99.0%	24.0	25.0	25.7	2.6%	98.8%	
Compensation of employees	11.4	13.3	14.6	15.4	10.6%	61.3%	16.1	16.8	17.4	4.1%	66.5%	
Goods and services	8.5	10.0	6.8	8.4	-0.3%	37.7%	7.9	8.2	8.4	-0.1%	32.3%	
of which:						–					–	
Advertising	0.1	0.8	0.5	0.6	70.5%	2.2%	0.6	0.6	0.7	3.4%	2.4%	
Consultants: Business and advisory services	0.8	0.9	0.0	0.2	-40.3%	2.2%	0.4	0.4	0.4	30.7%	1.5%	
Contractors	1.1	1.2	1.0	0.9	-4.2%	4.6%	0.8	0.9	0.9	-0.1%	3.5%	
Consumable supplies	0.7	1.5	0.6	1.0	11.5%	4.4%	1.0	1.0	1.0	0.5%	4.0%	
Travel and subsistence	2.9	2.9	2.4	2.3	-7.1%	11.7%	2.1	2.2	2.2	-1.6%	8.6%	
Venues and facilities	1.4	1.5	1.6	1.7	6.6%	6.9%	1.7	1.7	1.7	1.3%	6.7%	
Transfers and subsidies	–	0.0	–	–	–	0.0%	–	–	–	–	–	
Households	–	0.0	–	–	–	0.0%	–	–	–	–	–	
Payments for capital assets	0.2	0.3	0.0	0.2	0.1%	1.0%	0.3	0.3	0.3	8.1%	1.2%	
Machinery and equipment	0.2	0.3	0.0	0.2	0.1%	1.0%	0.3	0.3	0.3	8.1%	1.2%	
Total	20.1	23.7	21.4	24.1	6.2%	100.0%	24.3	25.3	26.1	2.7%	100.0%	
Proportion of total programme expenditure to vote expenditure	49.6%	53.6%	51.3%	47.0%	–	–	45.3%	46.2%	46.1%	–	–	
Details of transfers and subsidies												
Households												
Social benefits												
Current	–	0.0	–	–	–	–	–	–	–	–	–	–
Employee social benefits	–	0.0	–	–	–	–	–	–	–	–	–	–

Personnel information

Table 9 Public Sector Innovation personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		Number and cost ² 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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26 - 2028/29	2026/27 - 2028/29	
Public Sector Innovation		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	17	-	16	14.6	0.9	17	15.4	0.9	18	16.1	0.9	19	16.8	0.9	19	17.4	0.9	4.0%	100.0%
1 – 6	1	-	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	-	5.4%
7 – 10	4	-	3	1.5	0.4	4	1.9	0.4	4	1.9	0.4	4	1.9	0.4	4	1.9	0.4	-	23.7%
11 – 12	6	-	6	5.9	0.9	7	6.3	0.9	8	7.0	0.9	8	7.7	0.9	9	8.3	0.9	9.5%	44.8%
13 – 16	5	-	5	6.9	1.4	5	6.9	1.4	5	6.9	1.4	5	6.9	1.4	5	6.9	1.4	-	26.1%

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

2. Rand million.