



**From:** Ian Goldman

**Sent:** 21 July 2016 6:39

**To:** Tshediso Matona

**Cc:** Michael Cindi ([Michael@presidency.gov.za](mailto:Michael@presidency.gov.za)); 'Lusanda Mxenge'; Irene Mathenjwa

**Subject:** Meeting with DG Lubisi re Coordination Systems Improvement Plan

Tshediso

I thought that was a very productive meeting going through the Improvement Plan line by line. In fact I think we need to do that after a year with other evaluation improvement plans, not just getting reports. Michael will do some proper minutes of our meeting, but here are some key decisions related to action points in the improvement plan. I am copying Irene and attaching the improvement plan.

Ian

## **1 Reducing meetings**

1.1.1 Ministers cluster meetings re PoA should be timetabled

1.1.2 Work is underway with DP on reducing load on DGs in Parliament. DPME will undertake research to look at time commitments now required by departmental staff in general from attending Parliament. Ian to finalise Cab Memo and briefing for DP by Friday week.

1.1.4 DG Lubisi to send memo to President on changing ministerial clusters to align with proposals for changes to core departments

1.2.1 DG Matona to speak to Thulani about a strategic role for OFs in clusters, including preparing agendas, checking documents are appropriate etc. Role may differ by cluster. MoU will be prepared to outline role of DPME in supporting Presidency. (who should draft?). Clusters should be asked to develop a strategic agenda for the year, with a draft prepared before the November FOSAD workshop.

## **2 Strengthening cluster secretariats**

2.1 Meetings of cluster secretariats – as started last year, Michael Cindi should organise quarterly meetings (attended by Irene) and an annual workshop attended by all OFs. These will facilitate learning about how to improve operations of clusters.

Briefings – PoA briefings are used but not clear on others. Lusanda will check how they are used. DG to discuss with Thulani.

2.1.3 Quality of memos – DG Lubisi to do memo to Ministers saying that memos will be vetted for quality, and if not of sufficient quality they will be rejected. A course in writing would be useful (NSG?).

2.1.4 Clarification of role of Presidency – draft MoU between DPME and Presidency

2.1.6 An M&E framework should be developed for clusters. The annual workshop with secretariats can reflect on performance.

2.2 Strengthening secretariats – re challenge of maintaining good quality secretariats when chair changes, Presidency to consider memo to dpsa requesting expediting of transfer of secretariat structure between departments when chair changes.

2.5 KPIs on coordination – these exist for DGs. DPME to check exist for OFs. Also could they be in CMCs for senior managers?

### **3 Ministers/DGs leading effectively around coordination**

3.1 Ministers – could have seminars by former politicians from countries, eg Geoff Gallop, former premier of W Australia and now academic, or benchmarking with other countries eg Brazil/China. DGs – continue with evidence course but also consider seminars. A key message in the evidence course is the undermining of government effectiveness and impact by agendas being implemented without proper problem diagnosis, and so not deconstructing problems and addressing root causes, but rather addressing symptoms. Need for politicians to set strategic agenda but departments to diagnose and plan effective implementation. Course by Matt Andrews from Harvard on Deconstructing Problems could be a good one for DGs (Ian to follow up).

### **4 MinMECs**

4.1 Vary considerably in effectiveness and strength. Consider how to follow up with them?

Presidency to send DPME formal progress report on the Improvement Plan asap. Don't drop items but indicate in right hand side where not to be pursued and the reason (**should this be tabled/discussed at FOSAD Manco?**).

Ian

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