



PERFORMANCE AGREEMENT FOR DEPUTY DIRECTOR GENERAL

SMS member's name	BATHO MOKHOTHU
Persal number	28635001
Supervisor's name	Mr Imtiaz Fazel
Branch name	Construction Management
Name of the Department	PUBLIC WORKS AND INFRASTRUCTURE
Province (if applicable)	HEAD OFFICE
Performance Cycle	2020/21
Job Title	Deputy Director General

Half-yearly 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.


Signature of SMS Member (DDG)



30-09-2020



Signature of Supervisor

30 September 2020



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



**planning, monitoring
& evaluation**

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Categories	Key Result Area	Batho Pele Principles	Weighting
	1. To ensure the delivery of productive assets that are in accordance with a comprehensive need's assessment and, 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	Innovation, Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	15%
	2. To ensure that all new construction projects are assessed in accordance with the SIDS Methodology	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	15%
	3. To ensure that construction programmes are implemented according to approved criteria	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	15%
	4. To ensure implementation of the turnaround strategy and action plans for the Construction Management Branch	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	20%
	5. To engage in a process to incorporate universal access design specifications	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	15%
	6. Ensure that there is compliance with stakeholder engagement and the local labour requirements	Innovation, Consultation, Service Standards Access; Client Orientation and Customer Focus; Service Delivery Innovation	10%
	7. To provide leadership on and ensure that the socio-economic transformation of the built environment initiatives, inclusive of EPWP, social facilitation and job creation are implemented.	Consultation, Service Standards Access, Courtesy, Information, Openness and Transparency, Honesty and Integrity	10%

KRAs Total Weighting (contribute 40% towards the final score)			100%
Key Government Focus Areas	1.	To manage the Construction Management Branch and all its divisions	20%
	2.	To delivery of infrastructure and accommodation to all our clients	20%
	3.	To manage and report on the joint task teams programme for provision of accommodation to clients	20%
	4.	Transformation	20%
	5.	Integrated Governance	20%
Key Government Focus Areas: Total Weighting (contribute 20% towards the final score)			100%
Auditor General		This component will focus on measuring the extent of the departmental financial and legislative compliance. There should be no material findings on non-compliance with legislation and the financial statements should be free from material mis-statements.	20%
Total Weighting: Auditors General Findings & Opinions (contribute 20% towards the final score)			20%
Organizational Performance		This component will focus on assessing the organizational performance based on the predetermine target in the Annual Performance Plan (APP) and the audited Annual Report (AR). This will be used to establish the extent in which the objectives in the APP has been achieved.	20%
Total weight: The organizational performance will contribute 20% towards the final score			20%


Generic Management Competencies: Personal Development Plan

No	Core Management Competencies (CMCs)	Process Competencies (PCs)	Dev. Required	
			CMCs	PCs
			Yes/No	Yes/No
1	Strategic Capability and Leadership	<ul style="list-style-type: none"> Gives direction to team in realizing 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; 	Y	

		<ul style="list-style-type: none"> • Supports stakeholders in achieving their goals quarterly; • Inspires staff with own behavior – “walks the talk”; • Manages and calculates risks monthly; • Communicates strategic plan to the organization annually; • Utilizes strategic planning methods and tools. 		
2	Programme and Project Management	<ul style="list-style-type: none"> • Establishes broad stakeholder involvement and communicates the project 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; • Sets and manages service level agreements with contractors monthly. 	Y	
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; • Prepares financial reports and guidelines based on prescribed format within 5 days of request; • 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; • Effective utilization of financial resources and show compliance to PFMA and input on monthly basis; • 100% expenditure on budget; • Reduce audit queries by 25%; • Priorities 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; • Produce all required inputs for departmental strategic plan and annual report and any other reports of the department within 5 days of request; 	N	
4	Change Management	<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; 	N	

		<ul style="list-style-type: none"> 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; Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. 		
5	People Management and Empowerment	<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. 	N	
Other Development Required				
1				
2				
3				

Signature (DDG): _____ Date: _____

Supervisor's Signature:  _____ Date: 30 September 2020

**certain HODs at provincial departments would not have any activities that relates to this area. In that case the weight of the other areas must be adjusted to ensure that it adds up to 100%*

WORKPLAN


KEY RESULT AREAS	KEY ACTIVITIES	WEIGHT	PERFORMANCE MEASURES/STANDARD		RESOURCE REQUIRED	ENABLING CONDITION
			TARGET DATE	INDICATOR / TARGET		
1. To ensure the delivery of productive assets that are in accordance with a comprehensive need's assessment and, 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	To ensure that all new construction projects are assessed in accordance with the SIDS Methodology (new construction)	2%	30 September 2020 31 March 2021	- In accordance with the development goals - Spatial justice - Job creation and skills development	- Project Managers	- Best construction development practices
	To ensure that construction programmes are implemented according to approved criteria	4%	30 September 2020 31 March 2021 (Accumulative)	- Ensuring 92 Infrastructure projects completed on time. - Ensuring that 116 Infrastructure projects completed	- Project Managers	- Best construction development practices
	To ensure that the DPWI Special Integrated Projects (SIPs) are adequately resourced and managed	4%	30 September 2020 31 March 2021	- PV & Water Saving - Rural Bridges - Rural Roads - Small Harbours - Salvokop - Urban Management	- Project Teams	- Best construction development practices - Infrastructure Development Act
	Total weight for the KRA	15%				
2. To ensure that all new construction projects are assessed in accordance with the SIDS Methodology	To provide support the establishment of a process in the planning unit	5%	30 September 2020 31 March 2021	- In accordance with methodology	- Planning Team	Coordination between all Branches
	To monitor compliance with established process	5%	31 March 2021	In accordance with methodology	- Planning Team	Timeous monitoring
	To ensure implementation at design stage once a process is established and approved	5%	31 March 2021	In accordance with methodology	- Planning Team	Management Support
	Total weight for the KRA	15%				
3. To ensure that construction programmes are implemented according to approved criteria	To ensure infrastructure project designs are approved	5%	30 September 2020 31 March 2021		Project Teams	Management and regionals support

	To ensure infrastructure projects are completed	10%	30 September 2020 31 March 2021		Project Teams	- Management and regionals support
	Total weight for the KRA	15%				
4. To ensure implementation of the turnaround strategy and action plans for the Construction Management Branch	To develop and obtain approval from EXCO	4	30 September 2020 31 March 2021	- Ensure that the action plans are communicated and implemented	- Project Managers	- Support from EXCO
	To ensure implementation of action plans	8%	30 September 2020 31 March 2021 (Accumulative)	- ensure that the action plans are communicated and implemented	- Project Managers	- Support from EXCO
	To ensure that the action plans are monitored and evaluated	8%	30 September 2020 31 March 2021	- ensure that the action plans are communicated and implemented	- Project Teams	- Support from EXCO
	Total Weight for the KRA	20%				
5. To engage in a process to incorporate universal access design specifications	To facilitate the provision of standardized designs	5%	30 September 2020 31 March 2021	- Ensuring that the client buy into the universal access designs and specifications -	- Appropriately skilled staff. -	- Technical Standards and Procedures
	To facilitate the use of internal professionals for inhouse designs	10%	30 September 2020 31 March 2021	- Ensuring cost-effectiveness and reduce reliance on consultants -	- Appropriately skilled staff. -	- Technical Standards and Procedures
	Total Weight for the KRA	15%				
6. Ensure that there is compliance with stakeholder engagement and the local labour requirements	To ensure the development and implementation of a social facilitation guideline	3%	30 September 2020 31 March 2021	- Introduction of social facilitation and institutionalisation	- Supply Chain Management - Budget	- Support from EXCO

	To ensure approval of the guidelines	3%	30 September 2020 31 March 2021	- Ensure approvals by EXCO, AO and EA prior to implementation	- Supply Chain Management Budget	- Support from EXCO
	Total Weight for the KRA	10%				
7. To provide leadership on and ensure that the socio-economic transformation of the built environment initiatives, inclusive of EPWP, social facilitation and job creation are implemented.	To monitor and evaluate the implementation of PEPs within the EPWP	2%	30 September 2020 31 March 2021	Facilitate the creation of 984,490 work opportunities	EPWP Reporting System	- Compliance with Legislative Prescripts - EPWP Frameworks and Guidelines - EPWP Policy
	To ensure the establishment and consolidation of the NPO Programme within EPWP	3%	30 September 2020 31 March 2021	Facilitate that the Department provide support to 350 contracted NPOs. Finalise the move of the NPO Programme from IDT to DPWI	EPWP Reporting System	- Compliance with Legislative Prescripts - EPWP Frameworks and guidelines - EPWP Policy.
	To ensure the finalisation of the PEP Strategy that incorporates the new approaches of social facilitation, skills development and job creation within the infrastructure lifecycle.	5%	30 September 2020 31 March 2021	Finalise the PEP Strategy Develop and finalise the Social Facilitation and Stakeholder Management implementation Plan	National and International Best Practice	- EPWP and PEP Frameworks and guidelines
	Total Weight for the KRA	10%				

PERSONAL DEVELOPMENTAL PLAN

NO	DEVELOPMENTAL AREAS	TYPES OF INTERVENTIONS (MENTORING/COURSE/WORKSHOP/SEMINARS)	TARGET DATE
1.	Develop and Present a paper	International Conference on Structural Engineering, Mechanics and Computation (SEMC)	
2.	Technical Continuous Development Plan	Seminars and workshops on Engineering, Construction and Project Management	
3.	Contract Law	Course, Seminar and workshop	
4.	Risk Management	Course, Seminar and workshop	
5.	Project Management	Course, Seminar and workshop	
6.	Green Building Design Development	Course, Seminar and workshop	
7.	4IR Technology in Construction	Course, Seminar and workshop	
8.	Project Management	Course, Seminar and workshop	
9.	Public Private Partnerships	Course, Seminar and workshop	

Signature (DDG)  Date: 30-09-2020

Supervisor's Signature:  Date: 30 September 2020

