



PERFORMANCE AGREEMENT FOR DEPUTY DIRECTOR-GENERAL (ACTING)

SMS member's name	Nkosana Prince Kubeka
Persal number	12076295
Supervisor's name	Mr Imtiaz Fazel
Branch name	Programme Management Office (PMO)
Province (if applicable)	Gauteng
Performance cycle	2020/21
Job title	Acting Deputy Director General: PMO

Please identify dates for half-yearly and annual performance assessments

Mid-year performance review & assessment date:	October 2020
Annual Performance assessment date:	April 2021

Dispute resolution mechanism

Disputes on the signing of PAs will be dealt with in terms of Regulation 72(4) (5) & (6) of the Public Service Regulations, 2016. Any disputes about the assessment, shall be mediated by a person agreed to by the SMS member and the Supervisor.

Name of Mediator: **The Deputy Director General: Corporate Services**

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Signature of SMS Member (ADDG)

Date: 25 September 2020

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Signature of Supervisor]

30 September 2020

Date: _____

Categories	#	Key Result Area	Batho Pele Principles	Weighting
Individual Performance	1.	To provide strategic leadership and management to the Programme Management Office, in order to ensure the realization of the seven Outcomes of the Strategic Plan.	Innovation, Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	15%
	2	To contribute to the initiatives identified for DPWI to become a resilient, ethical and capable Department, including the assessment of the entire value chain of projects and maintenance and develop a system for DPWI. In this regard ensure that all identified business processes that will improve service delivery, are implemented.	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	10%
	3	To contribute towards the delivery of productive assets that are in accordance with a comprehensive needs assessment and in compliance with the SIDS methodology, driving the Strategic Integrated Projects (SIPs) ensuring that they contribute to amongst others spatial transformation; job creation and skills development with specific reference to women, youth and persons with disabilities; poverty alleviation; and localization. This include coordination among key branches and other spheres of government implementing SIPs	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	25%
	4	To contribute towards the efficient and competitive real estate portfolio through effective planning and informed investment decisions, in order to provide improved fit-for-purpose accommodation for user departments, with specific reference to accessibility and quality delivery of accommodation needs for user departments whether through construction, maintenance, or procurement methods.	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	20%
	5	To ensure the implementation of a strategic asset lifecycle management and maintenance system of the real estate portfolio of DPWI.	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	10%
	6	To contribute towards the socio-economic transformation of the built environment initiatives, inclusive of EPWP, social facilitation and job creation are implemented.	Innovation, Consultation, Service Standards Access; Client Orientation and Customer Focus; Service Delivery Innovation	10%
	7	To combat fraud and corruption and take all necessary steps to eliminate wasteful, fruitless and irregular expenditure within DPWI.	Innovation, Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	10%
Note: the sum of the weightings of KRAs must add up to 100%				
KRAs Total Weighting				60%

Categories	#	Key Result Area	Weighting
Key Government Focus Areas	1.	Implementation of the Operation Phakisa: Small Harbours Development initiatives	20%
	2.	Coordinate and manage the implementation of Strategic Integrated Projects and programmes	30%
	3.	Support DPWI regional Integration programmes and commitments	20%
	4.	Assessment, development and implementation of the entire value chain of projects and maintenance programme and develop a system for DPWI	20%
	5.	Transformation cutting across all Key Results Areas	10%
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: Auditor Generals Findings & Opinions (apply to DDGs)			20%
Organizational Performance	This component will focus on assessing the organizational performance based on the predetermined 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 organizational performance (apply to DDGs)			20%
GRAND TOTAL: KRAs + Auditor-General + Organizational Performance (APP)			100%

Generic Management Competencies: Personal Development Plan

No	Core Management Competencies	Process Competencies	Dev. Required
			Yes/No
1	Strategic Capability & Leadership	<ul style="list-style-type: none"> Gives direction to the PMO team in realizing the branch's strategic objectives therefore contributing towards the organization's strategic objectives annually; Impacts positively on team morale, sense of belonging and participation monthly; Develops detailed action plans to execute strategic initiatives biannually; Assists in defining performance measures to evaluate the success of strategies biannually; Achieves strategic objectives against specified performance measures annually; Translates strategies into action plans annually Secures co-operation from colleagues and team members; Seeks mutual benefit/win-win outcomes for all concerned; Supports stakeholders in achieving their goals quarterly; Inspires staff with own behavior – "walks the talk"; Manages and calculates risks monthly; Utilizes strategic planning methods and tools. 	No
2	Programme and Project Management	<ul style="list-style-type: none"> Ensures that proper standard operating procedures for the asset management value chain are implemented 	No

No	Core Management Competencies	Process Competencies	Dev. Required
			Yes/No
		<ul style="list-style-type: none"> Establishes broad stakeholder involvement and communicates the projects and programmes status and key milestones monthly; Defines roles and responsibilities for project team members and clearly communicates expectations monthly; Balances quality of work with deadlines and budget monthly; Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan monthly; Uses computer software programmes to help manage project as required; 	
3	Financial Management	<ul style="list-style-type: none"> Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; Develop risk management systems, manage and monitors financial risk monthly Continuously looks for new opportunities to obtain and save funds; Understands and weighs up financial implications of propositions; Understands, analyses and monitors financial reports monthly; Allocates resources to establish goals and objectives biannually; Aligns expenditure to cash flow projections monthly; Develops corrective measures/actions to ensure alignment of budget to financial resources; Prepares own budget in line with the strategic objectives of the organization annually; Effective financial planning alignment to organizational goals in particular all funding proposals for the SIPs; Effective utilization of financial resources and show compliance to PFMA and input on monthly basis; 100% expenditure on budget; Prioritize responses to audit queries and provide answers and information requested by auditors within 3 days; Monitor expenditure vs. budget and ensure money is well spent on budgeted items on a monthly basis; 	Yes
4	People Management and Empowerment	<ul style="list-style-type: none"> Performs analysis to determine the impact of changes in the social, political and economic environment; on an ongoing basis; Keeps self and others calm and focused during times of change or ambiguity; Initiates, supports and encourages new ideas; Volunteers to lead change efforts outside of own work team; Consults and persuades all the relevant stakeholders of the need for change; Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; Coaches colleagues on how to manage change; Proactively seeks new opportunities for change; Identifies and assists in resolving resistance to change with stakeholders; Designs specific projects to enable changes that are aligned to the organizational objectives; 	No

No	Core Management Competencies	Process Competencies	Dev. Required
			Yes/No
		<ul style="list-style-type: none"> • Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. 	
5	Client Orientation and Customer Focus	<ul style="list-style-type: none"> • Explains potential impact of problems to own working environment; • Demonstrates logical problem solving approach and provides rationale for proposed solutions; • Determines root causes of problems and evaluates whether solutions address root causes; • Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; • Demonstrates the ability to break down complex problems into manageable parts and identify solutions. 	No
Other developmental areas identified		Process Competencies	Dev. Required
			Yes/No

Signature (ADDG):  Date: 25 September 2020

Supervisor's Signature:  Date: 30 September 2020

WORKPLAN FOR ACTING DEPUTY DIRECTOR-GENERAL - PMO

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
Implementation of the Operation Phakisa: Small Harbours Development initiatives	Implementation of Operation Phakisa: Small Harbours Development: Workstream 1 – Development and construction of new harbours	1	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds and political impetus
	Implementation of Operation Phakisa: Small Harbours Development Workstream 2 – Redevelopment and maintenance of existing harbours and state coastal properties	1	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds and political impetus
	Implementation of Operation Phakisa: Small Harbours Development Workstream 3 – Socio-economic impacts in terms of job creation and SMME development	1	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds and political impetus
	Implementation of Operation Phakisa: Small Harbours Development Workstream 4 – Institutional arrangements and governance structures	1	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds and political impetus
Percentage of revenue increased through rentals of state owned small harbour and coastal properties	Number of developmental proposals received and recommended for the relevant bid adjudication committee	6	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds
		9	Mar-21		
	Receive and evaluate Operation Phakisa Aquaculture leases in accordance with the new letting-out framework	5	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds
	Number of lease agreements signed to contribute to revenue generation	15	Mar-21	Small Harbours Unit	Human Resource Capacity, Availability of funds

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Number of business opportunities (new signed lease agreements) that create new jobs harbours	Number of new lease agreements signed that will contribute to job creation	6	Mar-21	Small Harbours Unit, REMS	Human Resource Capacity, Availability of funds and regional support
	Number of new lease agreements signed that will contribute to job creation	9	Mar-21	Small Harbours Unit, REMS	Human Resource Capacity, Availability of funds and regional support
CoViD-19 Performance Interventions	Implementation of the relevant CoViD-19 interventions to assist tenants in small harbours, re-establishment of construction sites within small harbours and assisting with quarantine sites in the North West province	100%	Mar-21	Capable Small Harbours	Human Resource Capacity, Availability of funds and regional support
Percentage of compliant invoices settled within 30 days	Ensure that the verified invoices are processed and settled within 30 days	100%	Ongoing	PMO team, FINANCE and SCM	Human Resource Capacity and availability of funds
Percentage of audit findings monitored and resolved	Coordinate audit action plans and monitor implementation of corrective measures within the prescribed timeframes to ensure all audit queries are resolved	100%	Ongoing	PMO Team, GRC, CFO and Internal Audit	Human Resource Capacity
Coordinate and manage the implementation of Strategic Infrastructure Projects and programmes	Coordinate and integrate all DPWI SIPs Chairing Internal DPWI SIPs Steering Committee Report to ISA Steering Committee, ADG, Ministry, EXCO and Mintop on progress of SIPs implementation	100%	Ongoing	PMO resources, DPWI Branch Heads	Human Resource Capacity

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Support DPWI regional Integration programmes and commitments	Direct Line function Regional Managers Discuss, sign and manage RMs performance Agreements Perform administrative function in relation to RMs (leave management, traveling, acting letters, etc)	100%	Ongoing	PMO resources, RMs, All DPWI branch Heads	Human Resource Capacity
Assessment, development and implementation of the entire value chain of projects and maintenance programme and develop a system for DPWI	Implement and rollout value chain for life cycle asset management system for DPWI	100%	Ongoing	PMO resources	Human Resource Capacity

Initials: NK

Initials: 

PERSONAL DEVELOPMENTAL PLAN FOR ACTING DEPUTY DIRECTOR-GENERAL - PMO

NO	DEVELOPMENTAL AREAS	TYPES OF INTERVENTIONS (MENTORING/COURSE/WORKSHOP/SEMINARS)	TARGET DATE
1	Marine and Port Engineering	Workshops and Seminars	March 2021
2	Property Development and Investment	Short Courses, Workshops and Seminars	March 2021
3	Property Management	Short Courses, Workshops and Seminars	March 2021
4	Financing and Valuing Commercial Property	Short Courses, Workshops and Seminars	March 2021

A/DDG Signature :  Date: 25 September 2020

Supervisor's Signature:  Date: 30 September 2020