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Department:
Public Works; Roads and Transport
North West Provincial Government
Republic of South Africa

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**



PROGRAMME SPECIFIC OUTCOMES

- 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



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THE FOUR PILLARS OF A TURN AROUND STRATEGY

ORGANISATIONAL RENEWAL MATRIX

FINANCE AND
GOVERNANCE

SERVICE DELIVERY
MODEL AND
PERFORMANCE
MANAGEMENT

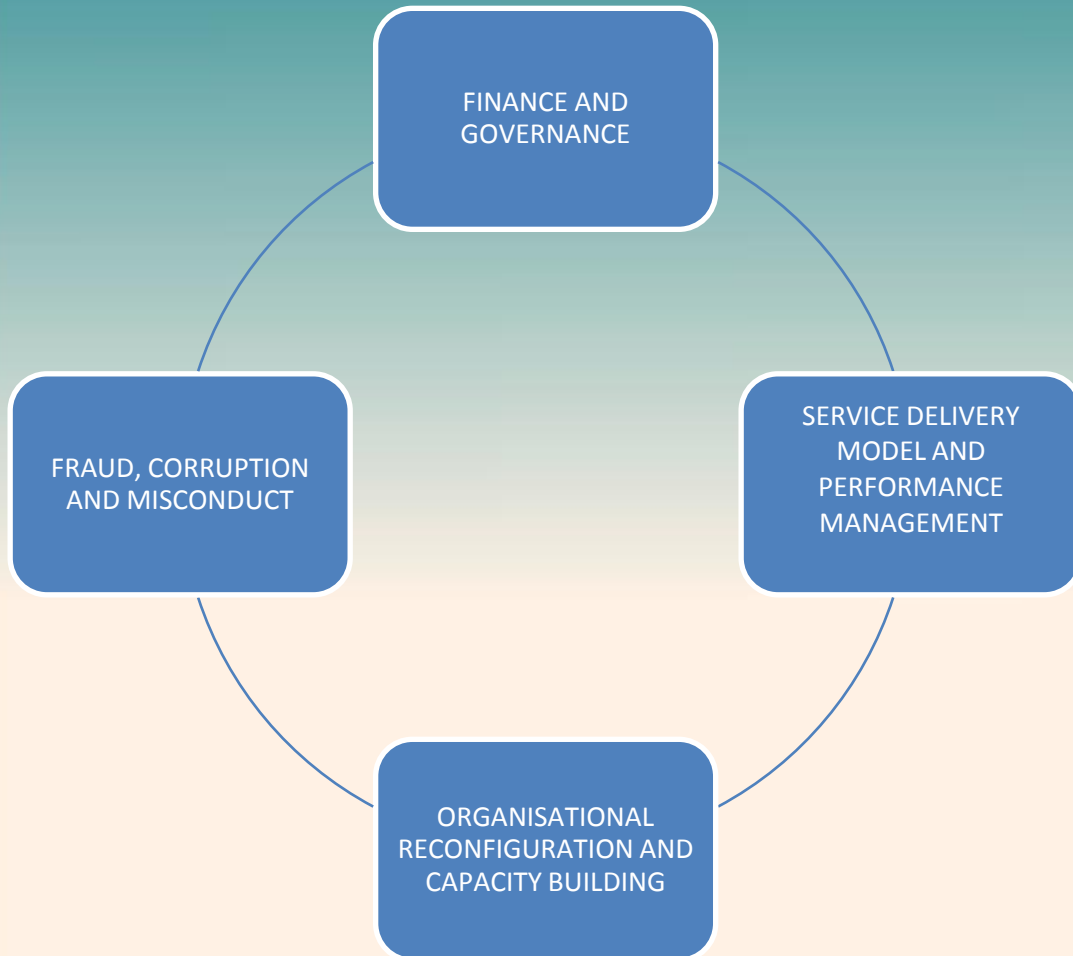
ORGANISATIONAL
RECONFIGURATION
AND CAPACITY
BUILDING

FRAUD,
CORRUPTION AND
MISCONDUCT



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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 INTERGRATED 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



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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



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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



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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



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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



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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 – Assitant convener
- Programme Manager
- Senior Managers (Per Programme and District)



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CRITICAL IMPLEMENTATION PARAMETERS

MEC AND HOD TO PROVIDE LEADERSHIP

REGULATORY
FRAMEWORK
COMPLIANCE

SERVICE DELIVERY
IMPROVEMENT
PLAN PER UNIT/
PROGRAMME

ALL UNITS
/PROGRAMME
STAFF
INVOLVEMENT

MONTHLY
PROGRESS
REPORT TO THE
MEC

HIGH LEVEL
COMMUNICATION
PLAN



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END OF PRESENTATION