



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER OF INTERNATIONAL RELATIONS AND COOPERATION

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.

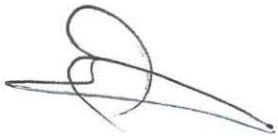
Executive Members' Ethics Act (No. 82 of 1998) state that members of the Cabinet must act according to a code of ethics, created by the President pursuant to the principles and framework established by the Executive Members' Ethics Act of 1998.

The principles of natural justice apply.

MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 5 of the 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 7: A better Africa and World

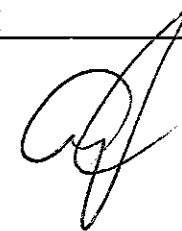
Outcome and target	INCREASED REGIONAL INTEGRATION AND TRADE (A SCORE OF 631 IN THE REGIONAL INTEGRATION INDEX FROM A BASELINE OF 531 IN SADC)			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Implementation of detailed Implementation Plans for prioritised project of the Regional Indicative Strategic Development Plan (RISDP)	Percentage of prioritised projects of the Regional Indicative Strategic Development Plan (RISDP) implemented	Revision of RISDP completed. Detailed implementation plans for project and initiation of prioritised projects outstanding	20%	Provide political oversight and leadership for the implementation of the prioritised projects of the Regional Indicative Strategic Development Plan (RISDP).
Monitor South Africa's contribution towards regional integration towards peace; stability; socio-economic development; good governance; democracy; and the implementation of the RISDP	Number of bi-annual assessment of SA's contribution towards regional integration towards peace; stability; socio-economic development; good governance; democracy; and the implementation of the RISDP		Two assessment report of SA's contribution towards regional integration towards peace; stability; socio-economic development; good governance; democracy; and the implementation of the RISDP	Ensure the monitoring of South Africa's contribution towards regional integration in terms of peace, stability, socio-economic development, good governance, democracy and implementation of RISDP.



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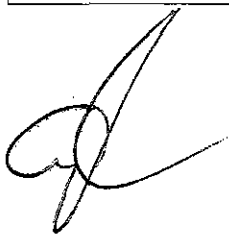
PURSUIT OF THE GOALS AND OBJECTIVES OF THE AGENDA 2030 AND AGENDA 2063				
Outcome and target				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Contribute to the implementation of identified Agenda 2063 Flagship Projects	Progress of agreed partnership outcomes monitored.	100% of partnerships convened with outcomes aligned to Agenda 2063	Agenda 2063 and African flagship programmes prioritised in all South Africa's inputs to all African and AU official's strategic partnerships	Ensure the monitoring of progress on agreed partnership outcomes.
South Africa's obligations towards UN, SADC and the AU including the institutions hosted in South Africa (PAP, NEPAD, APRM, AFCONE, PAUSSI) and TFCA's (payments) honoured	Country obligation to SADC and AU fulfilled	New indicator	90% of obligations fulfilled	Ensure that the country's obligations to SADC and AU are fulfilled
Coordinate the delivery of the strategy for the AU Chairship	AU Chairship strategy implemented		Objectives of the AU strategy achieved	Ensure the implementation of South Africa's AU Chairship strategy

SA POSITION ADVANCE IN EQUITABLE MULTILATERAL INSTITUTIONS AND ENHANCED GLOBAL GOVERNANCE				
Outcome and target				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Advance South Africa's national interest and safeguard South Africa's national positions within all international engagements and promote an equitable rules-based multilateral system	South Africa's negotiating positions developed, approved and reported on, for engagement at multilateral for a	South Africa's national interest advanced of 85% of resolutions and outcomes through participation in multilateral fora where targeted resolutions and decisions reflects South Africa's positions	South Africa's positions advanced towards an equitable rules-based system	Ensure South Africa's negotiating positions are developed, approved and reported on, for engagement at multilateral fora
	South Africa's National Interest Framework is developed	South Africa's National Interest Conceptual Framework	South Africa's National Interest Framework developed by March 2022	Ensure that South Africa's National Interest Framework is developed



	A long-term strategy for South Africa's membership /candidatures developed		Develop a long term strategy for South Africa's membership /candidatures and identify which memberships to pursue	Ensure that the long term strategy for South Africa's membership /candidatures is developed. Provide political oversight in terms of the identification of which memberships to pursue
Provide political guidance in order to utilise South-South cooperation to pursue South Africa's national interest and advance the development agenda	Alignment between the outcomes of South-South engagements and structure strategies		Alignment between the outcomes of South-South engagements and structure strategies	Ensure that the engagement strategy for South-South engagement are developed and implemented during the engagements
Provide political guidance in order to leverage relations with the North in advancement of national and continental priorities	Alignment between the outcomes of North-South engagements and structure strategies		Alignment between the outcomes of North-South engagements and structure strategies	Ensure that the engagement strategy for North -South engagement are developed and implemented during the engagements

Outcome and target	INCREASED REGIONAL, GLOBAL INTEGRATION AND IMPROVED PEACE, SECURITY AND STABILITY ON THE CONTINENT (PERCENTAGE INCREASE IN GLOBAL INTEGRATION AND IMPROVED PEACE, SECURITY AND STABILITY ON THE CONTINENT)			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Promote regional, global integration, and improve peace, security and stability on the Continent	Compliance with international commitments (where commitment refers to military, humanitarian, environmental and any other)	100% compliance	100% compliance with all international commitments and requests for external missions (including political and diplomatic initiatives) in pursuit of regional, continental and international stability	Support and coordinate other departments to ensure compliance with international commitments (where commitment refers to military, humanitarian, environmental and any other)



Outcome and target	INTERNATIONAL PROTOCOLS AND COMMITMENTS ACHIEVED (100% compliance with all international protocols and commitments)			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Ensure compliance to international protocol and commitments	Compliance with international protocols and commitments	100% compliance	100% compliance with all international protocols and commitments	Provide political leadership and support to ensure compliance with international protocols and commitments

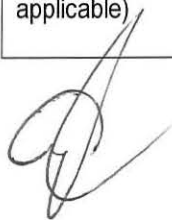
Outcome and target	Leveraged bilateral, political economic and social relations to achieve the objectives of the NDP and the MTSF priorities. Increased foreign direct investment and contributed to economic growth in South Africa			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Provide political oversight to ensure that South Africa's bilateral engagements are focussed and are utilised to contribute to the achievement of the NDP and the MTSF	Percentage of structured mechanisms reviewed to align it to the achievement of the NDP and MTSF		100% of structured mechanisms reviewed	Ensure that the current structured bilateral mechanisms are reviewed to enable South Africa to honour the terms of the agreements and to utilise these to contribute to the achievement of the MTSF and the NDP.
Provide political oversight to ensure that South Africa's bilateral engagements and Mission footprint be utilised in order to drive investment, trade and tourism promotions	Number of reports on the outcomes of structured bilateral mechanism and high level visits as well as regional investment /trade and tourism promotions		Twelve regional reports on the outcomes of structured bilateral mechanism and high level visits as well as investment /trade and tourism promotion	Ensure that South Africa's bilateral engagements and Mission footprint be utilised in order to drive investment, trade and tourism promotions

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

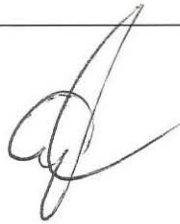
Outcome	FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector	Percentage elimination of wasteful and fruitless expenditure in public sector institutions	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
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 Integrated One Plan at District/Metro levels (If applicable)	% of integrated one plan	New	100% Integrated One Plan	Contribute to the alignment of the joined-up plans to MTSF and their responsiveness to long-term development trends stated in the NDP and NSDF.



Outcome	A modern, effective department, with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Ensure the Department's readiness to improve the digital environment	Enhanced digital environment		Adopted Digital Strategy	Provide political oversight and conducive organisational environment for the improvement in the digital environment
Ensure the Department's readiness to implement the Foreign Service Act (FSA)	Requirements for the implementation of the FSA completed		Formulate codes, directives and regulations as may be appropriate	Provide political oversight and conducive organisational environment for the implementation of the FSA
Ensure appropriate structures in place and resources allocated for the rendering of consular service to South African citizens abroad	Percentage of requests for consular assistance rendered		100% of consular services rendered	Provide political oversight and conducive organisational environment for the rendering of consular services to South African citizens abroad

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



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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 days 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 (If applicable)	Oversee the development of departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of Strategic Plan, Annual Performance Plans	Approved Strategic Plan and Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan
		Consideration and approval of Quarterly Performance Reports and Annual report	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved

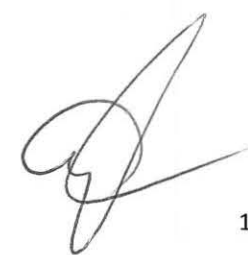
The oversight and achievement of engendered departmental strategic goals and annual performance plans and budget as per the Gender responsive planning, budgeting, monitoring, evaluation and auditing framework.

Political oversight on engendered strategic planning and reporting (If applicable)	Oversee the development of engendered departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of engendered Strategic Plan, Annual Performance Plans	Approved engendered Strategic Plan and Annual Performance Plan	Approved Annual engendered Performance Plan	Approved Annual engendered Performance Plan	Approved engendered Annual Performance Plan	Approved Annual engendered Performance Plan
		Consideration and approval of engendered Quarterly Performance Reports and Annual report	4 Quarterly and Annual engendered report(s) approved	4 Quarterly and Annual engendered report(s) approved	4 Quarterly and Annual engendered report(s) approved	4 Quarterly and Annual engendered report(s) approved	4 Quarterly and Annual engendered 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 (If applicable)	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/ Stakeholder Participatory Strategies and Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory/Stakeholder Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory Plan
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National Departments' and entities' involvement and contribution to the District Development Model



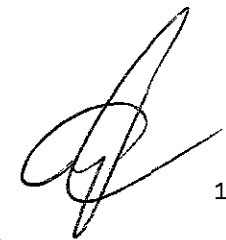
Involvement and contribution to the District Development Model (DDM) (if applicable)	Participation in the DDM (where applicable)	Contribute to the development of the "One Plan" and monitor the implementation against the plan	80% achievement of own commitments in the "One Plan"	80% achievement of own 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"
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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	Shareholder compact updated, plans approved and	Shareholder compact updated, plans approved and	Shareholder compact updated, plans approved and	Shareholder compact updated, plans approved and	Shareholder compact updated, plans approved and



		Annual Plans and regular governance and performance of the Entities	performance monitored	performance monitored	performance monitored	performance monitored	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.

G.N.M. Pandor

Hon. Dr Naledi Grace Pandor, MP

Minister of International Relations and Cooperation

30 NOVEMBER 2020

[Signature]

His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30. 11. 2020

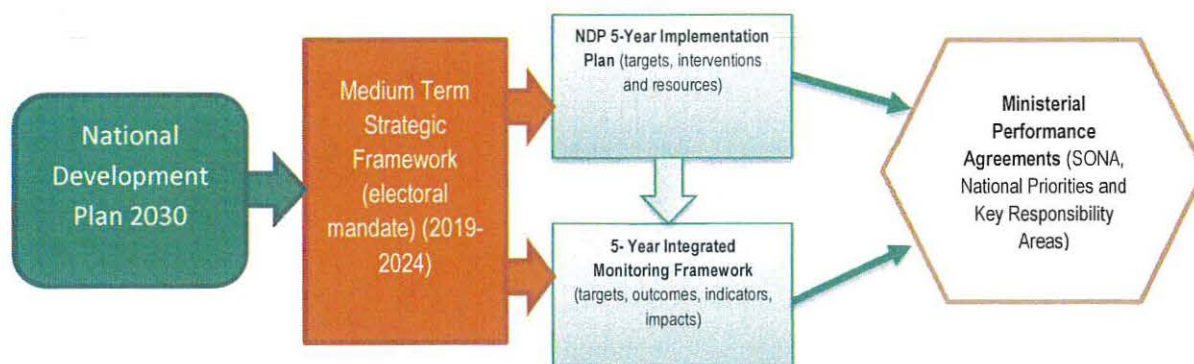
ANNEXURE 1: EXPLANATORY GUIDELINE

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 annual MPA contains a set of specific targets backed by measurable performance indicators to be achieved over the 5- year electoral period, the purpose of which is to put the country on a positive path towards our national development goals and objectives.

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

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

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

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

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

- **Priority:** indicates which of the 7 priorities are directly applicable to the Minister concerned. The Minister is still expected to contribute to the rest of the MTSF as part of the National Executive collective.
- **Target:** provides context to the medium to long-term impact we are seeking to achieve e.g. economic growth.
- **Outcome:** highlights the broad result area we want to make a difference within a year up to 5 years.

- **Indicators, baselines and targets:** are measures that are directly taken from the MTSF.
- **Minister's responsibility:** this column emphasizes the specific contribution that the Minister must make towards delivery of the intervention in the short to medium term. Where a Minister is mentioned as a lead, he or she must take responsibility to convene other relevant stakeholders towards the implementation of a particular intervention. Where a Minister is mentioned as contributing department, it indicates a need for the Minister to take initiatives towards working with Cabinet 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: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

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

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

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

- *Show how you will manage the performance of Heads of Department and Department*
- *Describe how in executing your role and responsibility you will provide oversight in performing the functions below.*

5. KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

- *Describe how in executing your role and responsibility you will provide oversight in performing the functions below.*
- *Show how you will actively participate and contribute to the different governance structures, for example, the Cluster/Committee/s system; to Inter-Ministerial Committees and MinMecs.*
- *Show how you will provide leadership and oversight to State Owned Entities/Agencies that you are responsible for*

- *The oversight and achievement of departmental strategic goals and annual performance plans and budget*
- *National Department facilitates public involvement, participation and Service Delivery Improvement Initiatives*
- *National Department involvement, participation in the District Planning Model*

6. IMPLEMENTATION

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

- 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 persistent under-performance that the President may take any action he deems necessary.

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

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

8. POLITICAL OVERSIGHT OF THE DEPARTMENT

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

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

9. SPIRIT AND INTENT

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

We have a duty to follow-through on our policy promises to the nation and make greater advances in terms of closing the gap between our development vision and the realities

on the ground. The spirit and intent of the MPAs is to keep us focused on achieving our important targets.

10. PROFESSIONAL DEVELOPMENT

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