



# Department of Rural Development and Land Reform

## PROGRAMME IMPLEMENTATION PLAN

### Execution of Renewal Strategy Programme

**Date submitted:** 16 February 2012  
**Company Name:** Coega Development Corporation (Pty) Ltd

**Contact:** David Lefutso  
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The purpose of this form is to ensure that documents are reviewed and approved prior to issue. The form is to be bound into the front of all documents released.

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**DOCUMENT TITLE** : PROGRAMME IMPLEMENTATION PLAN  
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**SIGNING OF THE ORIGINAL DOCUMENT**

We, the undersigned, accept this document as a stable work product to be placed under formal change control as described by the Change Control Procedure document.

<b>ORIGINAL</b>	<b>Prepared by</b>	<b>Reviewed by</b>	<b>Approved by</b>
Date: <b>January 2012</b>	Name: <b>David Lefutso</b>	Name: <b>Bonginkosi Chabula</b>	Name: <b>Ntsiki Mashiya</b>
	Signature:	Signature:	Signature:

<b>Distribution:</b>	<b><i>Mdu Shabane, Simon Meyer, Chuma Mbande, Luxolo Rubushe, CDC Document Control</i></b>
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**REVISION CHART**

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<b>REVISION 2</b>	<b>Name:</b>	<b>Name:</b>	<b>Name:</b>
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## **Executive Summary**

Coega Development Corporation (Pty) Ltd (“CDC”) has been appointed by the Department of Rural Development and Land Reform (DRDLR) to execute its Renewal Strategy.

The Technical Assistance Unit (“TAU”), which is a unit within the National Treasury has produced a Diagnostic Report dated October 2010 for the purposes of assisting the DRDLR to turnaround its operations so that it can effectively and efficiently execute its mandate. The diagnostic process highlighted a number of issues at the organizational level, *inter alia*:

- Performance management (system and application) of staff is an area that requires attention;
- Allegations of corruption are of concern and the findings of the Special Investigating Unit will need to be acted upon;
- A more proactive and differentiated approach to stakeholder management is required;
- There are a number of areas within the realm of financial management that require attention;
- The service delivery model and high level structure requires review and “disentangling” so that the three different functions of the DRDLR can be delivered efficiently and effectively. Particular attention needs to be paid to reporting lines, the number of programme managers, and the co-ordination between the three functions where required;
- Vacancy rates are high, particularly at the Senior Management Service (“SMS”) level;
- There is scope for improvement by the Human Resources Unit so that vacancies can be filled and disciplinary cases concluded;
- There is some misalignment between strategic goals and programmes in the DRDLR;
- The Branch: Rural Development should consider focusing on mobilizing and monitoring rather than direct implementation, based on an agreed upon definition of rural development and how it is applied in the different parts of the country;
- The Branch: Land Reform requires improvement, particularly in the prioritization of restitution claimants;
- The Branches: Deeds and Surveys should be allowed to become Government Component as was recommended in a recent study commissioned by the DRDLR;
- There is a lot of monitoring that is being undertaken, but reflecting on the results of this monitoring appears under-developed. Evaluation is not currently being undertaken; and
- The organizational culture is characterized by a rush to the coal face, under-developed delegations, decision-making by meeting rather than holding individuals to account, inconsistent allocation of tasks resulting in some staff being overloaded and others not being fully utilized, much time spent in meetings, the Director-General’s office not always being used as the link between the Ministry and the Administration, a culture of rushing and a focus on the bad news. This has resulted in an atmosphere of low morale and potential burnout and

exhaustion in certain parts of the DRDLR. The Programme Implementation Plan is intended to ensure that the purpose and goal of the programme is achieved through a plan that is focused, cohesive and fosters a strong bond between key stakeholders that are responsible to ensure the achievement of the objectives of the project.

The CDC has assembled a team, which has significant competence and experience in the design, development, delivery and management of Organizational Enhancement (Business Transformation Programme) interventions within the Public Sector. In addition, the CDC will present our intended models and Project design, which are based upon industry best practices, customized to assist the DRDLR in achieving excellence for the Renewal Strategy Project objectives – such objectives impacting the human resources capability; the policies, processes and procures; and enabling technologies.

Our intention through this high-level Programme Implementation Plan is to set the foundation for a constructive engagement with our internal DRDLR sponsors, stakeholders and implementation partners and to ensure acceptance for all elements of the plan to ensure a coordinated, synergistic and strong team based approach to the programme goal.

This Programme Implementation Plan is divided in two parts, which correspond with the process identified by DRDLR for this project purpose.

- In Part One (this document) the CDC will provide an overview to the integrated total solution. This will form the blueprint to all of our interventions within the DRDLR. It also provides the high-level approach and methodology to all of our interventions within the DRDLR; and
- In Part Two, (the accompanying spreadsheet – annexure) the CDC provides a breakdown of the key areas of work as requested for each of the deliverables required by the DRDLR together with timeframes and a budget plan. We have provided a methodology, approach and price for each of these deliverables.

It must be stressed however, that the methodology and approach in Part Two follows upon our integrated solutions based approach outlined in part one.

The important element of Change, Perception Management and Communication is outlined as a component of the total Journey Management Plan. This is integral to ensuring a holistic approach and integration between all of the interventions, which will be the responsibility of a number of stakeholders. It will also ensure that the DRDLR is able to integrate all of the interventions through a consolidated Programme Management methodology.

## 1. Strategic Project Approach

A Journey Management Plan forms the high level blueprint for the execution of the Renewal Strategy. This plan covers all components of the project. It entails dividing the Programme into four key phases.

The four main phases entail the following:

- Plotting the course;
- Defining the blueprint;
- Implementation; and
- Programme Closure

The strategy proposed in terms of planning entails the dividing of the Renewal Strategy Execution Programme into 4-Balanced scorecard perspectives and eight stages.

The complexity, diverse range, inter-dependence and timing of the various interventions and initiatives, which form part of the Renewal Strategy Programme Execution, requires this structured approach to the Journey Management Plan. The four Balanced Score-Card perspectives are :

- Financial and Governance;
- Internal, Processes, Policies and Procedures;
- Customer Related Projects; and
- People and Innovation.

The eight stages are indicated in the table below. Terms, descriptions and order of the eight stages will change with engagement between various stakeholders until sign-off but a broad definition is as indicated in the table below and a the detailed work breakdown structures, deliverables and costing in part two of this high-level Programme Implementation Plan.

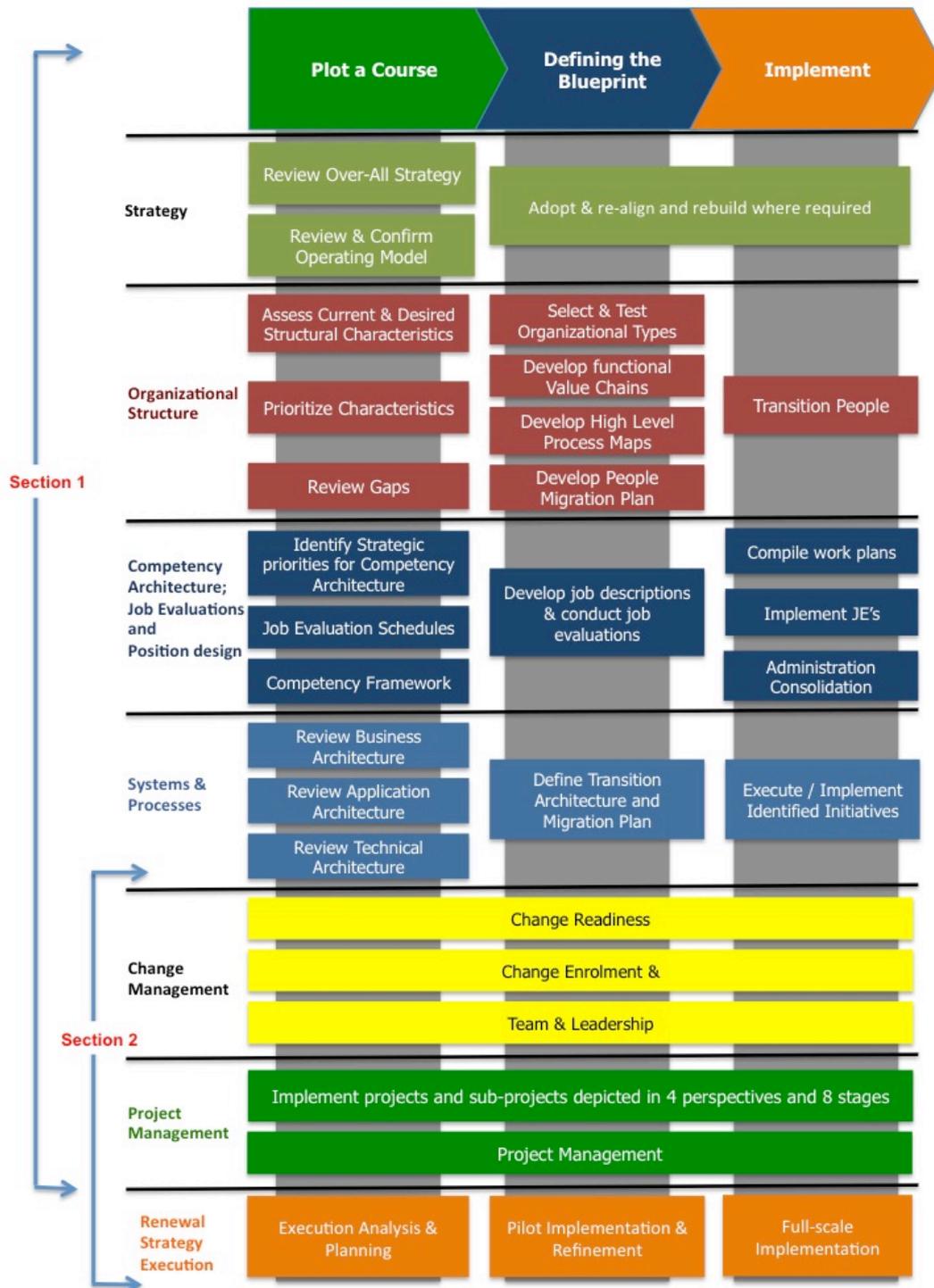
Stage	Description
Stage 1	Programme Governance
Stage 2	Stakeholders On-boarded
Stage 3	Transactional Projects Quick Wins
Stage 4	Organizational Strategic Alignment and Operating Model Confirmation & shared stakeholder understanding
Stage 5	Operating Model – Build, align and adopt
Stage 6	Organization Design Alignment
Stage 7	Transformation Strategy Developed and Communicated
Stage 8	Transactional Discrete Projects

Emphasis on the initial stages is placed on analysis, review and solution design whilst also attempting to achieve quick wins and mobilization through projects of a transactional nature. The latter

stages placed emphasis upon embedding the solutions into the DRDLR organizational architecture, business process and transformation process.

### 1.1 Journey Management Plan

The figure below depicts the proposed roadmap for the Programme rollout.



In terms of the figure above, Section 1 of the Programme will focus on the following:

- Institutional Review to cover analysis of all relevant reports, the TAU report, Strategic and Management Plans and the Business Operating Model. Gaps and areas of non-alignment will be identified to ensure that the necessary alignment is initiated as this forms the starting point of the renewal strategy execution.
- Organisational Design Analysis and Review to confirm that the necessary alignment with the organisational strategy and business-operating model is in place. The areas of non-alignment will be identified and the necessary interventions instituted to address the same.

As indicated in the figure above, the change management, programme and project management enablers of both Section 1 and Section 2 of the project will be handled in a co-ordinated manner to ensure integration of all the key 4 perspectives and 8 stages in the project.

Section 2 of the Programme will deal with the development and implementation of an integrated execution strategy and plan. This is critical as all solutions designs; recommendations and reports will guide the implementation phase. Execution strategy planning is generally more effective if it is integrated with the review and solution design phase.

Delivery of the proposal scope (as defined in paragraph 1.3 – high level deliverables and timelines) will be facilitated through the four balanced score card perspectives and the eight project stages as indicated below:

- Programme Governance;
- Stakeholders On Boarded;
- Transactional Project Quick Wins;
- Organisational Strategic Alignment and Operating Model Confirmation and share stakeholder understanding;
- Operating Model – Build align and adopt;
- Organisation Design and Alignment;
- Transformation Strategy Developed and Communicated; and
- Transactional Discrete Projects.

### Strategy

This thread will deliver:

- Confirmation of the business strategy and business operating model;
- A consolidated Scorecard or APP for all the DRDLR branches;
- Development and execution of a monitoring and evaluation framework for each of the DRDLR partners and

- 
- Development of the over-all Long-range plans (Foresight) and measures for the DRDLR.

### **Organizational Structure**

This thread will deliver:

- Confirmation of alignment and areas of non-alignment with strategy and the business operating model;
- Confirmation of the Department's structures and reporting framework;
- The corporate services delivery model to all the DRDLR service delivery institutions and functional level Branches and Chief Directorates and all operational stakeholder institutions; and
- Fully operational cross-functional teams in and across the various branches administrative support structures.

### **Competency Architecture and Position Design Alignment**

This thread will deliver:

- Identification and alignment of key competency architecture design elements which are critical to ensure the necessary institutional core competencies are identified, developed and integrated into key elements of the Renewal Strategy and projects identified as part of the scope of work in annexure 1.
- Confirm and advise on key position design elements which has influence on the identified projects and interventions

### **Systems and Processes**

This thread will deliver:

- Confirmation and alignment of core value chains and the systems and process related to the core identified value chains, system and processes impacting on the key sub-projects identified in the scope of work and annexure 1.
- Applying the GWEA (Government Wide Enterprise Architecture) Framework, the "master systems plan" (MSP) detailing the recommended enabling technology and processes to improve operational efficiency at partner sites,
- Customer survey/feedback mechanism for the DRDLR and
- Management processes – reporting framework – at partner sites.

### **Change Management**

This thread will focus on management of the organizational change readiness and implementation risks *vis a vis* the project, specifically leveraging communication as a tool to address management & employee engagement and buy-in.

## **Project Management**

This thread will be accountable for managing the project governance, quality, cost and timeous delivery of all sub projects.

## **Solution Execution Strategy and Plan**

This thread will deliver a solution execution strategy and plan with intensive engagement within the business across all the DRDLR Branches.

### **1.2 Programme Management Approach**

In order to support the DRDLR to transform itself through the execution of the **Renewal Strategy Programme** and achieve it's vision and goals for South Africa, the CDC will apply *Programme Leadership* methodology to manage this strategic transformation and renewal assignment achieves it's key objectives.

This *Programme Leadership* methodology will allow DRDLR to use the advantages of programme-led change within a framework that controls the outcomes. This gives Senior Management the ability to direct and manage the portfolio of the DRDLR transformation projects in a changing, multidimensional environment. The framework will help to steer the DRDLR through the conflicts and risk of project implementation, and facilitating integration of the various stakeholders and their specific initiatives.

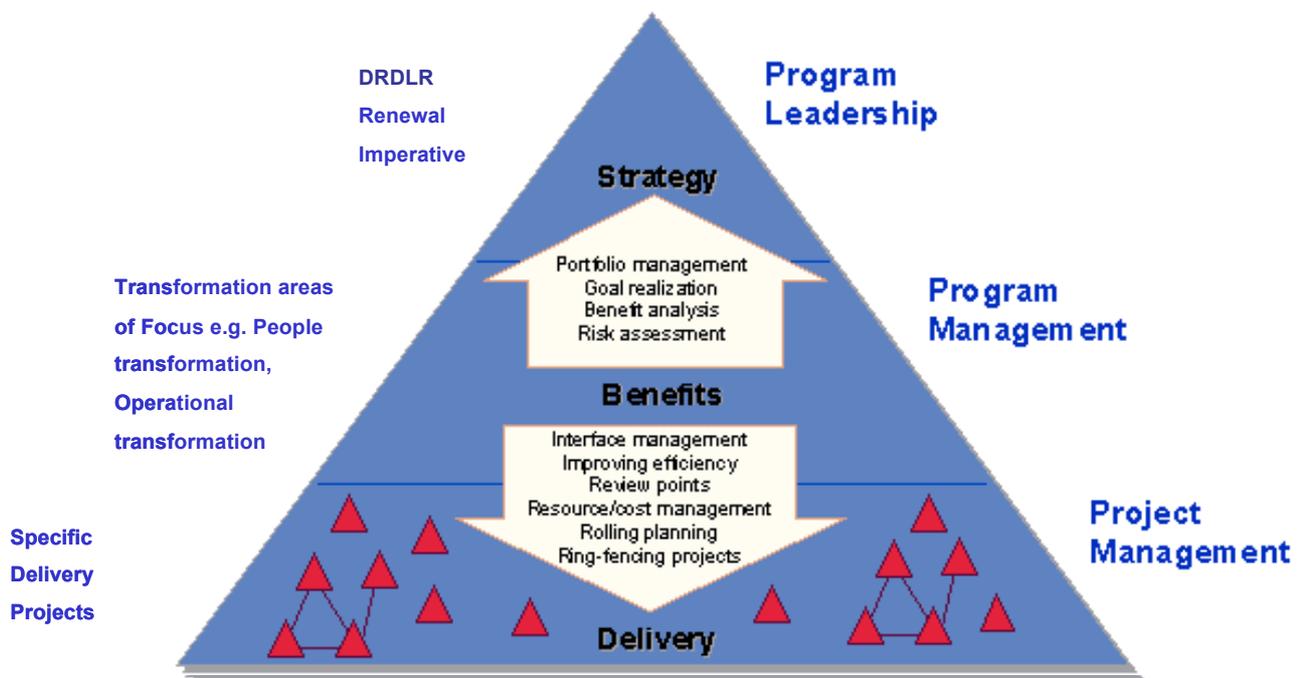
This approach represents benefits for the Renewal Strategy execution, as the project focuses on achieving benefits for the DRDLR while managing risks and costs across the renewal project.

However Programme Leadership is also required, as it provides the link to the DRDLR's Renewal Strategy ensuring the link between the projects and DRDLR's vision, mission, key priorities in alignment with National Government Goals and strategic objectives, especially and specifically the realization of the Outcome 7 deliverables. This is most critical as it will provide the foundation upon which the DRDLR can ensure integration with all institutional components nationally, including all sectors of society to achieve it's goal of Rural Development and Land Reform. The challenges of the last decade has proven that the DRDLR cannot achieve this massive goal on it's own, but the full collaboration and assistance of Transactional Partners (National and Provincial Departments of Health, Roads & Transport, Finance, etc.). Consequently, our CDC team attempts, through our work, to support the building of this capability.

The practical application of the methodology within the DRDLR engagement will combine the different techniques of Project Leadership, Project Management, to deliver the full impact of the

renewal strategy. We want to stress this important element of the project as it is an imperative for the success of the project through ensuring all stakeholders buy in, consent and contract into the key strategic objectives at all levels of the Project. Leadership is provided through buy-in at a national and executive management level, Project management at a key project executive level and project management at an operational level of the project as stipulated in the project engagement document and agreement.

The figure below illustrates the links between these disciplines.



Each level has a specific role:

- Programme Leadership translates the DRDLR's strategy into reality;
- Programme Management ensures that the benefits that the DRDLR seeks through the Renewal Strategy are delivered; and
- Project Management ensures that specific work packages are delivered to time, cost, and quality as per part two of this high level Project Plan.

Strong links will be needed between Programme Leadership and Programme Management to ensure that the portfolio of sub-projects remains focused on the right benefits as the DRDLR's strategy evolves. Programme Management and Project Management links focus on maintaining the interdependencies between sub - projects as contained in Part 2. This is extremely important to ensure synergy and strong mobilization between all resources for project success.

There are a number of unique properties of the *Programme Leadership* methodology, which are important to be considered for the success of the renewal project at the outset. These include the following:

- It is nonlinear in nature and has no set beginning or end.
- It has multiple entry points. The methodology can be accessed via any of the states/phases or dimensions. This element is critical since the renewal project will last for a three-year duration and beyond. Consequently, the identified organizational strategy must ensure that it provides the framework and guidelines for the alignment between all interventions
- It can be applied on multiple levels.
- It is infinitely adaptable to individual organizational circumstances.

The above becomes important in the DRDLR situation, when there are currently numerous sub-projects under way and at different stages, which have strong links and inter-dependence upon the Renewal Strategy. These will need to be assessed and potentially integrated or even rationalized, both within the DRDLR and it's partners and stakeholders both internally and externally.

The main activities of the Programme Leadership methodology designed for the co-ordination of this both challenging and complex project is briefly described below<sup>1</sup>.

#### 1.2.1 Institutional Review

This focuses on developing an understanding of the DRDLR's business strategy, the TAU diagnostic report, all the various reviews and audits conducted and the response to the DRDLR strategic Renewal Strategy. Executive and Senior management alignment to the direction and purpose of the initiative is developed based on a shared vision of the outcome, their perceptions of the major risks and a common view on the manner in which they will achieve their objectives.

A large percentage of this will be completed as part of the project start-up phase. Attention will need to be paid to work already completed with regards to culture assessments, expectations from transformation and the general change readiness of the organization.

Therefore, this phase is generally a review and analytical in nature of management reports and diagnosis already concluded and geared towards ensuring that the benefits and objectives can be attained based on the defined way forward. Alternative suggestions to implementation planning will also be made at this stage. It is an important phase, which will be completed with speed within the first 6 - 8 weeks of Project engagement sign-off, to ensure that the remainder of the 36 months of the

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<sup>1</sup> Greater detail of this approach will be provided by the CDC during the roll-out phase of the projects as this is a high level document.

Renewal Strategy Execution Programme runs smoothly. It is also strongly recommended based on the CDC's various experiences within the Public Sector.

#### 1.2.2 Formulation

This uses the initial diagnosis and institutional review reports to define the Project Management framework in more detail. The review will therefore include:

- Project organizational structures needed to support the overall project;
- Clear identification of the component projects within the Project;
- The phasing and inter-dependence across the project components;
- Clear, high-level definitions of the management processes; and
- Identification of enterprise transformation issues and risk areas that need to be actively managed.

As for the previous set of diagnostic activities conducted by TAU, the work will be completed as part of project start-up and will be documented within the overall Project Management Charter or Framework document and the details of sub projects to be included as part of the high level sub-project charters.

#### 1.2.3 Planning

This involves actively planning how the renewal strategy and the change intervention will work and developing a detailed understanding of how all the various initiatives interact. The main areas of focus will be to:

- Develop a Project wide plan;
- Detailing the project charter; and
- Obtaining formal approval of the project parameters (scope, timings, risk areas etc.).

#### 1.2.4 Leadership

This is concerned with the active management strategic planning and leadership of the portfolio of sub-projects. This ensures that the projects that have been defined to transform the organization are aligned to the overall project strategy and goal, will deliver the expected benefits. The ongoing identification and resolution of issues arising from the evolving organizational environment is key at this stage, to ensure that no momentum is lost.

The implementation of rigorous monitoring, control and reporting processes as defined in the planning will be key in supporting this pro-active management. Communication is also crucial at this stage and much of the eventual outcome of the project is dependent on an effective leadership phase.

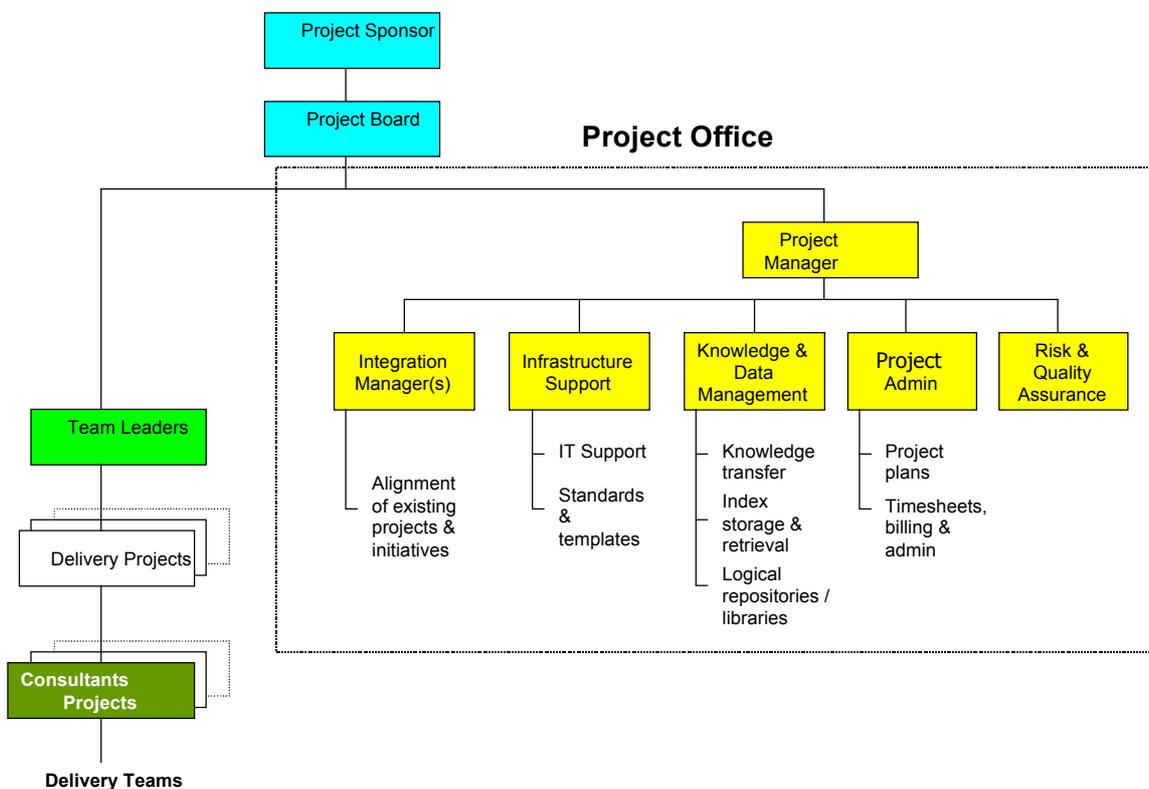
The key areas of focus are:

- Mobilizing and initiating the project from the levels of Ministry and Director General downwards;
- Monitoring and reporting on the project buy-in from key stakeholders;
- Analyzing and revising the Project Plan;
- Implementing Project Plan updates;
- Assessing capability transfer; and
- Tracking project benefits.

The leadership phase is internally iterative with the emphasis being on ongoing monitoring, control and feedback through the entire organization.

### 1.3 Our Programme Leadership Approach

The application of Programme Leadership and project management requires the support of an appropriate infrastructure to support and administer the projects. It is proposed that this will be included within the Project Support Office. The diagram below shows the proposed high-level structures and a summary of some of the Project Support Office roles.

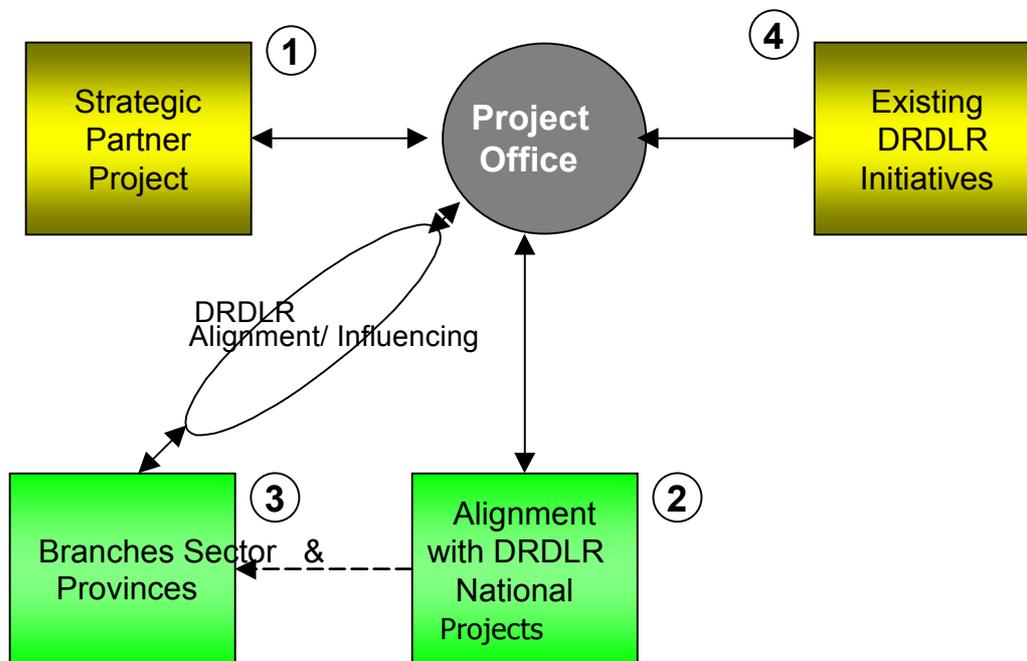


Use will be made of the *Programme Leadership* methodology and its principles during these phases as well. The Programme Leadership approach will be applied within the overall engagement

approach, and the stages of Programme Leadership linked appropriately to the phases of the overall assignment. It will be particularly important that the Project Support Office and project leadership are applied through into the implementation phase of the engagement, to ensure the continuity of the overall project and to see the whole project through to completion.

### 1.3.1 National Project Alignment

The review phase of the project leadership approach will be critical in the initial stages of the overall engagement. As indicated below, project leadership and management will need to be applied through the Project Support Office to a number of stakeholders within the engagement.



The Institutional Review will be critical in identifying and evaluating all the relevant key projects and projects currently in existing within the key stakeholders, including all strategic and operational projects. Apart from determining the stage the projects and their projects are in, it will be important to determine where potential duplication is occurring and to determine their current alignment with the strategic future direction between the key 4 stakeholder groups indicated above.

As indicated earlier, the establishment of a Project Support Office is important to provide the infrastructure and supporting procedures to apply Project Leadership. Further details are outlined below.

### 1.3.2 Project Support Office

- A Project Support Office will be established for the duration of the renewal initiative. The Project Support Office is a key component of the DRDLR renewal infrastructure, and will service the strategic renewal and transformation initiative as well as other internal and external initiatives;

It is envisaged that the scope of the engagement will evolve in terms of scope, organizational dynamics, priorities and degree of involvement from a DRDLR point of view. The Project Support Office will play a key role in managing the process of project identification, scope development, approvals, mobilization and integration. As indicated earlier, the establishment of a Project Support Office is important to provide the infrastructure and supporting procedures to apply Project Leadership. Further details are outlined below.

- A Project Support Office will be established for the duration of the Renewal Strategy Execution Programme. The Project Support Office is a key component of the DRDLR transformation infrastructure, and will service the strategic transformation initiative as well as other internal and external initiatives. It will be designed to incorporate all the relevant functions at an appropriate level; and
- The structure, design, resourcing of the Project Support Office will play the most critical role in ensuring the success of the execution of the Renewal Strategy. Consequently, this high level approach and methodology that the CDC intends applying is critical to ensure a shared understanding and agreement between the CDC and the DRDLR in ensuring project success. This sets the ideal foundation to proceed to the next important phase of the project, which is the solutions design. This will now be presented in the section that follows.

### 1.4 High Level Deliverables and Timelines

The table below depicts the high-level deliverables and timelines for the project.

<b>Scope of Work:</b>	<b>Timelines</b>
<b>Financial and Governance</b>	
Address Internal and External Audit Issues	12 months
Design and implement functional governance structures and processes	1 month
Develop a Decision Matrix for the Provincial Shared Service Centres	3 months

<b>Scope of Work</b>	<b>Duration</b>
<b>Internal Processes, Policies and Procedures</b>	
Long-range Planning and Foresight	3 months
Project Assurance of the Implementation of the Enterprise Project Management Office	36 months - Equivalent to the Implementation of the Enterprise Project, Programme and Portfolio Management Office Contract
Revitalize the all-inclusive ICT infrastructure – reviewing the current Business, Data, Applications and Technology Architectures and recommending the appropriate interventions at each of the different layers. The key outcome will be the long term ‘Master Systems Plan”, enabling long term planning by the OCIO	36 months (maximum - Quick wins within 1 month and ensuring stability of ICT Technology infrastructure)
Revitalize SCM procurement processes	Head Office – 12 Months Provinces – 12 months
Implement Functionality Assessment tool in the organisation	6 months
Implement Quality Assurance on Planning Documents	12 months (including training of Departmental officials)
Design and Implement a cogent Organisational Communication Strategy	1 month
Develop reporting formats and templates for Provincial Shared Services Centres	6 months

<b>Scope of Work</b>	<b>Duration</b>
<b>Customer Related Projects</b>	
Revive internal communication channels as per the Organizational Communication Strategy	12 months
Develop a mechanism for the development of a Enterprise Portfolio of Evidence for the facilitation of the Performance Audit Programme by the Auditor-General	3 months

<b>Scope of Work</b>	<b>Duration</b>
<b>Customer Related Projects</b>	
Implement a Change Management Project to support the Renewal Strategy	36 months
<b>Scope of Work:</b>	<b>Duration</b>
<b>Innovation and People</b>	
Development of a Tracking Mechanism to expedite outstanding disciplinary processes	1 month
Implement Improved PMDS	36 months Year 1 – Facilitate POEs for SMS Year 2 – Facilitate POEs for MMS Year 2 – Facilitate POES for all levels (including the assessment of Performance Management Maturity in the Department)
Reduce the funded vacancy rate, by 10%, within 24 months	12 months
Facilitate the appointment of Strategic Personnel	6 months (all critical posts at SMS-level, including the facilitation of security clearance)
Review the Recruitment and Retention policy	6 weeks (including consultation with unions)
Facilitate the establishment of a Desired Organisational Culture	36 months
<b>Ad hoc Projects</b>	
<ul style="list-style-type: none"> <li>Development and Integration of the Back Office</li> </ul>	6 months
<ul style="list-style-type: none"> <li>Execution of the Migration Project of the Provincial Support Services</li> </ul>	6 months
<ul style="list-style-type: none"> <li>Provide support to the Restitution Programme (roadmap)</li> </ul>	3 months

## 1.5 Summary of our Team and Related Background for this programme

We present below a summary of the related background of our team for this Renewal Strategy Execution Programme. This table provides details on the senior resources that will be committed to

delivery on this endeavour. Other lower level and specialist resources will support this team as and when required.

A Project Board will be set-up and will comprise the following:

Name	Position Organization	Role
Ntsiki Mashiya	Deputy Director General: Corporate Services	Programme Sponsor
Simon Meyer	Chief Director: Provincial Shared Services Coordination DRDLR	Business Executive (Chairperson of the Programme Board)
David Lefutso	Senior Project Manager: CDC	Programme Director
Bonginkosi Chabula Robert Magotsi Zuko Mapoma Mbuyiselo Daku	Project Manager - CDC Manager: Quality Management – Executive Manager – Human Capital Solutions Financial Manager - CDC	Project Manager: Systems Project Manager: Processes Project Manager: Human Capital Project Manager: Finance and SCM

## 1.6 Programme Team Structure

In this section the CDC will include the structure and roles of our project team:

### Programme Sponsor

The Programme Sponsor is an official representative of the DRDLR and is responsible for the overall directing of the programme and approval of all major milestones and deliverables.

### Programme Director

The Project Director is accountable to the client for the overall result of the Project. The Project Director establishes the overall approach to be taken and exercises final authority in accepting the completed staff work.

### Project Manager

The Project Manager is involved in dealing with client personnel at the most senior level and participates in all senior client presentations. This position is primarily responsible for the coordination of the major components of the project, including ensuring that the project adheres to the schedule and methodology put forward in our proposal. The role of the Project Manager is also to ensure that the project is managed and the various facets coordinated and

executed in a manner consistent with our proposed approach and methodology and to the satisfaction of the client. By exercising this key responsibility to provide an objective challenge, this professional ensures that high quality deliverables are provided.

### **Team Leader / Content manager**

The team leader will be responsible for the operational management of the project and will also act as content manager to ensure that the content of the different sub deliverables are correct and can be integrated into the main deliverables as specified in the proposal.

### **Project Teams**

The project teams will consist of the Team Leader, a number of professionals and nominated the DRDLR project team members).

### **DRDLR Participation**

In order to ensure a successful project and ensure knowledge transfer the CDC will request the DRDLR to allocate staff to fully participate in the project on a day-to-day basis as a shadow team. Such an arrangement will ensure that DRDLR will obtain the necessary knowledge to take the project to its completion after our departure. The DRDLR project team will also assist us in arranging workshops, identifying informative documentation, etc.

## **1.7 Risk Management**

The following potential project risks have been identified:

No	Project Risk	Impact Analysis	Probability	Impact	Risk rating	Desired Risk rating
1	Poor planning	Impacting CDC on Revenue generation target and not meeting the needs of the Department (Service Delivery).	4	4	16	9
2	Ambiguous Terms of reference	CDC not able to meet the client's expectations.	3	4	12	9
3	Insufficient competent staff from CDC and Inability to meet expectations	CDC unable to meet the set targets with the client. Risk of not securing similar projects within the government. CDC's capability questioned.	4	4	16	9
4	Resistance to change	CDC not able to implement the proposed interventions and project results not effective.	4	3	12	9

No	Project Risk	Impact Analysis	Probability	Impact	Risk rating	Desired Risk rating
5	Lack of availability and cooperation by the DRDLR officials	CDC not able to meet agreed project targets. Unnecessary extension of the project duration.	4	4	16	9
6	Inadequate ease of access to documentation	CDC not able to get the required documentation to develop and refine the deliverables.	4	4	16	9
7	Inefficiency by CDC Project Team	CDC not meeting the clients' expectations.	4	4	16	9

The materiality of these risks will be assessed in the first phase as part of an extensive change readiness assessment. A detailed risk management plan will be developed, in light of the outcomes of the change readiness assessment.

### 1.8 Quality Management

The Project Manager will be responsible for monitoring the quality of the project outputs. This will include the following:

- Allocating accountability to individual project members for specific deliverables within set timeframes. Explaining why it is being delivered, what it will consist of, key inputs from other projects and how it will be assessed for quality;
- Developing templates for major deliverables, which will establish direction regarding the nature and quality of the required deliverable;
- Checking samples of documentation;
- Continually reviewing the status, progress and quality of outputs;
- Making sure individual team members approve the quality of each output; and
- Integrating outputs of sub-activities in the Programme/ Project.

### 1.9 Capability Transfer

Capability transfer is the collaborative process of building explicit knowledge, skills and abilities, along with the confidence to apply them. Appropriate mentor, coach and protégé behaviour and attitudes are critical to the success of capability transfer. It is accomplished through joint ownership

and accountability between mentors, coaches and protégés. The end result of this process is that the organization can independently sustain the change initiatives.

It is our view that it is in the interest of the DRDLR to allocate several individuals to the project at different stages, discussed elsewhere in the document, to ensure understanding of the tools and techniques used. This will enable maintenance and sustainability of the developed strategy for the execution of the DRDLR renewal and transformation.

The knowledge transfer Project has three phases, namely:

- Create a foundation from which knowledge transfer can take place. The needs and possible barriers to knowledge transfer, as well as common expectations, are identified. Leadership commitment must be secured;
- Appropriate methods to address the knowledge transfer needs identified are developed. Indicators to measure progress are selected. The team develops a detailed knowledge transfer plan; and
- Adjustments are made where indicated by the evaluation process. It is important for professionals to withdraw once the Departmental staff has the necessary skills, expertise and knowledge.

The knowledge transfer Project will be defined in conjunction with the DRDLR.

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## 2. Change Management

Change Management involves aligning individuals and groups with the changing organization to ensure that the changes implied by the Programme/project are sustainable. It is the process of changing human behaviour and creating a culture and environment that supports and promotes sustainable and continuous change. This is a key element of the entire Renewal Strategy and will ensure integration, understanding and acceptance of the transformation implemented by all stakeholders.

Success depends on a well-planned, well-executed Change Management Plan that prepares the organization to accept the changes, such as the new approach to the re-organization process and challenges, and new mandates. The more radical the change envisioned, the more important the Change Management Plan becomes. Currently, the DRDLR is intended to lead to radical change in the way the National Department functions and delivers service to its key constituents.

Consequently, the Change Management Strategy and model to be applied will entail a holistic, integrated and customized approach to Change Management is required to mitigate the risk of project failure. In light of this, the following key deliverables will be associated with Change Management for this Project:

- Change Readiness & Risk Assessment;
- Change Enrollment & Communication; and
- Team & Leadership Alignment.

The key principles of Change Management that will be applied includes the following:

- Assess the organization's receptiveness and readiness to change, as well as the organizational culture and dynamics that will impact the implementation of the Renewal Strategy and key sub-projects;
- Assess Project risks and ensure proper risk management;
- Establish real commitment to change at the top level of the organization;
- Develop proactive communication and enrolment plans and processes to enhance visibility and understanding of the changes;
- Reduce uncertainty, promote ownership and create enthusiasm for the change throughout the organization;
- Enable change to take place at an appropriate pace - be aware of the organisation's and individual's capacity to absorb change; and
- Adopt a facilitative mindset, constantly seeking to enable and empower people throughout the change process.

## 2.1 Change Readiness Assessment

The Change Readiness Assessment focuses on understanding the opportunities, barriers and levers as well as the readiness of the DRDLR to embrace the Project - highlighting potential risks to the successful implementation of the Project.

The assessment interrogates the following areas:

- Stakeholder Resistance;
- Organisational Culture and Infra-structure (including information technology systems);
- Existing skill sets regarding the Project content;
- Perceived Value Proposition of the deliverables within the stakeholder base;
- Existing level of sponsorship for project;
- Resource availability in light of competing initiatives; and
- Clarity of Project objectives and the journey management plan amongst Steering Committee and project team members.

These areas will be interrogated by virtue of:

- Focus groups across all the entire organisation;
- Large scale/ group interventions across the entire department; and
- A structured survey across the entire Department.

The analysis of the data informs the change management interventions and risk management activities. The process of conducting the assessment, the analysis and the feedback to the organisation is also an opportunity to begin the process of enrolling leaders and key stakeholders in the change process.

The assessment will be completed in the first phase over an elapsed period that will be identified as part of the initial project-planning phase.

## 2.2 Change Enrollment and Communication

Communication involves activities which have a dual purpose; i.e. communication of project activities / dissemination of information and enrolling the broader organization in the change process and in understanding the new world of work. We must stress that this forms an integral element of our approach to all forms of work conducted as it allows for a collective approach, which is critical for the

mobilization of all stakeholders during the mobilization phase for implementation of solutions that have been designed.

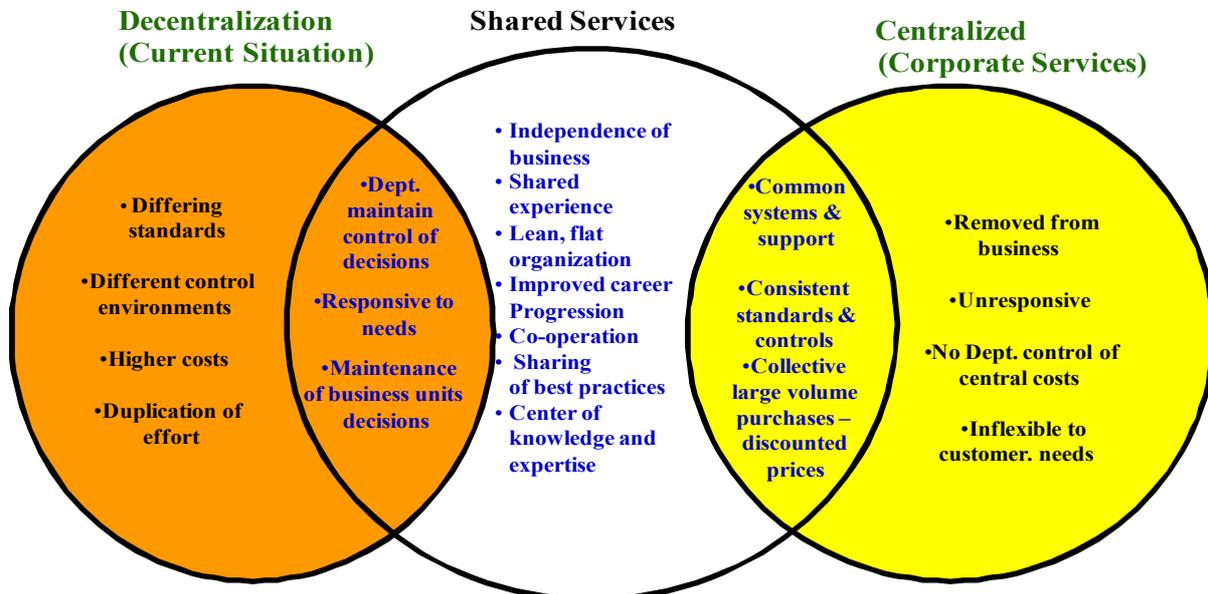
The objectives of this area are to design the communication messages, within and DRLDR and audiences that are appropriate for each stage of the implementation and to implement the communication plan. Impact on the organization needs to be tracked and feedback gained from the various user groups to measure the effectiveness of the communication and enrolment effort.

During the first phase (plotting the course) the key focus will be the development of a Communication Strategy and Plan, which will be presented to the Steering Committee for approval. The approved plan will be implemented over the duration of the project, which will be integrated as part of the Journey Management Plan.

### 2.3 Team and Leadership Alignment

Leadership Alignment focuses on two levels, one is the Leadership role in the Change Process and the other is the appropriate leadership style and behaviour for the organization, given the change initiative. For the Leadership role in the change process, focus is on creating leadership participation in critical, high-impact activities that support the project. Leaders need to play a key role in leading the project, creating expectations of high performance and results orientation in the project team and enrolling key stakeholders within and external to the organization. The leadership group is also expected to provide resources, budget and visible support for the project.

For the implementation of this Programme in the DRDLR, there is a requirement for a dedicated team of resources for this purpose. Emphasis needs to be placed on the selection of these resources for the programme, transition of them onto and off the project, management of their performance and career development. They also need to be given the required technical skills for the project as well as understanding their role as a change agent in the change process. As a new team, individuals within the team will need to understand each other's styles and develop a common vision for the team and style of working together. For this reason, it may be necessary to conduct teambuilding / team development sessions in the early stages of the project as well as during the project as the need arises, or as the constituency of the team changes.



Support Services when performed correctly, actively enhances a decentralized corporate operations. It allows each business unit to focus on the strategic parts of its operation, putting more energy into performing strategic tasks while carving out necessary but non-strategic and non core processes. Support Services referred to as Insourcing. Benefits are achieved:

**Tangible:**

- Expense reduction and Increased productivity;
- Economic of scale;
- Leveraged technology;
- Improved spans of control;
- Working capital improvements and Leverage purchasing from consolidated vendors.

**Intangible:**

- Enhanced customer services;
- Standardized processes and pooled resources;
- One-company approach;
- More rapid transition by focusing on "added value";
- More effective maintenance of standard "code black";
- Improved accuracy and consistency of information; and
- Better leverage.

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### **3. Conclusion**

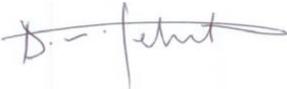
All of the institutional reviews, solutions and reports will need to be implemented. Generally, organisations experience difficulties in implementing review reports and organisational structures and plans, which have been developed by external service providers.

All of the detail contained in the 8 stages of annexure 1 will form part of the Execution Strategy and Plan stream the CDC will design a solution through a strategic and operational implementation plan, which will ensure that the DRDLR does have a framework for the implementation renewal strategy.



## ACCEPTANCE

We the undersigned programme members have reviewed this document and approve its contents

<b>Name and Title</b>	:	Programme Director/Originator
<b>Signature</b>	:	
<b>Date</b>	:	05 March 2012
<b>Name and Title</b>	:	Programme Sponsor
<b>Signature</b>	:	
<b>Date</b>	:	



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**Part 2: Annexure 1 – Statements of Work and Deliverables**