



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER FOR ENVIRONMENT, FORESTRY AND FISHERIES

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 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).



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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 1: Economic transformation and job creation

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

INVESTING IN ACCELERATED INCLUSIVE GROWTH					
Outcome	INVESTING IN ACCELERATED INCLUSIVE GROWTH				
Interventions	Indicators	Baseline	Targets		Minister's Responsibility
			MTSF 2019- 2024	MTSF 2020-2021	
Create jobs through Job Summit Commitments Operation Phakisa's and other public sector employment programmes	Number of Jobs created through Environment Operation Phakisa.	New indicator	30 800 jobs (public sector) 51 000 private sector jobs	2100 jobs created	Provide leadership and oversight on implementation of Environment Sector Operation Phakisa programmes (Chemical and Waste, Biodiversity, Ocean Economy, programmes), Environment Sector and Culture EPWP and other environmental sector programmes (Forestry, Fisheries etc.) and ensure achievement of planned targets with the support and contribution of other key sector partners. Implementation of programmes aimed at creating the planned jobs may be affected by a number of other external factors brought about by the outbreak of the Covid-19 virus and measures taken by Government to minimize and mitigate against the spread of the virus.
	Number of work opportunities created through Expanded Public Works Programmes for the Environment and Culture sector	1 021 313 (2014-19 MTSF Environment Sector performance)	947 247 Department: 307 480 work opportunities	185 838 Department: 44 208 Work Opportunities	

TARGET: improve access to basic services – access to safe drinking water (95%), access to adequate sanitation and hygiene (90%), wastewater treatment works operational (100%) and households with access to electricity (100%), national usage of public transport (60%)

IMPROVE ACCESS TO BASIC SERVICES					
Interventions	Indicators	Baseline	Targets		Minister's Responsibility
			MTSF Five-year target by 2024	2020-2021 Annual target	
Implement Waste Management programs across government, private sector and society to reduce disposal by landfill	Percentage waste diverted from the landfill sites through recycling	New indicator	30% waste diverted from landfill sites	05% all waste diverted from landfill sites	Provide leadership and oversight on implementation of industry sector plans and sector programmes and ensure planned MTSF targets are achieved. Coordinate with other sectors and social partners towards the development of the circular economy using waste materials such as Waste to Energy and any other waste materials based industries.
Implement chemical management programs to mitigate the negative impact of hazardous chemicals on the environment and human health	Negative impacts of hazardous chemicals on the natural environment and human health reduced	Minamata Convention Impact Study approved by Cabinet and submitted to Parliament for ratification	Mercury Management plan finalized and 8 products phased out: <ul style="list-style-type: none"> • Thermometers • Bulbs • Compact fluorescent lamps (CFLs) • Dental amalgam • Barometers • Batteries • Switches and relays • Mercury in cosmetics 	Mercury Management National Implementation Plan for the Minamata Convention adopted	Provide leadership and oversight on implementation of interventions to manage and mitigate the impact of hazardous chemicals on the environment and human health and ensure planned MTSF targets are achieved.

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TARGET: Natural Resources are managed and sectors and municipalities are able to respond to the impact of climate change

Outcome		GREENHOUSE GAS EMISSION REDUCTION			
Interventions	Indicators	Baseline	Targets		Minister's Responsibility
			MTSF target by 2024	2020-2021 target	
Develop and negotiate country international position which are supportive of South Africa and Environmental Management and sustainable development agenda	South Africa's International Environment and Sustainable development position papers developed, positions and negotiated		South Africa's International Environment and Sustainable development position papers developed and negotiated (UNFCCC, IPCC, AEW, World Heritage Convention, CBD, UNCCD, and Basel, Rotterdam, Stock, Stockholm, 4 Montreal and Minamata Conventions)	3 South Africa's Environment and Sustainable development position papers developed, approved and negotiated (UNFCCC, CBD, Montreal MOP)	Provide Leadership on the Minister in facilitating South Africa's participation at international and regional Environment and Sustainable development forums and enhancing international cooperation supportive of the country and Africa's environment and sustainable development agenda
Implement GHG emission reduction measures	Reduction of GHG emissions to remaining within the emissions trajectory range	New	Emissions between 398 and 614 Mt CO ₂ -e range	Report on GHG emission reductions compiled (emissions to be in the 398 and 614 Mt CO ₂ -eq range)	Provide leadership and oversight on implementation of measures for reduction of GHG emissions to achieve planned MTSF targets.
Maintain a NAQI of less than 1	Compliance with National Annual Ambient Air Quality Standards	0.9%	NAQI less than 1	NAQI less than 1	Provide leadership and oversight on implementation of air quality management plans to achieve planned MTSF targets.
Capacitation of municipalities to fund and access funds and implement climate	Percentage of municipalities with capacity to fund and implement climate change	New	50% of municipalities with capacity to fund and implement climate change adaptation	Funding and implementation plans for municipality capacity building	Provide leadership and support in building capacity of municipalities to implement climate change adaptation programmes and measures

change programmes and adaptation measures	programmes and adaptation measures		programmes and measures	finalised	
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TARGET: Natural Resources are managed and sectors and municipalities are able to respond to the impact of climate change

JUST TRANSITION TO A LOW CARBON ECONOMY AND CLIMATE RESILIENT SOCIETY					
Outcome					
Interventions	Indicators	Baseline	Targets		Minister's Responsibility
			MTSF target by 2024	2020-2021 target	
Develop and implement transition plans (energy, transport, agriculture, waste)	Number of transition plans developed and implemented for high carbon emitting sectors	New	Sector Jobs Resilience Plans approved and implemented for 5 value chains: - Coal - Agriculture - Tourism - Petrol based transport - Metals.	Five value chains Sector Job Resilience Plans refined: (ready to use to inform the development and implementation of the sectoral transition plans)	Provide leadership and coordinate the establishment of an institutional mechanism (Presidential Climate Change Coordinating Commission) to oversee the implementation of the Sector Jobs Resilience Plans
Implementation of sector plans to reduce vulnerability to risks associated with climate change	Number of sector plans implemented for vulnerable sectors to reduce vulnerability to risks associated with climate change	New	8 Climate Adaptation Sector plans implemented: - Agriculture - Health - Coastal - Human Settlements - Water and sanitation - Biodiversity - Disaster risk reduction - Forestry	4 Climate Adaptation Sector plans implemented: - Agriculture - Health - Coastal - Human Settlements 1 Climate Adaptation Sector plans reviewed (Biodiversity Sector Climate Change	Provide leadership and coordinate implementation of climate adaptation implementation plans for priority sector (by Agriculture, Health, Local Government, Human Settlements and Water and Sanitation

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STATE OF ECOLOGICAL INFRASTRUCTURE IMPROVED					
Outcome	STATE OF ECOLOGICAL INFRASTRUCTURE IMPROVED				
Interventions	Indicators	Baseline	Targets		Minister's Responsibility
			MTSF target by 2024	2020-2021 target	
Rapidly and intensively rehabilitate and restore land	Hectares of land under rehabilitation/ restoration	13 016 461 ha	8 000 000 ha Total: 3 400 708 ha Initial rehabilitation: 794 419 ha Follow-up :2 609 289 ha	2 000 000 ha Total: 928 781 ha Initial rehabilitation: 167 017 ha Follow-up :761 764 ha	Provide leadership and oversight on the implementation of programmes for restoration, protection and conservation of ecological infrastructure
Rapidly and intensively rehabilitate and restore wetlands	Number of wetlands under rehabilitation/ restoration	656	919	76	Provide leadership and oversight on the implementation of programmes for restoration, protection and conservation of ecological infrastructure
Increase in conservation areas	Percentage increase in conservation estate	13.55% 16 523 975.19/121 991 200)	15.7% (19 175 164 / 121,909,000 ha) in total under conservation for 2023/2024. 0.5% of land under conservation added	14.2% (17, 343,142 / 121,991,200 ha)	Provide leadership and oversight on the implementation of programmes for restoration, protection and conservation of ecological infrastructure
Implementation of management and protection programmes of conservation areas	Percentage of areas of state-managed protected areas assessed with a METT score above 67%	87.95% (5 632 293 of 6 403 379) of area of state managed protected areas assessed with a METT score above 67%	90% of areas of state-managed protected areas assessed with a METT score above 67%	81% of area of state managed protected areas assessed with a METT score above 67%	Provide leadership and oversight on the implementation of programmes for restoration, protection and conservation of ecological infrastructure
Implement measures for the protection and conservation of strategic water sources	Number of strategic water sources secured/protected	New indicator	11 of 22 strategic water source areas secured/protected	11 strategic water sources delineated	Provide leadership and oversight on the implementation of programmes for restoration, protection and conservation of ecological infrastructure



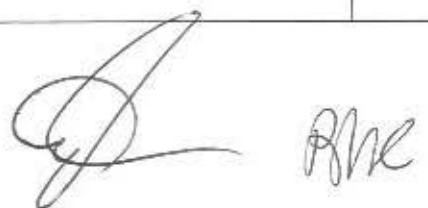
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Key responsibility area 2: Priority 6: Capable, Ethical and Developmental State

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	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 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



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



Show 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 Deputy Ministers and Heads of Department and Department

Management of HoD PMDS	Key activities	Weight for key activities	performance indicators	Baseline	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	10%	Updated delegation	New	Updated delegation	Updated delegation	Updated delegation	Updated delegation	Updated delegation
Executive Authority oversight over the Director-General									
Executive Authority oversight over the Accounting Officer	Implementation of Head of Department Performance Management and Development System and management of the performance of the Director-General (DG)		Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	2019/20 Performance Agreements of the DG signed and submitted to DPME on time	Performance Agreement of the DG signed on time	Performance Agreement of the DG signed on time	Performance Agreement of the DG signed on time	Performance Agreement of the DG signed on time	Performance Agreement of the DG signed on time
				2019/20 DG mid-year and annual performance assessment finalised	DG mid-year and annual performance assessment review conducted	DG mid-year and annual performance assessment review conducted	DG mid-year and annual performance assessment review conducted	DG mid-year and annual performance assessment review conducted	DG mid-year and annual performance assessment review conducted

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	Delegation of Public Service Act powers of the Minister to DG		Annual updated delegations	Approved delegation register in place		Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register
The oversight and achievement of departmental strategic goals and annual performance plans and budget									
APP targets	Key activities	Weight for key activities	performance indicators	Baseline	Targets				
					2019/20	2020/21	2021/22	2022/23	2023/24
Provide oversight on implementation of Annual Performance Plan target on the Department	Provide support for the achievement of strategic goals and APP targets	10%	Consideration and approval of Quarterly Performance Reports and Annual report	4 Quarterly and Annual 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	4 Quarterly and Annual report reports approved
National Department facilitates public involvement, participation and service delivery improvement initiatives									
Outcomes	Key activities	Weight for key activities	performance indicators	Baseline	Targets				
					2019/20	2020/21	2021/22	2022/23	2023/24
Approved service standards achieved	Development and implement a Service Delivery Improvement Programme for the Department	10%	Service delivery standards developed and implemented	2020/21 SDIP approved (incorporated in APP)	100% of all service standards achieved	100% of all service standards achieved	100% of all service standards achieved	100% of all service standards achieved	100% of all service standards achieved
Invoices of service providers of the Department paid within 30 days	Provide leadership and oversight on the development and implementation of efficient management system pay all invoices of	10%	100% of invoices of service providers of the Department paid within 30 days	99.8% (26 119/26 162) of legitimate invoices from suppliers paid with 30 days in 2019/20	100% of invoices of service providers of the Department paid within 30 days and annual 30 day payment	100% of invoices of service providers of the Department t paid within 30 days and annual 30	100% of invoices of service providers of the Department t paid within 30 days and annual 30	100% of invoices of service providers of the Department t paid within 30 days and annual 30	100% of invoices of service providers of the Department t paid within 30 days and annual 30

	service providers within 30 days				report compiled	day payment report compiled	day payment report compiled	report compiled	day payment report compiled
National Departments' and entities' involvement and contribution to the District Development Model									
Outcomes	Key activities	Weight for key activities	performance indicators	Baseline	Targets				
					2019/20	2020/21	2021/22	2022/23	2023/24
Involvement and contribution to the District Development Model (DDM)	Participation in the DDM where applicable	10%	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"	80% achievement of own commitments in the "One Plan"	80% achievement of own commitments in the "One Plan"

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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.
- Demonstrate accountability to Parliament (e.g. respond timeously to Parliamentary questions, account for performance of own departments and entities, etc)

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	10%	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 to 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	10%	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
Oversight on State Owned Companies and Public Entities/Agencies							

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Oversight over Public Entities	Perform oversight over the governance and performance of entities	10%	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, B. D. CREECY 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 B. D Creecy, MP

Minister of Environment, Forestry and Fisheries

30/10 | 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30/10 | 2020

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

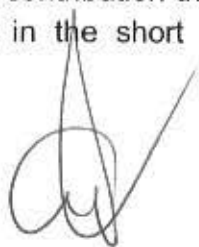

The people who I am appointing today must realise that the expectations of the South African people have never been greater and that they will shoulder a great responsibility. Their performance – individually and collectively – will be closely monitored against specific outcomes. Where implementation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

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

3. 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


16


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.

4. 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.

5. 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.

6. 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

7. IMPLEMENTATION

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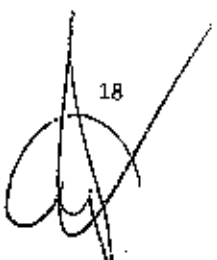
To improve the likelihood of achieving the targets above, you are advised to ensure that senior managers in your department translate the priority actions and targets in this agreement into a delivery plan with the following elements:

- 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.

RMC  18

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.

8. 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 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

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19



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.

9. 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

10. 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.

11. 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

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20

and responsibilities. The Presidency and DPMÉ will endeavour to provide Ministers with support and technical advice should the need exist.

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