



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

THE MINISTER FOR TOURISM

PERIOD OF AGREEMENT

AUGUST 2021 TO APRIL 2024

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).

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

1. Implementation of initiatives to support Transformation in the sector and SMMIE development.
 - 1.1 Implementation of the Tourism Business Incubation Programme.
 - 1.2 Implementation of Recognition of Prior Learning (RPL) Programmer to obtain Chefs professional qualification or designation.
2. Skilling and Empowerment of Youth through the following programmes using EPWP methodology: (Working for Tourism Programme 2022/23 target: 4104 EPWP Work Opportunities).
 - 2.1 Implementation of Hospitality Youth Training Programme.
 - 2.2 Implementation of Food Safety Quality Assurers Programme.
 - 2.3 Implementation of Wine Service Training Programme (Sommelier).
 - 2.4 Capacitation of tourist guides.
 - 2.5 Infrastructure Maintenance Programmed implemented in Nineteen National Parks.
 - 2.6 Implementation of Infrastructure Maintenance and Beautification Programme in five Provincial State-Owned Attractions.
 - 2.7 Implementation of Thirty Community-based Tourism Projects.
 - 2.8 Implementation of Tourism Safety Monitors Programme in all Provinces.
3. Women Empowerment in Tourism.
 - 3.1 Implementation of Women in Tourism Programme focusing on Skills and Enterprise development.
 - 3.1.1 Implementation of Women in Tourism (WIT) Programme (Business Development and Support) to support 225 women owned SMMEs nationally (25 per province).
 - 3.1.2 Implementation of Women in Tourism Pilot Programme in Limpopo Province: Vhembe and Mopani Districts.

RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS				
Outcome	Interventions	Indicators	Baseline	Targets
Create a conducive environment that enables National Priority Sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation.		Tourism Sector Recovery Plan implemented.	New Indicator.	Tourism Sector Recovery Plan Implemented by 2024.
		Percentage growth in tourism's direct contribution to the GDP.	4.53% growth in tourism's direct contribution to the GDP in 2019.	3.23% growth in tourism's direct contribution to the GDP per annum by 2024.
		Percentage increase in tourism's direct contribution to employment.	3.19% tourism's direct employment increase in 2019.	Tourism's direct employment increase by on average 2.67% per annum by 2024.
		Number of programmes implemented to increase participation of the SMMEs in the Tourism Sector for inclusive economic growth.	4 incubators supported: <ul style="list-style-type: none"> • Pílanesberg • Manyeleti • Phalaborwa • Mier 	Implementation of one Incubation Programme (Business support and development) to support tourism SMMEs through the following Incubators: <ol style="list-style-type: none"> 1. Tech Incubator 2. Tour Operator Incubator 3. Food Services Incubator 4. One Community-based incubation enterprises programmes
Initiatives to support Transformation in the sector and SMME development.			Empower youth trained in food services to become owners and operators in	Empowerment of youth trained in food services to become owners and operators in the food services business (including virtual platforms).
				Oversee efficient implementation, as well as strategic and policy alignment of the Incubation Programme.

¹ Source: Targets based on World Travel and Tourism Council's estimates revised 2019

Outcome		RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
Skiing and Empowerment of Youth to have a meaningful role in the economy.		the food services business (including virtual platforms).			
	-	New indicator.	Enrolment of Thirty Chefs in a Recognition of Prior Learning (RPL) process to obtain a professional qualification or designation in line with the project plan.		
	Number of youth enrolled in the Hospitality Training Programme.	3900 unemployed youth targeted in 2019/20.	1 000 youth in 2022/23.	Oversee efficient implementation, as well as strategic and policy alignment of the Hospitality Training Programme.	
	Number of youth enrolled in the Food Safety Quality Assurers Programme.	1500 youth targeted 2019/20.	500 Food Safety Quality Assurers Programme in 2020/21 – 2022/23.	Oversee efficient implementation, as well as strategic and policy alignment of the Food Safety Quality Assurers Programme.	
	Number of youth enrolled in the Wine Service Training Programme (Sommelier).	300 youth targeted 2019/20.	252 Wine Service Training Programme (Sommelier) in 2022/23.	Oversee efficient implementation, as well as strategic and policy alignment of the Wine Service Training Programme.	

Outcome		RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	Number of capacity building programmes implemented:	20 tourist guides trained in Mandarin.	Phase 2 of the Mandarin language training programme for tourist guides to be implemented.	Oversee efficient implementation, as well as strategic and policy alignment of the Capacitation of tourist guides.
	Number of destination enhancement initiatives supported.	The implementation of interpretative signage in the Marakele National Park supported.	Infrastructure Programmed implemented in Nineteen National Parks ² .	Oversee efficient implementation, as well as strategic and policy alignment of the Infrastructure Maintenance Programmed implemented in Nineteen National Parks.
	-	New Indicator	Implementation of Infrastructure Maintenance and Beautification Programme in five Provincial State-Owned Attractions.	Oversee efficient implementation, as well as strategic and policy alignment of the Implementation of Infrastructure Maintenance and Beautification Programme in five Provincial State-Owned Attractions.
	Number of destination enhancement initiatives supported.	Draft Project concepts developed for five community-based	Implementation of Community-based Projects ³ .	Oversee efficient implementation, as well as strategic and policy alignment of the

² Nineteen (19) Parks: EC Addo National Park NP, EC Camdeboo NP, EC Mountain Zebra NP, WC Garden Route (Knysna, Wilderness), EC Tsitsikamma NP, NC Karoo NP, FS Golden Gate NP, NW Marakele NP, LP Mapungubwe NP, NC Kgalagadi NP, NC Augrabies NP, NC Namakwa, NC Richtersveld, WC Agulhas NP, WC Bontebok NP, WC Table Mountain NP, WC West Coast NP, WC Tankwa-Karoo NP, MP Kruger NP.

³ Community Based Projects: LP Va Tsonga, LP Matsila Lodge, LP Phiphidi Waterfall, LP The Oaks Lodge, LP Ngove, LP Tisane, FS Qwa Qwa Guest House, FS Vredefort Dome, FS Monotsha, NW Manyane Lodge, NW Lotlamoeng Dam, NC Plattfontein Lodge, NC Kamiesburg, KZN Muzi Pan, EC Maluti Hiking Trail, EC

RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS				
Outcome	Interventions	Indicators	Baseline	Targets
			tourism projects at: Numbi Gate, Nandoni Dam, Tshathogwe Game Farm, Mtiti Game Farm, and Mapate Recreational Social.	
		Number of programmes implemented to enhance visitor service experiences.	Implementation of the Tourism Monitors in all provinces including SANBI, iSimangaliso and SANParks.	Implementation of Tourism Monitors Programme in all Provinces
Implementation of Women in Tourism Programme focusing on Skills and Enterprise development.		Number of initiatives implemented to increase participation of women in the tourism sector.	New targets.	Implement UNWTO Women in Tourism Pilot Project in Limpopo in 2022/23. Implement Women in Tourism Programme (Business Development and Support) to support 225 women owned SMMEs nationally (25 per province) in 2022/23.
				Oversee efficient implementation, as well as strategic and policy alignment of the Tourism Monitors Programme in all Provinces.
				Oversee efficient implementation of Women in Tourism Programmes, as well as strategic and policy alignment of the UNWTO Women in Tourism Pilot Project in Limpopo.

Mthonsi Lodge, EC Qatywa Lodge, EC Nyandeni Chalets, EC Western Thebultand, Anton Lembede Museum eThekweni Municipality (KZN), McGregor Museum (NC), Ama Hlubi Cultural Heritage (KZN), Sol Plaatje Museum (NW), Lehurutse Liberation Heritage Museum (NW), Numbi Gate, Nandoni Dam, Tshathogwe Game Farm, Mpate Recreational Social Tourism Facility, Mtiti Game Farm, Royal Khlanga Lodge

RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS				
Outcome				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	Number of capacity building programmes implemented.	Executive Development Programme: 20 Black Women trained.	Review the Executive Development for Women in Tourism in 2022/23.	Oversee efficient implementation, as well as strategic and policy alignment of the Executive Development Programme for Women in Tourism.

Target: Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities

Outcome		TRANSFORMED, REPRESENTATIVE AND INCLUSIVE ECONOMY WHICH PRIORITISES WOMEN, YOUTH AND PERSONS WITH DISABILITIES		
Interventions	Indicators	Baseline	Targets	Minister's responsibility
Expand government spend on women, youth and persons with disabilities through preferential procurement.	Percentage preferential procurement spend by sex/gender, age and disability.	New indicator.	Minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities by 2024.	Oversee implementation, as well as strategic and policy alignment of Department's Preferential Procurement Plans.
Programmes to expand access to finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses.	Percentage funding by sex/gender, age and disability, industry/sector.	New indicator.	Minimum targets as defined for women, youth and persons with disabilities by 2024.	Oversee implementation, as well as strategic and policy alignment of Department's Diversity Management Plans.

PRIORITY 7: A BETTER AFRICA AND WORLD

Target: Increased foreign direct investment into South Africa

Outcome A BETTER SOUTH AFRICA				
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Percentage increase in capital investment in tourism.	Percentage increase in capital investment in tourism.	2.88% increase in capital investment in tourism in 2019.	2.50% increase in capital investment per annum by 2024	Lead the efforts to encourage capital investment in tourism.
Improvement of the country's competitiveness rating.	Improved rating in the World Economic Forum (WEF) Global Travel and Tourism Competitiveness Index.	Ranked 61 st in 2019	Show improvement in the country's competitiveness rating in the WEF Global Travel and Tourism Competitiveness Index for 2024.	Influence efforts in areas that require improvements and lead discussions with rating agencies.
Develop and implement a destination brand strategy to promote South Africa as a preferred tourism destination.	Brand Strength Index.	38.8	43.2 South African Tourism Corporate Index.	Lead the efforts towards the development and implementation of a destination brand strategy to support sector growth
	Percentage increase in the value of international tourist spend.	R120 billion in 2019.	Increase the value of international tourist spend by 4% annually.	Lead the efforts towards the development and implementation of a destination brand strategy to promote South Africa as a preferred tourism destination.
Promote South Africa as a preferred tourism destination.	Percentage increase in international tourist arrivals ⁴ s.	2.3% decline in tourist arrivals.	6% average annual growth in international tourist arrivals by 2024.	Lead the efforts to position South Africa as a destination of choice. Support the country's efforts to repurpose and rationalize SoE's in relation to those responsible for the country's brand.

^{4 4} The target will be impacted upon by the outbreak of coronavirus, which was completely unforeseeable.

KEY RESPONSIBILITY AREA 2: PRIORITY 1: BUILDING A 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

FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT				
Outcome	Interventions	Indicators	Baseline	Targets
	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 2021 by 2024.
		Percentage reduction of irregular expenditure in public sector institutions.	2018 Baseline	75% reduction of irregular expenditure incrementally from baseline of 2021 by 2024.
		Percentage reduction of qualified audits in the public sector.	2018 Baseline	75 % reduction of qualified audits incrementally from baseline of 2021 by 2024.
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.
		Ensure functionality of ethics structures and adequate capacity.	New	Establish ethics committees and adhere to terms of reference by 2024.
Develop and implement district / metro joined-up plans.		% joined-up plans.	New	Develop and implement tourism elements of the One Plans.
				Oversee the development and implementation of tourism elements of the One Plans.

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
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.
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, Implementation of the mid-term review and Annual Assessment of the DG.	Conclusion of the Performance Agreement, Implementation of the mid-term review and Annual Assessment of the DG.	Conclusion of the Performance Agreement, Implementation of the mid-term review and Annual Assessment of the DG.	Conclusion of the Performance Agreement, Implementation of the mid-term 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.
	Ensure compliance to 30 day payments requirement	Monitoring report with corrective measures where applicable	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented	Annual 30 day payment report with corrective measures implemented

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
			where applicable	where applicable		where applicable	where applicable
The oversight and achievement of departmental strategic goals and annual performance plans and budget							
Political oversight on gender responsive strategic planning and reporting.	Policy directives and approval of the developed departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Approval of Strategic Plans for 2020/21 – 2024/25, Annual Performance Plans for 2020/21 – 2023/24.	Approved Strategic and Annual Performance Plans for 2020/21.	Approved Annual Performance Plans for 2021/22.	Approved Annual Performance Plans for 2022/23.	Approved Annual Performance Plans for 2023/24.	Approved Annual Performance Plans for 2023/24.
		Consideration and approval of Quarterly Performance Reports and Annual report for 2019/20.	4 Quarterly and Annual Report reports approved for 2019/20.	4 Quarterly and Annual Report reports approved for 2020/21.	4 Quarterly and Annual Report reports approved for 2021/22.	4 Quarterly and Annual Report reports approved for 2022/23.	4 Quarterly and Annual Report reports approved for 2023/24.
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.	Approve of 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 Consideration and approval of gender responsive Quarterly Performance	Approved gender responsive Strategic and Performance Plan 4 Quarterly and Annual responsive report(s) approved.	Approved Annual responsive Performance Plan 4 Quarterly and Annual responsive report(s) approved.	Approved gender responsive Performance Plan 4 Quarterly and Annual responsive report(s) approved.	Approved Annual responsive Performance Plan 4 Quarterly and Annual responsive report(s) approved.	Approved Annual responsive Performance Plan 4 Quarterly and Annual responsive report(s) approved.

Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
		Reports and Annual report.				2023/24
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 / 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".

KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
Government structures							
Active participation in Inter-Ministerial Committees, MINMEC's, Cabinet Clusters and other Executive Structures.	Attendance of Executive structure meeting and performing the tasks related to the structures.	Participation in Executive Structures.	Attend and implement 80% of tasks associated to member.	Attend and implement 80% of tasks associated to member.	Attend and implement 80% of tasks associated to member.	Attend and implement 80% of tasks associated to member.	Attend and implement 80% of tasks associated to member.
Parliamentary Accountability							
Accountability to the Parliament.	Responding to Parliamentary Questions and ensuring accountability of own departments and entities to Parliament.	Timely response to Parliamentary Questions and tabling of Budget Reports.	100% response to Parliamentary Questions and tabling of Plans, Budget and Reports.	100% response to Parliamentary Questions and tabling of Plans, Budget and Reports.	100% response to Parliamentary Questions and tabling of Plans, Budget and Reports.	100% response to Parliamentary Questions and tabling of Plans, Budget and Reports.	100% response to Parliamentary Questions and tabling of Plans, Budget and Reports.
Oversight on State Owned Companies and Public Entities / Agencies							
Oversight over Public Entities	Perform oversight over the governance and performance of entities.	Enter into governance protocol and oversee the development of Annual Plans and regular governance and performance of the Entity.	Governance protocol updated, plans approved and performance monitored.	Governance protocol updated, plans approved and performance monitored.	Governance protocol updated, plans approved and performance monitored.	Governance protocol updated, plans approved and performance monitored.	Governance protocol updated, plans approved and performance monitored.

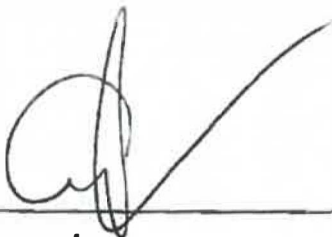
SIGNATURES

I, LINDIWE NONCEBA SISULU 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. NL Sisulu, MP
Minister of Tourism

22 July 2022



His Excellency Mr MC Ramaphosa
President of the Republic of South Africa

22 July 2022

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:** Building a capable, ethical and developmental state
- Priority 2:** Economic transformation and job creation
- Priority 3:** Education, skills and health
- Priority 4:** Consolidating the social wage through reliable and quality basic services
- Priority 5:** Spatial integration, human settlements and local government
- Priority 6:** Social cohesion and safe communities
- Priority 7:** A better Africa and World

In his reply during the SONA debate, the President further elaborated on why the above 7 priorities are important and demonstrated that government has a clear plan for the road ahead. The key task is speedy and effective implementation. The new Cabinet has a central role in ensuring that the commitments made in the SONA are implemented with the necessary urgency and vigour.

To this end, the Ministerial Performance Agreements (MPAs) will be based on the commitments in the State of the Nation Address and selected priority actions from the 2019 - 24 MTSF. Each annual MPA contains a set of specific targets backed by measurable performance indicators to

be achieved over the 5- year electoral period, the purpose of which is to put the country on a positive path towards our national development goals and objectives.

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

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

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

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

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

- **Priority:** indicates which of the 7 priorities are directly applicable to the Minister concerned. The Minister is still expected to contribute to the rest of the MTSF as part of the National Executive collective.
- **Target:** provides context to the medium to long-term impact we are seeking to achieve e.g. economic growth.
- **Outcome:** highlights the broad result area we want to make a difference within a year up to 5 years.
- **Indicators, baselines and targets:** are measures that are directly taken from the MTSF.
- **Minister's responsibility:** this column emphasizes the specific contribution that the Minister must make towards delivery of the intervention in the short to medium term. Where a Minister is mentioned as a lead, he or she must take responsibility to convene other relevant stakeholders towards the implementation of a particular intervention. Where a Minister is mentioned as contributing department, it indicates a need for the Minister to take initiatives towards working with Cabinet colleagues and stakeholders to deliver on the specific intervention. The Cluster system will help with further clarification of these roles and responsibilities.

3. KEY RESPONSIBILITY AREA 2: PRIORITY 1: BUILDING A 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 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.