



## PERFORMANCE AGREEMENT FOR DEPUTY DIRECTOR-GENERAL

<b>SMS member's name</b>	Florence Rabada (Ms)
<b>Persal number</b>	19041616
<b>Supervisor's name</b>	Imtiaz Fazel
<b>Branch name</b>	Policy, Research & Regulation
<b>Province (if applicable)</b>	DPWI - National (based in Gauteng, Tshwane)
<b>Performance cycle</b>	01 April 2020 to 31 March 2021
<b>Job title</b>	Acting Deputy Director General: Policy, Research & Regulation

Please identify dates for half-yearly and annual performance assessments

<b>Mid-year performance review &amp; assessment date:</b>	April 2020 – September 2020 (15 October 2020)
<b>Annual Performance assessment date:</b>	October 2020 – March 2021 (15 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: Mr. Imtiaz Fazel

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Signature of SMS Member (A/DDG)

Date: 08 Sept 2020

30 September 2020

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Signature of Supervisor]

Date: \_\_\_\_\_

Categories	Key Result Area	Batho Pele Principles	Weighting
Individual Performance	1. Initiate Review and /or Develop, Monitor and Evaluate Legislative prescript, policy or guidelines for DPWI and the Construction & Property Sectors	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Service Standard</li> <li>• Access</li> <li>• Courtesy</li> <li>• Openness and Transparency</li> <li>• Honesty and Integrity</li> <li>• Redress</li> </ul>	30%
	2. International and Regional Integration programmes and commitments to promote Africa's Development Agenda	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Service Standard</li> <li>• Access</li> <li>• Courtesy</li> <li>• Openness and Transparency</li> <li>• Honesty and Integrity</li> <li>• Redress</li> </ul>	20%
	3. Provide Strategic leadership and participation in the public and private sectors-wide policy development and impact towards the regulation and transformation of the Built Environment in alignment to the Department's mandate	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Service Standard</li> <li>• Access</li> <li>• Courtesy</li> <li>• Openness and Transparency</li> <li>• Honesty and Integrity</li> <li>• Redress</li> </ul>	20%
	4. Participate at Board/Council and Executive level regarding the governance and operations of DPWI Entities and Sector Charter Councils	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Service Standard</li> <li>• Access</li> <li>• Courtesy</li> <li>• Openness and Transparency</li> <li>• Honesty and Integrity</li> <li>• Redress</li> </ul>	15%
	5. Provide Strategic Leadership on the Management of the Policy Branch (including DPWI's International Relations and Coordination Function) to deliver on the Branch Mandate	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Service Standard</li> <li>• Access</li> <li>• Courtesy</li> <li>• Openness and Transparency</li> <li>• Honesty and Integrity</li> <li>• Redress</li> </ul>	15%
<b>KRAs Total Weighting</b>			<b>100%</b>
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%
<b>Total Weighting: Auditor Generals Findings &amp; Opinions (apply to DDGs)</b>			<b>20%</b>
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%
<b>Total weight: The organisational performance ( apply to DDGs)</b>			<b>20%</b>
<b>GRAND TOTAL: KRAs (60%) + Auditor-General (20%)+ Organisational Performance (20%) (APP)</b>			<b>100%</b>

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**Generic Management Competencies: Personal Development Plan**

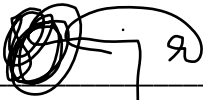
No	Core Management Competencies	Process Competencies	Dev. Required
			Yes/No
1	Strategic Capability and Leadership	<ul style="list-style-type: none"> <li>• Gives direction to team in realising the organisation’s strategic objectives annually;</li> <li>• Impacts positively on team morale, sense of belonging and participation monthly;</li> <li>• Develops detailed action plans to execute strategic initiatives biannually;</li> <li>• Assists in defining performance measures to evaluate the success of strategies biannually;</li> <li>• Achieves strategic objectives against specified performance measures annually;</li> <li>• Translates strategies into action plans annually</li> <li>• Secures co-operation from colleagues and team members;</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned;</li> <li>• Supports stakeholders in achieving their goals quarterly;</li> <li>• Inspires staff with own behaviour – “walks the talk”;</li> <li>• Manages and calculates risks monthly;</li> <li>• Communicates strategic plan to the organisation annually;</li> <li>• Utilises strategic planning methods and tools.</li> </ul>	Yes
2	People Management and Empowerment	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility;</li> <li>• Contribute towards the development of the HR Plan regarding targeted recruitment and staff retention, HR forecasting, and HR supply projections.</li> <li>• Develop and support subordinates to get further training</li> <li>• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>• Delegates and empowers others to increase contribution and level of responsibility;</li> <li>• Applies labour and employment legislation and regulations consistently;</li> </ul>	No

		<ul style="list-style-type: none"> <li>• Facilitates team goal setting and problem solving;</li> <li>• Recognises individuals and teams and provides developmental feedback in accordance with performance management principles;</li> <li>• Adheres to internal and national standards with regards to HR practices;</li> <li>• Deals with labour matters;</li> <li>• Identifies competencies required and suitable resources for specific tasks;</li> <li>• Displays personal interest in the well-being of colleagues;</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders;</li> <li>• Manages conflict through a participatory transparent approach.</li> <li>• Develop an HR plan focusing on the following strategies for targeted recruitment and retention, forecasting, human resource supply projections, policies and programmes, evaluation of human resource planning effectiveness on a quarterly basis;</li> <li>• Align training and development to organizational strategic goals on a quarterly basis;</li> <li>• Develop and support sub-ordinates to get further training on a quarterly basis</li> </ul>	
3	Programme and Project Management	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones monthly;</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations monthly;</li> <li>• Balances quality of work with deadlines and budget monthly;</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan monthly;</li> <li>• Uses computer software programmes to help manage project as required;</li> <li>• Sets and manages service level agreements with contractors monthly.</li> </ul>	No

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4	Financial Management	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li> <li>• Develop risk management systems, manage and monitors financial risk monthly</li> <li>• Continuously looks for new opportunities to obtain and save funds;</li> <li>• Prepares financial reports and guidelines based on prescribed format within 5 days of request;</li> <li>• Understands and weighs up financial implications of propositions;</li> <li>• Understands, analyses and monitors financial reports monthly;</li> <li>• Allocates resources to establish goals and objectives biannually;</li> <li>• Aligns expenditure to cash flow projections monthly;</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources;</li> <li>• Prepares own budget in line with the strategic objectives of the organisation annually;</li> <li>• Effective financial planning alignment to organisational goals;</li> <li>• Effective utilization of financial resources and show compliance to PFMA and input on monthly basis;</li> <li>• 100% expenditure on budget;</li> <li>• Reduce audit queries by 25%;</li> <li>• Prioritise responses to audit queries and provide answers and information requested by auditors within 3 days;</li> <li>• Monitor expenditure vs. budget and ensure money is well spent on budgeted items on a monthly basis;</li> <li>• Produce all required inputs for departmental strategic plan and annual report and any other reports of the department within 5 days of request ;</li> </ul>	No
5	Change Management	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment; on an ongoing basis;</li> </ul>	No

		<ul style="list-style-type: none"> <li>• Keeps self and others calm and focused during times of change or ambiguity;</li> <li>• Initiates, supports and encourages new ideas;</li> <li>• Volunteers to lead change efforts outside of own work team;</li> <li>• Consults and persuades all the relevant stakeholders of the need for change;</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change;</li> <li>• Coaches colleagues on how to manage change;</li> <li>• Proactively seeks new opportunities for change;</li> <li>• Identifies and assists in resolving resistance to change with stakeholders;</li> <li>• Designs specific projects to enable changes that are aligned to the organisational objectives;</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>	
<b>Other developmental areas identified</b>			
1	Policy Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Policy Analysis, Interpretation</li> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment and analyse the learnings for improvement in policies. Continuous Improvement.</li> </ul>	Yes

Signature (A/DDG):  Date: 08 Sept 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		
Initiate Review and /or Develop, Monitor and Evaluate Legislative prescript, policy or guidelines for DPWI and the Construction & Property Sectors	Development of the Public Works and Infrastructure Bill	Draft Public Works and Infrastructure Bill and Memorandum of Objects developed	31 March 2021	Human Resources (including Researchers to perform desktop analysis and interpretation, develop SEIAs and Administration Staff); Financial Resources; All DPW Branches	Regular meetings with Accounting Officer and Ministry  Consensus on proposed policy position  Personnel working on the Project
	Amendment of Council for the Built Environment (CBE) Act, 2000  Amendment of BEPCs Acts	Policy document submitted to Minister for approval	31 March 2021	Human Resources (including Researchers to perform desktop analysis and interpretation, develop SEIAs and Administration Staff) Financial Resources	Frequent meetings with CBE, BEPCs, Accounting Officer and Ministry  Consensus on proposed policy position
	Amendment of Construction Industry Development Board (cidb) Act, 2000	Policy document submitted to Minister for approval	31 March 2021	Human Resources (including Researchers to perform desktop analysis and interpretation, develop SEIAs and Administration Staff) Financial Resources	Frequent meetings with CIDB, Accounting Officer and Ministry  Consensus on proposed policy position
	Development of the Expropriation Bill	Expropriation Bill introduced in Parliament	31 March 2021	Financial Resources  Legal Drafting Experts	Regular meetings with Accounting Officer and Ministry

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	Development of the Public Works General Laws Amendment and Repeal Bill	Policy Document submitted to Minister for approval	31 March 2021	Human Resources (including Researchers to perform desktop analysis and interpretation, develop SEIAs and Administration Staff) Financial Resources	Regular meetings with Accounting Officer and Ministry  Engagement on the South Africa's law reform commission's report.  Engagement with Justice Department
	Regulations for the infrastructure Development Act and GIAMA	Policy Document submitted to Minister for approval	31 March 2021	Human Resources (including Researchers to perform desktop analysis and interpretation, develop SEIAs and Administration Staff) Financial Resources	Regular meetings with Accounting Officer and Ministry  Consensus on proposed policy position  Personnel working on the Project
	Provide strategic guidance and inputs on research in the development of Strategic and Operational and policies for the built environment and related infrastructure disciplines for improved implementation:  Steering Committee member for the project on the Implementation Evaluation of GIAMA to determine gaps on Legislative Prescript and recommend Policy and Implementation Remedy (ies)	Inputs to the GRC Report on the Implementation Evaluation of GIAMA	31 March 2021	Human Resources (Research on Departmental Practices on Accommodation provision as it relates to GIAMA Requirements since 2007)	Engagement/collaboration with Internal and sector stakeholders, Department of Planning, Monitoring and Evaluation (DPME) Through Governance Risk and Compliance Division

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International and Regional Integration programmes and commitments to promote Africa's Development Agenda	International and Regional Integration programmes and commitments  Engage various potential partners /donor countries for resources in support of DPWI's capacity building and skills development	Sustainable developed and economically integrated Africa  Cooperation with global South countries and with countries of the North in accordance with DPW priorities sustained  A number of implementation plans on agreements signed with DPW to be reviewed and implemented	31 March 2021	Human and Financial resources  Various policy documents regarding South Africa's international relations engagements	DIRCO and various government departments, ICTS Cluster, Diplomatic Community, DPWI Units and Entities and Understanding of government's foreign policy priorities
Participate at Board/Council and Executive level regarding the governance and operations of DPWI Entities and Sector Charter Councils	Ongoing engagements with Property and Construction (Charter) Councils on governance and transformation matters	Represent DPWI in the PSCC Board	31 March 2021	Human and Financial resources	Frequent meetings with Accounting Officer and Ministry DPWI Units
	Regular engagements of DPW Entities to perform Policy oversight and provide DPW Policy Position	Represent DPWI in the Entities' (CBE) Councils as nominated by Minister	31 March 2021	Human and Financial resources	Frequent meetings with Accounting Officer and Ministry, DPWI Units

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Provide Strategic Leadership on the Management of the Policy Branch (including DPWI's International Relations and Coordination Function) to deliver on the Branch Mandate	Leadership and management of staff in the Branch against the Branch, Department, Sector and Government's Objectives and implementation of Core Managerial Competencies	Branch meetings and continuous engagement with staff members on measures to improve performance	Ongoing 31 March 2021	Human resources capacity	Adherence to prescripts on employees condition of service, Leadership Best Practice competency (Kings' report, etc.), Knowledge of Public Service Regulations and legislative prescripts, practice notes etc.
	Development/Review of Business processes (To expedite the modernisation of business process plan)	Improved Business Processes		Standard schedule for Branch meetings/communication	
	Input on Technology/Systems	Improved ICT Systems			
	Financial Management	Analyses and monitors financial reports monthly			
	Develop and Monitor Action Plan for Audit Issues	Payment of valid invoices within 30 days			
	Ensure that Policy Branch employees' health and safety concerns are addressed as the Department prevents and combats the spread of COVID-19 in the workplace.	Improved/Eliminated Audit Outcomes/Findings			
	To engage in a process to incorporate universal access design specifications into all tenders and RFPs	OHSA compliance and healthy employees			
		Transformative procurement			
	Capacitate the Branch to deliver on its Objectives	Engage DPWI Human Resources Development and Recruitment Units and external Training service providers, Develop a schedule, and advise on capacity building professional courses/workshops for the Branch staff	Ongoing- 31 March 2021	Schedule of courses/workshops/seminars relevant to the Branch mandate	DPWI Corporate Services

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## ANNEXURE C

## PERSONAL DEVELOPMENTAL PLAN FOR DEPUTY DIRECTOR-GENERAL

NO	DEVELOPMENTAL AREAS	TYPES OF INTERVENTIONS (MENTORING/COURSE/WORKSHOP/SEMINARS)	TARGET DATE
1.	<ul style="list-style-type: none"> <li>Construction, Infrastructure and Real Estate Management Best Practices and evolving trends</li> <li>Public Works Employment Programmes (Labour Intensive Methods/ Job creation) best practices</li> </ul>	Professional courses, Workshops/ Seminars offered by Academic Institutions, Public and Private Institutions (Local and Abroad)	31 March 2021
2.	Strategic Capability and Leadership (Governance Courses)	Professional courses, Workshops/ Seminars offered by Academic Institutions, Public and Private Institutions (Local and Abroad)	31 March 2021
3.	Public Policy Monitoring and Evaluation	Professional courses, Workshops/ Seminars offered by Academic Institutions, Public and Private Institutions (Local and Abroad)	31 March 2021

A/DDG Signature :



Date: 08 September 2020

Supervisor's Signature:



30 September 2020

Date: