

## Improvement Plan for Government Coordination Systems

### Improvement Objective 1: Presidency supporting/ensuring clusters to work effectively

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
<b>1.1 Number of meetings reduced to those that are essential, with effective videoconferencing minimising travel requirements</b>								
1.1.1 Ministerial cluster meetings put into Cabinet programme.	H	1.1.1.1 Compile dates for PoA reporting	DPME	Dec of each year	Schedule including ministerial clusters and PoA dates available by December of each year	PoA Guidelines as well as Cabinet guidelines	n/a	Problematic as ministerial clusters often do not meet. Currently Ministerial clusters allocate dates. Proposed to change to Cabinet Secretariat.
		1.1.1.2. Compile a meeting schedule that includes Ministerial Clusters and the PoA reporting cycle dates.	Cabinet Secretariat	July 2015				
		1.1.1.3 Approve the schedule that includes Ministerial Clusters/POA dates.	Cabinet					
1.1.2 There should be a discussion and agreement with Parliament on when DGs are required vs other senior managers	H	1.1.2.1 Set up meeting with Deputy President and Speaker/NCOP chair to discuss evaluation implications/DG Workload and specification of when DGs needed	DG Presidency	30 June 2015	Agreement by 31 July 2015	Letter or MoU between Presidency and Parliament	n/a	DGs are overloaded and one reason is Parliament would like DGs to appear at all Parliamentary Committees.
		1.1.2.2 Schedule of meetings drawn up with proposals for which meetings could be attended by DGs (and cluster meetings)	DG Presidency and Secretary of Parliament	31 July 2015	Generic schedule drafted	Letter or MoU between Presidency and Parliament	n/a	DGs are overloaded and one reason is Parliament would like DGs to appear at all Parliamentary Committees.

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		on Wed should be pm to avoid clashing with portfolio committees).				t		
		1.1.2.3 MoU/letter of agreement with Parliament	DG Presidency and Secretary of Parliament	31 July 2015	Generic schedule drafted	Letter or MoU between Presidency and Parliament	n/a	DGs are overloaded and one reason is Parliament would like DGs to appear at all Parliamentary Committees.
1.1.3 POA reporting periods reduced from 4 per annum to 3 per annum.	H	1.1.3.1 Already implemented and needs to be communicated in Cabinet Schedule above	DG Presidency and Secretary of Parliament	31 July 2015	MOU/ letter drawn up	MOU	n/a	DGs are overloaded and one reason is Parliament would like DGs to appear at all Parliamentary Committees.
1.1.4 Reduce the number of core departments for each cluster	H	1.1.4.1 FOSAD Manco to approve the revised list in May 2015 meeting and DG: Presidency to engage the President on the Ministerial Clusters	DG Presidency	Approval by 4 May	1 July 2015 revised departments in operation	FOSAD Manco minutes/ Cluster Guidelines	n/a	Core departments have increased and this is placing a big demand on time, and a challenge to get a quorum
		1.1.4.2 Revise core departments and number of representatives for each cluster	Presidency with cluster secretariats	30 June 2015	1 July 2015 revised departments in operation	FOSAD Manco minutes/ Cluster Guidelines	n/a	Core departments have increased and this is placing a big demand on time, and a challenge to get a quorum
1.1.6 Encourage additional use of video-conferencing	M	1.1.7.1 Ensure security of lines between departments, room 159 and Tuynhuis are secured.	FOSAD Secretariat	31 March 2015	Video conferencing is regular practice	Presidency IT policy	Presidency IT budget	Lines of additional departments are being used but not secured. An e-Cabinet system is being developed.

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<b>1.2 Presidency addressing issues effectively and coordinating across clusters</b>								
1.2.1 Presidency/DPME allocates a senior official to each cluster who works with the cluster to ensure the agendas and reports are appropriate and well prepared	M	1.2.1.1 Meeting between two Presidency DGs to discuss support to clusters by Presidency	Presidency/DPME	31 July 2015	Agreement between DGs on roles	Memorandum of understanding	n/a	DPME attending but role is limited
		1.2.1.1 Define roles of Presidency/DPME representative allocated to the cluster 1.2.1.2 Inform cluster secretariats	DG: DPME DG: Presidency	July 2015	operating from August 2015	Memorandum of understanding	n/a	DPME attending but role is limited
		1.2.1.3 Review the role of the outcome facilitators to include these roles	DG: DPME	July 2015	Revised role of OFs defined	Cluster Guidelines and IF Guidelines	DPME budget	Currently an evaluation is being undertaken of the Outcomes System and this will facilitate reviewing the role of the OFs
1.2.2 Where needed, Presidency/DPME propose task teams to deal with cross-cutting policy or strategy issues	M	1.2.2.1 Identify if there are difficult policy or strategic issues that need to be addressed	DPME and Cluster Secretariats	Ongoing	February 2015	task teams established as needed.	n/a	There's a lack of implementation of some PoA issues. There needs to be more emphasis in DPME on addressing overarching/cross cutting inter-cluster policy issues. Note that PCAS used to have weekly meetings to discuss emerging issues.
		1.2.2.2 Establish the task teams						
		1.2.2.3 DPME considers how to deal with cross-cutting issues						

**Improvement objective 2: Effective secretariats are ensuring effective meetings, action between meetings, and supporting decision-making and follow-up**

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
<b>2.1 Strengthening guidelines and TORs for operation of structures</b>								
2.1.1 Develop refined Guidelines for clusters and technical task teams (as well as their substructures)	H	2.1.1.1 Draw out all the issues for guidelines from the evaluation as well as obtain guidelines which each cluster is using.	Presidency/ DPME OME Branch with secretariats	Workshop by 15 Nov Drafted 30 November 2014	Refined TORs approved by FOSAD Secretariat and Clusters by July 2015	FOSAD Manco and Clusters minutes/ TORs	Workshop cost (FOSAD Budget)	There is some overlap of roles, e.g. of clusters and IFs and the improved procedures need to be embedded in TORs
		2.1.1.2 Develop refined Guidelines for clusters, as well as specific guidelines regarding the establishment and operation of technical task teams		June 2015				
		2.1.1.3 Place Guidelines on the agenda of FOSAD Secretariat for final approval		July 2015				
		2.1.1.4 Clusters develop and agree their own TORs		August 2015	Revised TORs for FOSAD clusters			
2.1.2 Develop refined Guidelines for implementation forums		2.1.2.1 Workshop between DPME and cluster secretariats on operation of IFs and reporting	DPME/Presidency					DPME has developed revised guidance for IFs. Meanwhile the results from this evaluation and the evaluation of Outcomes System should inform revisions.
		2.1.2.2 Develop refined Guidelines for implementation forums which clarify the difference in roles, core mandates and operating procedures from clusters and MinMECs	DPME/Presidency	September 2015	Revised TORs for Implementation Forums	TORs for Implementation Forums	n/a	

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		2.1.2.3 Develop improved outcome reporting formats in consultation with the outcomes reporting departments						
2.1.3 Strengthen role of Cabinet Secretariat to ensure submissions into the Cabinet system comply with set guideline and are of good quality	M	2.1.3.1 Conduct training for Cabinet Secretariat in ensuring good authoritative Cab Memos (e.g. use of evidence, RIA/SEIAS)	Cab Sec/ PSPPD/DFID	September 2015	Cabinet secretariat trained by June 2015	Presidency APP	PSPPD?	Cabinet has complained about poor quality of Cab memos
		2.1.3.2 Ensure alignment of Cab memos with guidelines and that submissions are of high quality	Cluster and IF secretariats	Ongoing	Guidelines more demanding from June 2015	Cab memo guidelines	n/a	
2.1.4 The Presidency clarifies its role in strengthening structure secretariats, supported by DPME	M	2.1.4.1 Discussion between DG Presidency and DG DPME to agree roles and way forward	DG Presidency/ DPME	June 2015	MOU between DPME/Presidency on support to Presidency	MOU	n/a	Limited role for Presidency in clusters
		2.1.4.2 FOSAD Secretariat, Cabinet Secretariat and DPME engage to discuss operational arrangements and MoU.	FOSAD Secretariat Cabinet Secretariat DPME					
2.1.5 Develop a training and development plan for cluster secretariats	M	2.1.5.1 Conduct training needs analysis for secretariats	FOSAD Secretariat/School of government	March 2016	All secretariats trained by June 2015	Presidency APP	PSPPD?	Secretariats not performing optimally, due to skills issues, and multiple roles
		2.1.5.2 Conduct training and continuing professional development		June 2016				
2.1.6 Develop monitoring and evaluation system for operation of clusters and IFs and reflect and learn from emerging lessons	M	2.1.6.1 Develop M&E system including annual review and indicators	FOSAD Secretariat/ DPME	October 2015	M&E systems formalised and annual reports done	Presidency APP	n/a	
		2.1.6.2 Review with structures						
		2.1.6.3 Set up monitoring system						
		2.1.6.4 Undertake annual	Clusters/IFs	December of	Annual review	Cluster/IF	n/a	No regular

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		reviews and institute changes as needed		each year from 2015 (discussed at FOSAD Manco)	undertaken by each cluster/IF by December of each year	Secretariats		reviews happening. Evaluations happened twice
		2.1.6.5 Produce overall report on coordination system effectiveness (including recommendations for coordinating ministers)	Presidency/ DPME	A report at the end of the administrative term	November 2018	Presidency strat Plan/APP	DPME evaluation budget	Evaluations carried out 2008 and 2013
<b>2.2 Recruitment focuses on higher-level highly skilled people for secretariats with technical knowledge of the sector located in the office of the DG</b>								
2.2.1 Develop job descriptions and specifications for structure secretariats to reflect this role.	M	2.2.1.1 Obtain current job descriptions/specifications from secretariats	Presidency	July 2015	Job descriptions developed	Job descriptions	n/a	No standard job descriptions
		2.2.1.1 Develop core job descriptions for structure secretariats to reflect this role.	Presidency	September 2015				
2.2.2 Develop standard model for secretariat located in the DGs 'office.	M	2.2.2.1 Develop model and discuss with DPSA	Presidency/ DPSA	September 2015	A core model approved by DPSA by January 2016	Presidency APP	n/a	No standard model and varied considerably between clusters and IFs
		2.2.2.2 DPSA reviews and approves standard model for secretariats	DPSA	January 2016				
<b>2.3 Ensuring stability of high quality secretariats</b>								
2.3.1 Promote stability of secretariats to	M	2.2.3.1 Submission to Cabinet on progress in implementing the	Presidency	June 2016	Continuity of secretariats	Presidency APP	n/a	Change in coordinating departments

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
maintain capacity and institutional memory		improvement plan, professionalising the secretariats and the need for continuity of secretariats-						leads to loss of institutional memory and weakness in secretariats
<b>2.4 Secretariat systems respected</b>								
2.4.1 Secretariats given responsibility to do quality control on submissions and management of agendas	H	2.4.1.1 Include in guidelines and job descriptions.	Cluster chairs	September 2015	Guidelines and job descriptions	Guidelines and job descriptions	n/a	Secretariats sometimes overridden when reject submissions as quality inadequate
<b>2.5 Include coordination in KPIs</b>								
2.5.1 Performance agreements cascading down from Ministerial, DG, to at least Chief Director levels, include stronger performance indicators and targets for coordinated outputs (and possibly outcomes), and problem-solving.	M	2.5.1.1 Letter from DG Presidency to DG DPSA to consider including KPIs around coordination in PMDS.	Presidency	July 2015	DPSA considers potential of coordination in KPIs	Letter of response from DPSA	n/a	Not included in KPIs
		2.5.1.2 Follow-up from DPSA on possible way forward	DPSA	September 2015				

**Improvement objective 3: Ministers and DGs are leading effectively and efficiently around issues requiring coordination and integration**

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedde d where	Budget available	Current situation/ Progress Report
3.1 Ministers and DGs take the lead in ensuring issues requiring coordination and integration are addressed	H							
3.1.1 Induction/Training of Ministers and DGs includes importance of their role in coordination and integration as well as chairing skills	H	3.1.1.1 Develop an induction and training programme(s) and link to the first cluster meeting	Presidency/DP ME- DDG OME NSG?	Within 2 weeks of Minister assuming role of chair	Training and induction programme s approved	Performan ce agreemen ts	Funds to be made available	
		3.1.1.2 Approval of the induction and training programmes by Cabinet		(Within two weeks of the establishmen t of the programme)	100% compliance			
		3.1.1.3 Implement the induction and training programme(s)						
		3.1.1.4 Coordinating Ministers identified						
3.1.2 Coordinating Ministers to ensure effective functioning of the coordinating fora (clusters and Implementation Forums)	H	3.1.2.1 Produce a schedule of meetings	See above					
		3.1.2.2 Adapt the cluster guideline for ministers for effective operation of clusters/IFs (chairing, agendas, minutes, decision matrix, follow up etc)	Presidency	September 2015	Adapted guideline	Guideline	n/a	Evaluation suggests meeting management is not adequate.
3.2 Ministers and DGs use a variety of mechanisms to resolve coordination issues								
3.2.1 Ministers/DGs empower and delegate	H	3.2.1.1 Officials delegated to solve	Senior managers	Ongoing	Officials delegated	Performan ce	n/a	Silo mentality predominates, even



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officials to address coordination issues through consultation and supplementary coordination structures.		coordination issues outside of meetings			to address issues	agreements		within departments
		3.2.1.2 Presidency proactive on issues requiring coordination across clusters	See above					
		3.2.1.3 Establish sub-committees or task teams for clusters and across clusters where appropriate	FOSAD and relevant clusters	As required	Resolve coordination issues within 30 days of pronouncement	TORs/guidelines	FOSAD budget	
<b>3.3 Policy development processes strengthened through coordination and integration</b>								
3.3.1 A set of standardised guidelines regarding evidence based strategy and policy processes developed	H	3.3.1.1 Approach PSPPD and DFID (Twende Mbele) for possible funding and training	Presidency with support from PSPPD DPME/PSPPD	July 2015	Response from PSPPD/DFID (Twende Mbele)	n/a	n/a	Insufficient consultation at early stages in terms of policy development and lack of coordination between systems.
		3.3.1.2 Develop standardised guidelines regarding evidence based strategy and policy development processes to ensure meaningful engagement and interaction between stakeholders during the policy development process	Presidency/ DPME/DPSA	June 2016	Guidelines developed by 31 August 2016	Guidelines Presidency/DPME/DPSA APPs	PSPPD/DFID (Twende Mbele)	
		3.3.1.3 Approve	Clusters	30	Approved		n/a	

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		guidelines by the clusters		September 2016	30 September 2016			

#### Improvement objective 4: MinMECs consider findings from the evaluation

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<b>4.1 MinMECs aware of findings from evaluation</b>								
4.1.1 Involve some MinMEC secretariats in IF workshop	M	4.1.1.1 Run workshop with IFs	See above					
4.1.2 Circulate report to other MinMEC secretariats	M	4.1.2.1 Establish the list and contacts of MinMECs	DPME	July 2015	All MinMECs informed on result of evaluation	n/a	n/a	
		4.1.2.2 Send report and offer to present the findings and Improvement Plan						