**[**Department logo**]**

**ANNEXURE C**

**PERFORMANCE AGREEMENT FOR HEADS OF DEPARTMENT OF GOVERNMENT DEPARTMENTS AND GOVERNMENT COMPONENTS**

|  |  |
| --- | --- |
| **Name of the Executive Authority** |  |
| **Name of the Head of Department** |  |
| **HOD/DG Persal number** |  |
| **Name of the Department** |  |
| **Province (if applicable)** |  |
| **Performance cycle** |  |

|  |  |
| --- | --- |
| **Half-yearly Performance review & assessment date:** |  |
| **Annual Performance assessment date:** |  |

**Dispute resolution mechanism**

Any disputes about the nature of the HOD’s PA, whether it relates to key responsibilities, priorities, methods of assessment in this agreement, shall be mediated by DG in the Presidency or DG in the Office of the Premier.

If, this mediation fails and the dispute remains unresolved at this level, the matter should, thereafter be referred to the PSC.

Signature: HOD Signature: Executive Authority

****

|  |  |  |  |
| --- | --- | --- | --- |
| **Categories** | **Key Result Area** | **Batho Pele Principles** | **Weighting** |
| **Employee Performance** |  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **KRAs Total Weighting (contribute 40% towards the final score)** | | | 100% |
| **Key Government Focus Areas** | 1. Develop and implement an effective and efficient supply chain  management system | | 20% |
| 2. **\***Support international and regional Integration programmes and commitments | | 20% |
| 3. Implementation of the Minimum Information Security Standards (i.e. MISS) and overall accountability for security | | 20% |
| 4. Transformation | | 20% |
| 5. Integrated Governance | | 20% |
| **Key Government Focus Areas: Total Weighting (contribute 20% towards the final score)** | | | 100% |
| **Auditor General** | This component will focus on the measurement of the extent of the departmental financial and legislative compliance. There should be no material findings on con-compliance with legislation and the financial statement should be free from material misstatements. | | 20% |
| **Total Weighting: Auditors General Findings & Opinions (contribute 20% towards the final score)** | | | **20%** |
| **Organisational Performance** | This component will focus on assessing the organisational performance base on the predetermine target in the Annual Performance Plan (APP) and the audited Annual Report (AR) will be used to establish the extent in which the objective in the APP has been achieved. | | 20% |
| **Total weight: The organisational performance will contribute 20% towards the final score** | | | **20%** |

**Generic Management Competencies: Personal Development Plan**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No** |  | | **Dev. Required** | |
| **Core Management Competencies (CMCs)** | **Process Competencies (PCs)** | **CMCs** | **PCs** |
| **Yes/No** | **Yes/No** |
| 1 | Strategic Capability and Leadership | Knowledge Management |  |  |
| 2 | People Management and Empowerment | Service Delivery Innovation |  |  |
| 3 | Programme and Project Management | Problem solving and analysis |  |  |
| 4 | Financial Management | Client Orientation |  |  |
| 5 | Change Management | Customer focus Communication |  |  |
| **Other Development Required** | | | | |
| 1 |  | | | |
| 2 |  | | | |
| 3 |  | | | |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***\*certain HODs at provincial departments would not have any activities that relates to this area. In that case the weight of the other areas must be adjusted to ensure that it adds up to 100%***

**Workplan**

**ANNEXURE C 1**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Key Result Areas** | **KEY Activities** | **Weight** | **PERFORMANCE MEASURES/STANDARD** | | **Resource Required** | **Enabling Condition** |
| **TARGET DATE** | **INDICATOR / TARGET** |
|  |  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
| **Total weight for the KRA** | **%** |  |  |  |  |
|  |  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
| **Total weight for the KRA** | **%** |  |  |  |  |
|  |  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
| **Total weight for the KRA** | **%** |  |  |  |  |
|  |  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
|  | % |  |  |  |  |
| **Total weight for the KRA** | **%** |  |  |  |  |

**ANNEXURE C 2**

**Personal Developmental Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **No** | **Developmental Areas** | **Types of interventions (Mentoring/course/workshop/seminars)** | **Target date** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**KEY GOVERNMENT FOCUS AREAS: supply chain management system**

**ANNEXURE C 3.1**

| **KEY GOVERNMENT FOCUS AREA** | **KEY FOCUS AREA ACTIVITIES** | **PERFORMANCE MEASURES** | | **BASELINE DATA** | **Resource Required** | **Enabling Condition** |
| --- | --- | --- | --- | --- | --- | --- |
| **TARGET DATE** | **INDICATOR / TARGET** |
| Develop and implement an effective and efficient supply chain management system | Ensure that the number of procurement transactions are managed | Annual | 10% reduction in the total number of procurement transactions below R500K by the end of the financial year (31 March) | Total number of procurement transactions below R500K |  |  |
| Ensure that the nature of procurement spend is managed | Annual | 10% reduction in the value of procurement spend under R500K | Total value of procurement transactions below R500K |  |  |
| Ensure that there is savings on procurement spend | Annual | 5% saving on annual procurement spend | Current cost of specific goods and/or services |  |  |
| Ensure that procurement planning is managed | Annual | The finalisation of tender awards within an average of 60 days from the date bids close | Average number of days to award tenders |  |  |
| Ensure that SCM risk management is performed | Annual | Risk response plans for the top 5 SCM risks developed | Risk response (mitigation) plans |  |  |
| Ensure that the department pays all compliant supplier invoices within 30 days of receipt of invoice | Annual | 100% of compliant supplier invoices paid within 30 days of receipt of invoice. | Average supplier payment days |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ANNEXURE C 3.2**

**KEY GOVERNMENT FOCUS AREAS: Diversity management and transformation**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **KEY GOVERNMENT FOCUS AREAS** | **KEY FOCUS AREA ACTIVITIES / OUTPUTS** | **PERFORMANCE MEASURES** | | **BASELINE DATA** | **Resource Required** | **Enabling Condition** |
| **TARGET DATE** | **INDICATOR / TARGET** |
| Develop and implement an efficient and effective diversity management and transformation system | Ensure that equity targets are met  50% representation of women at SMS  2% representation of persons with disabilities across all levels  Attraction of youth into the Public Service | Annual | At least a 1% increase in the representation of persons with disabilities for departments with representation below 1%  At least 20% increase in the representation of women at SMS for departments below 30%; 5% for departments between 30% and 40% and 3% for departments between 41% and 49%  At least 30% of the staff in the department is comprised of youth | Current percentage of representation of youth, persons with disabilities and for women at SMS |  |  |
| Ensure that reasonable accommodation is provided to employees with disabilities and employees with small children | Annual | Report on the number of work related assistive devices provided in the department.  Report on reasonable accommodation measures provided in the department. | Current status of provision of assistive devices  Current status of reasonable accommodation measures provided in the department. |  |  |
| Ensure that reports have disaggregated data to show beneficiaries in terms of age, race, disability and gender | Annual | Reports with disaggregated data | Current status of reports in the department |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_

**KEY GOVERNMENT FOCUS AREAS: Integrated Governance**

**ANNEXURE C 3.3**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **KEY GOVERNMENT FOCUS AREAS** | **KEY FOCUS AREA ACTIVITIES / OUTPUTS** | **PERFORMANCE MEASURES** | | **BASELINE DATA** | **Resource Required** | **Enabling Condition** |
| **TARGET DATE** | **INDICATOR / TARGET** |
| **Integrated Governance** | Compliance with the requirements of the relevant Medium Terms Strategic Framework |  |  |  |  |  |
| Integration of departmental work with Cluster work |  |  |  |  |  |
| Implementation of the cluster programme of action |  |  |  |  |  |
| Co-ordination of the Cluster meetings |  |  |  |  |  |
| Interaction and co-ordination with Cabinet Clusters |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**KEY GOVERNMENT FOCUS AREAS: INTERNATIONAL AND Regional Integration**

**ANNEXURE C 3.4**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **KEY GOVERNMENT FOCUS AREAS** | **KEY FOCUS AREA ACTIVITIES / OUTPUTS** | **PERFORMANCE MEASURES** | | **BASELINE DATA** | **Resource Required** | **Enabling Condition** |
| **TARGET DATE** | **INDICATOR / TARGET** |
| **International and Regional Integration programmes and commitments** | Departmental NEPAD in place. |  |  |  |  |  |
| Cluster and Departmental NEPAD programmes in place and under implementation |  |  |  |  |  |
| NEPAD programmes mainstreamed in Cluster work (*certain provincial departments sometimes would not have any activities that relates to these listed above*) |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**KEY GOVERNMENT FOCUS AREAS: Minimum Information Security Standards (i.e. MISS)**

**ANNEXURE C 3.5**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **KEY GOVERNMENT FOCUS AREAS** | **KEY FOCUS AREA ACTIVITIES / OUTPUTS** | **PERFORMANCE MEASURES** | | **BASELINE DATA** | **Resource Required** | **Enabling Condition** |
| **TARGET DATE** | **INDICATOR / TARGET** |
| **Minimum Information Security**  **Standards (i.e. MISS)** | Designate a senior staff member (in the case of a government department, at least at the level of director) as security manager for that institution to manage the security function at the said institution; provided that the head of the institution may, with the approval of the Agency, appoint a staff member at a lower level as security manager. |  | The profile, post and job description should comply with the criteria as given in the State Security Agency (SSA) position paper “*Security Managers in Government* Bodies” and SSA guidance document “*Guideline – Profile of a Security Manager*”. |  |  |  |
| Establish a security component or support structure for the Security  Manager. |  | Determine the size and functions of the security component in consultation with SSA. |  |  |  |
| Establish a security committee for the institution, comprising |  | representatives (on senior management level) from all main business functions or structures of the institution. |  |  |  |
| Ensure that a security threat and risk assessment is conducted of the  institution by the security committee (according to SSA guidelines in this regard). |  | * identification of all critical assets, systems and services of the institution; * identification of the categories of information held by the institution that   require protection against disclosure;   * identification of security threats against the institution; * identification of security vulnerabilities; * recommendations to address the identified vulnerabilities |  |  |  |
| Ensure and oversee the development, implementation and maintenance of an internal security policy, as well as directives in connection therewith, for that institution that complies with all the requirements of the Minimum Information Security Standards. |  | Assign the responsibility to develop the security policy and directives to the security manager and the security committee. Ensure that the security policy assigns pertinent security responsibilities and/or duties to specific officials, and that it provides for disciplinary and remedial steps in cases of transgressions or non-compliance. |  |  |  |
| Ensure that Staff Members and Contractors with Access to Sensitive Information are Security Cleared |  | Determine and list the posts/positions for which incumbents need security clearances including the levels of security clearances for each post (Confidential, Secret or Top Secret).  Ensure that prospective contractors are security cleared before awarding the contract or before allowing access to the premises of the institution. |  |  |  |
| Ensure that security training and awareness programmes are implemented in the institution to sensitise employees and relevant  contractors and consultants of the institution, about the security policy and directives of the institution and the need to protect confidential information against disclosure. |  | Ensure that every manager and supervisor briefs his or her subordinates on the particular types of information that will be handled by them in that department, division, component or section that should be treated as confidential or secret and repeats this briefing at regular intervals  Ensure that individuals who have specific security duties receive appropriate training related to those duties. |  |  |  |
| Ensure that employees and contractors, to whom the institution may have to disclose sensitive or classified information is informed on a need-to-know basis and are contractually bound to keep such information secret. This must include |  | Directing of the legal advisers of the institution, when requested to peruse  or to draw up a contract with a supplier, to consider the necessity or otherwise of including a clause into the particular contract, that would place a contractual obligation on the said contractor and his or her employees to keep secret on any sensitive information of the institution that may be supplied to the supplier; requiring staff members, who negotiate contracts on behalf of the institution, not to disclose sensitive information to would be contractors during the negotiation phase, except where this is necessary for the purposes of the negotiations. |  |  |  |
| Consider the recommendations made in the threat and risk assessment and implement security measures in the most efficient and cost effective manner that will ensure that identified security risks will be reduced to an acceptable level. This must also include |  | Reporting to the Agency, on an annual basis, on the risks identified and the implementation of security measures to address the risks.  Reporting to the Agency, on an annual basis, on the categories of information held by the institution that require protection and the measures implemented to protect such information. |  |  |  |
| Implement measures to ensure the continuous monitoring of the  compliance by that institution with the MISS, the internal security policy of the institution and any directives issued in connection therewith. Such measures include |  | Conducting of internal security audits at the institution (by the security  manager of the institution);  Conducting of security audits by SSA. addressing security vulnerabilities identified during such audits. |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Signature (HOD):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (EA):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_