



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER OF HIGHER EDUCATION, SCIENCE AND INNOVATION

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.

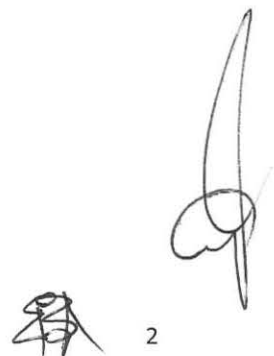
Executive Members' Ethics Act (No. 82 of 1998) state that members of the Cabinet must act according to a code of ethics, created by the President pursuant to the principles and framework established by the Executive Members' Ethics Act of 1998.

The principles of natural justice applies.

MINISTERIAL KEY RESPONSIBILITY AREAS

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

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



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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.

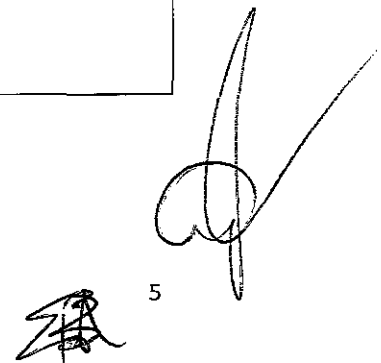
Priority 2: Economic transformation and job creation

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 | | | | |
|--|---|-----------------|--|---|
| MORE DECENT JOBS CREATED AND SUSTAINED, WITH YOUTH, WOMEN AND PERSONS WITH DISABILITIES PRIORITISED | | | | |
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Create jobs through Job Summit Commitments Operation Phakisa and other public sector employment programmes | Number of jobs created (and retained) per year through Job Summit initiatives | New Indicator | Refocus the Jobs Summit to prioritise employment through an economic recovery strategy to ensure the creation of the 275 000 jobs targeted | Facilitate and coordinate programmes 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: 190 000 PES and / or Pathway Management Network 61050 UIF; | Facilitate and coordinate programmes to ensure that targets are met |

| Outcome | Expanded access to PSET opportunities | | | |
|---|---|----------------|--------------------------------------|--|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| | extension officers to respond to the needs of smallholding farmers and contribute to their integration into the food value chain) | | | increased enrolments in diploma in Agriculture |
| Ensure eligible students receive funding through NSFAS bursaries (through guidelines, policy legislative review, effective oversight of NSFAS by DHET and improve management | Number of university students receive funding through NSFAS bursaries | 260 002 | 450 000 | Ensure effective oversight and improved management of National Student Financial Aid Scheme Ensure policies for funding the missing middle are put in place alongside effective monitoring system |
| | Number of TVET college students receive funding through NSFAS bursaries | 200 339 | 400 000 | |
| | Number of PHD students awarded bursaries through NRF and DSI | 3380 | Not < 12 200 (cumulatively) (DSI) | |
| | Number of pipe-line post-graduate students awarded bursaries through NRF and DSI | 9 774 (2018) | Not < 24 400 (Cumulative) (DSI) | |
| SETAs identify increasing number of workplace-based opportunities and make information of work-based learning known to the public | Number of learners registered for SETA-supported skills programmes annually | 144 531 (2017) | 150 000 | Ensure that work-based learning opportunities through SETAs are increased and known to public Actively partner with business and labour to ensure work experience spaces. |

| Outcome | Expanded access to PSET opportunities | | | |
|--|--|---------------------------------------|---|--|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| | Number of unemployed persons trained annually through UIF | 3434 | 9 016 (DEL) | Collaborate with the Minister of Labour and Employment in ensuring that the unemployed people are trained through UIF and Labour Activation Programmes (LAP) |
| | Number of persons trained annually through Labour Activation Programmes (LAP) | 58 707 (2019/20) | 80 000 (DEL) | |
| | Number of students enrolled in diploma in Agriculture at Agricultural Colleges | Enrolment for 2018 was 1 969. | Cumulative enrolment target for 2024 is 4 327 (DALRRD) | Work with Minister of DALRRD to ensure more graduates in agriculture |
| | | | | |
| Strengthen the contribution of the national system of innovation towards national priorities | Implement the budget coordination framework to improve government spending and coordination on Science Technology and Innovation (STI) | Framework approved by Cabinet in 2017 | | Build on previous gains to create a responsive, coordinated and efficient national system of innovation |
| | Coordinate efforts to raise Gross Expenditure on R&D (GERD) to 1.1% of GDP | 0.84% in 2017/18 | By 2024 1.1% of GDP | |
| | Missions introduced and adopted by Cabinet over the next 5 years that crowd in resources and capabilities across the NSI | New indicator | 3 missions initiated that align with the priorities of the MTSF | |



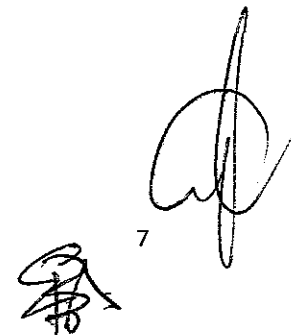
| Outcome | Improved success and efficiency of the PSET system | | | Minister's Responsibility |
|--|---|---------------|---------------------------|--|
| Interventions | Indicators | Baseline | Targets | |
| Implement capacity building programmes and interventions at universities | Number of students completing a university qualification annually | 210 931 | 237 000 | Partner with universities to improve their efficiency in producing graduates. |
| | Number of doctoral graduates annually | 3 057 (2017) | 4 300 | |
| | Throughput rate of 2014 first-time cohort at universities | 58% (2017) | 63% | |
| Increase the number of TVET students attending foundation courses | Number of TVET College students completing N6 qualification annually | 60 642 | 76 000 | Eradicate NATED and NCV certification backlog. |
| | Number of TVET College students completing NC(V)L4 annually | 11 716 | 13 000 | Monitor the efficiency of producing TVET graduates. |
| | Number of students completing GETC annually | 28 024 (2016) | 55 000 | Put in place mechanisms for holding TVET Colleges accountable for the efficiency of producing graduates. |
| | Number of students graduating with a diploma from agricultural colleges | 591 (2018) | 1 584 (2023) (cumulative) | Put in place an effective data system to ensure no backlog arises of TVET college graduates |
| | Throughput rate of TVET (NCV) | 31.8% (2017) | 45% TVET (NCV) | |
| Implement capacity building programmes and interventions in SETAs | Number of artisans certificated annually | 19 627 (2018) | 26 500 | |



| Outcome | Improved success and efficiency of the PSET system | | | Minister's Responsibility |
|---|---|----------------------------|---|--|
| Interventions | Indicators | Baseline | Targets | |
| | Number of learners completing SETA - supported learner ships annually | 48 002 (2018) | 53 000 | Ensure increased completion in work-integrated learning and skills development programmes Work closely with industry to align skills programs with industry needs |
| | Number of learners completing SETA-supported internships annually | 6 496 (2018) | 11 000 | |
| | Number of learners completing SETA-supported skills programmes annually | 122 979 (2018) | 128 000 | |
| Contribution of South African researchers to global scientific output | Increase South Africa's share (percentage) of global publication output | 0.84% in 2017/18 | 1% by 2025 | Maintain and increase the relative contribution of South African researchers to global scientific output |
| | Grow research funding for identified priority Science Councils and research institutions from international sources | Baseline to be established | 20% more funding from international sources | Derive a greater share of economic growth from R&D-based opportunities and partnerships |

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| Outcome | Improved quality of PSET provisioning | | | Minister's responsibility |
|--|---|--|--|--|
| Interventions | Indicators | Baseline | Targets | |
| Increase the number of universities offering accredited TVET college lecturer qualifications | Proportion of TVET college lecturers with appropriate qualifications | 60% (TVET) | Proportion of TVET college lecturers with appropriate qualifications | Ensure improvement in qualifications of TVET Colleges' lecturers by working through NEDLAC to ensure spaces are available for work experience. |
| | The number of universities offering accredited TVET college Lecturer qualifications | Currently 5 universities | 10 universities | |
| Develop standards for good governance in public TVET Colleges, CETCs, Universities and SETA | Percentage of PSET institutions (universities, TVET, SETAs that meet standard of good governance | New indicator | 95% of institutions per sector | |
| Increase the country's research capacity through supporting emerging/early career and established researchers. | Proportion of university lecturers (permanent instruction/research staff) who hold doctoral degrees | 46% (2018) proportion of university lecturers who hold PhD | 51% | Ensure growth in the country's research workforce. |
| | Number of research grants awarded to researchers based at declared research institutions | 3 205 research grants (DSI) | 3 000 (DSI) | |
| Develop standards of good governance in Public TVET Colleges, CETCs, universities and SETAs. | Percentage of PSET institutions (universities, TVET, SETAs that meet standard of good governance. | New Indicator | 95% of institutions per sector. | Actively source support for PSET institutions to help develop governance of these institutions. Actively get the private sector to help develop financial management of these institutions. |

| Outcome | A responsive PSET system | | | |
|--|--|-----------------|-----------------------|---|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Industry exposure for TVET College lecturers and students | Percentage of TVET College lecturing staff appropriately placed in industry or in exchange programmes | 8.8% | 33% | Strengthen partnership with industry to improve the quality of TVET qualifications and attractiveness of TVET graduates to industry, |
| Review TVET and Community Colleges curriculum to align with industry needs | Number of artisan learners trained in 30 centres of specialisation per annum. | New indicator | 700 | Ensure that quality of TVET qualifications from centres of specialisation respond to industry needs |
| Introduce compulsory entrepreneurship education | Number of hubs established to promote entrepreneurship | New indicator | 9 hubs | Equip youth with entrepreneurial skills so that they are prepared for self-employment |
| | Number of PSET institutions that are implementing student-focussed entrepreneurship development activities | 26 universities | All PSET institutions | Actively work with industry to ensure students have opportunities to gain experience related to their areas of specialisation |
| Strengthen skills planning | Number of users from the education and research sector supported through SANREN | New indicator | 1.05million | |
| | Number of graduates and students placed in DSI funded work. | New indicator | 3 750 (cumulative) | |
| Harness our substantial scientific research capacity to develop graduates that have the advanced skills required to take our country into a new technological age. | Number of students who graduate with advanced skills in technology | | Beginning 2021 | Department of Higher Education and Training, working with the Science and Technology to ensure Universities and TVET Colleges offer advanced skills training in the technology area (Funding condition) |




| Outcome | A responsive PSET system | | | |
|---|--|---------------|---|--|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Strengthen knowledge/skills capabilities for local pharmaceutical manufacturers Indigenous pharmaceutical production | University curriculum includes indigenous pharmaceutical production courses- | | Number of Universities that offer courses in indigenous pharmaceutical production | The Department of Science and Technology to support knowledge/skills capabilities for local pharmaceutical manufacturer |
| Increased appropriate technology for Food security and sustainable rural development | Report demonstrating new scientific knowledge on appropriate technology applied to food security and sustainable rural development | New indicator | By 2021 | Accelerate inclusive development through scientific knowledge, evidence and appropriate technology for Food security and sustainable rural development |

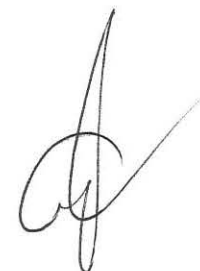
KEY RESPONSIBILITY AREA 2: PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

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

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

| 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 | Maintain at least an unqualified audit opinion in your department/s and entities |

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|---|---|---|--|---|
| 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 | Establish ethics committees and adhere to terms of reference | Oversee the implementation of the ethics structures |

Priority 2 : Economic transformation and job creation

| Outcome | Investing for accelerated inclusive growth | | | |
|---|--|-------------------------|--|---|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Demand skills planning to support growth | Skills Priority Plan Developed | New indicator | Skills Priority Plan developed by 2020 | Ensure that in collaboration with DEL the skills priority plan is developed and implemented |
| Outcome | Improve competitiveness through ICT adoption | | | |
| Increased investment in gross expenditure on research and development | Gross expenditure on research and development as a percentage of GDP (DSI) | 0.82% of GDP in 2016/17 | 1.1% of GDP by 2024 | Ensure that investment in gross expenditure on research and development is increased |
| Commercialisation of Public Sector funded IP | No. of disclosures which are licensed annually (DSI) | 15 | 35 | Ensure that the public funded IPs are commercialised |

Priority 3: Education, health and skills

| Outcome | Improved educational and health outcomes and skills development for all women, girls, youth and persons with disabilities | | | |
|--|---|---------------|-----------------|---|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Mainstream gender, youth and disability issues in programs on access to universal education, life skills, skills development, training | Level of mainstreaming in targeted programmes | New indicator | 100% compliance | Ensure that gender, youth and disability issues are mainstreamed in all relevant programmes |

| | | | | |
|---|--|--|--|--|
| and in different field of study, including STEM | | | | |
|---|--|--|--|--|

Priority 6 Social Cohesion and Safer Communities
National Strategic Plan of Gender-Based Violence and Femicide:
Pillar 2: Prevention and Restoration of Social Fabric

| Outcome | Change behavior and social norms that drive GBV with key groups using a variety of approaches | | | |
|---|---|---------------|---|---|
| Interventions | Indicators | Baseline | Targets | Minister's Responsibility |
| Implement programmes to prevent GBV and eliminate the scourge of GBV in the Post-School Education and Training (PSET) System. | Policy Framework to address Gender-Based Violence in the PSET system approved | New indicator | By April 2020 | Ensure the DHET with the support of PSET Institutions, Implement programmes to prevent GBV and eliminate the scourge of GBV in the Post-School Education and Training (PSET) System. |
| | National and institutional accountability and enabling environment is in place to curb and address GBV in PSET institutions. | New indicator | By April 2020 | Ensure DHET with the support of PSET, CSO, National and Provincial departments implement programmes to prevent GBV and eliminate the scourge of GBV in the Post-School Education and Training (PSET) System |
| | National support for PSET institutions is effected in the implementation of GBV policies and provides proper support and assistance to victims of GBV with an effective and comprehensive specialized referral system | | Implemented continuously and reported bi-annually | Ensure the DHET with the support of PSET Institutions, Implement programmes to prevent GBV and eliminate the scourge of GBV in the Post-School Education and Training (PSET) System. |
| | | | | |

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, 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 |

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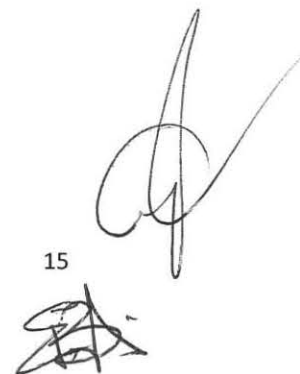
The oversight and achievement of departmental strategic goals and annual performance plans and budget

| | | | | | | | |
|---|--|---|---|--|--|--|--|
| 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 are gender responsive | Approved Strategic Plan and Annual Performance Plan are gender responsive | Approved Annual Performance Plan are gender responsive | Approved Annual Performance Plan are gender responsive | Approved Annual Performance Plan are gender responsive | Approved Annual Performance Plan are gender responsive |
| | | 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 departmental strategic goals and annual performance plans and budget


| | | | | | | | |
|---|---|--|---|---|---|---|---|
| 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 Annual gender responsive Performance Plan | Approved Annual gender responsive Performance Plan |
| | | Consideration and approval of gender responsive Quarterly Performance | 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 |

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|--|--|---|---|---|---|---|---|---|
| | | Reports and Annual report | | | | | | |
| <i>National Department facilitates public involvement, participation and service delivery improvement initiatives</i> | | | | | | | | |
| 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/Stakeholder Participatory Plan | 80% implementation of Public/Stakeholder Participatory Plan |
| <i>National Departments' and entities' involvement and contribution to the District Development Model</i> | | | | | | | | |
| 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" | 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 |
| 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

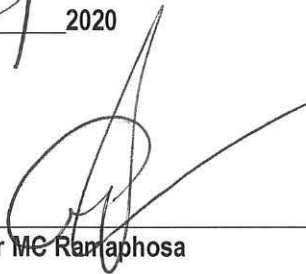
I _____ hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes**.



Hon. Dr Bonginkosi Emmanuel Nzimande, MP

Minister of Higher Education, Science and Innovation

23/10/2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

23/10/2020

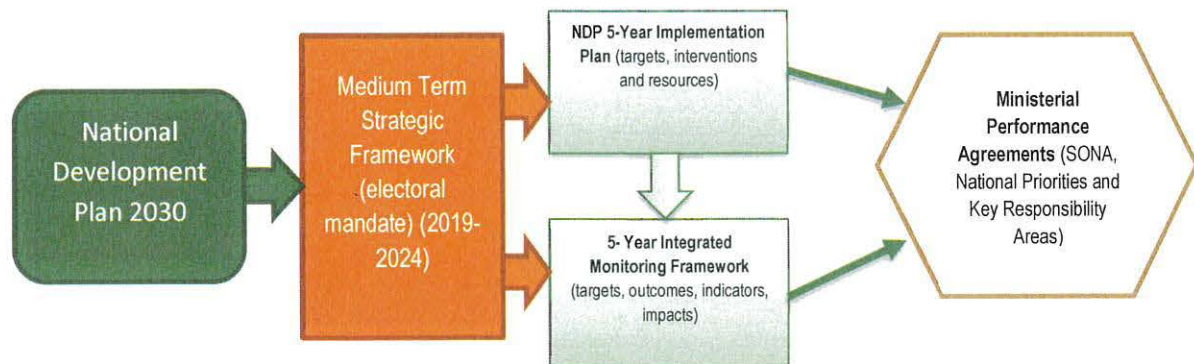
ANNEXURE 1: EXPLANATORY GUIDELINE

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: 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 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.

Deputy Ministers Performance Agreements will be developed once formal and final delegations regarding their roles and responsibilities have been included in the agreement. This is expected to be completed by the end of January 2020. The performance agreements of Directors General for the 2020 period will then follow.

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

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

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

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

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



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

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

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

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

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

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

- *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:

- 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.

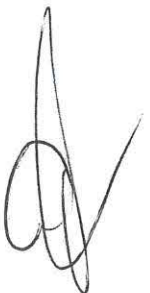
Over and above this Cabinet will closely monitor the overall implementation of the 2019 - 24 MTSF. In this regard you are expected to table bi-annual progress reports to Cabinet on progress with regards to your commitments in the MTSF. It will not be sufficient to state in these reports that a particular 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.

