



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



BI-ANNUAL PROGRESS REPORT ON THE MTSF

April to September 2020

PRIORITY 1:

BUILDING A CAPABLE,
ETHICAL AND
DEVELOPMENTAL STATE

LET'S GROW SOUTH AFRICA TOGETHER

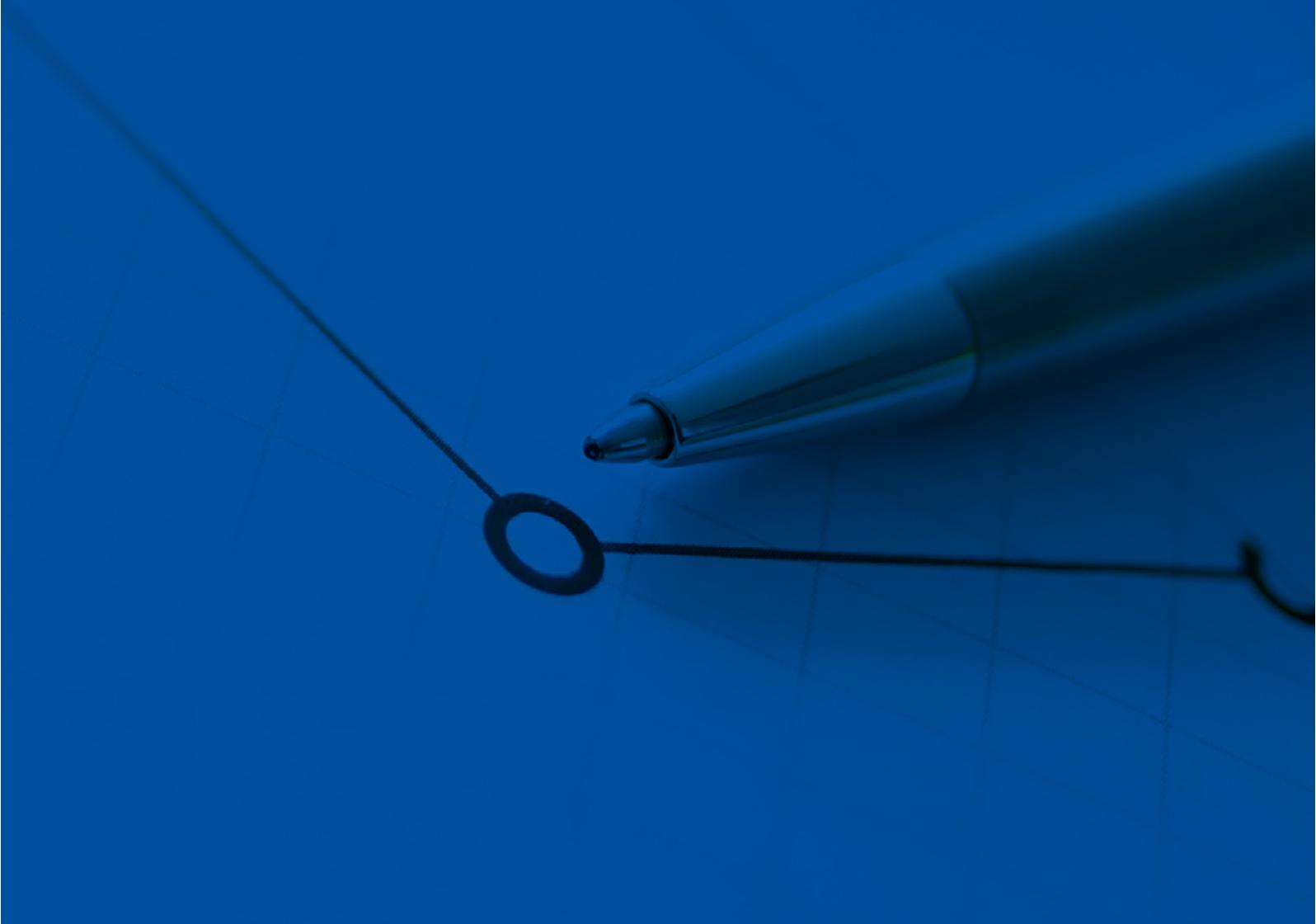


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1. PURPOSE

This report presents a synopsis of the bi-annual progress report on the implementation of Priority One on 'Building A Capable, Ethical and Developmental State' as per the Medium Term Strategic Framework (MTSF) 2019-2024. This analysis mainly covers the period from January 2020 to July 2020.

2. STRUCTURE

This report presents an overview of progress made towards achieving targets in Priority One towards the MTSF 2019-2019, in the first six months of 2020.

2.1 STRATEGIC INTENT

The sixth administration has put as its first priority to build a capable, ethical and developmental state. The impact that this priority seeks to achieve is to deliver public value and build trust between the state and citizenry. It also aims to promote active citizenry and partnerships in society. Aligned to Chapters 13 and 14 of the NDP, it contains a set of limited interventions as an enabler for socio-economic development. A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people. An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights. A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an active citizenry through partnerships with all sectors of society.

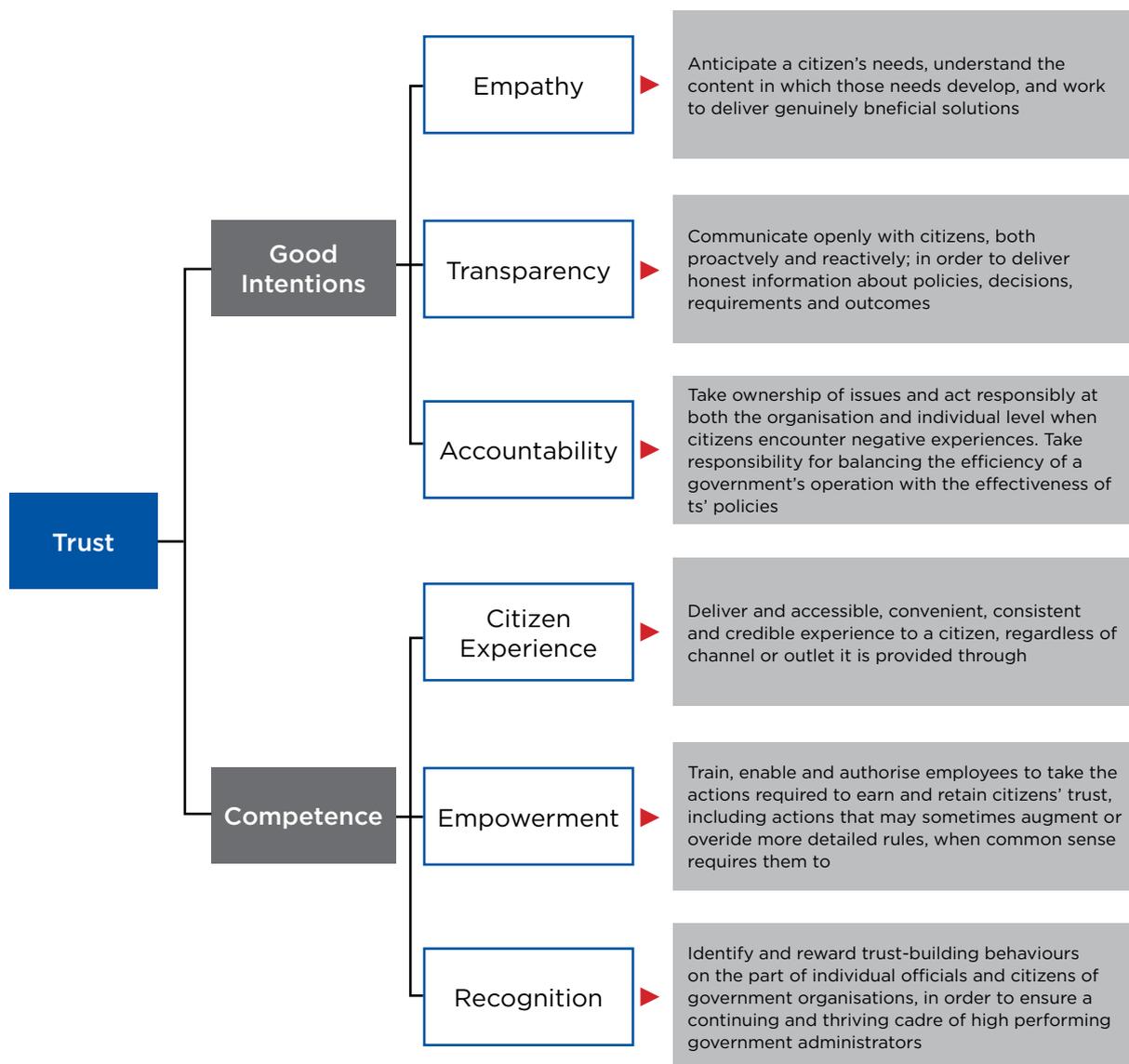
2.2 PRIORITIES OF THE MTSF 2019-2024

Over the next five years, government will continue to transform the public sector and strengthen its programmes. The two overarching impact statements are: (a) Public value and trust; and (b) Active citizenry and partnerships in society.

Whilst South Africa showed a two-percentage point increase in terms of the 'trust in government' indicator in the Edelman Trust Barometer (from 17% in 2019 to 19% in 2020), we remained the lowest performing country in terms of this data set. The 2020 Edelman Trust Barometer noted that countries with high levels of inequality had low levels of trust in institutions both in the public and private sectors and media – and South Africa ranks highest in terms of Gini Co-efficient as a measure of inequality. DPME is conducting a systematic review of research and other information to provide a deep stick understanding of the drivers and key success factors for countries that perform well in this regard. Preliminary analysis indicates that the OECD conducted a review of drivers of trust in government, which found that there are two critical drivers, namely competence and intention. Competence is the ability of institutions to do their jobs; intention is the inclination of the institution to do what is right. These drivers of trust in Government, puts focus on the performance of government. While competence is around operational efficiency, capacity and good judgement to actually deliver on a given mandate, intention as a driver revolves around principles and values that guide action and behaviour. The OECD study involved countries like Singapore and United Arab Emirates, and the findings are summarised below:

The Six Building Blocks of Trust

The following chart is a graphical representation of the six building blocks of trust. The harmonisation of these elements lead to the two primary tenets of trust: intent and competence



2.3 OVERVIEW OF MAIN ACHIEVEMENTS

2.3.1 Outcome 1: Improved leadership, governance and accountability

A new National Anti-Corruption Strategy is ready for approval by Cabinet. It was developed through a thoroughly consultative process which involved civil society, academia, business and all clusters of government. The Strategy was presented to the Forum of South African Directors-General (FOSAD) and

October 2020 Cabinet Lekgotla as part of the draft Economic Recovery and Reconstruction Plan. The core pillars of the National Anti-Corruption Strategy are:

- (a) Promote and encourage active citizenry, whistleblowing, integrity and transparency in all spheres of society;
- (b) Advance the professionalization of employees to optimize their contribution to create corruption-free workplaces;

- (c) Enhance governance, oversight and consequence management in organizations;
- (d) Improve the integrity and credibility of the public procurement system;
- (e) Strengthen the resourcing, coordination, performance, transnational cooperation, accountability and independence of dedicated anti-corruption agencies; and
- (f) Protect vulnerable sectors that are most prone to corruption and unethical practices with effective risk management.

The national cluster system, Inter-Ministerial Committees (IMCs) and implementation forums were reviewed by March 2020. The cluster system and IMCs were reviewed in 2019/20 and the outstanding work is on the review of the Implementation Forum.

The proposal on the Head of Public Administration was finalised and presented to FOSAD. The implementation of Administrative Head of the Public Service would strengthen meritocratic recruitment and selection process of DGs which would be fair, unbiased and lead to the professionalization of the Public Service.

Intergovernmental Monitoring, Support and Intervention (IMSI) Bill has been developed and it has also been through internal consultation, and is being submitted to DPME for assessment in terms of Socio Economic Impact Assessment System (SEIAS) as well as the State Law Advisor.

A draft Concept Note Intervention Coordination and Support Programme was produced for development of a programme by national

and provincial departments to capacitate and intervene in challenged state institutions

2.3.2 Outcome 2: Functional, efficient and integrated government

The District Development Model (DDM) approach is being implemented and institutional arrangements defined. The model was also used during the implementation of Covid-19 Disaster Management. The District Development Model (DDM) was adopted by Cabinet in August 2019 as an operational model for improving Cooperative Governance aimed at building a capable, ethical developmental State. The DDM embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes.

The DDM is championed at the highest level by the President of the Republic of South Africa and the Deputy President and all other political principals are allocated as District Champions. The responsibility to manage the institutionalisation of the model within the cooperative governance system of the country is undertaken by the Minister for Cooperative Governance and Traditional Affairs (CoGTA). In this regard CoGTA is capacitating itself to undertake the task of institutionalising the DDM at both national and provincial programme coordination level, as well as at district and metropolitan levels. The District/Metropolitan Hubs are being set up as extensions of CoGTA to facilitate technically the DDM model and One Plan. The diagram below demonstrates current actions and future plans on the DDM:

	Short-Term: 1 Year ESTABLISH & PILOT	Medium-Term: 2-5 Years INSTITUTIONALISE	Long-Term: 5+ Years SUSTAIN
Spatial Budgeting	Principles incorporated into planning, budgeting and reporting cycle	Principles refined and infused across all depts, entities and municipalities	Principles applied across all depts, entities and municipalities
One Plans	One plans fully developed for three pilots	One plans fully developed for all 52 district/metro spaces	One plans implemented, monitored and reviewed
Coordinating Structures	Functioning hubs and coordinating committees established in three pilots	Functioning hubs and coordinating committees consolidated in all 52 spaces	Functioning hubs and coordinating committees sustained in all 52 spaces
Implementation	Priority IG projects and LG stabilisation actions informed by 52 district/metro profiles	Priority interventions sustained. One plans implemented. LG improved	Sustainable implementation informed One Plans. Sustainable municipalities
DDM IMS	IMS core module developed	IMS fully developed and phased implementation across government	IMS fully functional and used across government
Regulatory Framework	IGRF act regulations drafted and promulgated to give effect to DDM institutionalisation	Implementation and refinement of regulations to bolster DDM institutionalisation	Implementation of regulations to deepen institutionalisation

DPSA has developed the revised Organisational Functionality Assessment Tool and Guidelines, as well as the Organisational Functionality Assessment (OFA) Tool in April 2020. The OFA is a self-diagnostic measure to conduct a systematic analysis of organisational functionality measured against: capacity to deliver; resource utilisation and deployment; institutional systems, policies and processes.

A concept document on modernisation of business processes was developed in March 2020. A process is underway to develop and institutionalise a programme to strengthen supply chain management and procurement system in the public sector. Out of the 22 380 cases referred, 19 952 (89%) were closed on the Case Management System (CMS) of the National Anti-Corruption Hotline (NACH) during 1 September 2004 to 31 December 2019. While out of 541 cases referred 376 (70%) were closed on the CMS during 1 January 2020 to 30 June 2020.

An audit of departments implementing the National e-Government Strategy was

conducted in May 2020. The audit reveals major challenges on ICT which include the lack of connectivity, use of old technology such as copper, slow bandwidth and poor provision of service by service providers.

2.2.3 Outcome 3: Professional, meritocratic and ethical public administration

The Life Style Audit Guideline for the Public Service has been approved. The rationale for Lifestyle Audits is:

- Legitimate fraud prevention and detection mechanism.
- In its simplest form, it is an amalgamation of reports from a variety of databases which provides a snapshot of an employee's life.
- To detect wrongdoing (lifestyle review) or to investigate for possible criminal conduct (lifestyle investigation or audit).
- Not conclusive on its own.

The responsibility for lifestyle audits in departments are that of the Ethics Officer. This role is to assist the head of a department in implementing ethics risk management. Ethics Committees are to oversee the implementation of lifestyle audits.

Trends show high levels of compliance at senior management levels. Compliance level

are not good at non-SMS levels and staff from supply chain management units and finance. It is imperative that Heads of Departments implement disciplinary measures for non-complying staff members and Executive Authorities to intervene where HoDs do not enforce consequence management as per letters and reports from the PSC and DPSA.

TABLE 1: FINANCIAL E-DISCLOSURE COMPLIANCE BY SENIOR MANAGEMENT SERVICE MEMBERS FROM 01 TO 30 April 2020

	No. of employees	Number disclosed	% disclosed	Late Submission	Outstanding	No. Non-compliant
National Departments	5 499	5 321	97%	143	35	178
National Government Components	277	264	95%		13	13
Eastern Cape	638	625	98%	2	11	13
Free State	366	366	100%		0	0
Gauteng Province	784	784	100%		0	0
KZN	600	595	99%	5	0	5
Limpopo	473	471	99,58%	0	2	2
Mpumalanga	302	302	100%		0	0
North West	324	320	99%	4	0	4
Northern Cape	248	247	99,60%	0	1	1
Western Cape	385	385	100%		0	0
Total	9 896	9 680	98%	154	62	216

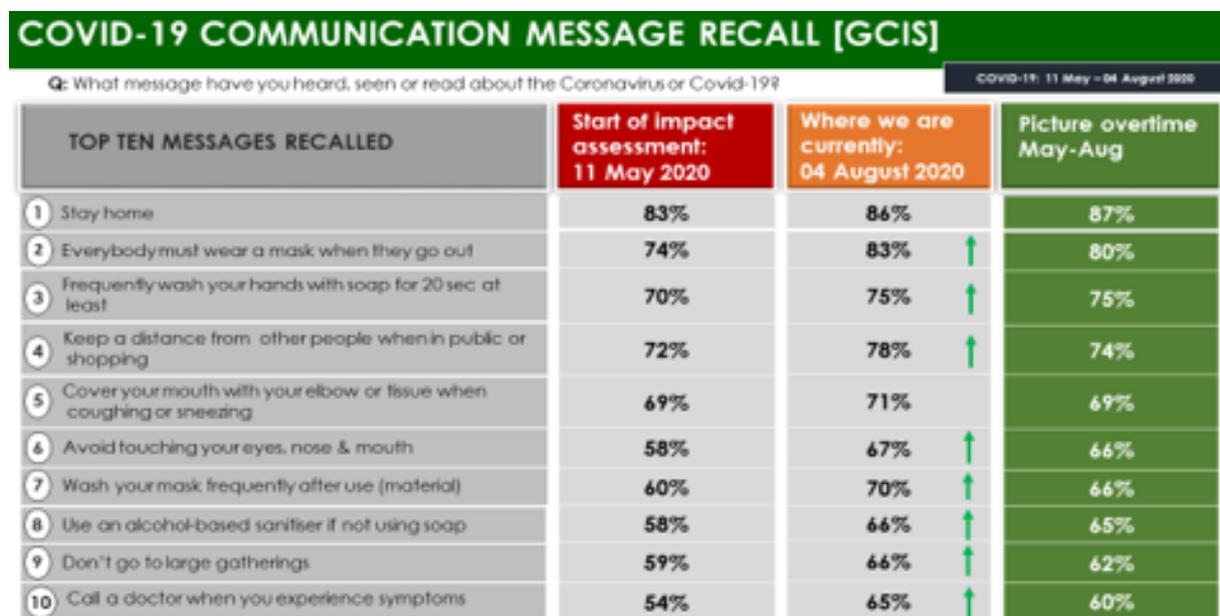
A concept paper on the Job Competency Framework for the public service that makes recommendations that the Occupational Classification System be revised with the purpose of developing an occupational dictionary for the public service was developed in June 2020. Local government is also implementing similar systems as per DCOG frameworks.

In addition, mandatory courses on ethics and other measures to professionalise the Public

Service are being implemented by the National School of Government.

2.2.4 Outcome 4: Social compact and engagement with key stakeholders

Although the planned programme for participatory governance is not fully in place, during Covid-19 government communication and public engagements were enhanced and impactful more than ever before.



The above data shows high levels of impact of government communications during the Covid19 State of Disaster period. Other surveys conducted by institutions like the HSRC also showed high levels of awareness and approval of government approach. It is therefore critical to sustain this communication drive and citizen engagement even post Covid19 State of Disaster. Good communication contributes to better view of government from the citizens' perspective, as well as how they experience public services and feel active participants in the democratic and developmental agenda of the country.

2.3.5 Outcome 5: Mainstreaming of gender, empowerment and development of youth and persons with disabilities

The framework for gender responsive planning, budgeting, monitoring, evaluation and auditing framework is in place and being implemented. The youth policy and draft legislation for NYDA were presented to the Clusters and approved for Cabinet consideration and final approval.

3. OVERVIEW OF MAIN CHALLENGES

Most of the interventions are on the planning phase, hence it is difficult to make definitive statements about their achievement or lack thereof. Data for reporting on Audit Outcomes and other indicators is not yet available. The score cards for ministers and deputy ministers were not developed as the Performance Agreements had to be revised due to Covid-19. The President has commenced with the signing of these from 16 October 2020.

From the perspective of a developmental state, research shows that people are worried about contracting Covid-19, unemployment, loss of income, food shortages, among other concerns. The new Economic Reconstruction and Recovery Plan seeks to address these socio-economic challenges.

4. DISCUSSIONS

This priority has a total of 32 indicators. Out of the total number of indicators 3(9%) were achieved, 22(69%) were ongoing, and 7(22%) were not achieved.

The budget cuts and focus on Covid-19 related interventions have diverted the attention of the GSCID Cluster from intensively pursuing the commitments on the MTSF. Instead, the cluster has since prioritised new things in its programme of action, of which there is no clear approach to and evidence of implementation. Therefore, the focus that is required in terms of focusing on medium targets in a relentless manner has diminished, as MTSF is discussed as a mere compliance issue.

Processes are underway to fix the situation and start planning for the future to remove what might be deemed no longer relevant and add new critical interventions. The planning process will also derive good lessons learnt from the fight against Covid-19, such as deepened public communication, stakeholder engagements, decisive leadership and accelerated service delivery.

Going forward, departments and other implementing bodies are expected to demonstrate how they have broken down the 5-year targets into annual and quarterly targets using the Annual Performance Plans and own operational plans. The resuscitation of the Implementation Forum is crucial for purposes of paying attention to MTSF details and engage in substantive discussions on what works and does not work and how to devise solutions to the challenges identified. The signing of Ministerial Performance Agreement will raise the bar in terms of accountability, as Ministers are more likely to start putting pressure on their departments and entities to deliver on the MTSF commitments.

5. RECOMMENDATIONS

5.1 It is imperative that key plans such as the National Anti-Corruption Strategy, Guideline on Life Style Audits and the proposal on the establishment of the Head of Public Service/Administration are submitted to Cabinet and implementation commences. Their implementation will also contribute to building trust in society and boosting confidence in the state and the economy.

- 5.2 The momentum created by the manner in which the government organised itself in terms of governance mechanisms and public communication on Covid-19 State of National Disaster should be maintained. The structures and practices should be institutionalised into the work of the Clusters.
- 5.3 E-government and digitisation in government is an area of both risk and opportunity - which, if designed and implemented well - could be a lever of change towards smart governance and better service delivery on areas like education, health and other social services.
- 5.4 There is lack of cooperation on the part of the Heads of Departments in term of enforcing compliance with e-disclosure despite reports and letters from DPSA and PSC. Executive Authorities are requested to intervene in departments where there are challenges.
- 5.5 There is a need to resuscitate the Technical and Ministerial Implementation Forums in order to pay special attention to the implementation of the NDP Chapter 13 and the electoral mandate through the MTSF: Priority 1.

ANNEXURE A: PRIORITY 1 ON BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Table 1: Outcomes

Outcomes	Indicator	Baseline	2024 Target	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Improved governance and accountability.	Integrated Monitoring and Evaluation System for public sector governance and accountability.	Current M&E systems.	Integrated monitoring reports produced biannually to Cabinet.	DPME	Biannual progress reports have just been submitted. Cabinet has scheduled the first one for October 2020.	N/A	N/A	Ongoing.
Functional, Efficient and Integrated Government.	Percentage of qualified audits in national, provincial, local government and public entities.	Percentage of qualified audits in 2018 National government level: 19.6% Provincial government level: 24.4% Local government level: 40.8% Public entities: 27.1%	75% reduction of qualified audits in national, provincial, local government levels and public entities by 2024.	DPME	qualified audits in 2018/19 financial year is: National government level: 26.1% Provincial government level: 31.7% Local government level: 51.5% Public entities: 32.3%	Auditor-General South Africa (AGSA).	N/A	Ongoing.

Outcomes	Indicator	Baseline	2024 Target	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Professional, meritocratic and ethical public administration.	Percentage (%) compliance with Batho Pele principles by the public sector.	New indicator.	100% compliance with Batho Pele principles by the public sector.	DPSA	The DPSA is in the process of drafting Batho Pele Renewal Strategy envisaged for completion by 31 March 2021 Further, a draft concept document has been developed and consulted within the MPSA portfolio and is undergoing revision in preparation for the said consultation.	Minutes of the various consultation sessions.	N/A	Ongoing.
Social compact and engagement with key stakeholders.	Percentage (%) trust in government.	17% public trust in government in 2019.	80% public trust in government as per the Edelman Trust Barometer.	DPME	19% public trust in government in 2020.	Edelman Trust Barometer.	N/A	Ongoing.
Mainstreaming of gender, empowerment and development of youth and persons with disabilities.	Level of mainstreaming across public service and through the services delivered by sex, gender, age and disability.	25 Year review.	100% compliance to mainstreaming.	DWYPD	Draft Monitoring and Evaluation Framework to track empowerment of youth.	Draft Youth Responsive Planning, Budgeting, Monitoring and Evaluation Framework- March 2020.	Awaiting approval of the National Youth Policy prior to being finalised.	Ongoing.

Table 2: Interventions

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability.	Social compact between the executive, judiciary and the legislative tiers of government.	New indicator.	A social compact developed by 2021 and implemented by 2024.	Lead: DoJ, & CD Contributing: Presidency, DPME	Draft National Anti-Corruption Strategy 2020-2030 was developed and presented to Cabinet Lekgotla by the JCPS Cluster in October 2020.	Draft National Anti-Corruption Strategy 2020-2030.	N/A	Ongoing.
Rationalise governance system in the public sector.	Institutional model for intergovernmental and interdepartmental coordination developed.	New indicator.	National cluster system, IMCs and implementation forums reviewed by March 2020.	Lead: Presidency, Contributing: COGTA, DPME, DPSA	Clusters and IMCs reviewed. The report to be produced in the next quarter on IFs.	N/A		Ongoing
Enable leadership in national and provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations.	Monitoring and Intervention Bill based on Sections 100 & 139 of the Constitution consulted and submitted to Parliament and the President.	IMC interventions, issues of national concern and Section 100 and 139 interventions.	Sections 100 & 139 Monitoring and Intervention Act in place by 2022.	Lead: COGTA, Contributing: NT, DPSA, DPME	IMSI Bill has been through internal consultation and is being subjected to assessment in terms of SE/IAS as well as the State Law	Draft IMSI bill. IMSI bill process plan.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Develop programme by national and provincial departments to capacitate and intervene in state institutions with challenges.	2014-2019 interventions.	Programme by national and provincial departments to capacitate and intervene in challenged state institutions developed by 2022.	Lead: DPME, Contributing: COGTA, DPSA, NT	A draft concept note for the Intervention Coordination and Support Programme has been developed for further consultation with key role players.	Draft Concept Note Intervention Coordination and Support Programme.	N/A	Ongoing.
Integrated Monitoring System for public sector accountability.	Implementation of the Integrated Monitoring System for public sector accountability established.	2014-2019 POA.	Biannual progress reports submitted to Cabinet on the implementation of the MTSF.	Lead: DPME, Contributing: DPSA	Bi-Annual POA progress reports have just been submitted. Cabinet has scheduled the first one for October 2020.	N/A	N/A	Ongoing.
Performance management of Ministers and deputy ministers.	Annual performance score card reports for ministers and deputy ministers submitted to the President.	Previous performance and delivery agreements.	Annual performance score card reports for ministers and deputy ministers submitted to the President.	Lead: Presidency, Contributing: DPME	There are no score cards yet, Ministers still need to sign new Performance Agreements.	N/A	The signing of Performance Agreements was delayed due to Covid-19. The revised Performance Agreements were developed and are due to be signed before the end of Quarter two.	Not achieved

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Management of the political-administrative interface.	Establishment of the Head of National Administration; and Head of Public Service.	New indicator.	Head of National Administration; and Head of Public Service established.	Lead: Presidency, Contributing: DPSA, DPME	A Framework was developed jointly by the DPME and DPSA. It was presented to GSCID Cluster and approved for presentation at Cabinet.	Proposal for the establishment of the Administrative Head of the Public Service: June 2020.	N/A	Ongoing.
Strengthen the governance system of SOEs.	Number of identified "high risk" SOE governance system reviewed and recommendations implemented.	Previous interventions by the NT, DPE and Presidency.	Five "high risk" SOEs governance system reviewed by 2021 and recommendations implemented by 2023.	Lead: DPME, Contributing: NT, DPE, DPSA	The National Planning Commission produced a position paper titled The Contribution of SOEs to Vision 2030: Case studies of Eskom, Transnet and PRASA. The position paper is based on four papers commissioned to ensure evidence-based deliberation on this topic. The position paper and the background papers have been released and discussed in economic cluster.	NPC position paper on SOEs and research reports per each SOE.	DPE is expected to produce a comprehensive report on rationalization of all SOEs and present to GSCID Cluster.	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Enhance productivity and functionality of public sector institutions in supporting people-centered service delivery.	Implement Organisational Functionality Assessment Framework and implement as a mechanism to measure the levels of productivity and functionality (efficiency and effectiveness) of departments in supporting service delivery objectives.	Piloted system by DPSA.	Organisational Functionality Assessment Framework implemented by 2022.	Lead: DPSA, Contributing: COGTA, DPME	N/A	The revised Organisational Functionality Assessment (OFA) Tool and Guideline were developed in April 2020. The OFA is a self-diagnostic measure to conduct a systematic analysis of organisational functionality measured against: Capacity to deliver Resource utilisation and deployment Institutional systems, policies and processes.	2021 OFA Toolset Final (1). 2021 OFA Guide Final (1).	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Modernise business processes in the public sector.	Business Processes Modernisation Programme in the public sector approved and implemented.		Business Processes Modernisation Programme in the public sector approved by 2020 and implemented by 2023.	Lead: DPSA, DCDT, Contributing: DPW	N/A	A concept document on the modernisation of business processes was developed in April 2020.	Modernisation of Business Processes Concept Note-26 June 2020.	N/A	Ongoing.
	Implementation of the National e-Government Strategy and Roadmap, as well as recommendations of the Presidential Commission on 4IR.		National e-Government Strategy and Roadmap implemented by 2022 towards digitalisation of government services.	Lead: DPSA, DCDT, Contributing: SITA, DPSA	N/A	An audit of departments implementing the National e-Government Strategy was conducted in May 2020. The audit reveals that the major challenges on ICT include the lack of connectivity, use of old technology such as copper, slow bandwidth and poor provision of service by service providers.	Audit Report e-Government Strategy.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Improve financial management capability in the public sector.	Strengthen Municipal Financial System.	2018 Baseline.	Strengthen Municipal Financial System by 2023.	NT		Updated the budget funding assessment tool to align to mSCOA reporting, provided training to provincial treasuries on the funding model to test whether the tabled, adopted and adjusted budgets of municipalities are fully funded. Facilitated live demonstration of the functionality of municipal financial systems regarding the AFS (March 2020).	Budget Funding Model.	N/A	Ongoing

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Implement the Integrated Financial Management System (IFMS) in the public sector.	Progress made on IFMS up to 2019.	Implement the IFMS in the public sector by 2021.	Lead: NT, SITA, Contributing: DPSA		Execution of Common Design and the procurement of support service is currently underway and will provide the impetus for an acceleration of the final design and roll-out of the IFMS.	OAG Division.	Delays in programme execution timelines for 2020/21 may occur due to Covid-19 shutdown reorganising business processes including: a) Procurement of PMO and related professional services. b) Contracting of SI's for Implementation (Panel Establishment) Procurement of common design services. As part of the supplementary budget IFMS budget has been adjusted.	Not achieved.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Develop programme to strengthen the supply chain management and procurement system in the public sector.	2018 Baseline.	Develop programme to strengthen supply chain management and procurement system institutionalised in the public sector by 2023.	NT		Development of a programme to strengthen supply chain management and procurement system institutionalised in the public sector is currently underway.	Means of verification outstanding.	Reason outstanding.	Not achieved.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Develop programme to strengthen asset management in the public sector.	2018 Baseline.	Develop programme to strengthen asset management in the public sector by 2023.	Lead: NT Contributing: DPW		Internal consultations are currently underway in developing the plan to strengthen asset management. With regards to municipalities, National Treasury is reviewing the IDMS for municipalities that have a component on asset/infrastructure but the focus is also on procurement of infrastructure.	Means of verification outstanding.	Reason outstanding.	Not achieved.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector.	Percentage elimination of wasteful and fruitless expenditure in public sector institutions.	2018 Baseline.	100% elimination of wasteful and fruitless expenditure in the public sector institutions incrementally from baseline of 2019 by 2024.	Lead: NT	Support was provided to national department, provincial treasuries, entities and municipalities on accounting and reporting queries, improvement of audit outcomes, AFS preparation plans and audit plans. The work of internal audit and risk management in both the PFMA and MFMA was supported including facilitation of information-sharing platforms, peer interactions and guidance provided.	Much of the engagements and planning were designed for the CD MFMA staff along with IA and ASR to attend specific municipal meetings, i.e. MPAC meetings to engage on the recommendations and process to deal with UJFW, Audit Committee and related meetings to engage on the audit action plans and preparing and reviewing of AFS. This is also coupled with the direct engagements with Municipal Disciplinary Boards and related activities, that will promote consequence management outcomes.			Not achieved.
	Percentage elimination of irregular expenditure in public sector institutions.	2018 Baseline.	75% elimination of irregular expenditure in public sector institutions from baseline of 2019 by 2024.	NT			Data not yet available.	Data not yet available.	Not achieved.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Percentage elimination of qualified audits in the public sector.	2018 Baseline.	75 % elimination of qualified audits in the public sector incrementally from baseline of 2019 by 2024.	NT		Data not yet available.	Data not yet available	Data not yet available	Ongoing.
Programme to prevent and fight corruption in government.	Percentage resolution of reported incidents of corruption in the government.	Trends from the Anticorruption Hotline and Crime Statistics.	95% resolution of reported incidents of corruption in the government by 2024 via disciplinary and criminal interventions	Lead: DoJ, PSC, Contributing: DPSA	In term of the NACH, out of the 22 380 cases referred, 19 952 (89%) cases were closed on the CMS of the NACH during the period 01 September 2004 to 31 December 2019.	In terms of the NACH, out of 541 cases referred 376 (70%) cases were closed on the CMS during the period 01 January to 30 June 2020.	Case Management System.	Departments are responsible for investigating cases and resolving any disciplinary and criminal process.	Ongoing.
	Clarification of institutional arrangements for the District Development Model.	New indicator.	Institutional arrangements for the District Development Model clarified by March 2020.	Lead: COGTA, Contributing: DPME		COGTA has produced guidelines on institutional arrangements. Bodies under the Minister in the Presidency also engaging with the questions of institutional arrangements, including participation in inter-departmental platforms with COGTA and NT.	Report from the Presidency Task Team, COGTA guidelines and slides	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Cumulative progress in the previous period	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
	Monitor implementation of the District Development Model plans through an Integrated Monitoring System for accountability.	Back to basics monitoring system of DCOG and LGMIM and Frontline Monitoring systems by DPME.	Reports developed through an Integrated Monitoring System and submitted to Cabinet on a regular basis.	Lead: COGTA, DPME		DDM oversight report on the three pilot sites. An Integrated Monitoring System for accountability has not been developed due to Covid-19 related pressure. The Department has been focusing more on the National Disaster Management Centre (NDMC) Operational Centre that has been activated and reports on the implementation of Government Covid-19 Response Plans are regularly produced and submitted to the DPME.	Frontline Monitoring and Support Oversight Monitoring District Development Report 2019-2020.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Programme for building a professional public administration.	Job Competency Framework for public sector.	2018 Baseline	Job Competency Framework for public sector implemented by 2023	Lead: DPSA, Contributing: COGTA	The concept paper on the Job Competency Framework for the Public Service was developed in June 2020. The concept paper makes recommendations that the Occupational Classification System be revised with the purpose of developing an occupational dictionary for the public service.	Job Competency Concept Paper	N/A	Ongoing.
	Develop and implement mandatory in-service training for public sector.	2018 Baseline	Mandatory in-service training framework approved by 2020 and 8 mandatory programmes rolled out by 2022.	Lead: NSG, Contributing: DPSA, NT	Cabinet approved mandatory programmes. The DPSA is finalising the directive for Minister's approval. The mandatory programmes are ready for roll-out. The mandatory Nyukela programme and Ethics programmes were rolled out during the lockdown as they are self-paced online programmes.	Cabinet approval of mandatory programmes. Directive on compulsory training programmes for the public service.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Institutionalise professional code of ethics in public administration	Programme to institutionalise professional code of ethics in public administration.	2018 Baseline.	Professional code of ethics in public administration institutionalised by 2023.	Lead: DPSA, Contributing: COGTA	The fact sheet on compliance by Senior Management Service members to the Financial Disclosure Framework was produced in June 2020.	Fact Sheet on compliance with the Financial e-disclosure system by various categories of employees across national and provincial departments.	N/A	Ongoing.
Participatory local governance mechanisms and citizen engagement.	Approved Lifestyle Audit Guideline.	New indicator.	Lifestyle Audit Guideline developed and approved by March 2020.	Lead: DPSA	The guidelines on conducting lifestyle audits in the public service were drafted in April 2020.	Approved Framework for Conducting Lifestyle Audits in the Public Service.	N/A	Achieved.
Participatory local governance mechanisms and citizen engagement.	Programme for participatory governance mechanisms and citizen engagement.	Studies conducted on the effectiveness of existing participatory governance mechanisms	Programme to facilitate participatory governance mechanisms and citizen engagement (including review of structure on ward committees) developed by 2020 and implemented by 2024.	Lead: COGTA, Contributing: DPSA, DPME	An additional 113 municipalities were supported to have functional ward committees to date, cumulative to the municipalities supported in the previous years. The review of the legislative framework for ward committees has been incorporated into the Municipal Structures Amendment Bill process.	LG: Municipal Structures Bill.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
Monitoring of mainstreaming of gender, empowerment and development of youth and persons with disabilities programmes.	Develop a progress report to Cabinet on the implementation of mainstreaming of gender, empowerment and development of youth and persons with disabilities programmes and feedback given to respective departments.	New indicator.	Annual progress reports to Cabinet on the implementation of mainstreaming of gender, empowerment and development of youth and persons with disabilities programmes.	DWYPD	Approved progress report on implementation of the National Youth Policy only routed up to the Minister's level.	Implementation Progress Report on the National Youth Policy.	Awaiting approval of the National Youth Policy and updating of the M&E Framework to appraise Cabinet.	Ongoing
Monitoring of mainstreaming of gender, empowerment and development of youth and persons with disabilities programmes.	Level of implementation of gender, youth and disability responsive planning, budgeting, interventions, policies and legislations.	25 Year Review.	100% Implementation.	DWYPD	DWYPD has developed an implementation report on the National Youth Policy, and it was consolidated to track mainstreaming of youth policy priorities. The National Gender Machinery (NGM) Framework has been approved for submission to cabinet for consideration. The report was also produced on the second NGM Framework Consultation held on 13 March 2020.	An implementation report on the National Youth Policy. The National Gender Machinery (NGM) Framework. Guidelines for the embedding of Disability Inclusion in Government-wide Institutional Arrangements.	N/A	Ongoing.

Table 2: Interventions - continued

Interventions	Indicators	Baseline	Targets	Lead department and team	Actual progress on 30 June 2020	Means of verification	Reasons for deviation	Status
					<p>Guidelines for the embedding of Disability Inclusion in Government-wide Institutional Arrangements were submitted for approval. Two national strategic frameworks on self-representation and public awareness campaigns are being revised and updated and are due for consultation by affected sectors.</p> <p>The report on Gender Policy Priorities for 2019-2024 and the report on the establishment of Gender Knowledge Hub were developed by the end of the 2019/20 financial year. Further consultations in this regard have been undertaken.</p>	<p>The report on Gender Policy Priorities for 2019-2024 and the report on the establishment of Gender Knowledge Hub.</p>	N/A	Ongoing.

The background features a close-up of a silver pen resting on a document with a grid pattern. A red circle is drawn on the grid. The image is overlaid with large, diagonal geometric shapes in shades of blue and grey. A vertical blue bar is positioned to the left of the main text.

BI-ANNUAL PROGRESS REPORT ON THE MTSF

JANUARY TO JUNE 2020

PRIORITY 1:
BUILDING A CAPABLE,
ETHICAL AND
DEVELOPMENTAL STATE