



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER FOR WOMEN, YOUTH AND PERSONS WITH DISABILITIES

PERIOD OF AGREEMENT

JUNE 2019 TO APRIL 2024

Performance Agreement for the Minister of Women, Youth and Persons with Disabilities June 2019 to April 2024

Two handwritten signatures in black ink, one on the left and one on the right, representing the President and the Minister respectively.

CONSTITUTION AND LEGISLATION

The Constitution of the Republic of South Africa, 1996, stipulates in section 91 (2) that the President appoints the Deputy President and Ministers, assigns their powers and functions, and may dismiss them.

The Constitution of the Republic of South Africa, 1996, stipulates in section 92 (1) that the Deputy President and Ministers are responsible for the powers and functions of the executive assigned to them by the President.

Executive Members' Ethics Act (No. 82 of 1998) state that members of the Cabinet must act according to a code of ethics, created by the President pursuant to the principles and framework established by the Executive Members' Ethics Act of 1998.

The principles of natural justice applies.

MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 5 of the Constitution including but not limited to sections 92, 93, 96, 97, 98, 99, are applicable.

The contents of this agreement set out the powers and functions assigned to you by the President in accordance with Section 91(2).



KEY RESPONSIBILITY AREA 1: POLITICAL LEADERSHIP CONTRIBUTING TO THE COUNTRY'S TRIPLE CHALLENGES, NDP PRIORITIES AND MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019 – 2024

As Minister in the Cabinet you will contribute **individually and collectively** to addressing the triple challenges of poverty, inequality and unemployment and the MTSF 2019 - 2024.

Priority 1: A capable, ethical and developmental state

Target: A gender, youth and disability responsive public service

MAINSTREAMING OF GENDER, YOUTH AND DISABILITY EMPOWERMENT AND DEVELOPMENT				
Outcome	INSTITUTIONALISED			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Gender, youth and disability rights-responsive planning, budgeting, monitoring, evaluation and auditing institutionalised across government	% compliance with gender- youth and disability responsive frameworks	New target	100% by 2024	Coordinate and facilitate the implementation of gender, youth and disability responsive planning, monitoring, evaluation and auditing across government
Gender, Youth and Persons with disabilities Machineries institutionalised	National Gender, Youth and Disability Rights Machineries developed		National Gender, Youth and Disability Rights Machineries developed	Convene the National Gender, Youth and Disability Machineries

Priority 2: Economic transformation and job creation

Target: Unemployment reduced to 20-24% with 2 million new jobs especially for youth; economic growth of 2-3% and growth in levels of investment to 23% of GDP

INCREASED OWNERSHIP AND PARTICIPATION BY HISTORICAL DISADVANTAGED INDIVIDUALS				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Support the implementation of the Employment Equity Act to eliminate gender and race wage disparity	% reduction in Gender Wage Gap	15%-17%.	50% reduction in Gender wage gap by 2024	Support the amendment and contribute to the enforcement of the Employment Equity Act.
	% increase in middle senior management for women	23.5% Female representation at the Top Management level and it is approximately half their EAP	Increase women (40%), youth (30%) and persons with disabilities (7%) representation in senior and middle management.	
	Women % of new director's generals	Tbd	Women constitute 80% of new director's generals	Advocate for the appointment of women in these senior positions
	% New heads of Provincial Departments		80% new heads of Provincial Department	
Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities.	% of municipal heads of department to move towards a 50% gender parity		80% of municipal heads of department to move towards a 50% gender parity	Ensure Departmental procurement is aligned to target and lobby for transformation in the economy generally.
	% participation for women, youth and Persons with disabilities by 2024 in ownership, empowerment, equity by sex/gender/age, disability sector industry and educational level	Tbd	50% participation for women, youth and Persons with disabilities by 2024 in ownership, empowerment, equity by sex/gender/age, disability sector industry and educational level	

INCREASED OWNERSHIP AND PARTICIPATION BY HISTORICAL DISADVANTAGED INDIVIDUALS				
Outcome	Interventions	Indicators	Baseline	Targets
	Support the development, implementation and monitoring of equitable job creation, representation and ownership of women, youth and persons with disabilities	% of women, youth and persons with disabilities - representation and ownership	Black women own 11.49%;	40% ownership by 2024
		% preferential procurement spent by sex, race, gender and disability	Tbd	40% women 30% youth 7% persons with disability
	Programmes to expand access to land, finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses	Number of programmes to expand access/ Percentage funding by sex/gender, age and disability, industry/sector	Baseline unknown	At least 5 new programs implemented to expand access to land, finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses by 2024
	Equitable economic empowerment, participation for women ownership for women youth and persons with disabilities being at the centre of the national economic agenda	Number young people enabled economic participation/ economic empowerment, and participation for women ownership for women youth and persons with disabilities	Of the 20, 4 million young people aged 15-34 years, 40, 3% were not in employment, education or training (NEET)	1 million additional young people enabled economic participation by 2024
		Women Empowerment fund established	0	1 Women Empowerment Fund established by 2022
		Number of households businesses created by 2024	Tbd	1000 household businesses created by 2024
				Support the Establishment of the fund together with Ministers of DTI and Finance. It could be placed with the Empowerment fund, but with strengthened support capabilities to enable access

Priority 3: Education, Skills and Health

Target: All women and Girls Youth and Persons with Disabilities enjoy good quality health care

Outcomes		Improved rate of educational attendance and retention of young women and women with disabilities in public sector institutions Improved health for women, youth and persons with disabilities			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
Improved rate of educational attendance and retention of young women and women with disabilities in public sector institutions	Public sector institution that promotes retention of young women and persons with disabilities	Disability reports Youth reports Gender Gap Index Report (2017) National Examinations 2019	5 public sector institutions that promote retention of young women and women with disabilities in public sector institutions	Facilitate interventions that promote the retention of young women and women with disabilities in public sector institutions (Through virtual platforms available in accordance with Covid-19 Health protocols during the pandemic)	
	Percentage of age appropriate population (young women and persons with disabilities) that remain enrolled in school	52% of the age appropriate population remain enrolled (Department of Basic Education, Republic of South Africa, (2015)	70% of age appropriate (young women and persons with disabilities population remain enrolled in school		
Improved access to health for women, youth and persons with disabilities	% Percentage of women, youth and persons with disabilities universal health coverage	Demographic and Health Survey 2016	At least 50% of women, youth and persons with disabilities universal health coverage	Facilitate Interventions that promote universal health coverage among women, youth and persons with disabilities	

Outcomes				
Improved rate of educational attendance and retention of young women and women with disabilities in public sector institutions Improved health for women, youth and persons with disabilities				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	Number of advocacy programmes aimed at the elimination of disparity in access to health care between male and female adults, youth and persons with disabilities	Demographic Health Survey 2016	5 advocacy programmes aimed at the elimination of disparity in access to health care between male and female adults, youth and persons with disabilities	Facilitate Interventions that promote universal health coverage among women, youth and persons with disabilities
Improved skills for women, youth and persons with disabilities	Number of women, youth and persons with disabilities equipped with employability skills, which are: • Communication. • Teamwork. • Problem solving. • Initiative and enterprise. • Planning and organising. • Self-management. • Learning. • Technology.	Disability reports Youth reports Gender Gap Index Report (2017)	50 000 (learnerships, internships, scholarships etc.) to women, youth and persons with disabilities equipped with employability skills, which are: • Communication. • Teamwork. • Problem solving. • Initiative and enterprise. • Planning and organising. • Self-management. • Learning. • Technology.	Champion and monitor skills interventions on skills development (learnerships, internships, scholarships etc.) and employment equity targets for women, youth and persons with disabilities for women, youth and persons with disabilities and ensure they are monitored and evaluated (Through virtual platforms available in accordance with Covid-19 Health protocols during the pandemic)

PRIORITY 4: CONSOLIDATION THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES

Target: An inclusive and responsive social protection system

TRANSFORM DEVELOPMENTAL SOCIAL WELFARE				
Outcome	Interventions	Indicators	Baseline	Targets
	Co-develop an ensure implementation of a core package of essential psychosocial support and standards for substance abuse, violence against women and children; families and communities welfare interventions including minimum norms and standards	Core package of essential psychosocial support and norms and standards for substance abuse, violence against women and children developed	New indicator	Core package of essential psychosocial support and norms and standards for substance abuse, violence against women and children developed by 2021
		% of victims of GBVF that access core package	New Indicator	90% access by 2024
		% of the implementation of the NSP for GBVF	New Indicator	80% of the NSP Interventions implemented by 2024
		National strategic plan (NSP) to end gender-based violence (GBV) is developed and approved	New indicator	1 NSP to end gender-based violence by 2021
	Levels of marginalisation, stigmatisation and discrimination against women, girls and persons with disabilities significantly reduced	Quarterly reports against the NSP monitoring framework are produced to ensure implementation of the NSP to end GBV is developed and approved	New Indicator	40 Quarterly NSP reports are produced and released to the nation
				Minister's responsibility
				Ensure the Core package are developed in collaboration with DSD and Health
				Ensure the implementation of the GBVF core package
				Ensure monitoring of the implementation of the Comprehensive National GBVF Strategy
				Ensure 80% implementation of the NSP by 2024
				Ensure the plan is approved by cabinet
				Ensure implementation of NSP and production of reports

TRANSFORM DEVELOPMENTAL SOCIAL WELFARE				
Outcome	Interventions	Indicators	Baseline	Targets
	Levels of marginalisation, stigmatisation and discrimination and violence against women, girls and persons with disabilities reduced	Number of national departments APPs which integrate GBVF-NSP 2020-24 priorities	New Indicator	All national departments APPs integrate GBVF-NSP 2020-24 priorities
	Levels of marginalisation, stigmatisation and discrimination and violence against women, girls and persons with disabilities reduced	GBVF Monitoring and Evaluation (M&E) System developed and implemented	New Indicator	GBVF M&E system developed and implemented
	Increased access to education, health and skills development for women and girls, youth and persons with disabilities	% Sanitary Dignity Implementation framework in selected schools and TVET colleges by 2024 Number of interventions to increase access and participation of young women and girls in STEM-related disciplines	New indicator	100% Sanitary Dignity Implementation framework in selected schools and TVET colleges by 2024 4 interventions to increase access and participation of young women and girls in STEM-related disciplines (4 Partnerships on up-scaling TECHNO girls programme identified and coordinated by 2021)
				Coordinate and facilitate interventions to support education, health and skills development for women youth and persons with disabilities (Through virtual platforms available in accordance with Covid-19 Health protocols during the pandemic)

Priority 4: Spatial Integration, Human Settlements and Local Government

Target: Transform ownership and management patterns by supporting women-owned and led enterprises

Outcome	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN RURAL AND URBAN PLACES EQUITABLE ACCESS TO LAND REFORM, HOUSING, SAFE LIVING ENVIRONMENT, UNIVERSAL ACCESS AND DESIGN AND SAFE AND AFFORDABLE TRANSPORT AND ICT SERVICES WITH DISABILITIES			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Development / update of universal design norms and standards of service integrated delivery	Universal framework design of norms and standards developed	New	Universal design norms and standards framework developed by 2021	Lobby and support other departments' infrastructure and neighbourhood development grants and tax rebates and new structures to incorporate universal design norms and standards including retrofitting existing buildings, transport and ICT systems and infrastructure ensure universal design
	% level of compliance with universal design, norms and standards	New	100% compliance by 2024	

PRIORITY 5: SOCIAL COHESION AND SAFER COMMUNITIES

Target: All women, girls, youth and persons with disabilities are and feel safe and enjoy freedom and a better life

LEVELS OF MARGINALISATION, STIGMATISATION AND DISCRIMINATION AND VIOLENCE AGAINST WOMEN, GIRLS AND PERSONS WITH DISABILITIES REDUCED				
Outcome	Interventions	Indicators	Baseline	Targets
				Minister's Responsibility
	Outreach initiatives to change behaviour in relation to gender, discrimination and xenophobia	Number of sustained and visible campaigns throughout the year on gender	New indicator	365-day sustained campaign to prevent and condemn GBVF driven by a multi-sectoral team, including civil society using newspapers, Billboards, TV, Radio, Social Media, Webinar Dialogues and Dialogues - to communicate GBVF messages by 2021
	Evaluation of the national campaigns on No Violence Against Women and Children in South Africa	Impact evaluation and review report of the national campaigns on No Violence Against Women and Children Campaign in South Africa	New indicator	1 Evaluation of the impact of national campaigns by 2021
	Establish GBVF Council	GBVF Council established and promulgated	Interim steering committee has developed a Structure that the Cabinet approved	Council established by April 2021
	Community Response Teams established	% Municipalities with Rapid Response Teams established	New indicator	100% municipality have Community Response Teams established by March 2022
				Minister to ensure the Evaluation of the national campaigns on No Violence Against Women and Children in South Africa to reflect on impact and review
				Minister to ensure legislation is drafted and council appointed by 2021
				Lobby at municipal level for establishment of such structures

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LEVELS OF MARGINALISATION, STIGMATISATION AND DISCRIMINATION AND VIOLENCE AGAINST WOMEN, GIRLS AND PERSONS WITH DISABILITIES REDUCED				
Outcome	Interventions	Indicators	Baseline	Targets
	Integration of NSP priorities in all relevant departmental and municipal plans and frameworks.	Degree to which GBV targets are integrated into departmental plans Degree to which GBV targets are integrated into municipal plans	New indicator New Indicator	100% of Departmental plans assessed for integration of GBV target annually by March 2022 90% of municipal plans assessed for integration of GBV target annually by March 2022
				Minister's Responsibility Assess the departmental plans. Assess the municipality plans

Priority 7: A better Africa and World

Target: A Better Africa and World for all Women, Girls, Youth and Persons with Disabilities

GENDER EQUALITY, YOUTH AND DISABILITY AGENDA STRENGTHENED WITHIN MULTILATERAL INSTITUTIONS				
Outcome	Interventions	Indicators	Baseline	Targets
	Advance and comply with Gender, Youth and Disability obligations in UN, AU, SADC, Common Wealth, IORA, BRICS including the institutions hosted in South Africa (NEPAD, APRM, PAWO)	% compliance with Multilateral engagements and treaty reports	80%	100%
				Minister's Responsibility Ensure reporting protocol and deadlines are adhered to

KEY RESPONSIBILITY AREA 2: PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

This MTSF priority has a few transversal interventions that apply to all Ministers as per the table below:

Targeted impact: Public value and trust; Active citizenry and partnerships in society

FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT				
Outcome				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
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 incrementally from baseline of 2019 by 2024	Eliminate wasteful and fruitless expenditure
	Percentage reduction of irregular expenditure in public sector institutions	2018 Baseline	75% reduction of irregular expenditure incrementally from baseline of 2019 by 2024	Ensure irregular expenditure is reduced and where it occurs make sure action is taken
	Percentage reduction of qualified audits in the public sector	2018 Baseline	75 % reduction of qualified audits incrementally from baseline of 2019 by 2024	To maintain at least an unqualified audit opinion in your department/s and entities
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 by 2024 via disciplinary and criminal interventions	Enforce consequences for corruption and misconduct
	Ensure functionality of ethics structures and adequate capacity	New	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures

KEY RESPONSIBILITY AREA 3: INSTITUTIONAL OVERSIGHT OF THE HOD AND DEPARTMENT

Management Area		Key activities	Performance indicators	Targets				
				2019/20	2020/21	2021/22	2022/23	2023/24
Executive Authority oversight over the Deputy Minister								
Executive Authority oversight over the Deputy Minister	Delegation of powers and functions to the Deputy Minister	Annual updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations
Executive Authority oversight over the Accounting Officer								
Executive Authority oversight over the Accounting Officer	Management of the performance of the Director General	Implementation of Head of Department Performance Management and Development System	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the mid-term review and Annual Assessment of the DG
		Annual updated delegations	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register
		Delegation of Public Service Act powers of the Minister to DG	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented
	Monitor compliance to 30 day payments requirement							

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			implemented where applicable	where applicable	where applicable	implemented where applicable	where applicable
The oversight and achievement of departmental strategic goals and annual performance plans and budget							
Political oversight on planning and reporting	Oversee the development of gender responsive departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of gender responsive Strategic Plan, Annual Performance Plans	Approved Strategic gender responsive Plan and Annual Performance Plan	Approved Annual gender responsive Performance Plan	Approved Annual gender responsive Performance Plan	Approved Annual gender responsive Performance Plan	Approved Annual gender responsive Performance Plan
		Consideration and approval of gender responsive Quarterly Performance Reports and Annual report	4 Quarterly and Annual gender responsive approved	4 Quarterly and Annual gender responsive reports approved	4 Quarterly and Annual gender responsive reports approved	4 Quarterly and Annual gender responsive reports approved	4 Quarterly and Annual gender responsive reports approved
National Department facilitates public involvement, participation and service delivery improvement initiatives							
Support good governance through leading participatory governance and social compacts with stakeholders	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/ Stakeholder Participatory Strategies and Plan	80% implementation of Public/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan

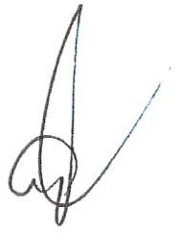
National Departments' and entities' involvement and contribution to the District Development Model						
Involvement and contribution to the District Development Model (DDM)	Participation in the DDM where applicable	Contribute to the development of the "One Plan" and monitor the implementation against the plan	80% achievement of own commitments in the "One Plan"	80% achievement of own commitments in the "One Plan"	80% achievement of own commitments in the "One Plan"	80% achievement of own commitments in the "One Plan"

KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
Government structures						
Active participation in Inter-Ministerial Committees, MINMEC's, Cabinet Clusters and other Executive Structures	Attendance of Executive structure meeting and performing the tasks related to the structures	Participation in Executive Structures	Attend and implement at least 80% of tasks associated to member	Attend and implement at least 80% of tasks associated to member	Attend and implement at least 80% of tasks associated to member	Attend and implement at least 80% of tasks associated to member
Parliamentary Accountability						
Accountability to the Parliament	Responding to Parliamentary Questions and ensuring accountability of own departments	Timely response to Parliamentary Questions and tabling of Plans,	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament

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	and entities to Parliament	Budget and Reports					
Oversight on State Owned Companies and Public Entities/Agencies							
Oversight over Public Entities	Perform oversight over the governance and performance of entities	Enter into shareholder compacts and oversee the development of Annual Plans and regular governance and performance of the Entities	Shareholder compact updated, plans approved and performance monitored	Shareholder compact updated, plans approved and performance monitored	Shareholder compact updated, plans approved and performance monitored	Shareholder compact updated, plans approved and performance monitored	Shareholder compact updated, plans approved and performance monitored

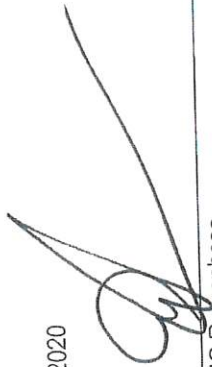
SIGNATURES

I _____ hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will be used for **assessment purposes**.


Ms M E Nkoana-Mashabane, MP

Minister of Women, Youth and Persons with Disabilities.

16-10-2020


His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

16/10 2020

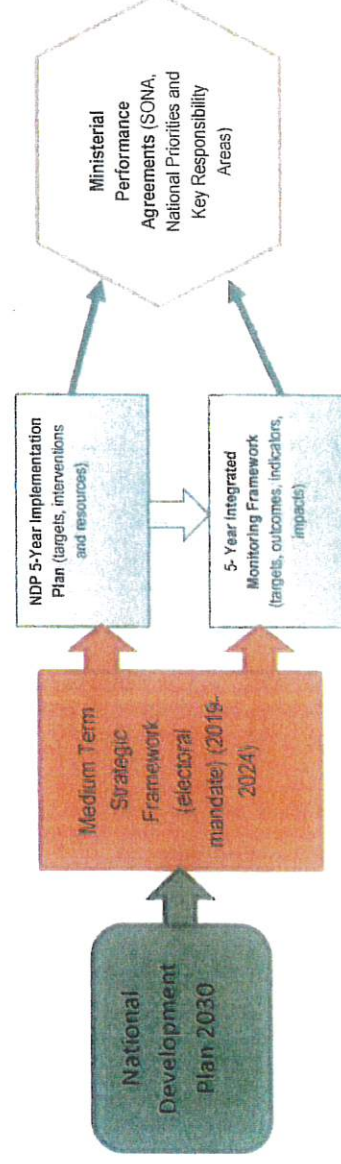
ANNEXURE 1: EXPLANATORY GUIDELINE

1. CONSTITUTION AND LEGISLATION

This aspect highlights constitutional imperatives, obligations, powers and functions of the President relating to the implementation of Ministerial Performance Agreements. It also points out key legislation in this regard.

2. BACKGROUND AND CONTEXT

In October 2019, Cabinet considered and approved the 2019 – 2024 Medium-Term Strategic Framework (MTSF). The MTSF translates the electoral mandate and the National Development Plan into a 5-year programme of government and comprises the 5-Year Implementation Plan and the Integrated Monitoring Framework, containing clear targets, interventions, resource implications and impacts.



As you are aware, upon the announcement of the new Cabinet, the President made the following undertaking to the people of South Africa:

The people who I am appointing today must realise that the expectations of the South African people have never been greater and that they will shoulder a great responsibility. Their performance – individually and collectively – will be closely monitored against specific outcomes. Where implementation is unsatisfactory, action will be taken

It is the aim of this Performance Agreement to give effect to this undertaking.

2. KEY RESPONSIBILITY AREA 1: POLITICAL LEADERSHIP CONTRIBUTING TO THE COUNTRY'S TRIPLE CHALLENGES, NDP PRIORITIES AND MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019 – 2024

This aspect draws directly from the content of the MTSF and SONA and highlights specific responsibilities of the Minister in relation to a particular priority, indicator and target. This will help focus the work of the Minister concerned to the strategic agenda of government. As Minister in the Cabinet you will contribute **individually and collectively** to addressing the triple challenges of poverty, inequality and unemployment and the MTSF 2019 - 2024.

- **Priority:** indicates which of the 7 priorities are directly applicable to the Minister concerned. The Minister is still expected to contribute to the rest of the MTSF as part of the National Executive collective.
- **Target:** provides context to the medium to long-term impact we are seeking to achieve e.g. economic growth.
- **Outcome:** highlights the broad result area we want to make a difference within a year up to 5 years.
- **Indicators, baselines and targets:** are measures that are directly taken from the MTSF.
- **Minister's responsibility:** this column emphasizes the specific contribution that the Minister must make towards delivery of the intervention in the short to medium term. Where a Minister is mentioned as a lead, he or she must take responsibility to convene other relevant stakeholders towards the implementation of a particular intervention. Where a Minister is mentioned as contributing department, it indicates a need for the Minister to take initiatives towards working with Cabinet colleagues and

stakeholders to deliver on the specific intervention. The Cluster system will help with further clarification of these roles and responsibilities.

3. KEY RESPONSIBILITY AREA 2: PRIORITY 6: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

This MTSF priority has a few transversal interventions that apply to all Ministers, hence it must be included in all Ministerial Performance Agreements. Its content also ties in closely with the next key responsibility areas.

4. KEY RESPONSIBILITY AREA 3: INSTITUTIONAL OVERSIGHT OF THE HOD AND DEPARTMENT

Shows how you will **provide strategic leadership, direction and oversight** to own departments through the DG in the following areas:

- Show how you will manage the performance of Heads of Department and Department
- Demonstrate accountability to Parliament (e.g. respond timeously to Parliamentary questions, account for performance of own departments and entities, and timely responses to Parliamentary questions).
- Describe how in executing your role and responsibility you will provide oversight in performing the functions below.

5. KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

- Describe how in executing your role and responsibility you will provide oversight in performing the functions below.
- Show how you will actively participate and contribute to the different governance structures, for example, the Cluster/Committee/s system; to Inter-Ministerial Committees and MinMecs.
- Show how you will provide leadership and oversight to State Owned Entities/Agencies that you are responsible for
- The oversight and achievement of departmental strategic goals and annual performance plans and budget
- National Department facilitates public involvement, participation and Service Delivery Improvement Initiatives

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- *National Department involvement, participation in the District Planning Model*

6. IMPLEMENTATION

To improve the likelihood of achieving the targets above, you are advised to ensure that senior managers in your department translate the priority actions and targets in this agreement into a delivery plan with the following elements:

- Formulating the aspiration: A clear statement of goals, outcomes and targets to be achieved for each priority arising out of a rigorous problem analysis, needs assessment and diagnosis;
- A coherent theory of change – articulating the best way to achieve the aspiration based on relevant theoretical literature and research on local and international cases as well as an assessment of current policies and whether they are enablers or constraints. If the latter, then they should be revised and amended accordingly. To note is that in many instances policy development is not a problem, implementation is. However, in some cases revisions to policies may be required and in rare situations new policies may be required to enable the achievement of the priority;
- Setting specific milestones to be reached with leading indicators.
- Interventions (addressing inhibitors/constraints and identifying drivers of performance). Agreeing on who is involved and how those involved will go about contributing to the priority and
- A delivery trajectory mapping out the points from current performance (base line) and showing how implementation of initiatives will shift performance towards the set outcome and target. Points along the delivery trajectory will be used to conduct rapid impact assessments to establish whether real improvement is happening on the ground.

The delivery plan therefore essentially specifies what will be achieved (impact, outcome, target), where it will be achieved, who is involved and how those involved will go about achieving the priority.

Where cooperation from and or coordination with other parties (provincial MECs, National Ministers, Executive Mayors) is required to achieve the priority actions and targets, it is your responsibility to seek out this cooperation and bind the other party/parties to the



commitments necessary to achieve the targets. In the event that cooperation was not forthcoming, details to this effect as well as how the non-cooperation and coordination failure affected the achievement of the target should be reported on at the bi-annual meeting with President.

Senior officials in your department/s are required to reflect the priority actions and targets in the Strategic Plans and Annual Performance Plans of the Department to ensure they are planned for and properly resourced. Moreover, I also expect that you will enter into a performance agreement with your Director-General that will reflect the priority actions and targets contained in this agreement, in addition to the other key performance areas of the Department.

I expect that you will formally delegate specific areas of responsibility to your Deputy Minister(s) to provide some support to you regarding the priority actions and targets in this agreement, in addition to the other key performance areas of the Department.

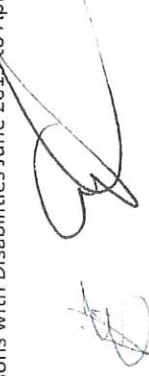
7. PERFORMANCE MONITORING AND REVIEW

The process of performance monitoring, evaluation and reporting against the targets will be as follows:

- i. The DPME will prepare a report card on progress with the targets in the respective agreements for the benefit of the President
- ii. In preparation of the scorecard, DPME will obtain initial progress reports with supporting evidence from your department.
- iii. The progress report should provide a succinct summary of progress, current and emerging issues, key actions required or key actions taken, early warning of risks as well as decisions or recommendations to be taken forward and any other comment on progress.
- iv. The report and data will be analysed and validated and a draft scorecard will be produced by DPME. This will be discussed with your department to resolve queries before finalisation. Validation will also include random onsite visits by DPME to verify if delivery took place and within the specifications as set out in the agreement.

The DPME will prepare the scorecard which includes key issues affecting delivery, early warning risks and emerging policy issues for the President a copy of which will be sent to you prior.

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In the instance where performance is sub-optimal, a meeting between the President and Minister will be convened. The outcome of the dialogue will be an agreement between the President and Minister on areas of improvement (the remedial actions). These will be incorporated in the performance score-card of the next performance review. It is only in the case of persistent under-performance that the President may take any action he deems necessary.

Over and above this Cabinet will closely monitor the overall implementation of the 2019 - 24 MTSF. In this regard you are expected to table bi-annual progress reports to Cabinet on progress with regards to your commitments in the MTSF. It will not be sufficient to state in these reports that a particular action has been implemented. What must also be reported on is what the implementation of the action led to in terms of a result or the likely value it would create for society.

Your officials will need to collect administrative data that will allow oversight on progress and make these available to DPME when requested. DPME will triangulate this data with budget expenditure data and output level indicators, where available, and provide its own progress reports to Cabinet. The bi-annual progress reports will also form the basis of the meetings between the President and Ministers to identify and tackle obstacles to implementation.

8. POLITICAL OVERSIGHT OF THE DEPARTMENT

Beyond the priority actions and targets that you will be responsible for (which is the subject of this agreement), your Ministerial responsibilities also extend to:

1. Ensuring an optimal political – administrative interface;
2. Political leadership and oversight: providing strategic leadership to the department for the implementation of the relevant aspects of the electoral mandate/ oversee implementation of MTSF priorities relevant to the sector;
3. Support international and regional integration programmes and commitments (where applicable); and
4. Support good governance in the department by providing institutional oversight of the HOD and Department

9. SPIRIT AND INTENT

There is no question that given the prevailing social, political and economic dynamics and environment, our actions require greater urgency and focus. While (and as I have stated before) there are no short-cuts and quick fixes, it is within our grasp to do the important things, to do them well and to do them without delay.

We have a duty to follow-through on our policy promises to the nation and make greater advances in terms of closing the gap between our development vision and the realities on the ground. The spirit and intent of the MPAs is to keep us focused on achieving our important targets.

10. PROFESSIONAL DEVELOPMENT

While the MPAs seek to promote results-oriented performance and accountability, the aim of the performance agreements is also to facilitate the professional development of all Ministers as leaders in government tasked with driving the development agenda of the country. In this regard you are encouraged to pursue programmes and initiatives that will provide you with the necessary competencies and tools to carry out your tasks and responsibilities. The Presidency and DPME will endeavour to provide Ministers with support and technical advice should the need exist.



Performance Agreement for the Minister of Women, Youth and Persons with Disabilities June 2019 to April 2024