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**PERFORMANCE AGREEMENT**

**BETWEEN**


**THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA**

**AND**

**THE MINISTER FOR PUBLIC WORKS AND INFRASTRUCTURE**

**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.

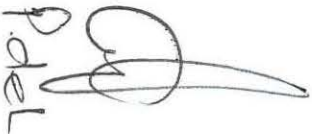
*Executive Members' Ethics Act (No. 82 of 1998)* state that members of the Cabinet must act according to a code of ethics, created by the President pursuant to the principles and framework established by the Executive Members' Ethics Act of 1998.

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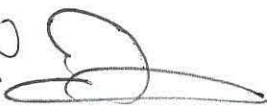
**KEY RESPONSIBILITY AREA 1: POLITICAL LEADERSHIP CONTRIBUTING TO THE COUNTRY'S TRIPLE CHALLENGES, NDP PRIORITIES AND MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019 – 2024**

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: COVID-19 interventions**

**Target: In terms of Section 7 (3)(a) of GG43096 of 29 April 2020, Identify and make available quarantine sites**

Outcome		WOMEN AND PERSONS WITH DISABILITIES PRIORITISED		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Identify and make available sites to be used for isolation and quarantine facilities as the need arises and provide a list thereof to the Department of health for resourcing	Number of quarantine facilities provided  Quarantine Site Master List to cover all Districts	New Indicator	Quarantine facilities identified and made available in accordance with the Protocol Agreement, prioritising where possible government facilities  Up-to-date and comprehensive quarantine site master list available to the Department of Health	Ensure that sites to be utilised for isolation and quarantine facilities are identified and made available in accordance with the needs, and master list is compiled of such facilities

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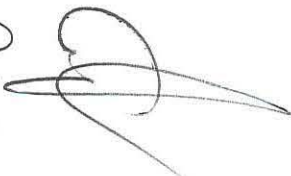
**Priority 2: Economic transformation and job creation**

**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**

<b>Outcome</b>		<b>WOMEN AND PERSONS WITH DISABILITIES PRIORITISED</b>		
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Create jobs through Job Summit Commitments Operation Phakisa and other public sector employment programmes	Number of work opportunities reported through other public employment programmes	4.4 million work opportunities	5 million EPWP work opportunities created by 2024	Ensure that work opportunities are created and identified targets are reached, through the EPWP program and Operation Phakisa

**Target: Transformed, representative and inclusive economy which prioritises women, youth and persons with disabilities**

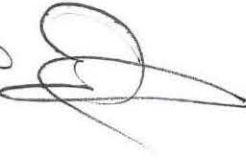
<b>Outcome</b>		<b>INCREASED ECONOMIC PARTICIPATION, OWNERSHIP, ACCESS TO RESOURCES, OPPORTUNITIES AND WAGE EQUALITY FOR WOMEN, YOUTH AND PERSONS WITH DISABILITIES</b>		
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's responsibility</b>
Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women, youth and persons with disabilities	Proportion of youth, women and persons with disabilities	25 Year Review reports	Minimum targets as defined for women, youth and persons with disabilities	Ensure women and youth participation in all programmes implemented.

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**Target: Investment to reach 23% of GDP by 2024 with the public sector contributing 8% of GDP and the private sector contributing 15% of GDP**

<b>Outcome</b>				
<b>QUALITY AND QUANTUM OF INVESTMENT TO SUPPORT GROWTH AND JOB CREATION IMPROVED</b>				
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Improve the quality and rate of infrastructure investment	Infrastructure Fund established and operationalised	New indicator	R100 billion Infrastructure Fund established and operationalised by 2024	<p>Oversight of the IF and sign-off of the Infrastructure project pipeline as per the Infrastructure Development Act</p> <p>Partner with other departments to implement IF projects (including the strategic partnership with the Minister of Environmental Affairs, Fisheries and Forestry regarding the Oceans Agriculture, Land Reform and Rural Development Economy</p>

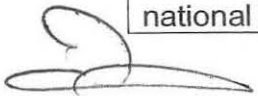
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**Priority 3: Education, Skills and Health**

**Target: Learners and teachers feel respected and learning improves by 2024**

<b>Outcome</b>		<b>INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN RURAL AND URBAN PLACES</b>		
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Proportion of schools identified through the SAFE project provided with appropriate sanitation facilities	Number of schools identified through SAFE programme have sanitation meeting minimum infrastructure norms	Planned infrastructure projects by school name and province for the coming 3 years – will be mapped on GIS	All schools identified through SAFE programme have sanitation meeting minimum infrastructure norms by 2024	In consultation with the Minister of Basic Education, develop minimum Infrastructure norm and standards and related modular designs for schools.
Efficient and effective management of public assets, land and buildings	Public assets managed effectively		100% of public assets managed effectively	Fully functional Immovable Asset register and single repository for public assets.
Identify and use government land and buildings in urban and rural areas as a catalyst for spatial transformation in support of the NSDF and IUDF objectives, including land and agrarian reform (9 993 Ha identified – custodianship of national DPWI)	Number of government owned land parcels released towards spatial transformation and spatial justice	New Indicator	50 land parcels by 2024	Ensure the identification and the utilisation of government land and buildings in urban and rural areas as a catalyst for spatial transformation in support of the NSDF and IUDF objectives, including land and agrarian reform and human settlement purposes



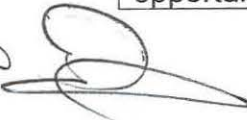
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Outcome	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN RURAL AND URBAN PLACES			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
identified for settlements purposes)				

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

**Target: Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions. shared national spatial vision and frames to support integration between sector departments, provinces and regions**

Outcome	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN RURAL AND URBAN PLACES			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Establish funding support mechanisms towards improved quality and quantum of investment and job creation that also contributes to spatial transformation and spatial justice objectives, informed by regional dynamics (transformation priorities, high risk areas and areas of opportunity)	Infrastructure fund established	New indicator	Infrastructure fund established and operationalised by 2024. R100 billion funding allocated over ten years	Develop the criteria and mechanisms to ensure the effective functioning of the oversight function of the IF
	Land and agrarian reform fund established	New Indicator	Land fund established by March 2020 and R3.6 billion allocated over 5 years	Development of the National Infrastructure Plan

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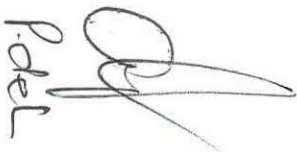
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<b>Outcome</b>				
<b>INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN RURAL AND URBAN PLACES</b>				
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Identification of existing towns and cities for refurbishment and transformation into smart cities	Number of cities identified for redesign and refurbishment as smart cities	New indicator	Three existing cities identified and plans for redesign and refurbishment as smart cities developed by March 2024	Identify existing towns and cities for refurbishment and transformation into smart cities and develop Government precincts.  Lead the process for the establishment of the New City in South Africa, as agreed to by the IMC.

**Priority 5: Spatial Integration Human Settlements and Local Government**

**Target: Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security**

<b>Outcome</b>				
<b>SUSTAINABLE LAND REFORM</b>				
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Land acquired for redistribution, restitution and tenure reform	No. of hectares of land acquired for redistribution, restitution and tenure reform	1 million Ha	900 000 Ha of land for redistribution and tenure reform	Expedite land reform processes
			600 000 Ha of land for land restitution	
Land reform projects provided with post settlement support	% of approved land reform projects provided with post settlement support	New indicator	100%	Provide support to the Minister of Agriculture, Land Reform and Rural Development in relation to new land reform projects

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**Target: Transform ownership and management patterns by supporting women-owned and led enterprises**

Outcome				
INCREASED ACCESS TO LAND REFORM, HOUSING, SAFE LIVING ENVIRONMENT, UNIVERSAL ACCESS AND DESIGN AND SAFE AND AFFORDABLE TRANSPORT AND ICT SERVICES				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Targeted programme to expand access to and ownership of land in both urban and rural areas, including title deeds for women, youth and persons with disabilities	Percentage share by gender, age and disability of hectares (Ha) of land acquired, for redistribution, restitution, tenure reform and access to title deeds	Land Audit Report	Minimum target as per sector equity targets	Expedite targeted programme to expand access to and ownership of land in both urban and rural areas, including title deeds for women, youth and persons with disabilities
All infrastructure and neighbourhood development grants and tax rebates and new structures must incorporate universal design requirement, norms and standards including programs to retrofit existing buildings, transport and ICT systems and infrastructure	Level of compliance with universal design, norms and standards	Public Transport Network Grant is only grant currently with universal design requirements	100% compliance by 2024	Ensure programme and projects build is compliant with universal design requirement, norms and standards including programs to retrofit existing buildings, transport and ICT systems and infrastructure

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**Priority 6: Social Cohesion and Safer Communities**

**Target: Public value and trust; active citizenry and partnerships in society**

<b>FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT</b>				
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Modernise business processes in the public sector	Business Processes Modernisation Programme in the public sector approved and implemented		Business Processes Modernisation Programme in the public sector approved by 2020 and implemented by 2023	Modernise business processes in the public sector that will facilitate Infrastructure led economic growth.
Improve financial management capability in the public sector	Develop programme to strengthen asset management in the public sector	2018  Baseline	Develop programme to strengthen asset management in the public sector by 2023	Improve technical and financial management capability in the public sector.in order to expedite Infrastructure development investment.

**Target: Equal opportunities, inclusion and redress**

<b>A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY</b>				
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Produce and coordinate implementation of a national strategic plan (NSP) to end gender-based violence	Level of implementation of the NSP	Integrated Government POA on addressing violence against women and children and persons with disabilities	100 % implementation of NSP by 2024	Develop and coordinate the implementation of the NSP

**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**

<b>Outcome</b>				
<b>FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT</b>				
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
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

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<b>Outcome</b>		<b>FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT</b>		
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
	Ensure functionality of ethics structures and adequate capacity	New	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures
Develop and implement district/metro joined-up plans	% joined-up plans	New	100% joined-up plans	Contribute to the development of the economic development component of the joined-up plan

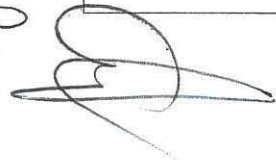
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**KEY RESPONSIBILITY AREA 3: INSTITUTIONAL OVERSIGHT OF THE HOD AND DEPARTMENT**

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
<b>Executive Authority oversight over the Deputy Minister</b>							
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
<b>Executive Authority oversight over the Accounting Officer</b>							
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	Annual updated delegations	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register

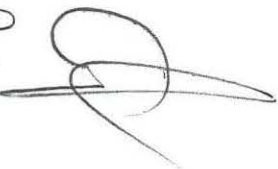
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Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
	Minister to DG						
	Monitor compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 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
<b><i>The oversight and achievement of departmental strategic goals and annual performance plans and budget</i></b>							
Political oversight on strategic planning and reporting	Oversee the development of departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of Strategic Plan, Annual Performance Plans	Approved Strategic Plan and Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan
		Consideration and approval of Quarterly Performance Reports and Annual report	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved	4 Quarterly and Annual report reports approved
<b><i>The oversight and achievement of a gender responsive departmental strategic goals and annual performance plans and budget as per the Gender responsive planning, budgeting, monitoring, evaluation and auditing framework</i></b>							
Political oversight on strategic	Oversee the development of gender	Approval of a gender responsive	Approved gender responsive Strategic Plan	Approved Annual gender responsive	Approved gender responsive	Approved gender responsive	Approved gender responsive

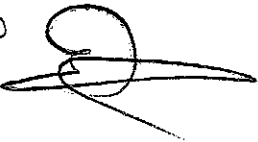
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planning and reporting	responsive departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Strategic Plan, Annual Performance Plans	and Annual Performance Plan	Performance Plan	Annual Performance Plan	Annual Performance Plan	Annual Performance Plan
		Consideration and approval of a gender responsive Quarterly Performance Reports and Annual report	4 Quarterly and Annual gender a 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
<b><i>National Department facilitates public involvement, participation and service delivery improvement initiatives</i></b>							
Support good governance through leading participatory governance and social compacts with stakeholders	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/Stakeholder Participatory Strategies and Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory/Stakeholder Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory Plan
<b><i>National Departments' and entities' involvement and contribution to the District Development Model</i></b>							

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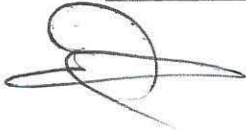
Involvement and contribution to the District Development Model (DDM)	Participation in the DDM where applicable	Contribute to the development of the "One Plan" and monitor the implementation against the plan	80% achievement of own commitments in the "One Plan"	80% achievement of own commitments in the "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"
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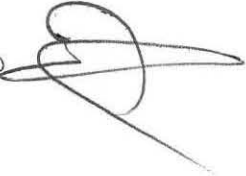
KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
<b>Government structures</b>							
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
<b>Parliamentary Accountability</b>							
Accountability to the Parliament	Responding to Parliamentary Questions and ensuring accountability of own departments and entities to Parliament	Timely response to Parliamentary Questions and tabling of Plans, Budget and Reports	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament

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Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
<b>Oversight on State Owned Companies and Public Entities/Agencies</b>							
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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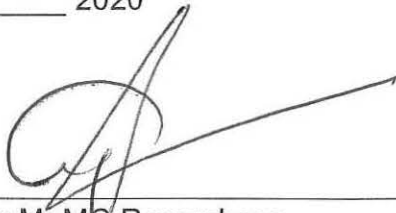
I \_\_\_\_\_ hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes.**

*P. de Lille*

Hon: Ms Patricia de Lille, MP

Minister of Public Works and Infrastructure

*18.11.* \_\_\_\_\_ 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

*6 Nov.* \_\_\_\_\_ 2020

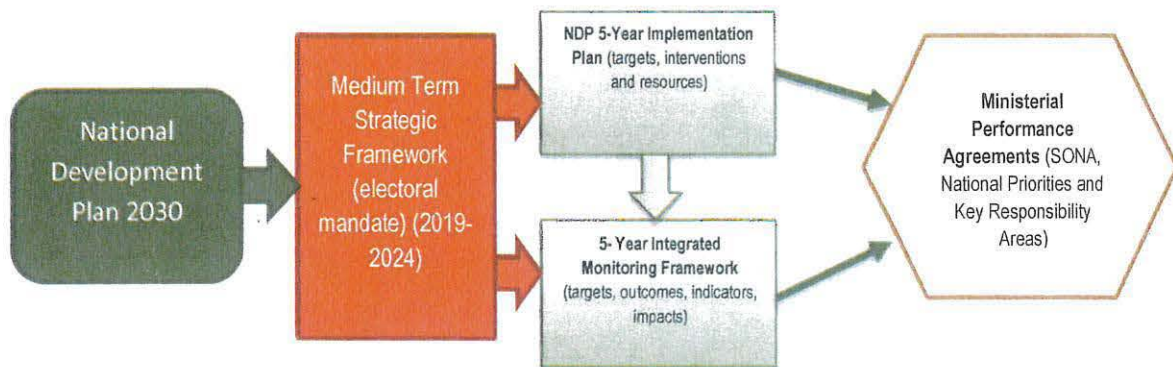
## ANNEXURE 1: EXPLANATORY GUIDELINE

### 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 safer 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

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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



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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:

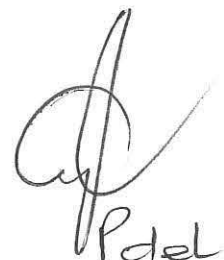
- Show how you will manage the performance of Heads of Department and Department
- Describe how in executing your role and responsibility you will provide oversight in performing the functions below.

### 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:



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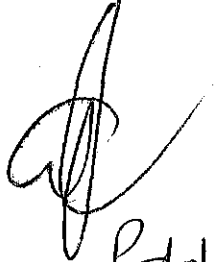
- Formulating the aspiration: A clear statement of goals, outcomes and targets to be achieved for each priority arising out of a rigorous problem analysis, needs assessment and diagnosis;
- A coherent theory of change – articulating the best way to achieve the aspiration based on relevant theoretical literature and research on local and international cases as well an assessment of current policies and whether they are enablers or constraints. If the latter, then they should be revised and amended accordingly. To note is that in many instances policy development is not a problem, implementation is. However, in some cases revisions to policies may be required and in rare situations new policies may be required to enable the achievement of the priority;
- Setting specific milestones to be reached with leading indicators.
- Interventions (addressing inhibitors/constraints and identifying drivers of performance). Agreeing on who is involved and how those involved will go about contributing to the priority and
- A delivery trajectory mapping out the points from current performance (base line) and showing how implementation of initiatives will shift performance towards the set outcome and target. Points along the delivery trajectory will be used to conduct rapid impact assessments to establish whether real improvement is happening on the ground.

The delivery plan therefore essentially specifies what will be achieved (impact, outcome, target), where it will be achieved, who is involved and how those involved will go about achieving the priority.

Where cooperation from and or coordination with other parties (provincial MECs, National Ministers, Executive Mayors) is required to achieve the priority actions and targets, it is your responsibility to seek out this cooperation and bind the other party/parties to the commitments necessary to achieve the targets. In the event that cooperation was not forthcoming, details to this effect as well as how the non-cooperation and coordination failure affected the achievement of the target should be reported on at the bi-annual meeting with President.

Senior officials in your department/s are required to reflect the priority actions and targets in the Strategic Plans and Annual Performance Plans of the Department to ensure they are planned for and properly resourced. Moreover, I also expect that you will enter into a performance agreement with your Director-General that will reflect the priority actions and targets contained in this agreement, in addition to the other key performance areas of the Department.

I expect that you will formally delegate specific areas of responsibility to your Deputy Minister(s) to provide some support to you regarding the priority actions and targets in this agreement, in addition to the other key performance areas of the Department.

  
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### 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.



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### 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.



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