



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER OF SOCIAL DEVELOPMENT

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.

THE RATIONALE

This Performance Agreement of the Minister of Social Development is founded on government's long-term rationale for Social Development as a complex of instruments with which the potential that resides in South Africa's human and social assets — each citizen — can be freed to actualise our country's collective improvement, reinforce our economic growth, eliminate our common risks and meaningfully contribute to humanity. "Social Development is about improving the well-being of every individual so that they can reach their full potential. The success of society is linked to the well-being of each and every citizen. Social Development means investing in people. Their families will also do well and the whole of society will benefit." (Government of New Brunswick, Canada)

This performance agreement on Social Development, is central to government's conscious efforts to create favourable conditions and reconfigure society's collective behaviours around which every South African will be able to pursue their aspirations, realise their resourcefulness, improve their life circumstances and meaningfully participate in civic, social, economic and humanity's activities.

Thus, intrinsic to the execution of this Performance Agreement, and consistent with the *Constitution*, is Social Development upholding life-improving opportunities for each South African, with more emphasis placed on the vulnerable, the poor and the marginalised people.

During the Sixth Administration of democratic South Africa (June 2019 — April 2024) government will deepen and efficiently target its Social Development investments to effectively undo historical challenges while purposefully advancing South Africa's collective wellbeing, reinforcing our economic growth, eliminating our common risks and meaningfully contributing to humanity.

Therefore, developing our social potential (each South African) is a precondition for the emergence of a consistent, productive and growing South African society and economy.

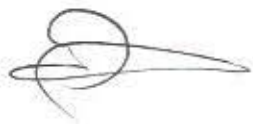

MINISTERIAL KEY RESPONSIBILITY AREAS

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).

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

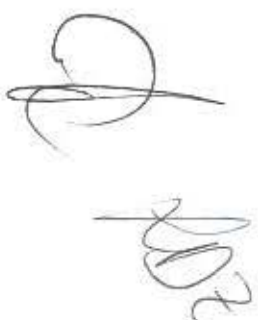
Target: Productive inclusion through the Public Works Programme for a transformed developmental social welfare.

Outcome		Transformed, representative and inclusive economy which prioritises women, youth and persons with disabilities		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Accelerate initiatives to address women's unequal economic and social position	% of CSG recipients below 60 linked to sustainable opportunities.	New	2% of CSG recipients below 60 linked to sustainable livelihoods opportunities by 2024	With the support of DTI, COGTA, National GBF coordinating structure, Public private partnerships are established to facilitate economic opportunities for women
Job opportunities created through Extended Public Works Programmes (EPWP)	Number of EPWP work opportunities created through DSD Programmes	175 812 achieved by the <i>social sector</i> in 2019/2020	137 000 of EPWP work opportunities created through DSD Programmes by 2024. This include ECD, HCBC, VEP, Older persons, community development, SASSA and NDA.	Support the implementation of programmes on work opportunities
Create work opportunities through the President's employment stimulus package through DSD managed facilities (ECDs).	Numbers of compliance monitors employed to monitor norms and standards and COVID-19 compliance in DSD managed facilities	New	36 111 Compliance monitors appointed to monitor the norms and standards and COVID-19 compliance in DSD managed facilities in 2020/21	Ensure the appointment of compliance monitors.
Work opportunities created as a result of CSOs development interventions	Number of work opportunities created because of CSOs development interventions.	New	3 550	Support the implementation of NDA programmes on work opportunities

Priority 3: Education, skills and health

Target: Provision of Health Care, Basic Education and Early Childhood Development.

Outcome:		Increased access to quality early childhood development (ECD) services		
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Teenagers are aware of their sexual and reproductive health and rights, including addressing teenage pregnancies and risky behaviour.	Percentage of teenagers reached through intervention programmes by gender, age and disability.	Tbd	75% teenagers reached by 2024	Ensure that programme is rolled out. Partner with schools and the media



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

Target: Create a harmonised social protection system to ensure that the state is able to cushion citizens from various forms of vulnerability and dehumanising poverty.

Outcome		A comprehensive, inclusive and responsive social protection system to build the resilience of citizens		
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Optimize the social security legislative framework and develop appropriate norms and standards for service delivery	White Paper on Comprehensive Social Security Social Security Bill	Discussion paper on Comprehensive Social Security	White Paper on Comprehensive Social Security approved by Cabinet by 2022 Draft Social Security Bill approved by 2024	Provide leadership and guidance to ensure the finalisation and approval of the policy and development of the Social Security Bill
Improved coverage of social grants for orphans and vulnerable children through the extended child support grant	Extended child support grant for orphans and vulnerable children	Social Assistance Amendment Bill	Legislation and regulations completed by 2021	With the concurrence of the Minister of Finance, ensure implementation of the extended child support grant
Social Welfare Index	Development of the social welfare index	Social welfare index	Develop the social welfare index by 2024	Ensure implementation of social welfare interventions to provide care to the vulnerable such as those affected by HIV, women, children, older persons and persons with disabilities against abuse.
Expand the number of social services professionals	Sector strategy for the employment of social service professionals developed	Demand model for social services practitioners	Sector strategy approved by Cabinet by 2024	Oversee the employment of social service professionals

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Outcome	A comprehensive, inclusive and responsive social protection system to build the resilience of citizens			
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Implement the NSP and civil societies multi-sectoral strategic framework to realise SA free from GBVF	National Strategic plan on GBV and Femicide implemented	NSP on GBV and Femicide	Development of the psycho-social policy to support victims by 2022 Inter-sectoral policy on sheltering services by 2020/22	Ensure psycho-social service policy is in place and foster cooperation with other government departments.
Harness approaches to prevention that facilitate integration and deepen impact	GBVF Prevention Strategy integrating Substance abuse (drugs and alcohol)	NDMP/NSP on GBVF/integrated programme on GBVF, social crime prevention and substance abuse	Integrated programme on GBVF, social crime prevention and substance abuse implemented by 2024	Ensure policy and programme integration of GBVF prevention and substance abuse interventions to enable implementation
Amend legislation related to older persons	Older Persons Act 2006 amended	Older Persons Act 2006	Older persons Act amended by April 2024	Ensure that the Department of Social Development supported by DOJ&CD National, Provincial & Local government, CSO amend the Older Persons Act

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Outcome		A comprehensive, inclusive and responsive social protection system to build the resilience of citizens		
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Strengthen substance abuse interventions.	Increase the number of people accessing substance abuse interventions	282 760 (2013-2017)	10% increase in the number of people accessing substance abuse interventions by 2024	Ensure a focus on scaling up treatment and rehabilitation to increase the number of people accessing substance abuse interventions.
		MRC 18000		
Migrate the responsibility for pre-schooling to the Department of Basic Education (contributes to Priority 3)	Amendment of legislation to regulate the ECD landscape	New indicator	Amendment of Children's Act No 38 of 2005 completed within 24 months of Cabinet proclamation in change	Ensure that the Department of Social Development supported by DOJ&CD National, Provincial & Local government, CSO amend the Children's Act No 38 of 2005.
Increase access and improve the quality of ECD services.	Reopening of ECD Programmes facilitated	New	Monitor compliance with standard operating procedures for COVID 19	Ensure that the provinces are brought to oversee that ECDs are supported to comply with COVID 19 protocols and procedures Support the optimisation of policy and legislation to improve the quality and access of ECD services to children between ages of 0-4, and by improving access, and investing in infrastructure development.
	Database on ECD Programmes	New	Database on ECD Programmes developed in 2020/2021	
	Quality assurance system in place	New indicator	Quality assurance system approved by Cabinet by 2024	
	Number of children accessing ECD services	2 487 599	20% increase in number of children accessing ECD services by 2024	
	Number of new ECD centres constructed	51	16 new centres constructed by 2024	
	Number of ECD centres maintained / upgraded	1023	292 ECD Centres maintained / upgraded by 2024	

Outcome	A comprehensive, inclusive and responsive social protection system to build the resilience of citizens			
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Address social grants exclusions to CSG by increasing access of the CSG for 0-1-year olds	% of eligible children between 0-to-1 year old receiving CSG	New Indicator	80% of eligible children between 0-to-1-year receiving the CSG by March 2024	Ensure the implementation of social economic and social investment for the poor.
	Number of eligible grant beneficiaries receiving grants per grant type	17.8 million people registered on social grants	20.1 million eligible beneficiaries in receipt of social grants by 2024	
Youth participating on their sexual and reproductive health and rights advocacy campaign.	Number of youth participating in the sexual and reproductive health and rights online advocacy campaign	New	10 000+ youths in Siyakwazi Youth Network in the 52 Districts by 2020/2021	Provide Support in the implementation of the programmes
Ensure evidence-informed policies and decision making regarding services in the context of COVID-19.	Research report on Youth perception survey on Socio-economic, health, & gender on Impact of COVID-19	New	Research report on Youth perception survey on Socio-economic, health, & gender by 2020/2021	Support the implementation of programmes.
Influencing development policy through thought leadership	Approved Research and Evaluation Agenda	New indicator	Implementation of the research and evaluation agenda by 2024	Support the implementation of programmes.
Optimize NPO legislative framework to promote good governance and accountability	NPO Amendment Act	NPO Amendment Bill	NPO Amendment Act enacted by 2024	Ensure the amendment Bill is presented to Cabinet and Parliament
	NDA Act Amended	NDA Act 2003	Implementation of the Act by 2024	Ensure the amendment Bill is presented to Cabinet and Parliament

Outcome	A comprehensive, inclusive and responsive social protection system to build the resilience of citizens			
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Develop State and CSO Partnership model	State and CSO partnership model	NPO and DSD partnership model partnership model	State and CSO partnership model developed and approved by Cabinet by 2024	Support various programmes/interventions aimed at tackling poverty and social exclusion, oversee the professionalization of the Community Development practise to ensure that community development interventions and programmes are well-coordinated and implemented throughout the country, and strengthen the partnership between the state and CSO through partnership model.
Sustainable community development intervention/foster vibrant and sustainable communities	Sustainable Livelihoods Framework reviewed	Sustainable Livelihoods Framework document	Sustainable Livelihoods Framework reviewed by March 2022	Support programmes for the building of sustainable communities and ensure access to economic and social benefits.
Create vibrant and sustainable communities	National Community Development Policy Framework submitted for approval	Community Development Practice Policy (inclusive norms and standards)	National Community Development Policy Framework developed by 2024	Ensure that all relevant department through their Ministers buy into one community development Practitioners cadre for coherency and professionalism in the sector

Outcome	A comprehensive, inclusive and responsive social protection system to build the resilience of citizens			
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Implement COVID-19 food and nutrition security initiatives for vulnerable individuals and households	Number of individuals accessing nutritious food through DSD Food Programmes	5.2 million as at	3 300 000 individuals accessing nutritious food through DSD Food programmes	Ensure that funding is made available including donors, especially during these difficult times of Covid 19 where many individuals and households are hungry.
Contribute and provide employment opportunities for vulnerable and poor citizens	Linking of households receiving grants to economic opportunities	New	Linking 10% of household receiving social grants to sustainable livelihoods opportunities by 2024	Support the development of this strategy and the buy in by other government departments for empowering vulnerable and poor households especially women and youth who are living in houses of people receiving social grants.
	% of CSG recipients below 60 linked to sustainable livelihood opportunities	New	Linking 2% of CSG recipients below 60 to sustainable livelihoods opportunities by 2024	Support the development of this framework and strategy and the buy in by other government department for empowering vulnerable individuals especially youth and women that have children receiving child support grants
Develop a core package of social welfare interventions including an essential minimum psychosocial support	Victim Support Services Bill passed	Victim Support Service Bill	Victim Support Service Bill passed by 2024	Ensure the finalisation of the legal framework
	Minimum core services package and costing in place for GBVF survivors	Tbd	Minimum core services package and GBVF survivors in place by 2024	Provide leadership to the Department of Social Development with the support of DPME, , NT to

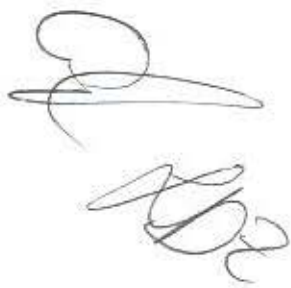
Outcome		A comprehensive, inclusive and responsive social protection system to build the resilience of citizens		
Interventions	Indicators	Baseline	Targets	Minister's responsibility
				develop a minimum core package of services and related costing for GBVF survivors
Integrated social protection information system	Single view of social protection information system operating	Fragmented social protection system LURITS, HANIS SOCPEN, DHIS, IR (Indigent registers) NISIS, NSFAS, Siyaya Umehluko, CCOD system	Single view of social protection information system operating by 2024	Oversee the switching from specialised services to one-stop or multi-purpose generic services.
An urgent need for robust evidence on the effectiveness and impact of the COVID-19 to our services and beneficiaries has been over emphasized with priority on Food Distribution, R350 COVID-19 Grant and impact of lockdown on child well-being indicators	Rapid assessment studies of the socio economic impacts of COVID- 19 on the Social sector conducted	New	Conduct three rapid assessment studies on (i) The implementation and utilisation of the R350 COVID-19 SRD Grant. (ii) Key monitoring indicators measuring the impact of COVID-19 lockdown on child well-being in South Africa. (iii) The effectiveness and impact of the Social Sector's response to Food Relief Mechanisms during COVID-19	Support the implementation of programmes as a result of assessment studies.

Outcome	A comprehensive, inclusive and responsive social protection system to build the resilience of citizens			
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Measures implemented to reduce fraud in the social assistance system	% of beneficiaries on the social grant system effectively authenticated by 2024	Infrastructure for the biometric identity access management is in place. Solution piloted in 33 SASSA offices across the country for staff utilising the SOCPEN system.	100% of beneficiaries social grant system effectively authenticated by 2024	Ensure the proper implementation of biometrics for beneficiaries and SASSA staff.
Reduced levels of poverty in response for COVID-19 focusing on 2020/2021	Payment system established for paying qualifying COVID-19 social grants top-up for May to October 2020 implemented	Existing social grants	Payment system established for paying qualifying COVID-19 social grants top-up for May to October 2020 paid for the following grant types: <input type="checkbox"/> R300 per child /R500 per caregiver <input type="checkbox"/> OAG, WVG, DG, FCG, CDG - R250	Ensure compliance with the directives of the President.
	Percentage of eligible applicants in receipt of COVID-19 special relief grant (R350)	New	100% of eligible applicants in receipt of COVID-19 special relief grant (R350).	Ensure compliance with the directives of the President.

Priority 6: Social Cohesion and Safe Communities

Target: A coordinated and integrated approach to address challenges at every stage of the criminal justice value chain

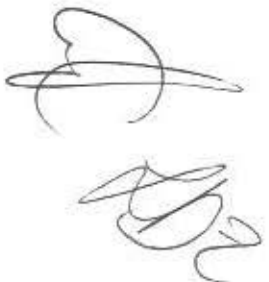
Outcome		The social integration of offenders		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Reduction in complaints in places to protect children and adults with disabilities in institutional settings (Cross cutting)	Percentage reduction in complaints, in places to protect children and adults with disabilities in institutional settings (Cross cutting)	Tbd	40% reduction by 2024	Ensure strengthened and expanded protection measures are in place to protect children and adults with disabilities in institutional settings
Ensure the improvement of security measures on peak payment days	Regular monitoring and oversight of social grants payments	300	100 % elimination of open space pay points	Ensuring that beneficiaries are served and paid in a secured environment



Priority 7: A better Africa and World

Target: A Better Africa and World for all

Outcome		SOCIAL PROTECTION, CHILDREN'S AGENDA AND POPULATION AND DEVELOPMENT OBLIGATIONS STRENGTHENED WITHIN MULTILATERAL INSTITUTIONS		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Advance and comply with all DSD international obligations such as UN, AU, SADC, Common Wealth, IORA, BRICS including the institutions hosted in South Africa (NEPAD, APRM, PAWO)	% compliance with Multilateral engagements and treaty reports	80%	100%	Ensure reporting protocol and deadlines are adhered to



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	To maintain at least an unqualified audit opinion in your department/s and entities
Programme to prevent and fight corruption in government	Percentage resolution of reported incidents of corruption in the government	Trends from the Anticorruption Hotline and Crime Statistics	95% resolution of reported incidents of corruption by 2024 via disciplinary and criminal interventions	Enforce consequences for corruption and misconduct
	Ensure functionality of ethics structures and adequate capacity	New	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures

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	Ensure that annual updated delegations are adhered to.	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	Ensuring that Annual updated	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register

	the Minister to DG	delegations are adhered.					
	Monitor compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable

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

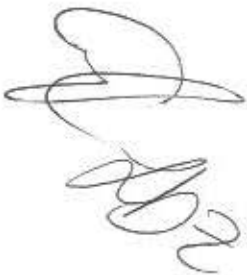
Political oversight on strategic planning and reporting	Oversee the development of departmental gender responsive Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of Gender Responsive Strategic Plan, Annual Performance Plans	Approved Gender Responsive Strategic Plan and Annual Performance Plan	Approved DSD Sector Strategic Plan, DSD Strategic Plan and Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan	Approved Annual Performance Plan
		Consideration and approval of Gender Responsive Quarterly Performance	Quarterly and Annual Gender Responsive report approved	Quarterly and Annual Gender Responsive reports approved	Quarterly and Annual Gender Responsive reports approved	Quarterly and Annual Gender Responsive reports approved	Quarterly and Annual Gender reports approved

		Reports and Annual report						
National Department facilitates public involvement, participation and service delivery improvement initiatives								
Support good governance through leading participatory governance and social compacts with stakeholders	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/Stakeholder Participatory Strategies and Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public 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 Participatory Plan
National Departments' and entities' involvement and contribution to the District Development Model								
Involvement and contribution to the District Development Model (DDM)	Participation in the DDM where applicable	Contribute to the development of the "One Plan" and monitor the implementation against the plan	80% achievement of own 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							
Effective Coordination and chairing of the Ministerial Cluster on the Governance, State Capacity and Institutional Development	Effective Coordination and chairing of the Ministerial Cluster on the Governance, State Capacity and Institutional Development	Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored
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



SIGNATURES

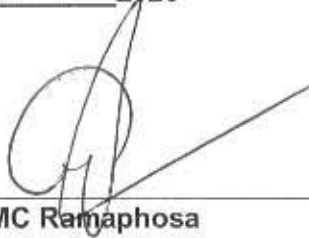
I _____ hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes.**



Hon. Ms Lindiwe Daphney Zulu, MP

Minister of Social Development

23/10 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

23/10 2020



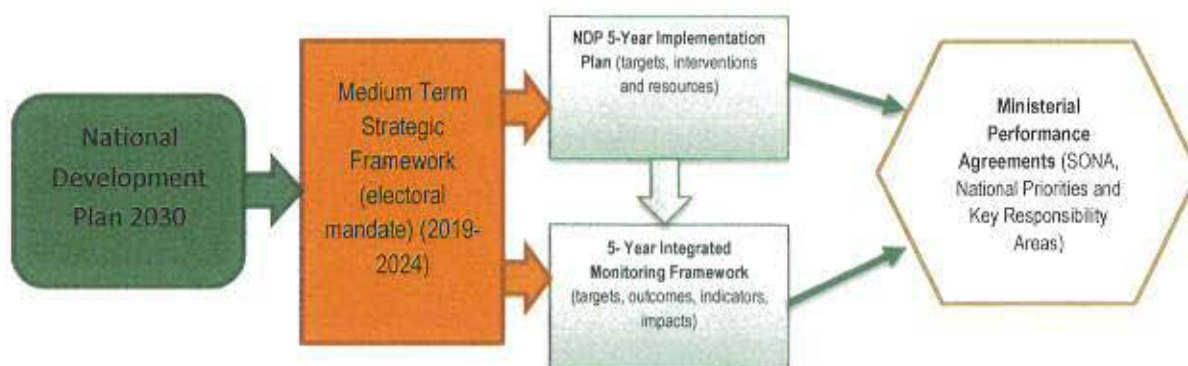
ANNEXURE 1: EXPLANATORY GUIDELINE

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 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 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 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:

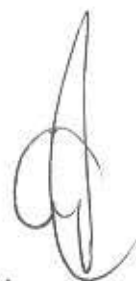
- i. The DPME will prepare a report card on progress with the targets in the respective agreements for the benefit of the President
- ii. In preparation of the scorecard, DPME will obtain initial progress reports with supporting evidence from your department.
- iii. The progress report should provide 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 scorecard 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.

