



**PERFORMANCE AGREEMENT**

**BETWEEN**

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

**AND**

**THE MINISTER FOR SPORT, ARTS AND CULTURE**

**PERIOD OF AGREEMENT**

**JUNE 2019 TO APRIL 2024**

Performance Agreement for the Minister of Sport, Arts and Culture June 2019 to April 2024

A handwritten signature in black ink, appearing to be Cyril Ramaphosa.

A handwritten signature in black ink, appearing to be the Minister of Sport, Arts and Culture. A small number '1' is written at the end of the signature.

## CONSTITUTION AND LEGISLATION

*The Constitution of the Republic of South Africa, 1996*, stipulates in section 91 (2) that the President appoints the Deputy President and Ministers, assigns their powers and functions, and may dismiss them.

*The Constitution of the Republic of South Africa, 1996*, stipulates in section 92 (1) that the Deputy President and Ministers are responsible for the powers and functions of the executive assigned to them by the President.

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

*The principles of natural justice applies.*

### MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 5 of the 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).



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

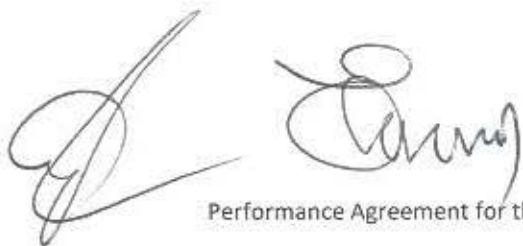
As Minister in the Cabinet you will contribute **individually and collectively** to addressing the triple challenges of poverty, inequality and unemployment and the MTSF 2019 - 2024.

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

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

Outcome				
ECONOMIC TRANSFORMATION AND JOB CREATION				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Mainstreaming of gender, empowerment and development of women, youth and persons with disabilities – designated groups	% Increase in youth employment from the public service baseline	30%	5% Increase in youth employment from the public service baseline by 2023	Ensure the enforcement of the Employment Equity Act to eliminate gender and race wage gaps within the Department of Sports, Arts and Culture.
	% Increase in SMS female from the public service baseline	30%	10% Increase in SMS female from the public service baseline by 2022	Ensure the enforcement of the Employment Equity Act to eliminate gender and race wage gaps within the Department of Sports, Arts and Culture.
	% increase from the baseline in the appointment of people with disabilities in the public service	1%	1% increase from the baseline in the appointment of people with disabilities in the public service by 2022	Ensure the enforcement of the Employment Equity Act to eliminate gender and race wage gaps within the Department of Sports, Arts and Culture.
	% decrease in the gender wage gap	0.389 (national)	2% gender and race wage gaps within the Department of Sports, Arts and Culture by 2021.	Contribute to the enforcement of the Employment Equity Act

Outcome		ECONOMIC TRANSFORMATION AND JOB CREATION		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Increase demand for creative arts, culture and heritage offerings and products (which will lead to increased operational hours in the arts, culture and heritage space)	Number of projects supported and programmes implemented for cultural and creative industry	new indicator	346 projects to be supported from 2019/20-2023-24) (73 flagship cultural events, 100 cultural events, 107 touring ventures, 66 public art projects) by 2024	Increase support and implementation of the creative industry through the Mzansi Golden Economy
	Number of job opportunities created.	new indicator	45 000 thousand job opportunities by 2024	Ensure the implementation of the Mzansi Golden Economy.
	Number of advocacy programs conducted	new indicator	2 advocacy programs to support the enactment of an Optimal Copy Rights Bill by 2024.	Support the enactment of the Copy Rights Bill.



**Priority 3: Education, skills and health**

**Target: More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024**

<b>Outcome</b>		<b>The promotion and implementation of indigenous language programmes will be fast-tracked, including finalising language legislation in provinces for inclusion in the school curriculum.</b>		
<b>Interventions</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Minister's Responsibility</b>
Promotion and development of official languages.	Number of bursaries awarded for the development of qualified language practitioners	536	1500 (300 x 5 starting 2019/20-2023/24) bursaries awarded for the development of qualified language practitioners by 2024	Support the increase of availability of educators able to teach indigenous languages through bursaries in Language Services.
	% of documents received that are translated and edited	731 for year 2018/19	100% of received documents translated and edited annually	Support access to information, through translation of official documents into and from the official and foreign languages.
	Number of multi-year human language technology projects supported	6 multi-year projects per annum	30 (6 x 5 starting from 2019/20 – 2023/24) multi-year human language technology projects supported by 2024	Support the development of language technologies.
Support the building of community libraries and/ or modular libraries.	Number of community libraries and/modular libraries supported and built	new indicator	60 community libraries/modular libraries by 2024.	Support the building and maintain community libraries and/ or modular libraries.
	Maintenance plan of community libraries and/modular libraries developed and implemented	new indicator	100% maintenance plan implemented by 2024	

Priority 6: Social Cohesion and Safer Communities

Target: To build an overarching identity through a common citizenship and human rights

Outcome		A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Recreation development and sport promotion	Number of sport and recreation promotion campaigns and events implemented	14	34 by 2024	Promote participation in sport and recreation by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs
	Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards	15 219	12 500 by 2024	
	Number of learners in the national school sport championships per year.	42 355	10 000 by 2024 (2020/2021 0; 2021/2022 2500; 2022/2023 3500; 23/24 4000)	Develop talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies
	Number of athletes supported by the sports academies	25 037	16 650 by 2024	
	% of sport and recreation bodies meeting 50% or more of all prescribed Charter transformation targets	47% (9 of the 19 federations) of the total achieved 50% or more of all prescribed Charter targets.	100% of sport and recreation bodies meeting 50% or more of all prescribed Charter targets transformation targets by 2024	Advocate transformation and in sports and recreation and implement the eminent person group report recommendations.
	Number of athletes supported through the scientific support programme per year.	921	360 by 2024	

Outcome	A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Arts and culture promotion and development	Number of capacity building projects financially supported	14	97 Capacity Building programmes by 2024	Promote and implement cultural and creative industries development
	Number of Provincial Community Arts Development Programmes implemented per year.	9 Community Arts Programmes	45 Community Arts Programmes implemented by 2024	Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes
	Number of development platforms nationally and internationally	new indicator	5 platforms nationally and internationally to expand market access by 2024	Promote International Cooperation (Increase market share of, and job opportunities in the sport, cultural and creative industries)
	Africa Month's programme developed and celebrated	New performance indicator	1 Africa Month programme developed and celebrated annually	Promote Social Cohesion and Nation Building
	Number of National Days Celebrated and Commemorated annually	6	6 National days Celebrated and Commemorated annually	
	Number of year-long campaigns on the Charter of Positive Values (MRM)	New performance indicator	8 year-long campaigns on the Charter of Positive Values (MRM) by 2024	

Outcome	A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	Number of community conversations / dialogues held to foster social interaction and Strategic conversations on the collapsed social and moral fibre in society spearheaded by the Social Cluster, working with the Moral Regeneration Movement (MRM)	130 dialogues	10 dialogues to be organised annually and 50 over the MTSF period to foster social interaction (number reduced due to funding)	
	Number of advocacy platforms on social cohesion by social cohesion advocates annually	76 social cohesion advocacy platforms	20 annually and 100 for the MTSF period	
	Number of SA flag infrastructure installed in schools	14415	1000 flags installed by 2024	Promote the national identity utilising the "I am the Flag Campaign".
	Number of Public awareness activations on the "I am the Flag Campaign"	new indicator	100 I am the flag awareness activations by 2024	
	Monumental flag installed	new indicator	Feasibility study and the Monumental Flag installed by 2024	



Outcome	A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Heritage promotion and preservation	Number of heritage legacy projects to transform the national heritage landscape (including Resistance and Liberation Heritage Route Sites)	New indicator	6 heritage legacy projects implemented to transform the national heritage landscape (1. Khananda site, 2. OR Tambo Garden of Remembrance, 3. Winnie Mandela site in Brandfort, 4. Archie Gumede statue, 5. Statue and memorial of King Cetshwayo), 6. Enyokeni, Sara Bartman by 2024.	Implement heritage legacy projects to transform the national heritage landscape
	% infrastructure upgrade of national archives by 2024	new indicator	100% National archives infrastructure upgrades by 2024	
	Number of Provincial Resistance and Liberation Heritage Route (RLHR) Sites developed and managed.	new indicator	9 Provincial Resistance and Liberation Heritage Route (RLHR) Sites developed and managed by 2024	
Development and conclusion of social compact that outline the rights and duties, build national solidarity, higher growth, employment and development trajectory.	Overarching social compact to foster partnerships with civil society, private sector and citizens	New indicator	One overarching social compact by 2024 on social cohesion and nation building	To hold a summit and develop the social compact. To contribute to a culture of dialogues, accords and commitments across society as part of the national effort to build unity in diversity.



**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

Priority 7: A better Africa and World

Target: A Better Africa and World for all

Outcome		SPORT, ARTS, CULTURE AND HERITAGE DEVELOPMENT OBLIGATIONS STRENGTHENED WITHIN MULTILATERAL INSTITUTIONS			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
Advance and comply with all DSAC 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 that reporting protocol and deadlines are adhered to	

**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	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual	Conclusion of the Performance Agreement, Implementations of the midterm	Conclusion of the Performance Agreement, Implementations of the midterm	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual

		Development System	Assessment of the DG	Assessment of the DG	review and Annual Assessment of the DG	review and Annual Assessment of the DG	Assessment of the DG
	Delegation of Public Service Act powers of the Minister to DG	Annual updated delegations	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register
	Monitor compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable	Annual 30 day payment report with corrective measures implemented where applicable

***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 Strategic Gender Responsive Plan and Annual Performance Plan	Approved Annual Gender Responsive Performance Plan	Approved Annual Gender Responsive Performance Plan	Approved Annual Gender Responsive Performance Plan	Approved Annual Gender Responsive Performance Plan
		Consideration and approval of Gender Responsive Quarterly Performance	4 Quarterly and Gender Responsive Annual reports approved	4 Quarterly and Annual Gender Responsive reports approved	4 Quarterly and Annual Gender Responsive reports approved	4 Quarterly and Annual Gender Responsive reports approved	4 Quarterly and Annual Gender Responsive reports approved

		Reports and Annual report					
<b>National Department facilitates public involvement, participation and service delivery improvement initiatives</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>National Departments' and entities' involvement and contribution to the District Development Model</b>							
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"

#### 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>							
Effective Coordination and chairing of the Ministerial Cluster on the International	Effective Coordination and chairing of the Ministerial Cluster on the International	Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set	100% Scheduled meeting actualised and set	100% Scheduled meeting actualised and set	100% Scheduled meeting actualised and set	100% Scheduled meeting actualised and set

Cooperation, Trade and Security Cluster	Cooperation, Trade and Security Cluster		targets monitored	targets monitored	targets monitored	targets monitored	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
<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
<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

## 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 Mr Nkosinathi Emmanuel Mthethwa, MP

Minister of Sport, Arts and Culture

30/10/ 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30.10. 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

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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

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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:*

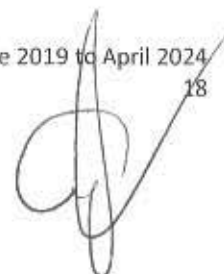
- *Show how you will manage the performance of Heads of Department and Department*
- *Describe how in executing your role and responsibility you will provide oversight in performing the functions below.*

### 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:



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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.

## 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.

