



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER OF TRADE, INDUSTRY AND COMPETITION

PERIOD OF AGREEMENT

JUNE 2019 TO APRIL 2024

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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.

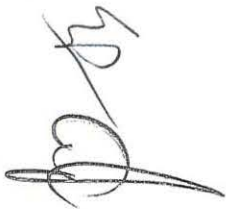
Executive Members' Ethics Act (No. 82 of 1998) state that members of the Cabinet must act according to a code of ethics, created by the President pursuant to the principles and framework established by the Executive Members' Ethics Act of 1998.

The principles of natural justice applies.

MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 5 of the Constitutions 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)

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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.

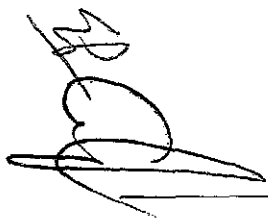
Priority 2: Economic transformation and job creation

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

Outcome		INVESTING IN ACCELERATED INCLUSIVE GROWTH		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Improve the ease of doing business	World Bank Ease of Doing Business Ranking.	84 th in 2019	Create a world-class business registration service, to contribute to improving overall ease of doing business	<p>1. Ensure a system to enable a person to register a company within one day, covering the following: company registration, B-BBEE certification, Domain Name Registration and Business Bank Accounts. Engage with relevant colleagues to include tax, UIF and Compensation Fund registration within the single portal.</p> <p>2. Ensure a simple electronic guide to assist persons by providing useful information on registration, set up and operating a business in SA in order to encourage more start-ups, SMME, youth and women business to register and start a business</p>

				3. Work with other Ministers to contribute to the overall ease of doing business in South Africa.
Ensure the macroeconomic policy alignment and coherence	Macroeconomic policy reviewed to support growth	Fiscal consolidation, inflation targeting 3-6%	Macroeconomic policy framework reviewed by 2022	<p>1. Contribute to the review of the macroeconomic policy to support growth and job creation</p> <p>2. Provide impact analysis of fiscal options on manufacturing and broader growth objectives</p>

<p>Review B-BBEE to support worker empowerment and establish legislation for worker, community and HDI ownership</p>	<p>New legislation on workers and company governance.</p> <p>Implementation and review of legislation on worker, community and HDI ownership</p>	<p>New Indicators</p>	<p>Develop and/or implement legislation on worker ownership and participation in the economy; and equity for community and HDI ownership, by December 2021</p>	<ol style="list-style-type: none"> 1. Prepare amendments to the Companies' Act to provide for worker participation in company governance structures; discuss these with social partners; prepare a Cabinet Memorandum on the proposals. 2. Monitor large mergers under the Competition Act to ensure that the competition authorities take account of legal provisions on worker ownership 3. Introduce draft legislation under the B-BBEE Act to address the recognition of ownership by broad-based vehicles that promote poor communities and workers as beneficiaries 4. Prepare annual reports on worker, community and HDI ownership
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Outcome	RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS - National priority sectors grow contribution to GDP growth of 3% and exports increase by 4%			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
<p>Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation</p>	<p>Master Plans developed and Master Plan Implementation Reports</p>	<p>Automotive and CTFL Masterplans</p>	<p>Six Master Plans finalised and implemented during the period of the Administration</p>	<ol style="list-style-type: none"> 1. Implement Auto Industry Master Plan for second phase of APDP and monitor the impact 2. Implement Retail, CTFL Master Plan and monitor the impact 3. Implement Poultry Industry Master Plan and monitor the impact 4. Implement Sugar Industry Master Plan and monitor the impact 5. Finalise Steel Industry Master Plan by March 2021, implement and monitor the impact 6. Finalise Furniture Industry Master Plan by March 2021, implement and monitor the impact 7. Support the development of Master Plans of other priority sectors and ensure alignment to the industrial strategy

	Special Economic Zones development and implementation	New Indicator	Development and implementation of Special Economic Zones, providing alignment with District Development Model	<ol style="list-style-type: none"> 1. Establish national support unit for SEZs and prepare annual Budget request to NT for SEZ support. 2. Produce annual report on progress made with SEZs 3. Promote SEZs among potential private sector investors 4. Integrate and coordinate SEZ reporting within District Development Model
	Complete the revitalisation of industrialisation parks	12	All targeted industrial parks revitalised	<ol style="list-style-type: none"> 1. Establish annual targets for revitalisation of industrial parks and prepare annual Budget request to NT for Industrial Park support. 2. Promote Industrial Parks among potential private sector investors 3. Produce annual report on progress made with Industrial Parks 4. Integrate and coordinate Industrial Park reporting within District Development Model

Support localisation and industrialisation	<p>Compliance of government spend on designated products and services</p> <p>Partnership with business community and organised labour on specific products</p>	New indicator	A minimum of 20 products for localisation	<p>1. Prepare detailed reports of new products that the DTIC proposes for designation under the relevant legislation and consider proposals for designation from broader economic cluster.</p> <p>2. Lead the economic cluster in engaging with private sector and Nedlac constituencies to identify and implement Nedlac Economic Recovery Plan localisation targets</p> <p>3. Work with the Minister of Finance on an effective system of monitoring adherence to localisation regulations.</p>
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COMPETITIVE AND ACCESSIBLE MARKETS THROUGH REDUCED SHARE OF DOMINANT FIRMS IN PRIORITY SECTORS AND EXPANDED SMALL BUSINESS					
Outcome	Interventions	Indicators	Baseline	Targets	Minister's responsibility
	Reduce high levels of economic concentration through rigorous implementation of the Competition Act and other regulations	Number of market inquiries into historically concentrated priority sectors	New indicator	Initiate one new market inquiry and implementation of recommendations of one concluded market inquiry per annum	Ensure that the Inquiry is initiated and decisions are implemented
	Strengthen development finance towards SMME development	Improved access to affordable finance for SMMEs and cooperatives	New indicator	Improved national and provincial DFI financing transactions to SMMEs, cooperatives and other developmental categories	1. Oversee work to ensure improved access to affordable financing for SMMEs by the NEF.

				2. Establish appropriate annual targets for the IDC for black industrialists, women and youth-empowered enterprises
Ensure inclusion of SMMEs in localisation and buy local campaigns	Provisions made in accords and interventions for SMMEs	New indicator	Localisation programmes on SMMEs developed and adopted by 31 March 2021.	Contribute to the development and implementation of localisation programmes on SMMEs
Explore the introduction of measures (such as tax breaks) to support the establishment of new, youth owned start-ups	Number of youth start-ups	New indicator	Increase the number of start-up youth business per annum	1. Establish baseline and set annual targets for number of new youth businesses to be supported by the Department and entities 2. Monitor progress with efforts to promote economic opportunities for youth businesses and help unblock challenges experienced within the Department and Entities.

Target: Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities

Outcome				
TRANSFORMED, REPRESENTATIVE AND INCLUSIVE ECONOMY WHICH PRIORITISES WOMEN, YOUTH AND PERSONS WITH DISABILITIES				
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Expand government spend on women, youth and persons with disabilities through preferential procurement	Percentage preferential procurement spend by sex/gender, age and disability	New indicator	Improvement on baseline of current procurement by the Department on enterprises with significant equity or management control by women, youth and persons with disabilities	1. Establish baseline performance on procurement for FY 2020/21 for the Department

				<p>2. Set targets for improvement over a 3-year period from FY 2021/22</p> <p>3. Prepare reports on the extent of efforts made to achieve the targets.</p>
<p>Programmes to expand access to finance, incentives and opportunities for businesses with significant equity or management control by women, youth and persons with disabilities</p>	<p>Percentage funding by sex/gender, age and disability, industry/sector</p>	<p>New indicator</p>	<p>Minimum targets as for women, youth and persons with disabilities</p>	<p>1. Establish baseline performance on incentives for FY 2020/21 for the Department and Entities</p> <p>2. Set targets for improvement over a 3-year period from FY 2021/22</p> <p>3. Motivate for budget allocations by NT for financing such targets</p> <p>4. Prepare reports on achievement of funded targets</p>

Priority 6: Social Cohesion and Safe Communities

Target: Equal opportunities, inclusion and redress

Outcome		A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Produce/support production of films and documentaries telling the South African story, including the history of liberation	Number of films and documentaries, including those telling the South African story	New indicator	Minimum target to support locally-made films and documentaries telling the SA story.	<ol style="list-style-type: none"> 1. Identify targets in the portfolio to support the local production of films and documentaries telling the SA story. 2. Amend incentive guidelines to enable the achievement of the targets.

Priority 7: A better Africa and World

Target: Increased foreign direct investment into South Africa

Outcome		A BETTER SOUTH AFRICA		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Source investment for the identified sectors in the South African economy	Increased investment in SA	New indicator	R1,2 trillion overall investment commitments by end of Administration, subject to taking account of the impact of Covid-19	<ol style="list-style-type: none"> 1. Provide support for annual Investment Conferences, including raising sponsorship, publicity and follow-ups on matters raised at the Conferences 2. Produce reports on implementation of pledges made by investors.

				3.Ensure Invest-SA provides post-commitment support to investors, including coordinating unblocking efforts where required
Facilitate exports through the Export Marketing Investment Assistance (EMIA) Fund	Progress with expanding exports through EMIA		Stabilise exports following the challenges of Covid-19 and thereafter strengthen support based on budgetary support	<ol style="list-style-type: none"> 1. Prepare reports on measures taken on stabilisation of exports 2. Take actions to assist increased exports through the EMIA fund and other measures, focusing on priority sectors
Implementation of the AfCFTA and other trade agreements in order to grow intra-Africa trade	Level of trade with other African countries	New Indicator	Finalise an implementation plan for the AfCFTA	<ol style="list-style-type: none"> 1. Complete the work to enable implementation and administration of the AfCFTA 2. Hold bilateral meetings at SACU level on AfCFTA matters 3. Champion efforts to expand exports to Africa and rest of the world 4. Convene discussions on trade in services in priority sectors and develop proposals for South Africa to submit specific commitments on trade in services

KEY RESPONSIBILITY AREA 2: PRIORITY 1: BUILDING A 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

Outcome		FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT		
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	Support the achievement of an unqualified audit opinion in your department/s and entities through progressive improvements in governance and financial management systems
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
Develop and implement district/metro joined-up plans	% joined-up plans	New	100% joined-up plans	Contribute to the development of the economic development component of the joined-up plan

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 Ministers							
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
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 midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG
	Delegation of Public Service Act powers of the Minister to DG	Annual updated delegations	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register
	Monitor compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable

The oversight and achievement of departmental strategic goals and annual performance plans and budget

Political oversight on strategic planning and reporting	Oversee the development of departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of Strategic Plan, Annual Performance Plans	Approved Strategic Plan and Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan
		Consideration and approval of Quarterly Performance Reports and Annual report	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved

The oversight and achievement of gender responsive departmental strategic goals and annual performance plans and budget as per the Gender responsive planning, budgeting, monitoring, evaluation and auditing framework.

Political oversight on gender responsive strategic 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 gender responsive Strategic Plan and Annual Performance Plan	Approved Annual gender responsive Performance Plan	Approved Annual gender responsive Performance Plan	Approved gender responsive Annual 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 report(s) approved	4 Quarterly and Annual gender responsive report(s) approved	4 Quarterly and Annual gender responsive report(s) approved	4 Quarterly and Annual gender responsive report(s) approved	4 Quarterly and Annual gender responsive report(s) 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 Participatory/Stakeholder Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public 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"	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	2023/24
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 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member

Parliamentary Accountability

Accountability to the Parliament	Responding to Parliamentary Questions and ensuring accountability of own departments and entities to Parliament	Timely response to Parliamentary Questions and tabling of Plans, Budget and Reports	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament
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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
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SIGNATURES

I, EBRAHIM PATEL 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**.



Hon. Mr Ebrahim Patel

Minister of Trade, Industry and Competition

16. 11 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

6. 10. 2020

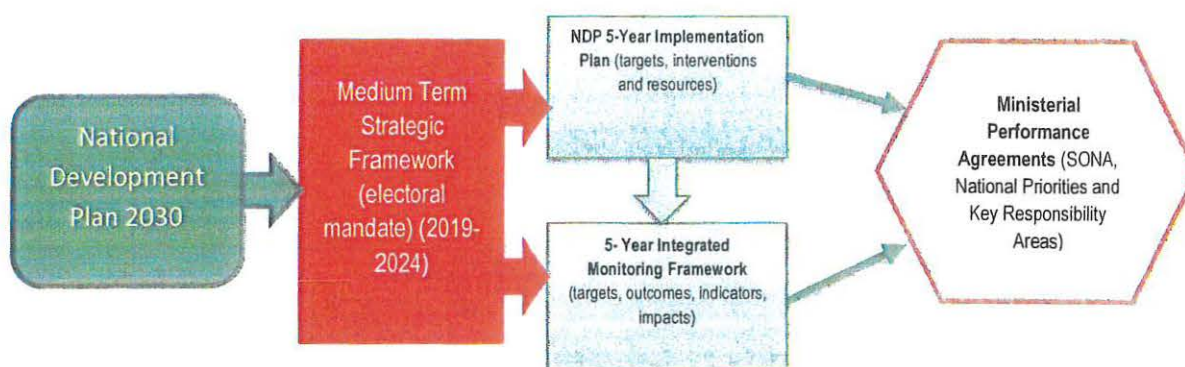
ANNEXURE 1: EXPLANATORY GUIDELINE

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.



In his State of the Nation Address (SONA) on 20 June 2019, the President confirmed the 7 national priorities, based on the electoral mandate, as follows:

- Priority 1:** Building a capable, ethical and developmental state
- Priority 2:** Economic transformation and job creation
- Priority 3:** Education, skills and health
- Priority 4:** Consolidating the social wage through reliable and quality basic services
- Priority 5:** Spatial integration, human settlements and local government
- Priority 6:** Social cohesion and safe communities
- Priority 7:** A better Africa and World

In his reply during the SONA debate, the President further elaborated on why the above 7 priorities are important and demonstrated that government has a clear plan for the road ahead. The key task is speedy

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and effective implementation. The new Cabinet has a central role in ensuring that the commitments made in the SONA are implemented with the necessary urgency and vigour.

To this end the Ministerial Performance Agreements (MPAs) will be based on the commitments in the State of the Nation Address and selected priority actions from the 2019 - 24 MTSF. Each annual MPA contains a set of specific targets backed by measurable performance indicators to be achieved over the 5- year electoral period, the purpose of which is to put the country on a positive path towards our national development goals and objectives.

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

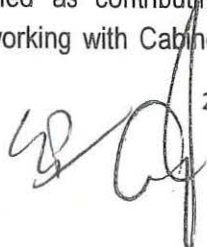
The people who I am appointing today must realise that the expectations of the South African people have never been greater and that they will shoulder a great responsibility. Their performance – individually and collectively – will be closely monitored against specific outcomes. Where implementation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

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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 1: BUILDING A 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*
- *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*
- *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:



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- 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 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:



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- 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.

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 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;



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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.



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