



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER OF EMPLOYMENT AND LABOUR

PERIOD OF AGREEMENT

JUNE 2019 TO APRIL 2024

Two handwritten signatures in black ink, one on the left and one on the right, positioned below the text of the agreement.

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 apply.

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).



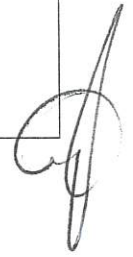
KEY RESPONSIBILITY AREA 1: POLITICAL LEADERSHIP CONTRIBUTING TO THE COUNTRY'S TRIPLE CHALLENGES, NDP PRIORITIES AND MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019 - 2024

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

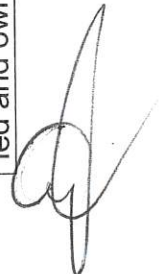
Outcome		MORE DECENT JOBS CREATED AND SUSTAINED, WITH YOUTH, WOMEN AND PERSONS WITH DISABILITIES PRIORITISED			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
Support the creation of jobs through Job Summit Commitments and the Economic Reconstruction and Recovery Plan (ERRP), in particular the Mass Employment Stimulus	Number of jobs created (and retained) per year through Job Summit initiatives and the ERRP	New Indicator	The Jobs Summit reprioritisation and the ERRP to ensure the creation of the 800 000 jobs targeted Refocus the Jobs Summit delivery framework in order to support the ERRP	Facilitate and coordinate programmes with the Project Management Office in Presidency to ensure that targets are met	
Implement Presidential Youth Employment Intervention	Number of youth NEET absorbed in employment	New Indicator	1 million youth jobs by 2024 DEL contribution will be 256 050 jobs distributed as follows:	Facilitate and coordinate programmes to ensure that targets are met	




INVESTING IN ACCELERATED INCLUSIVE GROWTH				
Outcome	Interventions	Indicators	Baseline	Targets
	Demand skills planning to support growth	Skills Priority Plan developed	New Indicator	Skills Priority Plan developed by 31 December 2020 and where applicable aligned with the Presidential Youth Employment Initiative
Ensure the implementation of the Employment Equity Act (EEA) to eliminate gender and race wage disparity		Number of EEA inspections	2 063 EEA inspections conducted in 2018/19	1 044 EEA inspections (from 1 640) will be conducted due to the three months that was lost during the Covid-19
				Minister's Responsibility Facilitate in consultation with the Department of Higher Education Science and Technology Ensure implementation of EEA Refocus Enforcement and Inspectorate in order to ascertain economic sustainability of companies and optimisation of job creation

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

TRANSFORMED, REPRESENTATIVE AND INCLUSIVE ECONOMY WHICH PRIORITISES WOMEN, YOUTH AND PERSONS WITH DISABILITIES				
Outcome	Interventions	Indicators	Baseline	Targets
	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	Minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities
	Programmes to expand access to finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses	Percentage funding by sex/gender, age and disability, industry/sector	New indicator	Minimum targets as defined for women, youth and persons with disabilities
				Minister's responsibility Monitor and report on achievement of such preferential procurement targets Monitor and report on the achievement of these targets set for women, youth and persons with disabilities



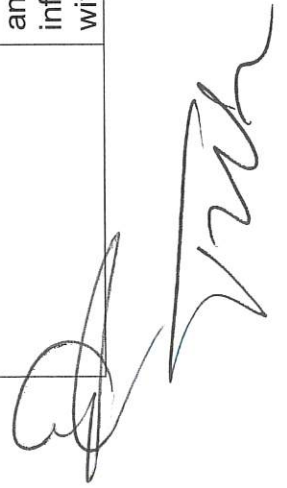

Outcome		Women, children and LGBTQIA+ persons are able to be free in public spaces, use transport freely and access resources that enable them to make healthy choices in their lives			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
Strategic policy interventions by the state, private sector and other key sectors rolled out towards eliminating the impact of the economic drivers of GBV on all women	Develop and implement PPP Policy to facilitate economic opportunities for women leaving shelters	New indicator	Policy developed and implemented by 2022	Provide support to work done on building public private partnerships to facilitate economic opportunities for women leaving shelters	
	Laws and policy interventions developed to protect specific groups of workers who are particularly vulnerable to specific forms of gender-based violence	New indicator	Laws and policy developed by 2024, Violence and Harassment Convention 2019 (No. 190) ratified by 31 March 2021	Develop laws and policies to protect groups of workers vulnerable to GBV	

Priority 4: Consolidating the social wage through reliable and quality basic services

Target: Comprehensive social security system



AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Improve coverage and efficiency of social insurance	Integrated claims management System (ICMS) implemented	Approved User requirements of SAP Release 1	Support and maintenance system developed by 2023	Ensure development and implementation of Integrated Claims Management System (ICMS)
	Number of newly registered employees by the UIF	838 922	4.6 million (from 4.5 million) newly registered employees by March 2025 due to the impact of Covid-19	Ensure that targets are met
	Percentage of new companies created with registration document (UI54) within specified timeframes	99% within 2 working days (UI54) 64 577	100% within 5 working hours by 2022	Ensure that targets are met
	Percentage of applications with complete information issued with compliance certificates, tender letters or non-compliance letters within specified timeframes	79% within 10 working days 4 975	100% within 2 working days by 2022	Ensure that targets are met
	Percentage of valid claims (Unemployment benefit) with complete information approved or rejected within specified time frames	94% within 15 working days 671 188	98% within 8 working days by 2022	Ensure that targets are met
	Percentage of valid claims (In-service benefits; Maternity, illness and adoption benefits) with complete information approved or rejected within specified time frames	92% within 10 working days 132 158	98% within 5 working days by 2022	Ensure that targets are met

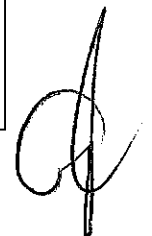
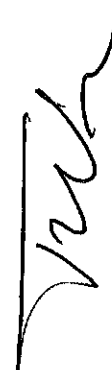


AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	Percentage of valid claims (Deceased benefit) with complete information approved or rejected within specified time frames	92% within 20 working days 14 397	98% within 10 working days by 2022	Ensure that targets are met
	Percentage of benefit payment documents created after receipt within specified time frame	99% within 6 working days 2 750 601	99% within 3 working days by 2022	Ensure that targets are met

Department of Employment and Labour Covid-19 Interventions

Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Covid-19 TERS interventions (Unemployment Insurance Fund)	COVID-19 interventions implemented	No baseline information	90% of COVID-19 TERS applications with valid, accurate and complete information paid within 5 working days of receipt All outstanding and valid applications from April to September (including those with incomplete	Facilitate mobilisation of resources to cushion workers during Covid-19 through the TERS scheme Develop directions to give effect to the Covid-19 interventions

Interventions	Indicators	Baseline	Targets	Minister's Responsibility
COVID-19 Social Security Relief for Workplace Acquired COVID-19 (Compensation Fund)	Identified Covid-19 Cases verified	No baseline information	100% of identified Covid-19 cases verified by March 2021	
	COVID-19 interventions implemented	No Baseline	85% of COVID-19 claims adjudicated within 30 working days of receipt	Develop and Publish Directions for Workplace Acquired COVID-19
		No Baseline	100% of approved COVID-19 benefits paid with 5 working days	
		No Baseline	80% of accepted medical invoices claims finalised within 60 working days of receipts	Publish applicable inclusive Medical Tariffs for treatment of workers which includes COVID-19 treatment
		No Baseline	85% of requests for pre- authorization of Specialised Medical Interventions finalised within 10 working days of receipt	
		227 999 (56999/Q)	188 323 (47081/Q)	Develop directions in order to enable inspections to continue during the Covid-
COVID Inspections conducted	Number of employers inspected per year to determine compliance with employment law			

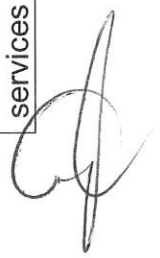



Interventions	Indicators	Baseline	Targets	Minister's Responsibility
(Inspection and Enforcement Services)	EE Procedural: Number of workplaces (designated employers) inspected per year to determine compliance with employment equity legislation	1698	1044	19 State of National Disaster
	EE DG Reviews: Number of designated employers reviewed per year to determine compliance with employment equity legislation	1079	1044	
	EE Re-assessments: Number of designated employers re-assessed per year to determine compliance with employment equity legislation	1007	1044	
	Number of workplaces inspected per year to determine compliance with Basic Conditions of Employment	166 359	142 555	
	Number of Employer/User inspected per year to determine their compliance with the Occupational Health and Safety legislation	28 757 (achieved FY 2019/20)	20267 (revised target for 2020/21)	
Provide a coherent response to addressing the pandemic	Number of advocacy and educational sessions conducted per year in identified sectors	6 advocacy sessions	4 x Seminars to be conducted	Ensure the implementation of the target
	Establish a Covid-19 Rapid Response task Team in NEDLAC	None	Develop coherent commitments and policy responses from all social partners in terms of the Disaster	Oversee as the lead department and as an EXCO member the effective implementation of policies

Interventions	Indicators	Baseline	Targets	Minister's Responsibility
(Labour Policy & Industrial Relations)			Management Act to address the pandemic	
Work Seekers affected by Covid-19 assisted (Public Employment Services)	Number of Workers impacted by Covid-19 assisted	No baseline	70% of retrenched worker seekers provided with public employment services by March 2021	Ensure the modernisation of Public Employment Services Systems to provide services to work-seekers with minimal contact
Covid-19 PPE Manufactured (Supported Employment Enterprises) SEE	Percentage of Covid-19 Personal Protective Equipment orders placed with Supported Employment Enterprises factories manufactured and delivered within 60 days	No baseline	80% of Covid-19 PPEs placed with SEE factories delivered manufactured and delivered within 60 days by March 2021	13 SEE factories employing people with disabilities supported through grant transfers subsidies and additional revenue generated from government PPE contracts and private sales
Job preservation (Productivity South Africa)	Number of companies facing distress to prevent job losses	No Baseline	174 Companies in order to save 8 700 jobs by March 2021	Ensure that the set targets are met

Target: INTEGRATED SOCIAL PROTECTION INFORMATION SYSTEM

Outcome	AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM		
Interventions	Indicators	Baseline	Targets
Integrate the social protection information systems for better delivery of services	NISPIS developed	Fragmented social protection systems	NISPIS fully operational by 2024
			Support the development of the systems




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			
Improve the enforcement of the Employment Equity Act	Amendment, enactment and enforcement of the Employment Equity Act Number of designated employers subjected to the DG Review Process in order to enforce compliance with the Employment Equity Act	Employment Equity Act 551	Employment Equity Act amended, enacted and enforced by 2024 1 812 by 2024	Finalise and enforce the amended Act			
Improve representation of the designated groups across occupational levels	Percentage representation of Africans in senior and middle management levels	Africans constituted 23.2% and 40.2% at senior and middle management levels, respectively, as reported by designated employers in 2018 EE Reporting period (2018-2019 EE Annual Report (19th CEE Annual Report)	At least 50% of middle and senior management are African by 2024	Ensure, monitor and report on the target			
	Percentage of persons with disabilities employed	Persons with disabilities constituted 1% of total workforce in both Public and Private sectors as reported in 2018 EE reporting period (2018-2019 EE Annual Report (19th CEE Annual Report)	2.5% of employed adults between the age of 15 and 65 will be persons with disabilities by 2024	Ensure, monitor and report on target			

Outcome Interventions				
A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY				
Indicators		Baseline	Targets	Minister's Responsibility
Development of Income differential data collection tool (EEA4 form) for designated employers		New indicator	Income differential data collection tool (EEA4 form) for designated employers developed by 2022	Ensure the development of the tool




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

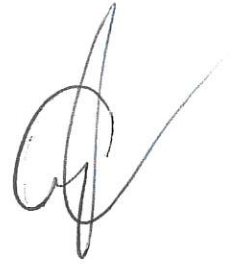
This MTSF priority has a few transversal interventions that apply to all Ministers as per the table below:

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

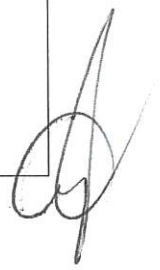
FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector	Percentage elimination of wasteful and fruitless expenditure in public sector 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 Ensure functionality of ethics structures and adequate capacity	Trends from the Anti-corruption Hotline and Crime Statistics New	95% resolution of reported incidents of corruption by 2024 via disciplinary and criminal interventions Establish ethics committees and adhere to terms of reference	Enforce consequences for corruption and misconduct 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

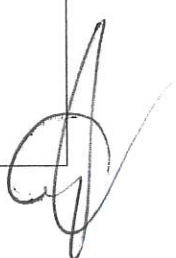
Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
Executive Authority oversight over the Deputy Minister							
Executive Authority oversight over the Deputy Minister	Delegation of powers and functions to the Deputy Minister	Annual updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations
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, Implementation of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation of the mid-term review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation of the mid-term 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



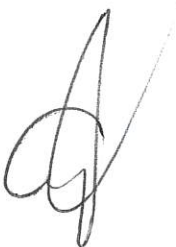

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
	Monitor compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures implemented where applicable	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




Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
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 Consideration and approval of gender responsive Quarterly Performance Reports and Annual Report	Approved gender responsive Strategic Plan and Annual Performance Plan	Approved Annual gender responsive Performance Plan	Approved gender responsive Annual Performance Plan	Approved Annual gender responsive Performance Plan
			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/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan




Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
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 commitment s 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"



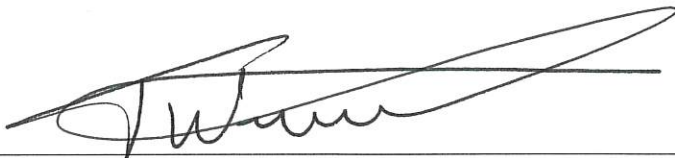

KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
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
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
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



SIGNATURES

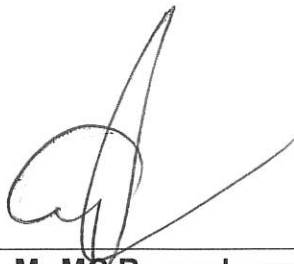
I, THEMBELANI W. NXESI hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes.**



Hon. Mr Thembalani Nxesi, MP

Minister of Employment and Labour

06/10/2020 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

6.10. 2020

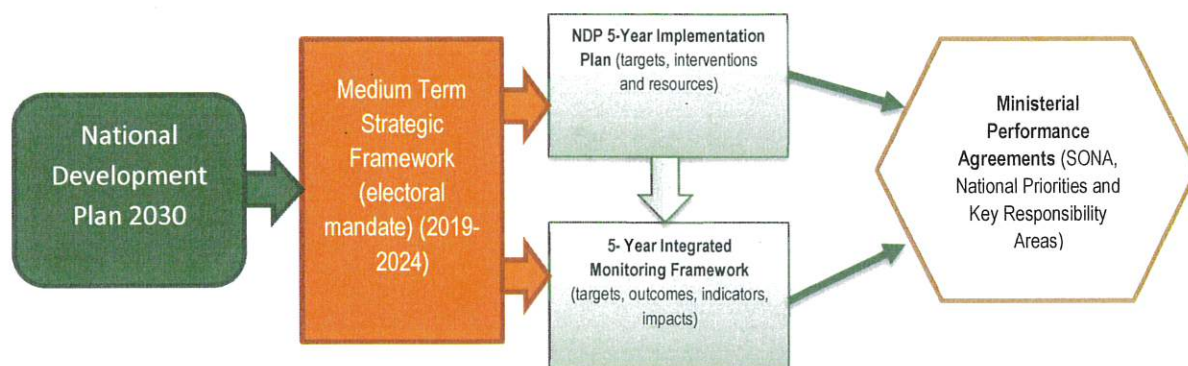
ANNEXURE 1: EXPLANATORY GUIDELINE

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

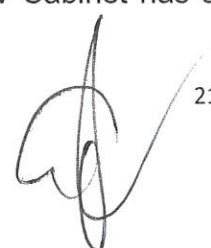
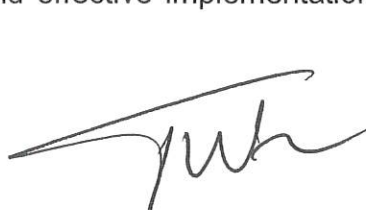
In October 2019, Cabinet considered and approved the 2019 – 2024 Medium-Term Strategic Framework (MTSF). The MTSF translates the electoral mandate and the National Development Plan into a 5-year programme of government and comprises the 5-Year Implementation Plan and the Integrated Monitoring Framework,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



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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 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.



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6. IMPLEMENTATION

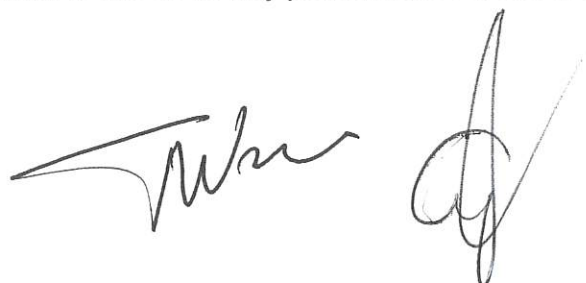
To improve the likelihood of achieving the targets above, you are advised to ensure that senior managers in your department translate the priority actions and targets in this agreement into a delivery plan with the following elements:

- 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.

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;
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.

