



PERFORMANCE AGREEMENT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

AND

**THE MINISTER FOR COMMUNICATIONS AND DIGITAL
TECHNOLOGIES**

PERIOD OF AGREEMENT

AUGUST 2022 TO APRIL 2024

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

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

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

The principles of natural justice apply.

MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 5 of the Constitution including but not limited to sections 92, 93, 96, 97, 98, 99, are applicable.

The contents of this agreement set out the powers and functions assigned to you by the President in accordance with Section 91(2).



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

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

Priority 2: Economic transformation and job creation

Target: 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 Interventions	IMPROVE COMPETITIVENESS THROUGH ICT ADOPTION			
	Indicators	Baseline	Targets	Minister's Responsibility
Spectrum licensing, broadband rollout and reducing the cost of communications	Allocate high demand spectrum to reduce the cost of data and increase access to internet	Policy directive issued in July 2019	High demand spectrum allocated by 01 July 2022.	Monitor, support and ensure a conducive Policy environment for ICASA to licence the spectrum.
			National Radio Frequency Plan revised in line with WRC-19 Outcomes by March 2022.	Approve the revised National Radio Frequency Plan
			Complete the Broadcasting Digital Migration Programme by December 2022.	Oversee the development and implementation of both the ASO and D2D migration.
	Allocate 5G spectrum to reduce the cost of data and increase access to internet	Policy direction issued in July 2019 for ICASA to undertake an investigation on licensing of 5G	Facilitate the deployment of 5G networks to 100% of South Africa's cities; 70% of secondary cities and 50% of rural towns by 2024.	Approve Spectrum Policy for newer NGN networks by December 2022. Introduce Policy Directions for newer network technology deployment by March 2023 with service and reduction of cost to communicate obligations.

				Develop a Roadmap towards the Deployment and embedding 5G technologies (Implementation of the PC4IR Report) by March 2023.	Approve the Roadmap and ensure implementation
	Percentage increase in broadband penetration.	54% of population have access to internet	80% of population have access to the internet by 2024 through the implementation of SA Connect (revised model that includes community connectivity)	Ensure that SA Connects targets are met	
	Competitive reduction in data prices and the eradication of skewed price setting by dominant players	South Africa is ranked 31 st in Africa for the price of 1G data based on the Competition Commission (2018)	Implementation of SA Connect to increase wider sector (SMME, women, youth and people with disabilities) participation with government as a buyer of services.	Approve the Model/ Plan and ensure implementation	
Support the deployment and consumption of SA developed digital products and services [amends the previous outcome: Commercialisation of public sector funded IPI]	No. of disclosures which are licensed annually	15	Create a Platform for Digital Products and Services that are developed by SMMEs for use by government including those funded by state research institutions by June 2022.	Launch the Platform and ensure its utilisation	
			Number of SA (SMME) developed digital products and services deployed for government use by SITA (from the Platform)	Ensure SITA facilitates the utilisation of SA digital products and services as listed in the platform.	
30% contribution of digital economy into SA economy by 2030			Digital Economy Framework and Strategy for South Africa developed by December 2022	Facilitate Cabinet approval of the Framework and ensure implementation thereof	

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			PC4IR Report implementation plan approved by March 2022	Ensure Amendment Bill approved for submission
			ECA Amendment Bill submitted to Parliament by June 2023 (to bring the ECA in line with technology and ICT governance trends)	

Priority 6: Social Cohesion and Safe Communities

Target: FOSTERING CONSTITUTIONAL IDENTITY

Outcome	A DIVERSE SOCIALLY COHESIVE SOCIETY WITH COMMON NATIONAL VALUES			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Build capacity to address Cybercrime and promote Cybersecurity	Level of implementation of Strategic National Cybersecurity programmes.	National Cybersecurity Policy framework of 2015 that gives mandate to establish CSIRTS (Cybersecurity hub)	Revised National Cyber-Security Policy by December 2022 Complete South Africa Cloud Policy by June 2023	Approve the Policy and ensure implementation

Target: EQUAL OPPORTUNITIES, INCLUSION AND REDRESS

Outcome	A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Produce and coordinate implementation of a national strategic plan (NSP) to end gender-based violence	Level of implementation of the NSP	Integrated Government POA on addressing violence against women and children and persons with disabilities	Framework for Women, Youth and people with Disability participation in the ICT sector as a contribution towards the NSP by December 2022	Approve Framework and ensure implementation

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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

FUNCTIONAL, EFFICIENT AND INTEGRATED GOVERNMENT					
Outcome	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	95% resolution of reported incidents of corruption by 2024 via disciplinary and criminal interventions	Enforce consequences for corruption and misconduct

		Crime Statistics			
	Ensure functionality of ethics structures and adequate capacity	Incubator	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures	
Develop and implement district/metro joined-up plans	% joined-up plans	Incubator	Annual DDM plan (joined up Plan) based on APP targets completed by June annually	Approve plan and ensure implementation	

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

Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
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, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG	Conclusion of the Performance Agreement, Implementations of the midterm review and Annual Assessment of the DG

	Delegation of Public Service Act powers of the Minister to DG	Annual updated delegations	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
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 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
		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
The oversight and achievement a gender responsive departmental strategic goals and annual performance plans and budget as per the Gender responsive planning, budgeting, monitoring, evaluation and auditing framework						

	Oversee the development of a gender responsive	Approval of a gender responsive Strategic Plan	Approved gender responsive Strategic Plan	Approved gender responsive Annual Performance Plan	Approved gender responsive Annual Performance Plan	Approved gender responsive Annual Performance Plan
		Approval of a gender responsive Strategic Plan	Approved gender responsive Strategic Plan	Approved gender responsive Annual Performance Plan	Approved gender responsive Annual Performance Plan	Approved gender responsive Annual Performance Plan

Political oversight on strategic planning and reporting	departmental Strategic Annual Performance Plans and monitor the implementation thereof	Plan, Annual Performance Plans and Annual Performance Plan	4 Quarterly and Annual responsive report(s) approved	4 Quarterly and Annual responsive report(s) approved	4 Quarterly and Annual responsive report(s) approved	4 Quarterly and Annual responsive 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 Strategies and 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
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				
Government structures				2019/20	2020/21	2021/22	2022/23	2023/24
Active participation in Inter-Ministerial Committees, MINMEC's, Cabinet Clusters and other Executive Structures		Attendance of Executive structure meeting and performing the tasks related to the structures	Participation in Executive Structures	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member	Attend and implement 80% of tasks associated to member
Parliamentary Accountability								
Accountability to the Parliament		Responding to Parliamentary Questions and ensuring accountability of own departments and entities to Parliament	Timely response to Parliamentary Questions and tabling of Plans, Budget and Reports	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament	100% accountability to the Parliament
Oversight on State Owned Companies and Public Entities/Agencies								
Oversight over Public Entities			Enter into shareholder compacts and oversee the development of	Shareholder compact updated, plans approved	Shareholder compact updated, plans approved	Shareholder compact updated, plans approved	Shareholder compact updated, plans approved	Shareholder compact updated, plans approved

Perform oversight over the governance and performance of entities	Annual Plans and regular governance and performance of the Entities					
	Complete the Turn-Around of the SABC	approved and performance monitored	and performance monitored	approved and performance monitored	and performance monitored	approved and performance monitored
				Monitor and support the implementation of the SABC Turn-Around Strategy	Monitor and support the implementation of the SABC Turn-Around Strategy	Monitor and support the implementation of the SABC Turn-Around Strategy
				SABC Amendment bill submitted to Parliament		
	Postbank corporatized and functioning as a State Bank by December 2022.			Postbank Amendment Bill submitted to Parliament	Postbank banking license received	Monitor the implementation of the state bank strategy
					Postbank Strategy towards s State Bank approved and implementation commenced	
	Repositioning of the SA Post Office to a viable business by 2024			SAPO Repositioning Strategy and Plan Approved	SAPO Bill submitted to Parliament by September 2022.	Performance against Reposition Plan monitored

SIGNATURES

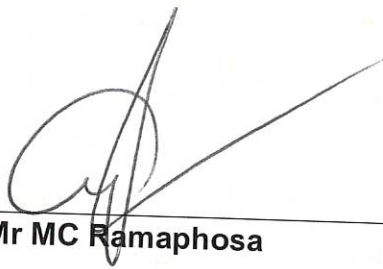
I, Khumbudzo Ntshavheni, hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes**.



Hon. Ms K Ntshavheni, MP

Minister of Communications, Digital Technologies

30/06 / 2022



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30/06 / 2022

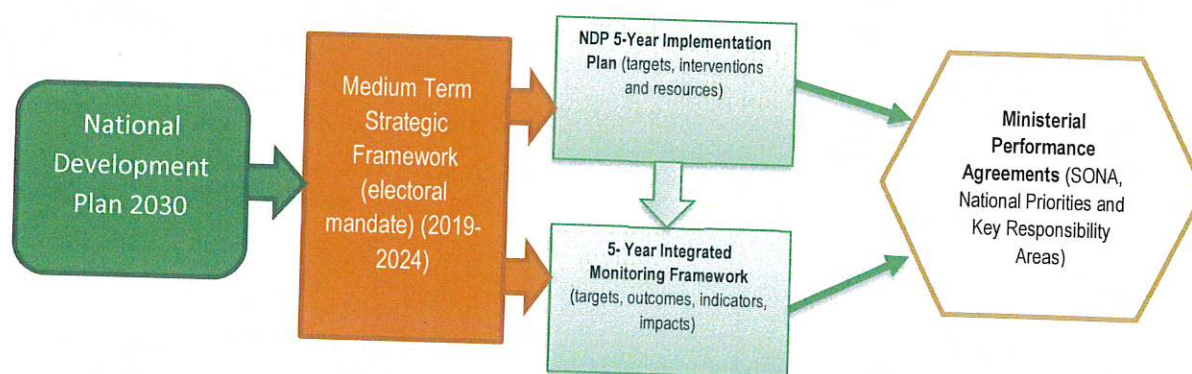
ANNEXURE 1: EXPLANATORY GUIDELINE

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: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

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

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safer communities

Priority 7: A better Africa and world

In his reply during the SONA debate, the President further elaborated on why the above 7 priorities are important and demonstrated that government has a clear plan for the road ahead. The key task is speedy and effective implementation. The new Cabinet has a 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: 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.