



PERFORMANCE AGREEMENT
BETWEEN
THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA
AND
THE MINISTER FOR HUMAN SETTLEMENTS

PERIOD OF AGREEMENT
JUNE 2019 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 applies.

MINISTERIAL KEY RESPONSIBILITY AREAS

The constitutional imperatives and obligations contained in Chapter 2, & 5 of the Constitution including but not limited to section 26,27, 33, 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 5: Spatial Integration, Human Settlements and Local Government

Target: 100% districts and metros with joined-up long term plans (Government, Business, Civil Society)

Outcome	Integrated Service Delivery, Settlement Transformation and Inclusive Growth in Urban and Rural Places			
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	Number of joined-up government plans in metros and districts	New indicators	Joined-up One plans for 44 districts and 8 metros by and institutionalised the DDM within the MTSF timeframe	Contribute to the development of the joined-up plan by COGTA, DALRRD and NT

Target:

- **94 Priority Development Areas (PDA's) targeted for investment and an integrated development implementation programme completed**
- **100% land acquired during 2014-2019 within the Priority Development Areas (PDAs) rezoned.**

Spatial Transformation Through Multi-Programme Integration in Priority Development Areas				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Concurrent Responsibility
Investment in 94 PDA's for integration for spatial transformation and spatial justice.	Number of PDA's invested in	New indicator	94 by 2024	Ensure housing developments are prioritised in the PDAs as a catalyst for spatial transformation and spatial justice
An integrated development implementation programme for 94 PDA's completed.	Number of implementation programmes for PDA's completed	New indicator	94 by 2024	Ensure the development of 94 integrated development plans
Rezone 100% of land acquired during 2014 - 2019 within the PDAs for human settlement development	% of acquired land rezoned	New	100% by 2024	Ensure the rezoning of the acquired land

Target: Number of houses and serviced sites delivered through a range of programmes in the Housing Code

Adequate Housing and Improved Quality Living Environments			
Outcome Interventions	Indicators	Baseline	Targets
Deliver housing units through a subsidy mechanism	Number of fully subsidised houses delivered	448 022	450 000 amend to 300 000 by 2024
Number of housing applications approved and purchased through the Finance Linked Individual Subsidy Programme (FLISP)	Number of households that received financial assistance and purchased units through FLISP	9 762	20 000 by 2024

Adequate Housing and Improved Quality Living Environments				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Concurrent Responsibility
Deliver serviced sites.	Number of serviced sites delivered	256 923	300 000 by 2024	Ensure the five-year targets are met within the agreed timelines
Deliver social housing/rental housing units in PDA's	No. of rental housing units delivered in PDA's	13 850	30 000 amend to 18 000 by 2024	Ensure the five-year targets are met within the agreed timelines
Deliver Community Residential Units (CRU)/Low income rental housing units in PDA's	No. of Community Residential Units (CRU)	7 088	12 000 amend to 5 000 by 2024	Ensure the five-year targets are met within the agreed timelines
Upgrade Informal Settlements to Phase 3	No. of informal settlements formalised and/or upgraded to Phase 3 in the Informal Settlements Upgrading Programme	New indicator	1 500	Ensure the USP is prioritised to meet the target for formalisation of identified settlements

Target:

- 1 193 222 Title Deeds Registered

Eradicate Backlog and Issuing Of Title Deeds				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Concurrent Responsibility
Registration of title deeds pre-1994 (backlog)	Number of pre-1994 title registered	45 535	45 535	Ensure the registration of the title deeds backlog (pre-1994 backlog)
Registering of title deeds Post-1994 (backlog)	Number of Post-1994 title deeds registered	500 845	500 845 by 2024	Ensure the registration of title deeds (Post 1994 backlog)
Registering of title deeds Post- 2014 (backlog)	Number of Post-2014 title deeds registered	346 842	346 842 by 2024	Ensure that all 2014 to 2019 title deeds are registered
Registering of title deeds Post- 2019 (New)	Number of New title deeds registered	101 180	300 000 by 2024	Ensure that all processes and systems are in place for the registration of new title deeds

Target: 100% access to land, decent housing and safe living conditions, built environments, transport systems, ICT accessibility

Outcome		Increased Access to Land Reform, Housing, Safe Living Environment, Universal Access and Design and Safe and Affordable Transport and ICT Services		
Interventions	Indicators	Baseline	Targets	Minister's Responsibility
Programmes to accelerate equitable access to land and ownership of different types of housing opportunities, decent shelter and safe living condition	Percentage access to land and access to decent housing by gender, age and disability	25-year Review reports	Minimum target as per sector equity targets	Review human settlements programmes to adequately respond to the diverse needs of low-middle income households and address the market failure Provide leadership towards the achievement of the target by 2024
Targeted programme to expand access to ownership of land in both urban and rural areas, including title deeds for women, youth and persons with disabilities	Percentage share by gender, age and disability of hectares (Ha) of land acquired, for redistribution, tenure reform and access to title deeds	Land Audit Report	Minimum target as per sector equity targets	Support DALRRD, DPWI and COGTA to increase households' access to land reform and housing

Target: 50% increase for women, youth and persons with disabilities by 2024 in each indicator category

Increased Economic Participation, Ownership, Access to Resources, Opportunities and Wage Equality for Women, Youth and Persons with Disabilities				
Outcome	Interventions	Indicators	Baseline	Targets
	Programmes to expand access to and ownership of land by women, youth and persons with disabilities	Percentage hectares of land by sex/gender, age and disability	Land Audit Report	Minimum target as per sector equity targets
				Minister's Responsibility Contribute to the realisation of increased economic participation and access to resources by women, youth and persons with disabilities

Target: 100% of government investment in the built environment guided and informed by the NSDF by 2024

Coordinated, Integrated and Cohesive National Spatial Development Guidance to Enable Economic Growth and Spatial Transformation				
Outcome	Interventions	Indicators	Baseline	Targets
	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
	Attract private sector investment in the delivery of social housing as part of building broad-based Public, Private Partnerships (PPP) initiatives and the Infrastructure Fund	Number of Social Housing developments supported through PPP and ODA model	New indicator	In collaboration with the Infrastructure Fund, develop 6 new social housing projects
	Support and collaborate with the Infrastructure Fund and Infrastructure South Africa to attract or leverage private investment towards social infrastructure	Social infrastructure funding mobilised from the private sector to invest in	New indicator	NHFC/HSDB to collaborate with the Infrastructure Fund through a borrowing programme to attract private capital towards social infrastructure (Human Settlements)
				Minister's Responsibility Contribute to the realisation of integrated and cohesive spatial development, economic growth and spatial transformation within selected cities Actively support the realisation of development of 6 new social housing and student accommodation in partnership with the Infrastructure Fund Contribute in the creation and promotion of investor friendly environment to encourage private partners to social infrastructure funding

	human settlements		
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KEY RESPONSIBILITY AREA 2: PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE
PRIORITY 6: SOCIAL COHESION AND SAFER COMMUNITIES

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			
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 in your department and entities
	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	2018 Baseline	75 % reduction of qualified audits incrementally from baseline of 2019 by 2024	To maintain at least an unqualified audit opinion in

Functional, Efficient and Integrated Government				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
	audits in the public sector			your department/s and entities
Programme to prevent and fight corruption in government	Percentage resolution of reported incidents of corruption in the government	Trends from the Anticorruption Hotline and Crime Statistics	95% resolution of reported incidents of corruption by 2024 via disciplinary and criminal interventions	Enforce consequences for corruption and misconduct
	Ensure functionality of ethics structures and adequate capacity	New	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures
Programme to build partnerships and collaboration amongst key stakeholder through 'social compacting'	Ensure there is an agreement with business and social partners on investment in formalising the informal settlements	New	Lead the process to engage all affected social and business partners towards social compacting on informal settlements	Facilitate the finalisation of the Social Compacting agreement on informal settlements with communities, other spheres of government and business

PRIORITY 6: SOCIAL COHESION AND SAFER COMMUNITIES

- Target: Socially cohesive society with a common national identity
- Target: 100% provision of shelter and interim housing for women who leave abusive relationships (GBV)

Outcome Interventions	Women, Children and Lgbtqia+ Persons Are Able To Be Free In Public Spaces, Use Transport Freely And Access Resources That Enable Them To Make Healthy Choices In Their Lives.		
	Indicators	Baseline	Targets
			Minister's Responsibility

Put shelters and interim housing in place	Number of survivors being able to access shelters/ province	New indicator	Annually April 2020 to April 2024	Lead: DSD Support: DHS and Council
	Interim housing arrangements in place, based on updated policy directives	New indicator		
Establish Survivor-focused cooperatives /groups to build entrepreneurship, healing and economic resilience	Multi-sectoral interventions in place for shelter and interim housing for survivors		Annually April 2020 to April 2024	Lead: DTI Support: DSBD, DHS, DWS, GBVF Council

KEY RESPONSIBILITY AREA 1: 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						

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
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, 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	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	Annual 30-day payment report with corrective measures	Annual 30-day payment report with corrective measures	Annual 30-day payment report with corrective measures	Annual 30-day payment report with corrective measures

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
			implemented where applicable	implemented where applicable	implemented where applicable	measures implemented where applicable	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	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 engendered departmental strategic goals and annual performance plans and budget as per the Gender responsive planning, budgeting, monitoring, evaluation and auditing framework.							
Political oversight on engendered strategic planning and reporting	Oversee the development of engendered departmental Strategic and Annual Performance Plans and monitor	Approval of engendered Strategic Plan, Annual Performance Plans	Approved engendered Strategic Plan and Annual Performance Plan	Approved Annual engendered Performance Plan	Approved Annual engendered Performance Plan	Approved Annual engendered Performance Plan	Approved Annual engendered Performance Plan
		Consideration and approval of engendered Quarterly	4 Quarterly and Annual	4 Quarterly and Annual engendered	4 Quarterly and Annual engendered	4 Quarterly and Annual engendered	4 Quarterly and Annual engendered report(s) approved

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
	implementation thereof	Performance Reports and Annual report	engendered report(s) approved	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 Strategies and Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory holder Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public/Stakeholder Participatory Plan	80% implementation of Public Participatory Plan subject to concurrent responsibilities
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	80% achievement of own commitments in the "One Plan" based on	80% achievement of own commitments in the "One Plan" based on	80% achievement of own commitments in the "One Plan" based on	80% achievement of own commitments in the "One Plan" based on	80% achievement of own commitments in the "One Plan", based on concurrent responsibilities

		implementation against the plan	concurrent responsibilities	concurrent responsibilities	on concurrent responsibilities	on concurrent responsibilities

KEY RESPONSIBILITY AREA 1: POLITICAL LEADERSHIP AND OVERSIGHT

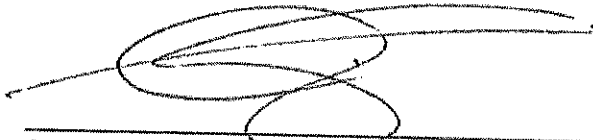
Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
Government structures						
Effective Coordination and co-chairing of the Economic Sectors, Employment and Infrastructure Development (ESEID) Cluster	Effective Coordination and co-chairing of the Economic Sectors, Employment and Infrastructure Development (ESEID) Cluster	Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored	100% Scheduled meeting actualised and set targets monitored

Management Area		Key activities	Performance indicators	Targets				
				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	Attend and implement 80% of tasks associated to member
	Provide overall oversight and leadership on the human settlement sector noting that it is a concurrent function	Attendance to and leading the sector inter-governmental structures and development of sector policies that promotes cooperative governance	Integrated and aligned human settlements in key terms governmental priorities	100% Scheduled meeting actualised and implementation of set targets monitored	100% Scheduled meeting actualised and implementation of set targets monitored	100% Scheduled meeting actualised and implementation of set targets monitored	100% Scheduled meeting actualised and implementation of set targets monitored	100% Scheduled meeting actualised and implementation of set targets monitored
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	100% accountability to the Parliament
Oversight on State Owned Companies and Public Entities/Agencies								
Oversight over Public Entities	Perform oversight over the governance and performance of entities	Enter into shareholder compacts and oversee the development of	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	Shareholder compact updated, plans approved

Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
		Annual Plans and regular governance and performance of the Entities	and performance monitored	and performance monitored	and performance monitored	and performance monitored	and performance monitored

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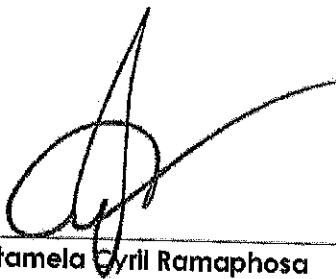
I, **Mmamaloko Kubayi**, hereby declare that the information provided in this performance agreement has been agreed upon by myself and the President of South Africa. This is a legal and binding performance agreement that will **be used for assessment purposes**.



Ms Mmamoloko Kubayi, MP

Minister of Human Settlements

30/06/2 2022



His Excellency Mr Matamela Cyril Ramaphosa

President of the Republic of South Africa

30/06 / 2022

I, **Mmamaloko Kubayi**, 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**.

Ms Mmamoloko Kubayi, MP

Minister of Human Settlements



His Excellency Mr Matamela Cyril Ramaphosa

His Excellency Mr Matamela Cyril Ramaphosa

President of the Republic of South Africa

Ministerial Performance Agreement – Human Settlements, 2019-2024

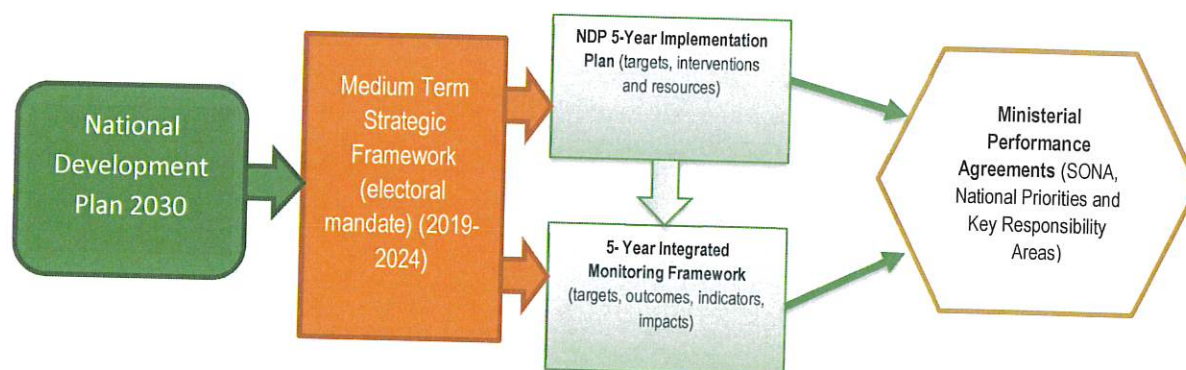
ANNEXURE 1: EXPLANATORY GUIDELINE

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 5: SOCIAL COHESION AND SAFER COMMUNITIES

PRIORITY 6: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

This MTSF priority has a few transversal interventions that apply to all Ministers, hence it must be included in all Ministerial Performance Agreements. Its content also ties in closely with the next key responsibility areas.

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

Shows how you will **provide strategic leadership, direction and oversight** to own departments through the DG in the following areas:

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

5. KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

- Describe how in executing your role and responsibility you will provide oversight in performing the functions below.
- Show how you will actively participate and contribute to the different governance structures, for example, the Cluster/Committee/s system; to Inter-Ministerial Committees and MinMecs.
- Show how you will provide leadership and oversight to State Owned Entities/Agencies that you are responsible for
- The oversight and achievement of departmental strategic goals and annual performance plans and budget
- National Department facilitates public involvement, participation and Service Delivery Improvement Initiatives
- National Department involvement, participation in the District Planning Model

6. IMPLEMENTATION

To improve the likelihood of achieving the targets above, you are advised to ensure that senior managers in your department translate the priority actions and targets in this agreement into a delivery plan with the following elements:

- Formulating the aspiration: A clear statement of goals, outcomes and targets to be achieved for each priority arising out of a rigorous problem analysis, needs assessment and diagnosis;
- A coherent theory of change – articulating the best way to achieve the aspiration based on relevant theoretical literature and research on local and international cases as well an assessment of current policies and whether they are enablers or constraints. If the latter, then they should be revised and amended accordingly. To note is that in many instances policy development is not a problem, implementation is. However, in some cases revisions to policies may be required and in rare situations new policies may be required to enable the achievement of the priority;
- Setting specific milestones to be reached with leading indicators.
- Interventions (addressing inhibitors/constraints and identifying drivers of performance). Agreeing on who is involved and how those involved will go about contributing to the priority and
- A delivery trajectory mapping out the points from current performance (base line) and showing how implementation of initiatives will shift performance towards the set outcome and target. Points along the delivery trajectory will be used to conduct rapid impact assessments to establish whether real improvement is happening on the ground.

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

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

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

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

7. PERFORMANCE MONITORING AND REVIEW

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

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

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

In the instance where performance is sub-optimal, a meeting between the President and Minister will be convened. The outcome of the dialogue will be an agreement between the President and Minister on areas of improvement (the remedial actions). These will be incorporated in the performance 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.

