

**PRESENTATION OF THE  
STRATEGIC PLAN 2020-2025  
ANNUAL PERFORMANCE  
PLAN FOR 2020/21 TO THE  
PORTFOLIO COMMITTEE ON  
JUSTICE AND CORRECTIONAL  
SERVICES**

**Adv. PANSY TLAKULA  
CHAIRPERSON OF THE  
INFORMATION REGULATOR**

**12 MAY 2020**



**INFORMATION  
REGULATOR  
(SOUTH AFRICA)**

*Ensuring protection of your personal information  
and effective access to information*

# DELEGATION FROM THE INFORMATION REGULATOR (REGULATOR)

1. Adv. Pansy Tlakula – Chairperson
2. Adv. Collen Weaond – Full-time Member designated for the Protection of Personal Information Act 4 of 2013 (POPIA)
3. Adv. Lebogang Stroom-Nzama – Full-time Member designated for Promotion of Access to Information Act 2 of 2000 (PAIA)
4. Mr Sizwe Snail ka Mtuze – Part-time Member
5. Mr Marks Thibela – Chief Executive Officer (CEO)
6. Mr Prakash Narismulu – Chief Financial Officer (CFO)

# OUTLINE OF THE PRESENTATION

- INTRODUCTION
- MANDATE OF THE REGULATOR
- STRATEGIC OVERVIEW
- PROGRESS ON THE ESTABLISHMENT OF THE REGULATOR
- OUTLINE OF THE STRATEGIC PLAN FOR 2020-2025
- OUTLINE OF THE ANNUAL PERFORMANCE PLAN FOR 2020/21
- STRATEGIC RISKS
- BUDGET FOR THE 2020/21 FINANCIAL YEAR

# INTRODUCTION

The Regulator is established in terms of section 39 of POPIA as a juristic person which:

- (a) “has jurisdiction throughout the Republic;*
- (b) is independent and is subject only to the Constitution and the law and must be impartial and perform its functions and exercise its powers without fear, favour or prejudice;*
- (c) must exercise its powers and perform its functions in accordance with this Act [POPIA] and PAIA; and*
- (d) is accountable to the National Assembly”.*

# MANDATE OF THE REGULATOR

- The Regulator derives its Constitutional mandate from sections 14 (the right to privacy) and 32 (the right of access to information) of the Constitution.
- Section 40 of POPIA makes provision for the powers, duties and functions of the Regulator.
- The only sections of POPIA that have come into effect are: 1, 39-54, 112 and 113.
- The Regulator has requested the Minister of Justice and Correctional Services and the President to bring the remaining sections of POPIA into effect.
- The PAIA function still remains with the South African Human Rights Commission (SAHRC) and will be transferred to the Regulator in terms of section 114 (4) of POPIA.

# STRATEGIC OVERVIEW

## Vision

A world class institution in the protection of personal information and the promotion of access to information.

## Mission

An independent institution which regulates the processing of personal information and the promotion of access to information in accordance with the Constitution and the law so as to protect the rights of everyone.

## Values

Transparency; Accountability; Integrity; Excellence; Impartiality; and Responsiveness.

# PROGRESS ON THE ESTABLISHMENT OF THE REGULATOR

- The Regulator has filled all the Thirteen (13) positions that were identified in the First Phase of the Organisational Structure, namely: the Chief Executive Officer (CEO);  
Five (5) Executive positions, namely: Executive: Protection of Personal to Information Act (POPIA), Executive: Promotion of Access to Information Act (PAIA), Executive: Legal, Policy, Research and Information Technology Analysis, Chief Financial Officer (CFO), Executive: Corporate Services and Seven (7) Personal Assistants for the Chairperson, Members, CEO and Executives.

# PROGRESS ON THE ESTABLISHMENT OF THE REGULATOR

- List of positions in the Second Phase of the Organisational Structure which consisted of Eighteen (18) positions was submitted to the National Treasury and funding was confirmed in November 2019. All these positions were advertised in the last quarter of the 2019/20 financial year. The selection process is currently underway.
- Of the Eighteen (18) positions advertised, Three (3) appointments were made prior to the commencement of the lockdown.



# PROGRESS ON THE ESTABLISHMENT OF THE REGULATOR

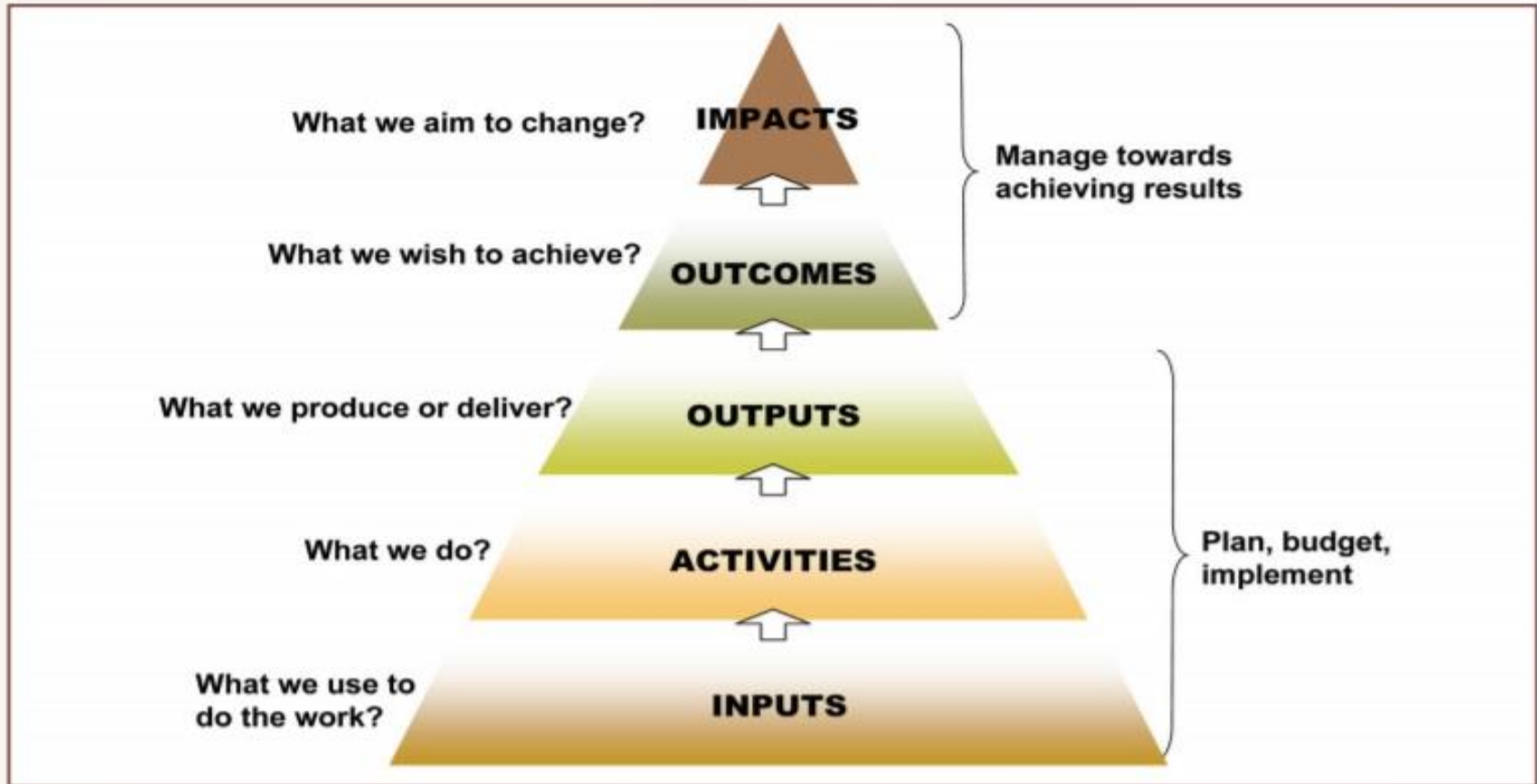
- In January 2020 the Regulator wrote to the President requesting him to issue a proclamation to bring into effect the remaining sections of POPIA.
- In February 2020 the Regulator wrote to the Minister of Justice and Correctional Services requesting him to initiate the process of issuing a proclamation.
- Subsequently, a follow-up letter was sent to the Minister.
- The Regulator is awaiting a response from both the President and the Minister.

# OUTLINE OF THE STRATEGIC PLAN FOR THE 2020/21 TO 2024/25 PERIOD

# NEW PLANNING APPROACH FOR STRATEGIC PLANS AND ANNUAL PERFORMANCE PLANS

- The Department of Planning, Monitoring and Evaluation (DPME) in the Presidency published a new Framework for the development of Strategic Plans and Annual Performance Plans during the 2019/20 which introduced new formats and templates.
- In terms of the new format, the planning process is undertaken in terms of the following five (5) key results - based concepts:
  - ✓ **Impact** - What we aim to change?
  - ✓ **Outcome** - What is the actual result?
  - ✓ **Output** - What we aim to produce?
  - ✓ **Activities** - What we do everyday?
  - ✓ **Input** - What we use to do the work?
- The Impact (change) and Outcome (results) will be realised in the long-term and inform the strategy of the organisation.
- The Outputs, Activities and Inputs (budget) inform what should be included in the Annual Performance Plan (APP).
- The above concepts have replaced the traditional Strategic Goals and Objectives.

# RESULTS BASED LOGICAL FRAMEWORK



# IMPACT AND OUTCOMES STATEMENTS OF THE REGULATOR

- Promotion and protection of personal information and the promotion of access to information.
- In order to realise the Impact, the Regulator identified two (2) Outcomes that will inform its work over the 2020-2025 Medium Term Strategic Framework (MTSF) period, namely:
  - ✓ Personal information promoted, protected and respected; and
  - ✓ Access to information promoted.

# ANNUAL PERFORMANCE PLAN FOR 2020/21 FINANCIAL YEAR

# OVERVIEW OF THE APP FOR 2020/21

- The APP is divided into the following components:
  - ✓ Programmes - There are Five (5) Programmes within the Regulator;
  - ✓ Strategic Risks – Three (3) Strategic Risks identified; and
  - ✓ Budget – which consists of Compensation of Employees, Goods and Services, and Machinery and Equipment.

# PROGRAMME 1: PROTECTION OF PERSONAL INFORMATION ACT (POPIA)

## Purpose of the Programme

To ensure the promotion and protection of personal information processed by public and private bodies.

## Names and description of the Sub-Programmes

- **Complaints and Investigations** sub-programme is responsible for the handling of complaints and conducting of investigations in accordance with the provisions of POPIA.
- **Compliance and Monitoring** sub-programme is responsible for the monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of POPIA.



# Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term Period Targets		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Personal information promoted, protected and respected	Draft Guidelines for Codes of Conduct for POPIA	Approved Guidelines for Codes of Conduct	-	-	-	Draft Guidelines for Codes of Conduct developed	Approved Guidelines for Codes of Conduct published and implemented	Implementation of the published Guidelines for Codes of Conduct	Implementation of the published Guidelines for Codes of Conduct
	Draft a Readiness Plan for the implementation of POPIA	Approved Readiness Plan for POPIA	-	-	-	-	Readiness Plan for POPIA developed, approved and implemented	Continue with the implementation of the Readiness Plan for POPIA	Continue with the implementation of the Readiness Plan for POPIA
	Draft Guidelines for the registration of Information Officers	Approved Guidelines for the registration of Information Officers	-	-	-	Draft Guidelines for the registration of Information Officers developed	Guidelines for the registration of Information Officers approved and published	Approved Guidelines for the registration of Information Officers implemented	Approved Guidelines for the registration of Information Officers implemented
	Update the PAIA Guide to incorporate POPIA	Approved and updated Guide for POPIA and PAIA	-	-	-	-	Drafting of the Guide for POPIA and PAIA	Approval of Guide for POPIA and PAIA	Implementation of the Approved Guide for POPIA and PAIA
	Handling of complaints related to the alleged violations of the protection of personal information	Approved POPIA Complaints Management Processes, Standard Operating Procedures (SOP) and Manual	-	-	-	Approved Complaints Management Processes, and Manual SOP	Testing and piloting of the Complaints Management Processes, SOP and Manual	Design and implement the electronic Complaint Management System	Implement the electronic Complaint Management System

# Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Draft Guidelines for Codes of Conduct	Approved Guidelines for Codes of Conduct	Approved Guidelines for Codes of Conduct	Consideration of the comments received	Consideration of the comments received	Draft Guidelines for Codes of Conduct tabled for adoption	Guidelines for Codes of Conduct published
Draft Readiness Plan for the implementation of POPIA	Approved Readiness Plan for the implementation of POPIA	Readiness Plan for the implementation of POPIA developed, approved and implemented	Drafting of the Readiness Plan for the implementation of POPIA	Drafting of the Readiness Plan for the implementation of POPIA	Tabling of the Draft Readiness Plan for the implementation of POPIA	Approval and piloting of the Readiness Plan for the implementation of POPIA
Draft Guidelines for the registration of Information Officers	Approved Guidelines for the registration of Information Officers	Guidelines for the registration of Information Officers approved	Develop the Guidelines for the registration of Information Officers	Develop the Guidelines for the registration of Information Officers	Guidelines for the registration of Information Officers tabled for discussion	Guidelines for the registration of Information Officers approved
Update Guide for PAIA and incorporate POPIA	Approved and updated Guide for POPIA and PAIA	Approval of the Guide for POPIA and PAIA	Draft PAIA Guide to incorporate POPIA	Draft PAIA Guide to incorporate POPIA	Tabling and discussion of the Draft Guide for POPIA and PAIA	Approval of the Draft Guide for POPIA and PAIA
Handling of complaints related to the alleged violations of the protection of personal information	Approved POPIA Complaints Management Processes, Standard Operating Procedures (SOPs) and Manual implemented	Piloting of the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOPs and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA
	Automated Complaints Management System acquired	Acquisition and automation of the Complaints Management System	Drafting of the specifications for the Automated Complaint Management System	Approval of the specifications for the Automated Complaint Management System	Continuation of the procurement process	Acquisition and testing of the system

# PROGRAMME 2: PROMOTION OF ACCESS TO INFORMATION ACT (PAIA)

## Purpose of the Programme

To ensure the effective implementation of the promotion of the constitutional right of access to any information held by the state and by any other person and that is required for the exercise of any rights

## Names and description of the Sub-Programmes

- **Complaints and Investigations** sub-programme is responsible for the handling of complaints and conducting of investigations in accordance with the provisions of PAIA.
- **Compliance and Monitoring** sub-programme is responsible for the monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of PAIA.

# Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicator	Actual Performance			Estimated Performance (Baseline)	Medium Term Expenditure Framework (MTEF) Targets		
			2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	2022/23
Access to information promoted	Develop process for PAIA functions handover from the South African Human Rights Commission (SAHRC)	Memorandum of Cooperation (MOC) Implemented	-	-	-	Memorandum of Cooperation (MOC) signed	Memorandum of Cooperation (MOC) Implemented	Memorandum of Cooperation (MOC) Implemented	Full implementation of PAIA
	Draft a Readiness Plan for the implementation of PAIA	Approved Readiness Plan for PAIA	-	-	-	-	Readiness Plan developed, approved and implemented	Continue with the implementation Plan for PAIA	Full implementation of PAIA

# Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop process for PAIA functions handover from the South African Human Rights Commission (SAHRC)	Signed Memorandum of Cooperation (MOC) Implemented	Memorandum of Cooperation (MOC) implemented	Memorandum of Cooperation (MOC) implemented	Memorandum of Cooperation (MOC) implemented	Memorandum of Cooperation (MOC) implemented	Full implementation of PAIA
Draft a Readiness Plan for the implementation of PAIA	Approved Readiness Plan for the implementation of PAIA	Readiness Plan for the implementation of PAIA developed, approved and implemented	Drafting of the Readiness Plan for the implementation of PAIA	Drafting of the Readiness Plan for the implementation of PAIA	Tabling of the Draft Readiness Plan for the implementation of PAIA	Approval and piloting of the Readiness Plan for the implementation of PAIA

# PROGRAMME 3: EDUCATION AND COMMUNICATION

## Purpose of the Programme

To provide strategic direction for the provision of Education and Communication.

## Names and description of the Sub-Programmes

- **Education and Public Awareness** sub-programme is responsible for the provision of public education, awareness and stakeholder management.
- **Communication and Media Relations** sub-programme is responsible for the provision of communication, media relations, public liaison and branding services.

# Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term Expenditure Framework (MTEF) Targets		
			2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Develop and implement educational, awareness and stakeholder management programmes aimed at promoting the protection of personal information	Number of public awareness sessions conducted in line with the approved Public Awareness Strategy and Plan for POPIA	-	-	-	-	9 Public awareness workshops in all Provinces	18 Public awareness workshops in all Provinces	27 Public awareness workshops in all Provinces
		Approved Communication and Branding Strategy and Plan	-	-	-	-	Develop the Communication and Branding Strategy and Plan	Phased-in implementation of the Communication and Branding Strategy and Plan	Phased-in implementation of the Communication and Branding Strategy and Plan
		Number of stakeholders engagements held in accordance with the Approved Stakeholder Engagement Strategy and Plan	-	57	75	75	80 Stakeholder Engagements held	90 Stakeholder Engagements held	100 Stakeholder Engagements held

# Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop and implement educational, awareness and stakeholder management programmes aimed at promoting the protection of personal information.	Approved and Implemented Public Awareness Strategy and Plan for POPIA	Conduct 9 Public Awareness sessions	3	2	2	2
	Approved Communication and Branding Strategy and Plan	Approved Communication and Branding Strategy and Plan	Develop the Communications and Branding Strategy and Plan	Develop and approve the Strategy and Plan	Implement Phase One (1) of the Approved Strategy and Plan	Implement Phase One (1) of the Approved Strategy and Plan
	Number of Stakeholders Engagement held as part of the implementation of the Stakeholder Engagement Strategy and Plan	80 Stakeholder Engagements held	20	20	20	20



# PROGRAMME 4: LEGAL, POLICY, RESEARCH AND INFORMATION TECHNOLOGY ANALYSIS

## Purpose of the Programme

To ensure the rendering of Legal, Policy, Research and Information Technology Analysis services.

## Names and description of the Sub-Programmes

- **Legal Services and Litigation** sub-programme is responsible for providing legal advice and to represent the Regulator in litigation before courts and similar *fora*.
- **Policy and Research** sub-programme is responsible for the development of policy and conducting of research.
- **Information Technology Analysis** sub-programme is responsible for managing the provision of research into information processing and computer technology on issues relating to the processing of personal information.

# Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term Expenditure Framework (MTEF) Targets		
			2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Develop and approve research strategy and plan aimed at ensuring the protection of personal information	Approved and implemented Research Strategy and Plan	-	-	-	-	Research Strategy and Plan developed, approved and implemented	Approved Research Strategy and Plan implemented	Approved Research Strategy and Plan implemented
		Number of research studies conducted in accordance with the Approved Research Strategy and Plan	-	-	-	-	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan

# Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop and approve research strategy and plan aimed at ensuring the protection of personal information	Approved Research Strategy and Plan	Develop and approve Research Strategy and Plan	Research Strategy and Plan drafted	Research Strategy and Plan drafted	Draft Research Strategy and Plan tabled for discussion	Draft Research Strategy and Plan approved
	Number of research studies conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan	Nil	Nil	Nil	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan

# PROGRAMME 5: ADMINISTRATION

## Purpose of the Programme

To provide effective and efficient leadership and corporate support services in the day-to-day management of the Regulator

## Names and description of the Sub-Programmes

- **Office of the Chairperson** sub-programme is responsible for providing Leadership, Policy direction, Strategic direction, directing the work of the Regulator and the Staff, and the promotion of Corporate Governance within the Regulator;
- **Office of the CEO** sub-programme is responsible for providing Strategic Leadership in the effective and efficient day-to-day Operational Management of the Regulator;
- **Corporate Services** sub-programme is responsible for providing support services in relation to Human Resources, Administrative Services and Information and Communication Technology (ICT); and
- **Finance** sub-programme is responsible for providing efficient and effective Financial and Management Accounting as well and Supply Chain Management

# Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Performance Indicator	Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Targets		
			2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Fully established Administration to enable delivery on the mandate	Approved Phase Two (2) of the Organisational Structure implemented	-	-	Approved and implemented Phase One (1) of the Organisational Structure	Approved Phase Two (2) positions of the Organisational Structure	Approved and implemented Phase Two (2) of the Organisational Structure	Approved and implemented Phase Three (3) of the Organisational Structure	Approved and implemented Phase Four (4) of the Organisational Structure
		Approved prioritised Corporate Services Policies and Guidelines	-	-	-	List of prioritised Corporate Services Policies in place	Prioritised Corporate Services Policies and Guidelines developed and approved	All Corporate Service Policies developed and approved	All Corporate Services implemented
		Approved Delegation of Authority (DOA) Framework	-	-	-	DOA Framework drafted	DOA Framework approved	DOA Framework implemented	DOA Framework implemented
		Approved prioritised Finance Policies and Guidelines	-	-	-	List of all the prioritised Finance Policies and Guidelines developed	Prioritised Finance Policies and Guidelines developed and approved	All Finance Policies and Guidelines implemented	All Finance Policies and Guidelines implemented
		Separation Plan (Finance and Human Resources) finalised and implemented	-	-	-	Draft Separation Plan (Finance and Human Resources) from the DoJ & CD developed	Separation Plan (Finance and Human Resources) from the DoJ & CD developed and approved	Separation Plan (Finance and Human Resources) from the DoJ & CD implemented	Approved Separation Plan (Finance and Human Resources) implemented

# Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Fully established administration to enable delivery on the mandate	Approved Phase Two (2) of the Organisational Structure implemented	Approved and implemented Phase Two (2) of the Organisational Structure	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Phase Three (3) positions identified and approved
	Approved prioritised Corporate Services Policies and Guidelines	Developed and approved prioritised Corporate Services Policies and Guidelines	Identification and development of prioritised Corporate Services Policies and Guidelines	Development of the prioritised Corporate Services Policies and Guidelines	Tabling of the prioritised Corporate Services Policies and Guidelines	Approval of the prioritised Corporate Services Policies and Guidelines
	Approved Delegation of Authority (DOA) Framework	Developed and approved Delegation of Authority (DOA) Framework	DOA Framework developed	DOA Framework approved	DOA Framework implemented	DOA Framework implemented
	Approved prioritised Finance Policies and Guidelines	Development of prioritised Finance Policies and Guidelines	Development of prioritised Finance Policies and Guidelines	Development of all prioritised Finance Policies and Guidelines	Tabling of the prioritised Finance Policies and Guidelines	Approval of all the prioritised Finance Policies and Guidelines
	Separation Plan (Finance and Human Resources) finalised and implemented	Finalisation and implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Development of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Development of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD

# STRATEGIC RISKS

Key risk	Mitigation Action
1. Delay in the operationalisation of POPIA	<ul style="list-style-type: none"> <li>The Regulator has submitted a request to the Minister and the President to issue a Proclamation that will bring into effect the remaining sections of POPIA.</li> </ul>
2. Delay in the full establishment of the administration of the Regulator	<ul style="list-style-type: none"> <li>Develop and implement a Separation Plan from the DoJ&amp;CD covering Financial and Human Resource areas of the Regulator.</li> <li>Finalisation of the Complete Organisational Structure and Operating Model.</li> </ul>
3. Inadequate funding to effectively and efficiently fulfill mandate	<ul style="list-style-type: none"> <li>Secure funding from the National Treasury to fill prioritised positions on a phased-in approach over MTSF period.</li> </ul>

#COVID-19 is an emerging strategic risk that will impact on the achievement of some targets in the

# BUDGET FOR 2020/21 FINANCIAL YEAR



# 2020/21 Budget

Economic classification	MEDIUM TERM BUDGET ALLOCATION			
	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000
Compensation of Employees	19 517	32 251	40 474	45 484
Goods and Services	6 578	9 530	12 368	13 501
Machinery and Equipment	2 812	3 716	4 332	4 730
<b>Total</b>	<b>28 907</b>	<b>45 497</b>	<b>57 174</b>	<b>63 715</b>

# EXPLANATION OF THE CONTRIBUTION OF THE RESOURCES TOWARDS THE ACHIEVEMENT OF OUTPUTS

- The Regulator's mandate is to ensure respect for and to promote, enforce and fulfill the right to privacy as it relates to the protection of personal information and the right of access to information.
- Section 47 of POPIA empowers the Regulator to establish its own administration to assist it in the performance of its functions. To this end the largest portion of the 2019/20 financial year budget was allocated to Compensation of Employees (CoE) which includes the Members and Staff.
- The Regulator received an additional allocation for the 2020/21 Medium Term Expenditure Framework (MTEF) period as follows: R15 million (2020/21); R25 million (2021/22) and R30 million (2022/23) respectively.

Q & A

Thank you

