



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

DPME Guideline No 2.1.4

Process for effecting refinements to outcome Delivery Agreements

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Addressed to	Minister and Director General, Outcomes Coordinating Departments All departments involved in outcome implementation forums
Purpose	The purpose of this practice note is to provide guidance on revising an outcomes Delivery Agreement
Reference documents	1. This practice note draws from the <i>Policy position on the Outcomes Approach (Improving Government Performance: Our Approach, 2009)</i> 2. Links to practice note 2.1.2 on <i>Terms of Reference for Implementation Forums</i>
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1 Background

- 1.1 Delivery Agreements for the 12 Outcomes were negotiated, finalised and signed by all relevant Ministers and MECs (and in some cases, municipalities) in the second half of 2010.
- 1.2 The Delivery Agreements are based on signed Performance Agreements between the President and the co-ordinating Ministers. The Performance Agreements set out targets and outputs to be achieved by 2014.
- 1.3 The Delivery Agreements 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 in the Performance Agreements.
- 1.4 Of the 12 Outcomes, 9 have been uploaded on the web-based Programme of Action (PoA), and are thus accessible to the public.
- 1.5 In the course of preparing the first two quarterly reports, there have been indications during discussions in the technical Implementation Forums, that there may be a need for refinements to the details of the Delivery Agreements.
- 1.6 Indications are that a range of refinements are envisaged, including adjustments to language for clarity purposes; prioritisation and reduction of the number of activities; and adjustments to milestones.
- 1.7 A key question is how to manage the process of refining the Delivery Agreements in a manner that ensures optimisation of the benefits of improving and strengthening the Delivery Agreements, without undermining or repeating the process of reaching negotiated agreements among participating departments, and further without compromising the emerging public interest in the Outcomes Approach.

2 Principles to inform refinement of a Delivery Agreement

- 2.1 The process for making adjustments to the Delivery Agreements should be framed as a process of **refinement and strengthening** of the agreement.
- 2.2 Refinements to the Delivery Agreement must not compromise the achievement of deliverables set out in the Performance Agreement between the President and the co-ordinating Ministers.
- 2.3 Review and refinement of Delivery Agreements should take place **annually**, and should be synchronised with the annual strategic planning and budgeting process.
- 2.4 The Delivery Agreements are the product of a **negotiated process** between relevant departments, spheres of government, and, in some cases, organised civil society. Any amendment of the Delivery Agreement therefore requires discussion and agreement among the partners which were signatories to the Delivery Agreement.
- 2.5 Refinements to the Delivery Agreement are intended to **improve delivery**, and should thus flow from a thorough review and assessment of what is working or not working, and where major blockages to service delivery exist.
- 2.6 The Delivery Agreements are a transparent presentation to South African citizens, of the key targets, indicators, outcomes, outputs and activities for service delivery for this political cycle. Refinements of the Delivery Agreement must therefore be justifiable to South African citizens.

3 What constitutes a legitimate change

- 3.1 Examples of **legitimate refinements** to the Delivery Agreements include:

1. Changes that result from evidence that alters the original **theory of change**, ie. evidence that points to better ways of achieving the targets contained in the Ministers' Performance Agreements;
2. Changes that result from evidence that alters the **formulation of the indicators and targets**;
3. Changes that result from a process of **strategic prioritisation** (eg. higher level activities);
4. Changes that increase **the clarity of the indicators**, milestones and activities;
5. Changes that result from agreed **changes in role, responsibility or accountability** of the various signatories to the Delivery Agreement;
6. Changes relating to **logical sequencing** of activities.

4 What does NOT constitute a legitimate change

1. Changes that bring the Delivery Agreement into **conflict with the original prescripts in the Performance Agreement** regarding content, policy intention, targets, responsibility or omission there-of;
2. Changes **without evidence** and motivation.

5 Process to be followed for refining the Delivery Agreements

- 5.1 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 **3rd quarterly report** of the year (at the end of the year);
 - refinements are effective from 1 April 2012.

5.2 The Technical Implementation Forum:

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

5.3 The Ministerial Implementation Forum


1. Should discuss and **approve** the recommended refinements, which will also be submitted to Cabinet as an annexure to the quarterly report.

5.4 The Department of Performance Monitoring and Evaluation will:

1. Provide **guidance** on the process and substance for reviewing the Delivery Agreements;
2. **Quality check** the final recommended revisions;
3. **Capture** the refinements on the web-based Programme of Action, once approved by the Ministerial Implementation Forum.

5.5 Annex 1 provides a template for capturing the changes to the Delivery Agreements.

Signed



Dr Sean Phillips

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The Presidency: Performance Monitoring and Evaluation

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Annex 1: Template for summarising refinements to Delivery Agreements

Type of change	Current	Proposed amendment	Reason for the change / evidence of the need for change	Consequential changes (ie to indicators, activities)
Target				
Sub Output				
Indicator				
Activities				