



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

REF:2/7/2/6
LDPW
Learning Network
Report 1/2010/11

Rev: 000

Signed-off by HOD.....Approved.....Date: 29 September 2010

ABBREVIATIONS

LDPW:	Limpopo Department of Public Works
IDIP:	Infrastructure Delivery Improvement Programme
IPIP:	Infrastructure Programme Implementation Plan
IPMP:	Infrastructure Programme Management Plan
PMS:	Performance Management System
IDT:	Independent Development Trust
DPSA:	Department of Public Service and Administration
ProductivitySA:	Productivity South Africa
ISO:	International Organization for Standardization.

REPORT ON LEARNING NETWORK SESSION 1; 2010/11

1. INTRODUCTION

Learning Network is a session whereby LDPW and its stakeholders share information on service delivery improvement initiatives. The 1st learning network session for the current financial year was held on the 16th July 2010 in Waterberg District (Mokopane Oasis Lodge).

Participants were as follows:

Present were (external stakeholders): Mr J. Mgadi from Sizimesele, Ms P. Mogolola from ProductivitySA; Dr D. Bhowan from IDT; Ms M. Yeni, SKC Zibane and Ms F. Kasonkola all from DPSA.

Departmental: (see attached attendance register)

2. SESSION PROCEEDINGS

2.1 Mr RW Mothapo Senior Manager SDI was the Programme Director. Mr R. Naidoo acting on behalf of the HOD officially opened the session with a brief session introductory remarks. In his opening he made mention of how WPTPS introduced transformation in the public sector and that bathopele learning network is one of the transformation reforms in the public sector. The department is faced with triple constraints in the delivery of projects in the province namely scope, cost and time. The department should deliver its IPIP with limited resources for a given time frame. LDPW is under immense pressure to deliver services that enhance customer satisfaction. This could be realized through the implementation of IDIP initiatives and ISO 9001 quality standard.

2.2 Ms D. Manyelo introduced guests as they arrive.

2.3. Purpose of the Session

Mr MP Manamela presented the purpose of the session indicating that the department should adopt the premise of the learning organization to move further with learning network. Life long learning should be the culture of the LDPW. He gave an example of ABSA, which has established a cross-functional team of innovators called accelerator. This team serves as the think tank for the bank and it is assigned with the responsibilities of conceptualizing strategies that are rare and difficult to imitate. This endeavor will always give the bank a competitive advantage in the financial market environment. He concluded by this sentence I quote: “lets’ participate constructively, let’s share ideas, let us laugh at our past mistake and lets’ replicate best practices”.

2.4 Presentation by Sizimisele John Mngadi:

John presented a historic overview of the service delivery improvement project that was implemented in the LDPW during 2002-2004. The project implemented the following key success factors: Activity based costing, Maintenance Call Center, Material Requirement Planning and Management control system. For more information about this SDI project, you can consult the Acting GM Maintenance. He has CD covering the whole project.

John further introduced new product on offer from their company that can add value to LDPW in the form of outsourced centralized call center. This initiative was implemented at National DPW. All job requests are logged at one center and the center immediately distributes the requests to various districts and cost centers. Then inspectors and artisans will respond to requests. The center can generate reports for the whole department and give individual cost center and district reports. In conclusion he asked the question about the present state of affairs regarding the implemented SDI Project initiatives. It was indicated that some of the initiatives implemented through this project are

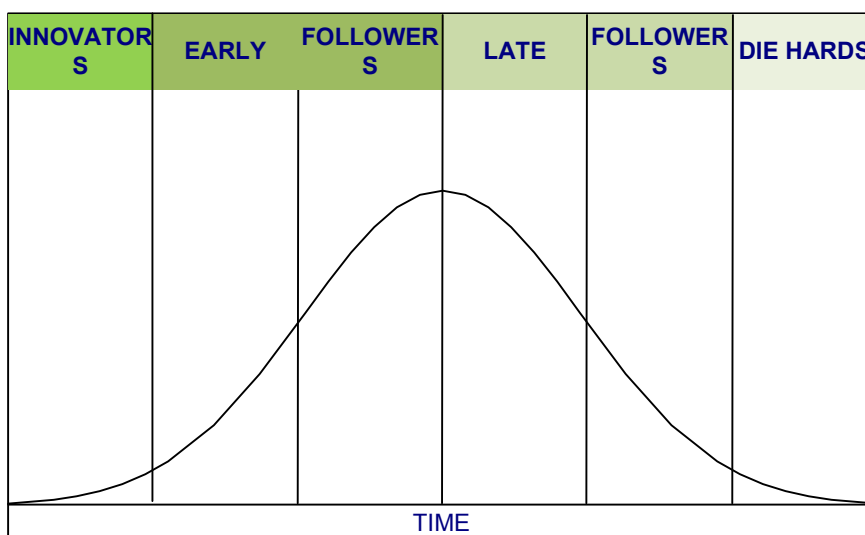
no longer in place, they are abandoned. There is a need to revitalize the project as the LDPW invested lot of money in it.

2.5 Presentation by IDT Dr D. Bhowan

Dr Bhowan presented the IDT turnaround strategy. He touched on the programmes/services offered by IDT and move on to their value adding information management system called the Dashboard. Dashboard is web-based i.e. it can interface with all existing programmes in use.

Another advantage of the programme is that progress on programmes and projects can be accessed anytime anywhere with 3G. Programme Managers and Project Managers update progress of work everyday.

Lastly he took us through how they changed organizational culture to be compatible with their new strategy through Change Management Programme. All Employees were placed on a change management training programme. He made it noted that change is a medium to long term process because it deals with human factors like attitudes and work behavior. Employees should firstly unlearn bad habits and attitudes before they can learn new values required by the organization. Hereunder is paradigm on change process one need to consider when implementing change in an organization:



2.6 Presentation by ProductivitySA Ms Prudence Mogolola

Ms Mogolola introduced the audience to their flagship programme Workplace Challenges. Through this programme they develop organizations from all economic sectors. The process is triggered by the organization approaching ProductivitySA to help tackle their organizational Challenges. A cluster of about three organizations are clubbed together within each province and put under Workplace Challenges Programme. The organization management is put on development programme and its employees on SDI programmes related to their functions. Organizations enter this programme as underperformers but show significant improvement during post programme evaluation. The Workplace Challenges Programme spans over approximately 3-years. ProductivitySA is responsible for (30%) thirty percent of the cost and organizations are responsible for the remaining (70%) seventy percent.

2.7 Presentation by DPSA (Kosongola F, Yeni M, & Zibane SKC)

2.7.1 Presentation by Ms M. Yeni was on Batho Pele Impact Assessment on Service Delivery. Batho Pele principles should impact on the lives of citizens of the Republic. DPSA will conduct impact surveys through imbizos, focus groups, surveys and any other relevant information gathering methods across the country. Each Province was given Batho Pele principle to work on for the current financial year. Limpopo Province was given the principle of courtesy to work on.

2.7.2 Ms F. Kasonkola delivered a presentation on Batho Pele Change Management Engagement Workshop. She made mention that this flagship programme was given a facelift by the President in his directive to DPSA that the programme need to be internalize in all public servants. Hereunder is the extract:

- The implementation of a people centered ethos and the **DPSA must** kick start the **BP culture**;
- Departments must be in **touch with citizens and their needs**;
- **Provinces and departments** must be **held responsible** for having a **culture of Batho Pele**
- The Presidential hotline must be included in the DGs' PAs;
- Batho Pele needs to be **re-launched**
- Departments and DGs must be assessed on **how they respond to the citizens' complaints**; and
- Decision process must be shortened by reviewing approval processes and **delegations**.

It is in our hands to “portray a seamless public service that makes citizens feel that they belong, they are cared for and public servants have the obligation to serve them with pride”

The above statement shows that there is dire need for further grounding of public servants on BCMEP until values are ingrained within their psychic, affective, and psychomotor domains.

2.8 Performance Management System

PMS Unit represented by Messrs I. Rapatsa and M. Mashimpye took the audience through how the system should be functioning, touching on all phases namely contracting, reviews and final evaluation. They outlined the new amendments to the system that starting with the current financial year there will be continuous evaluation in the form of 4-reviews and final evaluation for the whole year under review as apposed to the present 3-reviews and 4th quarter serving as final evaluation. There were many questions from the floor and time was catching up with the session and it

was agreed that a session dealing PMS should be arranged in the near future to clarify all outstanding issues related to PMS.

2.9 Summary and Way-forward

Ms D. Maponya gave the summation of the session and concluded by indicating that the report shall be prepared and distributed to all participants.

3. Vote of Thanks

Mr. P. Makomene thanked all participants for their contribution to make the learning network session a success. He concluded by indicating that the session should not be just a talkshop, but best practices need to be replicated to improve service delivery in LDPW.

4. Closing

The session was closed at 16h30.

See the attached recommendations:

RECOMMENDATIONS

ACTIVITY	RESPONSIBILITY	TIME FRAME
Revitalizing SDI project 2002 initiatives.	GM& SM Maintenance, and SM SDI	1 October 2010 to 31 March 2011.
Ensure 100% implementation of IDIP Initiatives.	HOD, GM Project Management & SDI	2 August 2010 to 31 March 2011
PMS should be tied to productivity dimensions of quality and performance standards	HOD, SM HRS	1 st April 2011 to 31 March 2012
Further grounding of employees on change management.	SM SDI, SM HRD	1 st September 2010 to 31 March 2013

The following are the best practices that worth replicating in the long run.

1. Introducing dashboard web-based software in the management of Programme and Projects.
2. Establishing a centralized Call Center or Outsourced Call Center
3. Putting underperforming Core Programmes under Workplace Challenges Programme (ProductivitySA).