



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

**THE MINISTER FOR COOPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS**

PERIOD OF AGREEMENT

JUNE 2019 TO APRIL 2024

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A handwritten signature in black ink, consisting of a stylized 'A' followed by a flourish.

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.

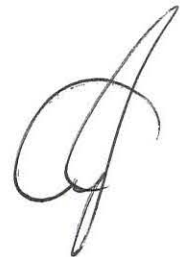
The principles of natural justice applies.

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).

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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.

Target: Co-ordination of national response to COVID-19.

Outcome:	IMPROVED LOCAL GOVERNMENT RESPONSE TO COVID-19 RELATED INTERVENTION			
Intervention	Indicator	Baseline	Target	Ministers Responsibility
Support ten municipal In disaster areas to develop disaster management plans	Improve priority disaster areas ability to prevent, prepare and mitigate COVID-19 related disaster risks	New Indicator	Ten municipalities in priority disaster areas supported to prevent, prepare and mitigate COVID-19 related disaster risks	Support municipalities to capacitate disaster areas to prevent, prepare and mitigate against COVID-19 related disaster risks
Facilitate Economic Development Plans in the 52 District Space	Number of District sites with Local Economic Development Plans	New Indicator	Economic Development Plans developed in 52 District sites	Assist Minister of Trade, Industry & Commerce to facilitate inclusion of economic development plans of municipalities in the DDM.
Ensure the development of new funding model for local government	Funding Model for Local Government developed	New indicator	Funding Model for Local Government developed and approved	Work with National Treasury to address financial challenges faced by the municipalities during lockdown

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Priority 4: Spatial Integration, Human Settlements and Local Government

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	COORDINATED, INTEGRATED AND COHESIVE NATIONAL SPATIAL DEVELOPMENT GUIDANCE TO ENABLE ECONOMIC GROWTH AND SPATIAL TRANSFORMATION WITH 100% OF GOVERNMENT DEPARTMENTS CAPABLE OF REPORTING ON PROJECTS SPATIALLY BY MARCH 2021.			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
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	Together with the Minister of Communication, lead and coordinate the refurbishment and transformation of identified cities into smart cities


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Target: Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions. Integrated service delivery, settlement transformation and inclusive growth in urban and rural places.

Outcome	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN URBAN AND RURAL PLACES - 100% DISTRICTS AND METROS WITH JOINED-UP LONG TERM PLANS			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Coordination Model	One Plan developed in metros and districts	New indicators	Develop and adopt integrated development plans for the 3 pilot districts, roll out in 23 districts by March 2022 and rollout in the rest of the districts by 2024.	Coordinate the collaboration of intergovernmental structures towards the development of One Plan and manage the implementation of the model in all districts and metros.
	Intervene on issues/challenges facing communities	New Indicator		Minister will ensure that the DDM is given momentum by garnering intergovernmental action around a few pressing problems and needs facing communities the district and its locals.

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Target: Improve access to basic services.

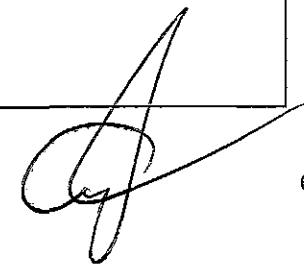
Outcome	IMPROVED CAPACITY TO DELIVER BASIC SERVICES, QUALITY INFRASTRUCTURE AND INTEGRATED PUBLIC TRANSPORT TO INCREASE HOUSEHOLD ACCESS TO BASIC SERVICES.			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Improve average spend for Municipal Infrastructure Grants (MIG)	No of municipalities adhering to MIG conditions.	New Indicator	85%	Support adequate municipal spending on MIG funds to address infrastructure backlogs.
Consolidation of grants and consider top-slicing funding for repairs and maintenance	Increase in operations and maintenance spend	New indicator	Increase budgeting for infrastructure on repairs and maintenance in 4 Metros and 4 Intermediate Cities by 2024.	Support National Treasury incentives and support for municipalities to increase actual expenditure on repairs and maintenance.
Support priority districts to improve water infrastructure	Improve water infrastructure reliability	New indicator	Reduction of infrastructure backlogs at local level	Support the Minister of DHS&WS through the DDM to ensure consistency of water supply to in all districts.

Priority 6: Capable, Ethical and Developmental State

Target: Public value and trust; Active citizenry and partnerships in society.

Outcome	IMPROVED GOVERNANCE AND ACCOUNTABILITY - INTEGRATED MONITORING REPORTS FOR PUBLIC SECTOR GOVERNANCE AND ACCOUNTABILITY PRODUCED BIANNUALLY TO CABINET			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Enable leadership in national and provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations	Monitoring and Intervention Bill based on Sections 100, 139 and 154 of the Constitution consulted and submitted to Parliament and the President.	IMC interventions, issues of national concern and previous Section 100 and 139 interventions	Sections 100, 139 and 154, Monitoring and Intervention Bill submitted for processing by Parliament in 2023.	Monitoring and Intervention Act enacted by 2024 and ensure compliance in the implementation of the Act.

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Outcome	FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Improve coordination between national, provincial and local government for an integrated approach to service delivery	Clarification of institutional arrangements for the District Development Model	New indicator	Institutional arrangements for the 3 pilot districts in the District Development Model implemented by 2021. Institutional arrangements for the next 23 districts to be implemented by 2022 and the remaining metros and districts by 2024.	Coordinate all of government's Institutional arrangements for the District Development Model to ensure successful implementation of the DDM
	Monitor implementation of the District Development Model plans through an Integrated Monitoring System for accountability	Back to basics monitoring system of COGTA DPME	Develop an Integrated Monitoring System for reporting on the District Development Model	Together with DPME develop an integrated monitoring system to facilitate preparation of progress reports on the implementation of the District Development Model plans

Outcome	SOCIAL COMPACT AND ENGAGEMENT WITH KEY STAKEHOLDERS - 80% PUBLIC TRUST IN GOVERNMENT			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Participatory local governance mechanisms and citizen engagement	Programme for participatory governance mechanisms and citizen engagement	Studies conducted on the effectiveness of existing participatory governance mechanisms	Programme to facilitate participatory governance mechanisms and citizen engagement developed in the 3 pilot districts by 2021 and implemented in all 23 districts to be implemented by 2022. Implemented in the remaining metros and districts by 2024.	Incorporate a programme to facilitate participatory governance mechanisms and citizen engagement in the DDM.

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KEY RESPONSIBILITY AREA 2: PRIORITY 5: SOCIAL COHESION AND SAFER COMMUNITIES ; PRIORITY 6: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

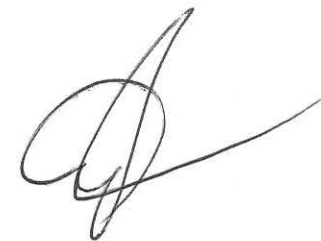
Priority 5: Social Cohesion and Safer Communities

Targeted Impact: Socially cohesive society with a common national identity.

National Strategic Plan (NSP) Pillar 1: Accountability, Coordination and Leadership- Strengthened multi-sectoral coordination and collaboration across different tiers of government and sections of society based on relationships of trust give effect to the pillars of the NSP.

Outcome	Relationships of trust and cooperation developed between key stakeholders around a locally rooted implementation plan driven by provincial and local multi-sectoral GBVF mechanisms			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Design approach to build trust and meaningful collaboration	Mechanisms for civil society engagements and peer monitoring (citizen based monitoring) in place in for all municipalities	New indicator	Develop mechanisms for civil society engagements and citizen-based monitoring in the 3 pilot districts by 2020 and incrementally roll-out to the next 23 districts. Implemented in the remaining metros and districts by 2024.	Ensure that the District Development Model supports the Minister of Women, Youth and persons with Disabilities in promoting effective functionality of mechanisms to support the multi-sectoral approach to dealing with GBVF
NSP targets integrated into IDPS and local priorities defined	Percentage of municipalities with NSP targets integrated into IDPS	New indicator	Framework guidelines to support the inclusion of the NSP targets integrated into the IDPs of the 3 pilot districts by 2021 and incrementally roll-out to the remaining metros and districts by 2024.	Monitor and support the integration of GBVF NSP targets into the delivery of IDPS through the District Development Model

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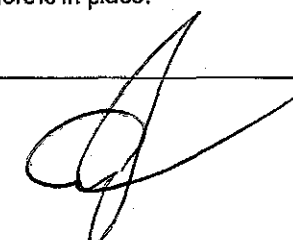


Outcome	Effective coordination at district level that responds and prevents GBV			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
District level service delivery model developed to respond to GBV	District level service delivery model developed	New indicator	Model developed to integrate the response to GVBV in the District Development Model	Ensure the District development Model incorporates measures addressing GBV

NSP Pillar 2: Prevention and Rebuilding Social Cohesion - South Africa has made considerable progress in rebuilding social cohesion in ways where gender-based violence and femicide, and violence more broadly is deemed unacceptable.

Outcome	Behaviour and social norm change within key groups as a result of the roll out of effective prevention interventions.			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
A programme specifically targeting traditional leaders and healers on specific harmful practices with a province specific focus is developed and rolled out	Intervention for traditional leaders and healers developed and roll out	New indicator	Customary initiation bill to be enacted by 2021/22	Ensure that the Customary Initiation Act is implemented and monitored
		New Indicator	Implementation of COVID-19 Regulations in relation to Customary Initiation Practice monitored	Ensure that COVID-19 Regulations in relation to the Customary Initiation Practice are developed and implemented
Recognition of Khoi-San leadership	Functional Commission on Khoi-San matters	New indicator	Appoint a Khoi-San Commission by 2021/2022	Ensure the process for recognising applications regarding Khoi-San leaders is in place.

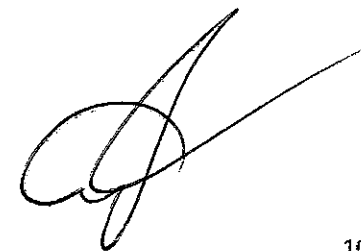
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Develop a framework for Provinces to implement an induction program for Traditional Councils	Percentage of Traditional Councils inducted	New indicator	Develop a framework for induction programmes and support its implementation by provinces	Support capacity building of Traditional Councils
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Outcome	Public spaces are made safe and violent free for all women and children			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
IDP processes integrate safety audits	Percentage of municipalities that undertake safety audits	New indicator	Produce frameworks and support the inclusion of safety audits in the IDPs of municipalities in the 3 pilot districts in 2021, and roll-out in the 23 districts by 2024.	Support the SAPS by including mechanisms to help municipalities with implement safety audits in the DDM plans.
Development of IDPS through integrating a gender analysis to planning and budgeting	Percentage of municipalities that integrate gender analysis into planning in the development of IDPS.	New indicator	The 3 pilot districts to integrate gender analysis into planning in the development of IDPS. Incremental rollout in the 23 districts and implemented in the remaining metros and districts by 2024.	Together with Treasury and the Department of Women, advocate for the integration of gender analysis into planning towards development of IDPs by municipalities.

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Priority 1 : Capable, Ethical and Developmental State

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

Outcome	FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT - 75% REDUCTION OF QUALIFIED AUDITS IN NATIONAL, PROVINCIAL, LOCAL GOVERNMENT LEVELS AND PUBLIC ENTITIES BY 2024			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector	Percentage reduction of irregular expenditure.	2018 / 19 Baseline	Monitoring and reporting on trends in irregular expenditure incrementally from baseline of 2019 by 2024	Ensure irregular expenditure is reduced in the department and where it occurs make sure action is taken.
	Reduction of qualified audits in the department	2018/19 Baseline	Reduction of qualified audits incrementally from baseline of 2019 by 2024. Improve audit outcome from a Disclaimer to Unqualified in Department of Cooperative Governance.	Support the Accounting Officers to improve audit outcomes.
	Percentage resolution of reported incidents of corruption in the government	Trends from the Anticorruption Hotline and Crime Statistics	90% of reported incidents of corruption reported in the department investigated.	Enforce consequences for corruption and misconduct in the department.
Programme to prevent and fight corruption in government	Ensure functionality of MPACs,	New	Report, support the establishment of MPACs in municipalities and incrementally in the districts.	Oversee the implementation of the MPAC structures

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

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Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
Executive Authority oversight over the Deputy Minister							
Executive Authority oversight over the Deputy Minister	Delegation of powers and functions to the Deputy Minister	Annual updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations	Updated delegations
Executive Authority oversight over the Accounting Officer							
Executive Authority oversight over the Accounting Officer	Management of the performance of the Director General	Implementation of Head of Department Performance Management and Development System	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation s of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementation s of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG
	Delegation of Public Service Act powers of the Minister to DG	Annual updated delegations	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register	Updated delegation register
The oversight and achievement of departmental strategic goals and annual performance plans and budget							

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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

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

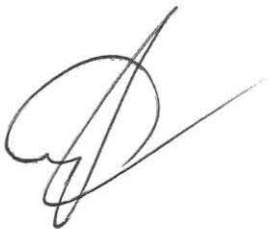
Political oversight on gender-responsive strategic planning and reporting	Oversee the development of gender-responsive departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of gender-responsive Strategic Plan, Annual Performance Plans	Approved gender-responsive Strategic Plan and Annual Performance Plan	Approved Annual gender-responsive Performance Plan	Approved Annual gender-responsive Performance Plan	Approved Annual gender-responsive Performance Plan	Approved Annual gender-responsive Performance Plan
		Consideration and approval of gender-responsive	Biannual and Annual gender-responsive report(s) approved	Biannual and Annual gender-responsive report(s) approved	Biannual and Annual gender-responsive	Biannual and Annual gender-responsive	Biannual and Annual gender-responsive

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		Quarterly Performance Reports and Annual report			report(s) approved	report(s) approved	report(s) approved
National Department facilitates public involvement, participation and service delivery improvement initiatives							
Support good governance through leading participatory governance and social compacts with stakeholders	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/Stakeholder Participatory Plan framework to be implemented in the 3 pilot districts and rollout in the identified 23 districts. Implemented in the remaining metros and districts by 2024.	implementation of Public/Stakeholder Participatory Plan	implementation of Public Participatory/Stakeholder Plan	implementation of Public/Stakeholder Participatory Plan	implementation of Public/Stakeholder Participatory Plan	implementation of Public Participatory Plan
National Departments' and entities' involvement and contribution to the District Development Model							

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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
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	80% Scheduled meeting actualised and set targets monitored	80% Scheduled meeting actualised and set targets monitored	80% Scheduled meeting actualised and set targets monitored	80% Scheduled meeting actualised and set targets monitored	80% 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	Timely response to Parliamentary Questions and tabling of Plans, Budget and Reports	95% accountability to the Parliament	95% accountability to the Parliament	95% accountability to the Parliament	95% accountability to the Parliament	95% accountability to the Parliament

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	of own departments and entities to Parliament						
Oversight on State Owned Companies and Public Entities/Agencies							
Oversight over Public Entities	Perform oversight over the governance and performance of entities	Ensure and oversee the development of Annual Plans and regular governance and performance of the Entities	Ensure that plans approved and performance monitored	Ensure that plans approved and performance monitored	Ensure that plans approved and performance monitored	Ensure that plans approved and performance monitored	Ensure that plans approved and performance monitored

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SIGNATURES

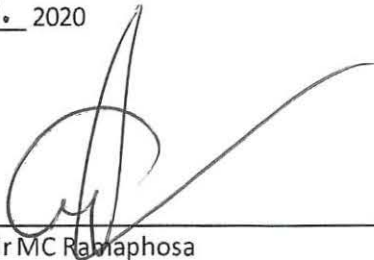
I Nkosazana Dlamini-Zuma hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will be used for assessment purposes.

Dr Nkosazana Clarice Dlamini-Zuma MP

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Minister of Cooperative Governance and Traditional Affairs

30.10. 2020



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30.10. 2020

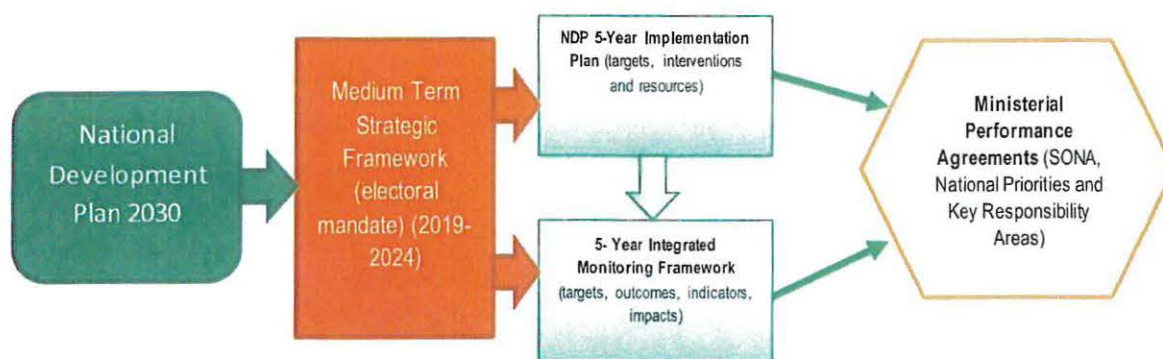
ANNEXURE 1: EXPLANATORY GUIDELINE

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:** Economic transformation and job creation
- Priority 2:** Education, skills and health
- Priority 3:** Consolidating the social wage through reliable and quality basic services
- Priority 4:** Spatial integration, human settlements and local government
- Priority 5:** Social cohesion and safe communities
- Priority 6:** A capable, ethical and developmental state
- 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 as an assessment of current policies and whether they are enablers or constraints. If the latter, then they should be revised and amended accordingly. To note is that in many instances policy development is not a problem, implementation is. However, in some cases revisions to policies may be required and in rare situations new policies may be required to enable the achievement of the priority;
- Setting specific milestones to be reached with leading indicators.
- Interventions (addressing inhibitors/constraints and identifying drivers of performance). Agreeing on who is involved and how those involved will go about contributing to the priority and
- A delivery trajectory mapping out the points from current performance (base line) and showing how implementation of initiatives will shift performance towards the set outcome and target. Points along the delivery trajectory will be used to conduct rapid impact assessments to establish whether real improvement is happening on the ground.

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

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

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

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

7. PERFORMANCE MONITORING AND REVIEW

The process of performance monitoring, evaluation and reporting against the targets will be as follows:

- i. The DPME will prepare a report card on progress with the targets in the respective agreements for the benefit of the President
- ii. In preparation of the scorecard, DPME will obtain initial progress reports with supporting evidence from your department.
- iii. The progress report should provide a succinct summary of progress, current and emerging issues, key actions required or key actions taken, early warning of risks as well as decisions or recommendations to be taken forward and any other comment on progress.
- iv. The report and data will be analysed and validated and a draft scorecard will be produced by DPME. This will be discussed with your department to resolve queries before finalisation. Validation will also include random onsite visits by DPME to verify if delivery took place and within the specifications as set out in the agreement.

The DPME will prepare the scorecard which includes key issues affecting delivery, early warning risks and emerging policy issues for the President a copy of which will be sent to you prior.

In the instance where performance is sub-optimal, a meeting between the President and Minister will be convened. The outcome of the dialogue will be an agreement between the President and Minister on areas of improvement (the remedial actions). These will be incorporated in the performance score-card of the next performance review. It is only in the case of persistent under-performance that the President may take any action he deems necessary.

Over and above this Cabinet will closely monitor the overall implementation of the 2019 - 24 MTSF. In this regard you are expected to table bi-annual progress reports

to Cabinet on progress with regards to your commitments in the MTSF. It will not be sufficient to state in these reports that a particular action has been implemented. What must also be reported on is what the implementation of the action led to in terms of a result or the likely value it would create for society.

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

8. POLITICAL OVERSIGHT OF THE DEPARTMENT

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

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

9. SPIRIT AND INTENT

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

We have a duty to follow-through on our policy promises to the nation and make greater advances in terms of closing the gap between our development vision and the realities on the ground. The spirit and intent of the MPAs is to keep us focused on achieving our important targets.

10. PROFESSIONAL DEVELOPMENT

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