



public works
& infrastructure

Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

PERFORMANCE AGREEMENT FOR DEPUTY DIRECTOR-GENERAL

SMS Member's Name	Nkululeko Lwazi Mahlangu
Persal Number	26195569
Supervisor's Name	Fazel Imtiaz
Branch Name	Governance, Risk and Compliance
Province (if applicable)	Head Office
Performance Cycle	April 2020 – March 2021
Job Title	Acting Deputy Director-General

Please identify dates for half-yearly and annual performance assessments

Mid-year performance review & assessment date:	April - September
Annual Performance assessment date:	April - September

Dispute resolution mechanism

Disputes on the signing of Performance Agreements 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:

Signature of SMS Member (DDG)

Date: 20/09/2020

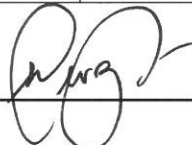
Signature of Supervisor (DG)


Date: 30 September 2020

Categories	Key Result Area	Batho Pele Principles	Weighting
Individual Performance	Provide Guidance and facilitation of planning/analysis, management, management in the and facilitate modernization of business processes	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	30%
	Facilitate and oversee management and coordination of Performance Monitoring Reporting and Evaluation systems	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	30%
	Oversee and direct the establishment and management of anti-fraud and corruption processes and strategies	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	20%
	Improving the level of compliance with applicable and guide the institutionalization of consequence management (in relation to performance information, risk, and anti-corruption initiatives)	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	10%
	Oversee and ensure compliance with financial and human management processes in terms of the regulatory framework	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	5%
	Develop, implement and maintain governance structures and-Sector (EXCO / Mintop/ MinMec) and also ensure that measures in place to eliminate wasteful, fruitless and irregular expenditure (working with the CFO)	Consultation, Service standards, Access, Courtesy, Openness & Transparency, Honesty & Integrity	5%
Note: the sum of the weightings of KRAs must add up to 100%			
KRAs Total Weighting			60%
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%
Organisational Performance	This component will focus on assessing the organisational 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 organisational performance (apply to DDGs)			20%
GRAND TOTAL: KRAs + Auditor-General + Organisational Performance (APP)			100%

Generic Management Competencies: Personal Development Plan

No	Core Management Competencies	Process Competencies	Dev. Required
			Yes/No
1	Strategic capability and leadership	<ul style="list-style-type: none"> ○ Develops detailed action plans to execute strategic initiatives; ○ Gives direction to team in realizing the organization's strategic objectives; ○ Impacts positively on team morale, sense of belonging and participation; ○ Assists in defining performance measures to evaluate the success of strategies; ○ Translate strategies into action plans. 	N
2	Financial Management	<ul style="list-style-type: none"> ○ Compiles and manages budgets, control cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives 	N
3	People Management and empowerment	<ul style="list-style-type: none"> ○ Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals. 	N
4	Programme and Project Management	<ul style="list-style-type: none"> ○ Plans, manages, monitors and evaluates specific activities in in order to deliver the desired outputs and outcomes. 	N
5	Problem solving and analysis	<ul style="list-style-type: none"> ○ Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner. 	N
Other developmental areas identified			
1			
2			
3			

Signature (DDG):  Date: 30/09/2020

Supervisor's Signature:  Date: 30 September 2020

WORKPLAN FOR DEPUTY DIRECTOR-GENERAL

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
Provide Guidance and facilitation of planning/analysis, management, and facilitate modernization of business processes in the Department	The 2021/22 APP for DPWI to be tabled in Parliament in March 2021. Alignment of the Plans with the new government priorities. Alignment to the MTEF and ENE processes. Provide support to the Public Entities and BEPCs in the development and alignment of the APPs.	APP for DPWI to be compliant with National Treasury Regulations and DPME as well as to be tabled as per Parliamentary Programme	March 2021 (Annual)	Personnel: Chief Director: SMU Director: SP Deputy Director: SP Budget: R17 903 mil (Total SMU) Funding reallocation: Requested for personnel	Funding re-allocation for personnel Appropriately skilled personnel Cooperation of Branches
	2021/22 Operational Plans to be approved by Heads of Branches by 31 March 2021.	Approved Operational Plans for 2021/22			
	Oversee Risk Management processes and risk identification strategies in the Department. Annual Risk Assessment and Review Process conducted for DPWI (1 Annual Departmental Strategic Risk Register for DPWI).	Signed-off departmental risk register for DPWI	March 2021 (Annual)	Personnel: Chief Director: SMU Director: Risk (Still vacant) Deputy Director: Risk Budget: (Part total of SMU) Funding reallocation: Requested for personnel	Funding re-allocation for personnel Appropriately skilled personnel Cooperation of Branches
	Oversee implementation of Risk Mitigation processes in the department. Updated DPWI Risk Register as well as 11 Regions Operational Risk Registers with progress on	4 Structured Risk Management Committees	Quarterly		

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
	<p>implementation of action plans monitored quarterly (1 quarterly risk report developed and tabled at all Governance Structures).</p> <p>Oversee effective implementation of the Risk Management Policy and Strategy.</p> <p>Risk Management Strategy Document updated and approved annually through the Risk Management Committee as well as the oversight of the effective implementation of the Risk Management Policy (review every three years or as and when changes occur – new Policy to be implemented by March 2021).</p> <p>Oversee the implementation of the PAIA programme for the Department.</p>	<p>Approved and updated Risk Management Strategy</p> <p>100% compliance to PAIA legislation</p>	<p>Annual</p> <p>On-going</p>	<p>Personnel: Chief Director: SMU Director: KM Deputy Director: PAIA</p> <p>Budget: (Part total of SMU)</p> <p>Funding reallocation:</p>	<p>Funding re-allocation for personnel</p> <p>Appropriately skilled personnel</p> <p>Cooperation of Branches</p>

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
<p>Facilitate and Oversee the management and coordination of Performance Monitoring Reporting and Evaluation systems.</p> <p>SP Indicator: Balance Score Card – (Percentage Performance Information Level) – contribution under the Outcome umbrella "A Resilient, Ethical and Capable DPWI"</p>	<p>Oversee performance monitoring tools and systems in the department.</p> <p>4 Quarterly Reports for DPWI submitted as per PFMA requirements (1 Annual Report tabled as per PFMA requirements)</p>	<p>Quarterly Reports for DPWI submitted as per PFMA requirements</p> <p>(Performance Level 61%-80%)</p>	<p>PFMA stipulated</p>	<p>Requested for personnel</p> <p>Personnel: Chief Director: M&E Director: M&E Deputy Director: M&E</p> <p>Budget: R11 339 mil (Total M&E)</p> <p>Funding reallocation: requested for personnel</p>	<p>Funding re-allocation for personnel</p> <p>Appropriately skilled personnel</p> <p>Cooperation of Branches</p>
	<p>2019/20 Annual Report for DPWI tabled in Parliament as per PFMA requirements.</p>	<p>AR for DPWI compliant with Treasury Regulations and DPME and tabled as per Parliamentary Programme</p>	<p>As per stipulated Regulations</p>		
	<p>Conduct quarterly and annual validation processes and oversight of the reliability of the portfolio of evidence submitted by branches to ensure that their performance reports, is accurate and complete</p>	<p>Number of Branch Bilateral and Quarterly reviews</p>	<p>Quarterly</p>		
	<p>Oversee the Sector Indicator Performance Management System.</p> <p>Approved Sector Performance Indicators arising from 1</p>	<p>Approved Sector Performance Indicators</p>	<p>31 March 2021</p>		

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
<p>Oversee and direct the establishment and management of anti-fraud and corruption processes and strategies</p> <p>SP Indicator: Balance Score Card - (<i>Ethics and Fraud Perception Rating</i>) -contribution under the Outcome umbrella "A Resilient, Ethical and Capable DPWI</p>	Strategic Planning Workshop (virtual or physical). Provinces will still be required to report performance on the EQPRS system.				
	Direct a fair and expeditious investigations	Percentage of investigations initiated within 30 days of reported allegations	31 March 2021	Personnel: Chief Director: ACU – still awaiting structure approval Director: x2 request structure approval for additional Director Deputy Director: ACU x3 (1 DD position is still vacant) Budget: R9 972 mil (Total ACU) Funding reallocation: requested for personnel	Funding re-allocation for personnel Appropriately skilled personnel Cooperation of Branches
	100% Investigations initiated within 30 days of reported allegations				
	Oversee fraud risk management strategies	Nr of interventions recommended for mitigation and fraud risk	31 March 2021		
	2 Interventions recommended for mitigation of fraud risks				
	Create awareness / training of anti-corruption and ethics obligations	Number of Workshops conducted – attendance registers	31 March 2021		
40 Fraud Awareness Workshops conducted					
Oversee maintenance of the anti-corruption systems	100% updated and accurate Case Management Tool	31 March 2021			
- 100% updated Case Management System - 100% Fraud Risk Register	Percentage change of fraud and corruption risk levels	31 March 2021			

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
Oversee and ensure compliance with financial and human resource management processes in terms of the relevant regulatory frameworks.	Oversee, maximize and direct the activities of the SIU in DPWI	100% Implementation of SIU recommendations in DPWI	On-going (per proclamation)		
	Oversee and ensure compliance with financial and human resource management processes in terms of the relevant regulatory frameworks.	Oversee and ensure compliance with financial and human resource management processes in terms of the relevant regulatory frameworks.	On-going	Personnel: DDG GRC Office Manager Personal Assistant	Funding reallocation for personnel
	When / where relevant clear consideration be given to the White Paper on the rights of persons with disabilities	Internal Financial and Human Resource processes reviewed	On-going		Appropriately skilled personnel
	Oversee compliance inputs towards the Audit Action Plans	100% compliant when /where relevant	On-going		Assistance of Finance and Corporate Services Branches
	Analyze and certify all invoices for payment within 30 days.	100% compliant within target date	On-going		
		100% compliant within 30 days	On-going		

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
<p>Improving the level of compliance with applicable prescripts and guide the institutionalization of consequence management (in relation to performance information, risk, and anti-corruption initiatives)</p> <p>SP Indicator: Balance Score Card - (Compliance Rate) - contribution under the Outcome umbrella "A Resilient, Ethical and Capable DPWI"</p>	<p>Conduct a departmental assessment on DPWIs compliance with regards to prescripts, development of a compliance framework, conduct workshops and training to establish the function.</p>	<p>Establishment of a Compliance Office</p> <p>(Performance Level 41%-60%)</p>	<p>On-going</p>	<p>Personnel: Director: Compliance Deputy Director: Compliance</p> <p>Budget: Request budget</p> <p>Funding reallocation: requested for personnel</p>	<p>Funding reallocation for personnel</p> <p>Appropriately skilled personnel</p> <p>Cooperation of Branches</p>
<p>Develop, implement and maintain governance structures and Sector (EXCO / Mintop / MinTech/ MinMec).</p>	<p>2 Accountability Management Committee meetings to be convened (annually) - Management of the Activities for accountability purposes</p>	<p>Number of AMC meetings convened</p>	<p>Bi-Annual</p>	<p>Personnel: Director: Compliance Deputy Director: Compliance</p> <p>Budget: Request budget</p> <p>Funding reallocation: requested for personnel</p>	<p>Funding reallocation for personnel</p> <p>Appropriately skilled personnel</p> <p>Cooperation of Branches</p>

KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
		TARGET	TARGET DATE		
	2 Governance & Ethic meetings to be convened (annually)	Number of G&E meetings convened	Bi-Annual	Personnel: Director: Compliance (Ethics) request structure approval for Director: Ethics Deputy Director (Ethics Officer) request structure approval for Deputy Director: Ethics Budget: Request budget Funding reallocation: requested for personnel	

	2 Operation Bring Back Forums to be facilitated	Number of OBB forums convened	Bi-Annual	Personnel: Structure approval Director: OBB PMO Deputy Director: OBB PMO Budget: Request budget Funding reallocation: requested for personnel	Funding reallocation for personnel Appropriately skilled personnel Cooperation of Branches
KEY RESULT AREAS	KEY ACTIVITIES	PERFORMANCE MEASURES		RESOURCE REQUIRED	ENABLING CONDITION
Effective Management of the Governance, Policy & Legislative Cluster including its Work streams for Technical MinMec	Implementation of the Terms of Reference, management and coordination of Cluster Workstreams	TARGET	TARGET DATE	Personnel: Appointment as the Chairperson with support of IGR Sector Secretariat	Appropriately skilled personnel Cooperation of Branches/Sectors

Initials: ML

Initials: 

PERSONAL DEVELOPMENTAL PLAN FOR DEPUTY DIRECTOR-GENERAL

NO	DEVELOPMENTAL AREAS	TYPES OF INTERVENTIONS (MENTORING/COURSE/WORKSHOP/SEMINARS)	TARGET DATE
	Data management, manipulation and Analysis	Analytics/Performance measurement (Course), Green Belt DMAIC Six Sigma Course/PMBOK	

DDG Signature:  _____ Date: 30/09/2020

Supervisor's Signature (DG):  _____ Date: 30 September 2020