



## PROCESS FOR EFFECTING REFINEMENTS TO DELIVERY AGREEMENTS, Outcome 7

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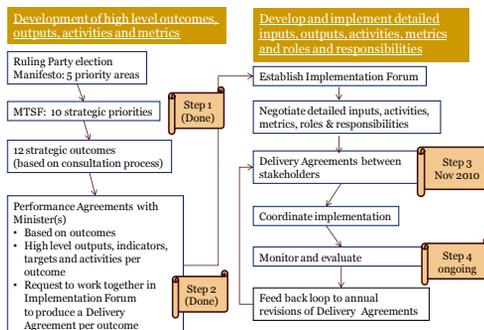
## Introduction and background

- The delivery agreements are based on signed performance agreements btwn the President and the co-ordinating Ministers in the 2<sup>nd</sup> half of 2010
- The DAs translate the signed performance agreements into detailed plans specifying **who will do what**, with **what resources** and within **what timeframe** to achieve the targets and outputs.



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### The process



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## Background continue

- The performance agreements set out targets and outputs to be achieved by 2014
- Of the 12 Outcomes, 9 have been uploaded on the web-based Programme of Action (POA), and are thus accessible to the public
- The live PoA empowers ordinary citizens to monitor progress relative to the Outcomes



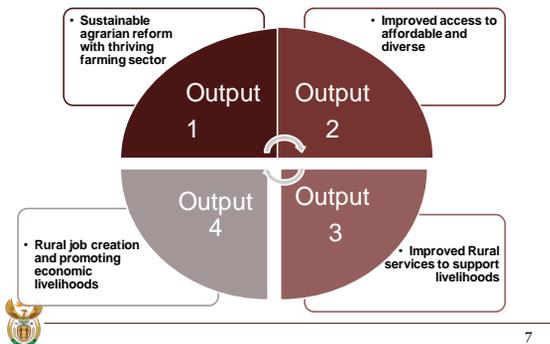
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Outcome 7 is about the creation of  
**‘vibrant, equitable and sustainable  
rural communities and food  
security for all’.**



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## Key Outputs for Outcome 7



OUTCOME 7: VALUE CHAIN					
OUTPUTS	DRIVERS	SUB-OUTPUTS	ACTIVITIES	RESPONSIBILITIES	RESULT CHAIN
Sustainable agrarian reform, with a thriving small and large farming sector	Farming	Land / Water Markets/ Labour/ Inputs/Capital	e.g. Identify, acquire, warehouse, select, lease, support and secure land/allocate water resources, surveying, registrations and planning	DRDLR/DWA, DAF, Provinces, Municipalities, Public and Private Sector entities, farmers.	-Target -Baseline -Indicator -Feedback/ M&E
Improved access to diverse and affordable food	Food Security	Agro-processing / Increased productivity/access to nutritious food Markets/Land/Labour/Capital/ Inputs	e.g. Establish agri-parks, food banks, nutritious food, improved access to markets, irrigation schemes	DAFF, DRDLR, Provinces, Local Government, Public and Private Sector entities, farmers.	
Improved rural services to support sustainable livelihoods	Infrastructure and Services	Agro-logistics and Economic Infrastructure/ ICT/ Social Infrastructure/ Innovation/ Service Delivery Model/Land, Labour Capital	Roads, Rail, Bridges, EDCs, libraries, e-RAPs, Energy, WiFi, Youth Hubs, Housing, water, sanitation, Implement innovative service delivery model, revitalization of rural towns	DOT, DRDLR, DDE, DHE, DWA, DPW, Local Government, Public and Private Sector entities, farmers.	
Improved employment opportunities and economic livelihoods	Jobs and Skills	Enterprise development/ job creation/Village industries/ Training/Capital	Rangers, para-professional training (internship, learnership)	DBT, DTL, DMET, DRDLR, Provinces, Local Government, Public and Private Sector entities, farmers.	
Enabling institutional environment for sustainable and inclusive growth	Governance and Planning	Institutions, agri-parks, markets, light rural industries, credit facilities/land/labour/ capital	Establishment of institutions e.g. council of stakeholders, CPIs, agri-parks, mentoring	DDCO, EDO, DRDLR, Provinces, Local Government, COB, Public and Private Sector entities, farmers.	
Cross cutting/ Coordination				Policy, legislation, regulations and resources, Access norms and Standards	

## Why the need for refinement of the DAs?

- Technical Implementation Forums identified a need for refinements to the details of the delivery agreements (quarterly reports)
- Demand for at the grass root level (FLSD)
- Indications are a range of refinements are envisaged, including
  - adjustments to language for clarity purposes;
  - prioritisation and reduction of the number of sub-outputs and activities; and
  - adjustments to milestones.

## The Balancing Question

### How to manage the process of refining the delivery agreements,

- in a manner that ensures optimisation of the benefits of improving and strengthening the DA,
- without undermining or repeating the process of reaching negotiated agreements among participating departments, and
- without compromising the emerging public interest in the Outcomes-based approach.

## Examples of legitimate refinements

### These include:

- Changes that result from evidence that points to better ways of achieving the targets contained in the Ministers performance agreements
- Changes that result from evidence that alters the formulation of the indicators and targets
- Changes that result from a process of strategic prioritisation (eg. higher level activities)

There has to be legitimacy for the refinement and rationalising of the sub-outputs and subsequent activities



### ...Examples

- Changes that increase the clarity of the indicators, milestones and activities
- Changes that result from agreed changes in role, responsibility or accountability of the various signatories to the delivery agreement
- Changes relating to logical sequencing of activities.



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### What does NOT constitute a legitimate change

- A. Changes that bring the delivery agreement into conflict with the original prescripts in the performance agreement regarding
  1. content,
  2. policy intention,
  3. targets,
  4. responsibility or omission there-of.
- B. Changes without evidence and motivation.



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### Consultation process to be followed

Refinements of the delivery agreements should be discussed and approved by the **Technical and Ministerial Implementation Forums** once per year, in accordance with the following timeframes:

- the process should commence in July;
- the recommended refinements should be annexed to the Cabinet Memorandum for the 3<sup>rd</sup> quarterly report of the year (end of the yr, 2011);
- refinements for current year are effective from 1 April 2012.



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### Role of the Implementation Forums

#### The Technical Implementation Forum:

- Should discuss and agree on proposed refinements, AND the evidence for such refinements, to be recommended to the Ministerial Implementation Forum.
- All changes tabled at the Technical Implementation Forum should be evidence based, and motivated in writing, should be minuted.
- **A template for summarising refinements is attached.**



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### ...Role of the Implementation Forums

#### The Ministerial Implementation Forum:

The Ministerial Implementation Forum should discuss and approve the recommended refinements, which will also be submitted to Cabinet as an annexure to the quarterly report. These should be minuted.



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### Template for the refinement process

Type of change	Current	Proposed amendment	Reason for the change / evidence of the need for change	Consequential changes (ie to indicators, activities)
Target	50 000 new smallholder farmers producing for sale	100 000 new commercial farmers  Improve measurement (%)	Target already achieved Indicator	????
Sub Output				
Indicator				
Activities				

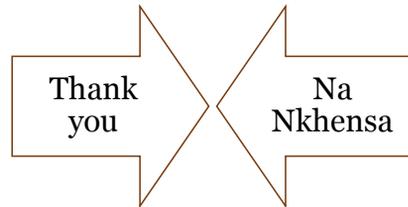


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## Department of Performance Monitoring and Evaluation Support

### DPME will:

- Provide guidance on the process and substance for reviewing the delivery agreements;
- Quality check the final recommended revisions;
- Capture the refinements on the web-based Programme of Action, once approved by the Ministerial Implementation Forum.



Go to <http://www.thepresidency.gov.za/dpme.asp> for DPME documents

