DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

ORGANISATIONAL RENEWAL – A TURN AROUND STRATEGY
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PURPOSE

OBJECTIVES

• Address poor organisational performance
• Address poor audits results
• Regain client department confidence
• Regain confidence of the electorate

OUTCOMES

• Achieve service delivery objectives
• Improve audits results from a disclaimer
• Successful implementation of clients projects
• Bring visible quantifiable improvements to the life of communities
HIGH LEVEL SUMMARY OF ORGANISATIONAL CHALLENGES

• Department received a disclaimer audit opinion from the Auditor General
• Service delivery performance is poor and there is inefficient, ineffective and uneconomic budget spending
• The organizational structure is not streamlined with core and support mandates of the Department
• There is a critical shortage of technical skills required for infrastructure service delivery programmes and support functions
• The department is prone to corrupt and fraudulent deeds by both employees and suppliers
• There are pending disciplinary processes and infrastructure implementation litigation
PRINCIPLES FOR SERVICE DELIVERY IMPROVEMENT

- Quality of work
- Strengthened internal control
- High standards of efficiency, effectiveness and economic performance

VALUE FOR MONEY
• Departmental performance that meets strategic objectives in line with the infrastructure delivery mandate
• Strategic and Annual performance plans with planned objectives, performance indicators and targets that satisfy the "SMART" principle.
• An organizational structure that is aligned to the budget and enhances service delivery.
• The department having the requisite critical skills to respond to its infrastructure delivery mandate
• The department moving from a disclaimer audit outcome to an unqualified outcome
THE FOUR PILLARS OF A TURN AROUND STRATEGY

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**Department:**
**Public Works; Roads and Transport**
North West Provincial Government
Republic of South Africa
THE FOUR PILLARS OF A TURN AROUND STRATEGY

- THE FOUR PILLARS ARE MUTUALLY INCLUSIVE IN THEIR APPLICATION TO THE DEPARTMENT
- THEY NEED TO BE APPLIED IN AN INTEGRATED AND SEAMLESS MANNER
- THEY NEED TO BE APPLIED AT ALL LEVELS OF THE ORGANISATION (Including Districts)
FINANCE AND GOVERNANCE

• Review Finance delegations
• Conduct Risk Assessment
• Develop and Implement an Audit plan
• Strengthen Internal Control and Risk Management
• Strengthen Contract Management
• Strengthen Records Management
• Introduce unit and programme based financial management
• Eliminate procurement process irregularities
FINANCE AND GOVERNANCE

Applies to all programmes with specific emphasis on FINANCE AND CORPORATE SERVICES
SERVICE DELIVERY MODEL AND PERFORMANCE MANAGEMENT

- MEC’s Budget Speech pronouncements
- APP and Budget reprioritization (critical milestones)
- Identify and address programme based service delivery challenges
- Project based appraisal and service delivery improvement plan development
- Performance contracts signing and management
- Enhance Monitoring and Evaluation
- Streamline Internal and external communication
- Streamline district coordination
SERVICE DELIVERY MODEL AND PERFORMANCE MANAGEMENT

Applies to CORE FUNCTIONS as a specific focus without excluding support functions
ORGANISATIONAL RECONFIGURATION AND CAPACITY BUILDING

• HR delegations review
• Filling critical posts
• Consolidate merger
• Streamline organisational structure including District coordination
• Staff mobilisation and morale enhancement
• Development of Master systems plan
• Review of external capacity provision professional services
SERVICE DELIVERY MODEL AND PERFORMANCE MANAGEMENT

Reviewing Organisational Structure

- Identify capacity Gaps
- Develop Capacity building plan
  - immediate
  - medium
  - long term
- Implement the plan

Human Resource Plan
FRAUD, CORRUPTION AND MISCONDUCT

• Implementation of all forensic investigation reports
• Second and third layer assessment of conduct
• Respond and dispense of litigation cases
• Vetting and Financial disclosures
FRAUD, CORRUPTION AND MISCONDUCT

• Establish a task team
• Develop and implement a three month dispensing plan
• Task team sits weekly
• Report on progress fortnightly
FRAMEWORK FOR PROGRAMME AND BUSINESS UNIT BASED IMPLEMENTATION

• Consultative meeting with programmes and business units to map out service delivery processes and identify challenges
• Identify service delivery requirements
• Develop service delivery improvement plan
• Implement the plan
CRITICAL IMPLEMENTATION PARAMETERS

EXECUTING AUTHORITY

• Member of Executive Council

IMPLEMENTATION TEAM

• Head of Department – Strategic Driver
  • Samuel Thobakgale - Convener
  • Mabhuti Gwavu – Assistant convener
• Programme Manager
• Senior Managers (Per Programme and District)
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END OF PRESENTATION