



**PERFORMANCE AGREEMENT**  
**BETWEEN**  
**THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA**  
**AND**  
**THE MINISTER FOR WATER AND SANITATION**  
**PERIOD OF AGREEMENT**  
**JUNE 2019 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 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 2: Economic Transformation and Job Creation

Water security is one of the biggest issues/challenges facing South Africa in the next decade (2020 to 2030) in general but this administration in particular. It presents a profound challenge to our social wellbeing and our economic growth. On a "do nothing approach (business as usual)", South Africa's water scarcity could get rapidly worse as our supply contracts and demand escalates due to growth, urbanization, unsustainable use of water, degradation of wetlands, water losses a decrease in rainfall resulting in extended drought periods and the possible increasing intensity of rainfall events due to climate change.

The challenges around water management in South Africa are already significant and water scarcity is the biggest risk to our growth and development. Water scarcity will be further exacerbated by the impacts of climate change and future droughts and flood events. Water is the primary medium through which climate change impacts will be felt by people, ecosystems, and economies. This requires a robust climate change adaptation response given that SA is already a water scarce country and has low rainfall (compared with the world average) and one of the lowest surface water run-offs in the world.

Based on current demand projections SA will in all probability exceed the limits of the economically useable land-based water resources by 2050. The predicted adverse effects of climate change will worsen the problems of water shortages and will only bring forward the date when we exceed our available supply.

The National Water and Sanitation Master Plan (NW&SMP) launched during November 2019 is intended to guide the water sector with investment planning for the development of water resources and the delivery of water and sanitation services over an initial planning horizon until 2030, and beyond. The core purpose of the NW&SMP is to:

- Provide an overall perspective of the scope of the water and sanitation business;
- To provide a comprehensive schedule of actions needed to address present challenges;
- To estimate the investments required to ensure effective water resources, and water and sanitation services delivery, as well as;
- To facilitate effective integrated investment planning, implementation of actions and the on-going evaluation of achievements.

The Implementation of the Master Plan will enable South Africa to become more resilient to climate change and the increasing intensity of droughts and floods, while meeting the water needs of a growing population and economy and thus addressing the triple challenges of poverty, inequality and unemployment. The Master Plan outlines a series of urgent steps to be taken and implemented by all stakeholders in the water sector in order to address systemic and infrastructural challenges to secure continuous and uninterrupted supply of water for both community and business use and furthermore outlines immediate interventions which will be made to respond to amongst other challenges, infrastructure investment and maintenance, capacity of municipalities, transformation in the sector, licensing of water use, capacity of the Department and its agencies and most important ensuring that communities and business have water security.

The Master Plan builds on those policies that have been successful and revisits and revises those that we have faltered in (including very urgent amendments to the National Water Act and the Water services Act), together with the new knowledge gained from our own experiences, supported by innovative technologies and solutions.

During the period 2019 to 2025 there will be increased focus our attention and resources to maintaining our current infrastructure, securely guarding water sources and most essentially educating our people on the necessity of looking after their rivers, harvesting rain and caring for the environment. The Programme of Action of the Water and Master Plan which was set out in November 2019 will focus on the '3 Is' that are recognised as the core of water security:

- Institutions (Water boards, CMAs, WUA's and the NWRIA),
- Investment (infrastructure funding and capital private finance) and
- Information (strengthen the information system and networks to be more inclusive).

The fourth area of priority is:

- Transformation (land reform and rural agriculture for black farmers and other small agricultural farms).

The implementation of structural reforms is crucial to sustain our economic recovery and to address the underlying causes of low economic growth and high unemployment. Many of these reforms have

been delayed for several reasons, but their urgency is increased by the need to support a swift economic recovery.

Operation Vulindlela is a government-wide approach through which Ministers, departments and entities implement structural reforms and a Vulindlela unit in The Presidency and National Treasury monitors progress and actively supports implementation. Its aim is to fast-track the implementation of high-impact reforms, addressing obstacles or delays to ensure execution on policy

There are several priority reforms in the water sector to ensure sustainable water supply to meet demand and the Minister should ensure these reforms are implemented on time.



Long Term Water Security					
Outcome	Indicators	Baseline	Targets	Minister's Responsibility	
1. Implement ground water use projects in water scarce areas	1.1 Available water yield	2017 National Water and Sanitation Master Plan	<ul style="list-style-type: none"> <li>Implementation of the national ground water strategy</li> </ul>	Ensure implementation of the national ground water strategy	
2. Develop, maintain and refurbish gauging stations to measure water quantity	2.1 Gauging stations developed, maintained and refurbished	New target	<ul style="list-style-type: none"> <li>Additional gauging stations developed by 2024 and existing stations maintained and refurbished</li> </ul>	Ensure that additional gauging stations are developed, existing stations are maintained and refurbished.	
3. Implement the 2019 priority actions through implementation of the Water and Sanitation Master Plan	3.1 National Water and Sanitation Master Plan (NWSMP) priorities developed and implemented.	2018 National Water and Sanitation Master Plan (NWSMP) 2019 Priority actions	<ul style="list-style-type: none"> <li>Priority Actions of the National Water and Sanitation Master Plan (NWSMP) implemented by 2024 To structure the Department to make it fit for purpose, eliminate wastage and any loss due to corruption and mismanagement of resources</li> </ul>	Ensure that Priority Action Plans of the National Water and Sanitation Master Plan are developed, approved and implemented by 2024	
4. Institutional change to get back on track on the long road to water security	4.1 Number of Catchment Management Agencies established	2 Catchment Management Agencies established	<ul style="list-style-type: none"> <li>6 Catchment Management Agencies established by 2024</li> </ul>		
	4.2 National Water Infrastructure Agency established by 2024	Draft business case on the establishment of the National Water Infrastructure Agency	<ul style="list-style-type: none"> <li>National Water Infrastructure Agency established by April 2023</li> </ul>	Ensure that financially viable projects are financed using private	

Long Term Water Security				
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility
5. Planning and investment to address the country's strategic water challenges	4.3	Water Partnerships Office established	Water Partnerships Office established by March 2023	sector funding through establishment of NWRIA
	5.1	Number of strategic infrastructure projects implemented by 2024	<ul style="list-style-type: none"> <li>9 strategic infrastructure projects implemented by 2024</li> </ul>	Regular reporting to the PICC
		<ul style="list-style-type: none"> <li>2 projects under construction;</li> <li>2 projects awaiting environmental authorisations;</li> <li>3 projects ready for implementation;</li> <li>1 project under planning</li> <li>1 project awaiting signing of off-take agreements</li> </ul>		
		Lesotho Highland Water Project Phase 2 ready for implementation	Lesotho Highland Water Project Phase 2 under construction by 2024	
		uMkhomazi Water Project awaiting environmental authorisations	uMkhomazi Water Project under construction by 2024	
		Berg River Voëlvlei Augmentation Scheme awaiting signing of off-take agreements	Berg River Voëlvlei Augmentation Scheme under construction by 2024	
		Phase 2 of the Mokolo-Crocodile (West) Water Augmentation Project	Phase 2 of the Mokolo-Crocodile (West) Water Augmentation Project	



Long Term Water Security						
Outcome Interventions	Indicators	Baseline	Targets	Minister's Responsibility		
6. Information, to improve performance and support sustained, inclusive development		awaiting environmental authorisations	under construction by 2024			
		Mzimvubu Water Project stage 1 implementation ready	Mzimvubu Water Project under construction by 2024, if funding is made available through the budgeting process			
		Nwamitwa Dam ready for implementation	Nwamitwa Dam under construction by 2024			
		Tzaneen Dam under construction	Tzaneen Dam completed by 2024			
		Vioolsdrift Dam under planning	Vioolsdrift Dam ready for implementation by 2024			
		Phase 1 of the Vaal Gamagara Water Augmentation Project under construction	Phase 2 of the Vaal Gamagara Water Augmentation Project ready for implementation by 2024			
	6.1	Revitalisation of the Blue, Green and No-drop programme	<ul style="list-style-type: none"><li>2013 Green Drop Report</li><li>2014 Blue Drop Report</li></ul>	<ul style="list-style-type: none"><li>1 010 water treatment works assessed every 2 years – alternating with Green Drop assessments</li><li>963 wastewater every 2 years alternating with Blue Drop assessments</li></ul>	Ensure implementation of the Blue and Green Drop programme	
6.2	Information Management for 4IR	National Integrated Water Information System	<ul style="list-style-type: none"><li>Digitisation of water and sanitation</li></ul>			

Outcome		Long Term Water Security			
Interventions	Indicators	Baseline	Targets	Minister's Responsibility	
7. Protect and restore ecological infrastructure			monitoring systems by 2025		
	6.3	Establishment of a RSA Water Observatory	<ul style="list-style-type: none"> <li>Investigate the possible contribution of WRC to co-ordinate data management through establishment of a RSA Water Observatory</li> </ul>		
	7.1	Annual State of Rivers Report	<ul style="list-style-type: none"> <li>Annual State of Rivers Report published</li> </ul>		
	8.1	Percentage of land reform projects with secure water rights	<ul style="list-style-type: none"> <li>Reallocation of water aligned with the framework for Agrarian Reform</li> <li>Compulsory licensing</li> </ul>		
8. Transforming water access and use in a transforming South Africa	8.2	Technology and innovation for the water sector	Develop new technology and promote innovation		
	8.3	Timeframe for processing water use license applications	<ul style="list-style-type: none"> <li>Timeframe for water license applications reduced by 50% by 2020</li> </ul>		
	8.4	Revised raw water pricing strategy (RWPS) to ensure the accurate and fair pricing of water according to the user-pays principle, ensuring that future investments in water	<ul style="list-style-type: none"> <li>Finalise the revised raw water pricing strategy for implementation by June 2022</li> </ul>	Ensure that the revised raw water pricing strategy is implemented	



Long Term Water Security				
Outcome	Indicators	Baseline	Targets	Minister's Responsibility
9. Water services and the culture of maintenance and infrastructure security		infrastructure can be sustained at the level required		
	9.1	Oversight on local government utilisation of conditional grants	<ul style="list-style-type: none"> <li>Revised conditional grant conditions</li> </ul>	
	9.2	An approved National Sanitation Framework implemented	<ul style="list-style-type: none"> <li>Implementation plan on National Sanitation Framework published by 2024</li> </ul>	
	9.3	Strengthen support and intervention in municipal water and sanitation delivery	<ul style="list-style-type: none"> <li>Project-based Interventions</li> <li>Programme-based interventions</li> </ul>	Collaboration with SALGA, COGTA, NT, DBSA and Infrastructure South Africa to improve municipal water and sanitation services
10. Operationalising the programme of action	10.1	Amended regulatory framework on water ownership governance	<ul style="list-style-type: none"> <li>Review of the National Water Act and the Water Services Act</li> </ul>	Ensure review of the current water legislations

Improve Access to Basic Services			
Outcome	Indicators	Baseline	Minister's Responsibility
1. WSAs supported to develop and implement Municipal Priority Action Plans	1.1	Percentage of five-year municipal Priority Action Plans developed and implemented annually in the WSAs falling in the priority	Support WSAs supported in the development and implementation of the Municipal Priority Action Plans
		New indicator	
			100%

2. Eradication of bucket sanitation system	2.1	Number of bucket sanitation systems eradicated in formal areas	40 028	12 221 (balance of 52 249)	Monitor and report on the progress of municipalities in eradicating bucket sanitation systems
3. Non-compliant water systems monitored against the regulatory standards.	3.1	Number of non-compliant water supply systems monitored	693	371 annually	Assess and report on non-compliant water systems against the regulatory standards.
4. Non-compliant wastewater systems monitored against the regulatory standards.	4.1	Number of non-compliant wastewater systems monitored	585	260 annually	Assess and report on non-compliant wastewater systems against the regulatory standards.
5. Develop District Municipalities Five Year Reliability Plans	5.1	Number of District Municipalities with Five Year Reliability Implementation Plans	New indicator	27	Monitor, support and report on the development of Five-Year Reliability Implementation Plans in District Municipalities
6. Bulk water supply projects completed	6.1	Number of bulk water supply and wastewater collector systems completed	51 bulk water and wastewater supply project phases completed of which 9 were sanitation services and 42 were for water supply	53 bulk water infrastructure projects completed	Implement bulk water supply projects

## KEY RESPONSIBILITY AREA 2: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

### Priority 1: Capable, Ethical and Developmental State

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

Outcome Interventions	Functional, Efficient and Integrated Government 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 audits in the public sector	2018 Baseline	75 % reduction of qualified audits incrementally from baseline of 2019 by 2024	To maintain at least an unqualified audit opinion in your department/s and entities
Programme to prevent and fight corruption in government	Percentage resolution of reported incidents of corruption in the government	Trends from the Anticorruption Hotline and Crime Statistics	95% resolution of reported incidents of corruption by 2024 via disciplinary and criminal interventions	Enforce consequences for corruption and misconduct
	Ensure functionality of ethics structures and adequate capacity	New	Establish ethics committees and adhere to terms of reference	Oversee the implementation of the ethics structures



# 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	Oversee the development of	Approval of Strategic Plan, Annual	Approved Strategic and Plan Annual	Approved Annual	Approved Annual	Approved Annual



Management Area	Key activities	Performance indicators	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
planning and reporting	departmental Strategic and Annual Performance Plans and monitor the implementation thereof.	Performance Plans Consideration and approval of Quarterly Performance Reports and Annual report	Performance Plan 4 Quarterly and Annual report approved	Performance Plan 4 Quarterly and Annual report approved	Performance Plan 4 Quarterly and Annual report approved	Performance Plan 4 Quarterly and Annual report approved	Performance Plan 4 Quarterly and Annual report approved
<b>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</b>							
Political oversight on engendered strategic planning and reporting	Oversee the development of engendered departmental Strategic and Annual Performance Plans and monitor implementation thereof	Approval of engendered Strategic Plan, Annual Performance Plans Consideration and approval of engendered Quarterly Performance Reports and Annual report	Approved engendered Strategic and Annual Performance Plan 4 Quarterly and Annual engendered report(s) approved	Approved Annual engendered Performance Plan 4 Quarterly and Annual engendered report(s) approved	Approved Annual engendered Performance Plan 4 Quarterly and Annual engendered report(s) approved	Approved Annual engendered Performance Plan 4 Quarterly and Annual engendered report(s) approved	Approved Annual engendered Performance Plan 4 Quarterly and Annual engendered report(s) approved
<b>National Department facilitates public involvement, participation and service delivery improvement initiatives</b>							
Support good governance through leading participatory governance and social compacts with stakeholders	Ensure optimal functioning of sectoral participatory governance mechanisms	Development and implementation of Public/ Stakeholder Participatory Strategies and Plan	80% implementation of Stakeholder Participatory Plan	80% implementation of Stakeholder Participatory Plan	80% implementation of Stakeholder Participatory Plan	80% implementation of Stakeholder Participatory Plan	80% implementation of Public/ Stakeholder Participatory Plan



Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
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" based on concurrent responsibilities	80% achievement of own commitments in the "One Plan" based on concurrent responsibilities	80% achievement of own commitments in the "One Plan" based on concurrent responsibilities	80% achievement of own commitments in the "One Plan" based on concurrent responsibilities

#### KEY RESPONSIBILITY AREA 4: POLITICAL LEADERSHIP AND OVERSIGHT

Management Area	Key activities	Performance indicators	Targets			
			2019/20	2020/21	2021/22	2022/23
Government structures						
Active participation in Inter-Ministerial Committees, MINMEC's, Cabinet and Executive Structures	Attendance of Executive structure meeting and performing 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
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



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

## SIGNATURES

I, Edward Senzo Mchunu, 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.**

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Hon. E S Mchunu, MP

Minister of Water and Sanitation

30/06 / 2022



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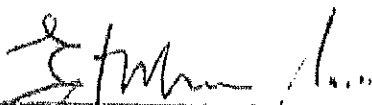
His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30/06 / 2022

**SIGNATURES**

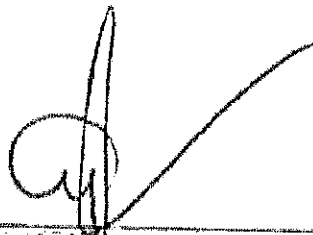
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Hon. E S Mchunu, MP

Minister of Water and Sanitation

30/06/2022 2022



His Excellency Mr MC Ramaphosa

President of the Republic of South Africa

30/06/ 2022



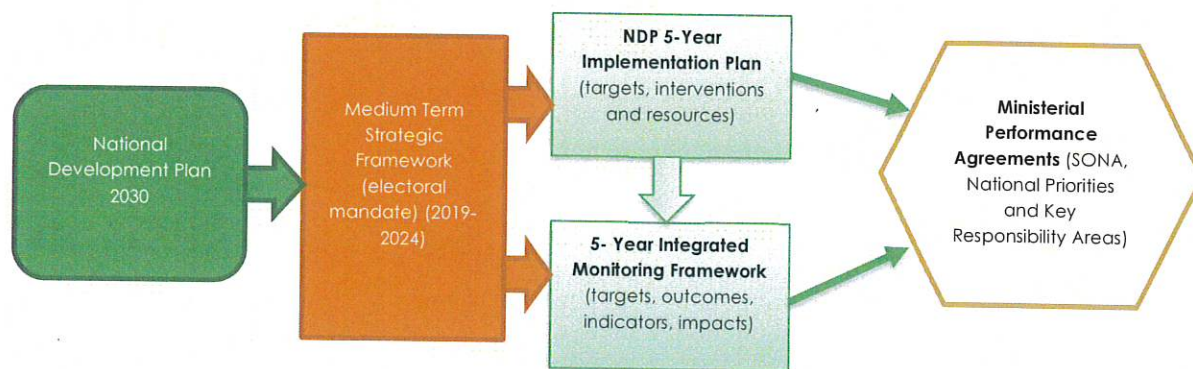
## ANNEXURE 1: EXPLANATORY GUIDELINE

### 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:** 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.