

# EKURHULENI METROPOLITAN PRODUCTIVITY COMPETENCIES PROGRAMME 2015 - 2018



#### INTRODUCTION

- The Productivity Competency Programme is a four phase programme covering the Productivity Awareness Workshop, Business Start-Up Workshop (BSUW), Cooperative Governance Workshop (CGW), Business Performance Improvement Workshop (BPIW) including BPIW Aftercare workshop.
- The Productivity Competency Programme is part of a comprehensive productivity improvement and industrial upgrade programme; development of an Annual Productivity Audit and Index; Identification of IPAP or Treasury and/or other external stakeholders that could be leveraged to enhance the city's industrial development initiatives; recommend a governance structure to strengthen private and public sector relations.



#### PHASE THEME AND BENEFITS

#### Productivity Awareness Workshop

Duration: 4-6 Hrs.

Introduce Productivity SA, service offering and benefits, partnership engagement model

Sensitisation and instil a culture of productivity and competitiveness

#### Business Start-up Workshop (BSUW)

Duration: 3 Days (20 hrs.)

Feasibility studies

Entrepreneurship

Costing and pricing

Financial literacy

Cash flows

Cooperative and Corporative governance and leadership

Business principles

**Developing a Business Planning** 

Referral to markets and financial institution

# Business Performance Improvement Workshop (BPIW)

Duration: 5 days Customised 30 Hrs.

Financial assessments

**Increasing Sales** 

Reducing waste

Dealing with Cost drivers

**Quality Compliance** 

**Resource Utilisation** 

Team work

Goal alignment

Process Improvement

Early Warning Systems

Productivity Management

#### BPIW Coaching and Mentorship

Duration: (6-12 months)

Productivity Improvement Projects support

Early Warning Systems Monitoring and Evaluation

Project close out reporting

Case study analysis and showcasing

Promotion to WPC programme

Turnaround Solutions Strategies

Participation in Productivity Awards

1

# **ACHIEVEMENT ON CUMULATIVE TARGET PER**

103

108

875

101

1187 (119%)

ng

10

10

10

10

40 (100%)

| FINANCIAL      | YEAR                          |               |                             |
|----------------|-------------------------------|---------------|-----------------------------|
| Financial Year | Training Programmes & Targets | Achievement % | Aftercare Coachin Programme |

**Awareness** 

**Awareness** 

**Awareness** 

**Awareness** 

**Training** Aftercare

1000

Training Aftercare

**Training** Aftercare

Training Aftercare

2014/15

2015/16

2016/17

2017/18

**Cumulative Total** 



## RAND WATER PRODUCTIVITY IMPACT SUMMARY 2013 - 2016



#### INTRODUCTION

The Rand Water Productivity Program was a <u>management prerogative</u> in direct response to the economic pressures and the turnaround and growth strategic objectives set out in the **Five Year Strategic Outlook** for Rand Water's business



#### **Project FACTS**

Program Sponsor GHRE -Wayida Mohammed

Programme Owner Lebo Sekoto

Project Timelines

June 2013 - May 2016

#### Objectives

Enable the organisation to achieve optimal productivity levels and world class performance

#### Project Scope

Organisation Wide (People, process and technology impact)

Overall Project Status

Implementation Phase – Close Out Report

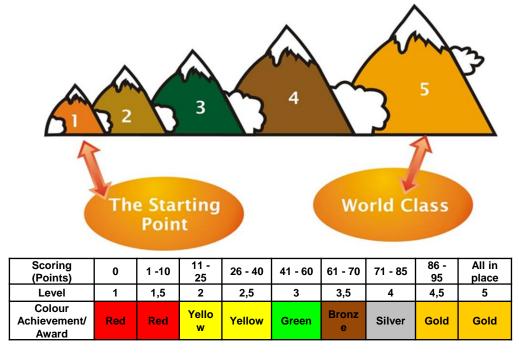
Impacted Employees: 2693



#### MBU AUDIT RESULTS & RATING

#### MBU AUDITS THROUGOUT RAND WATER

| TEAM NAME                       | Score  | Level |
|---------------------------------|--------|-------|
| Rietvlei CFO                    | 41     | 3     |
| Rietvlei GSSP                   | 29     | 2.5   |
| Rietvlei GGP                    | 60     | 3     |
| Rietvlei COO                    | 43     | 3     |
| COO Logistics                   | 36     | 2.5   |
| COO Scientific Services         | 70     | 3.5   |
| Rietvlei SHC                    | 45     | 3     |
| Rietvlei GCoSec                 | 37     | 2.5   |
| Rietvlei GSP                    | 0      | 1     |
| Zuikerbosch                     | 42     | 3     |
| Vereeniging                     | 58     | 3     |
| Zwartkopjes                     | 27     | 2.5   |
| Panfontein                      | 45     | 3     |
| Pipelines                       | 31     | 2.5   |
| EMS Nursery                     | 49     | 3     |
| Bulk Water Distribution incl CD | 45     | 3     |
| TOTAL SCORE                     | 658    |       |
| AVERAGE SCORE                   | 41,125 | 3     |





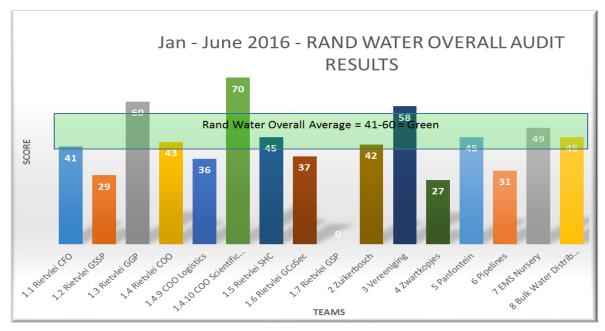
#### **IMPLEMENTATION RESULTS**

| SITES               | SENSITISATION         | TRAINING                 | COACHING                  |  |
|---------------------|-----------------------|--------------------------|---------------------------|--|
|                     | No. of people Engaged | No. of People<br>Trained | o. of MBUs<br>Established |  |
| Rietvlei            | 694                   | 618                      | 67                        |  |
| BWD                 | 327                   | 478                      | 38                        |  |
| Vereeniging         | 294                   | 468                      | 26                        |  |
| Zwartkopjes         | 270                   | 312                      | 24                        |  |
| Zuikerbosch         | 260                   | 500                      | 37                        |  |
| Scientific Services | 140                   | 136                      | 12                        |  |
| EMS Nusrsery        | 118                   | 76                       | 5                         |  |
| Pipelines           | 52                    | 76                       | 6                         |  |
| Panfontein          | 13                    | 29                       | 4                         |  |
|                     | 2168                  | 2693                     | 219                       |  |



### Implementation Results

#### Graphical illustration of participation



| Scoring (Points)                | 0   | 1 -10 | 11 - 25 | 26 - 40 | 41 - 60 | 61 - 70 | 71 - 85 | 86 - 95 | All in |
|---------------------------------|-----|-------|---------|---------|---------|---------|---------|---------|--------|
| Level                           | 1   | 1,5   | 2       | 2,5     | 3       | 3,5     | 4       | 4,5     | 5      |
| Colour<br>Achievement/<br>Award | Red | Red   | Yellow  | Yellow  | Green   | Bronze  | Silver  | Gold    | Gold   |

| TEAM NAME               | Score  | Level |
|-------------------------|--------|-------|
| Rietvlei CFO            | 41     | 3     |
| Rietvlei GSSP           | 29     | 2.5   |
| Rietvlei GGP            | 60     | 3     |
| Rietvlei COO            | 43     | 3     |
| COO Logistics           | 36     | 2.5   |
| COO Scientific          |        | 3.5   |
| Services                | 70     |       |
| Rietvlei SHC            | 45     | 3     |
| Rietvlei GCoSec         | 37     | 2.5   |
| Rietvlei GSP            | 0      | 1     |
| Zuikerbosch             | 42     | 3     |
| Vereeniging             | 58     | 3     |
| Zwartkopjes             | 27     | 2.5   |
| Panfontein              | 45     | 3     |
| Pipelines               | 31     | 2.5   |
| EMS Nursery             | 49     | 3     |
| Bulk Water Distribution |        |       |
| incl CD                 | 45     | 3     |
| TOTAL SCORE             | 658    |       |
| AVERAGE SCORE           | 41,125 | 3     |







# TRANSNET AND PRODUCTIVITY SA OPERATIONAL SUPPORT PROGRAMME 2014 - 2020



#### AGREEMENT OVERVIEW

Contract value : R23 050 500 (Twenty-three million fifty thousand, five hundred rand)

Paid Amount : R18 150 000 - Adjusted Allocation

Contract start date : January 2014

Contract end date : December 2020 (extension approved from 2018 to 2020)

Participants Since 2014-YTD : 228

#### **Programme Background**

The programme was initiated by Transnet Enterprise Development department as part of their strategic plan to facilitate the development of small/medium businesses by creating a range of developmental products and services for SMMEs. Productivity SA submitted a proposal and was approved to support one of the programmes that Transnet ED is offering namely: Business development and support services, for a period of five years ensuring all nine provinces are serviced. On 7 June 2018, the contract was extended to an additional two years to December 2020.

#### **OBJECTIVE**

The overall objective of the Operational Support Programme is to establish systems and procedures to address challenges affecting operational performance of suppliers that may affect product/service delivery to Transnet.

#### The objective is achieved by:

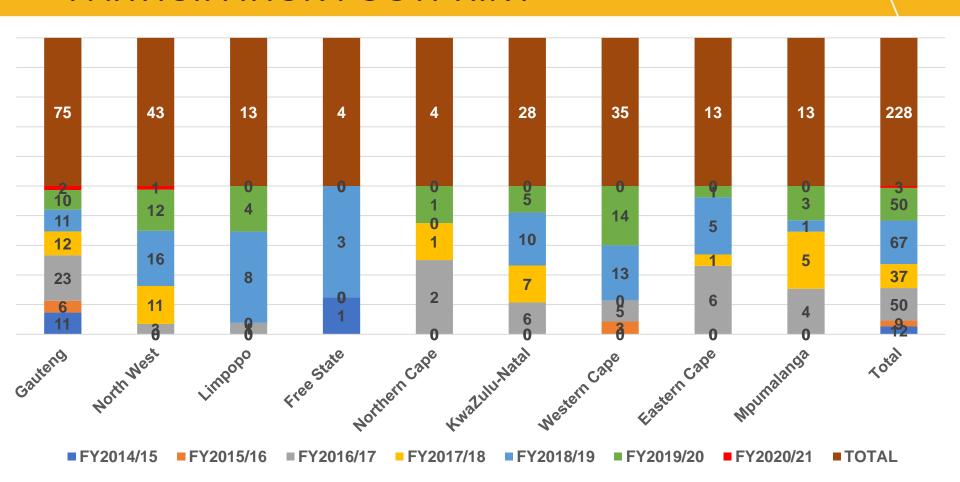
- Improving the operational efficiency of identified suppliers in order to improve sustainability of those enterprises
- Improving financial soundness of participating business.

#### **APPROACH**

The operational support was conducted in 254 selected enterprises over a seven-year period between January 2014 and December 2020. To ensure that interventions are implemented in the targeted number of enterprises, the project implements four interventions in 11 weeks per enterprise.



## TRANSNET ESD 2014-2020 PROVINCIAL PARTICIPATION FOOTPRINT





# TRANSNET IMPACT ANALYSIS OF 2021/21 – 50 BENEFICIARIES

| Performance Indicator<br>(Cost, Time, Quality, Accessibility, Volume or Compliance  | Annual Targets         | Actual<br>Performance |  |
|---|------------------------|-----------------------|--|
| Number of Black Owned Enterprises with the potential to become Transnet suppliers trained. (Manufacturing, rail, engineering, ports pipeline and related supported services and in operation for 2 years) | 50<br>(6 per province) | 50                    |  |
| % Improvement in efficiency (As is processes and the opportunity for improvement for the as process)  | 10%                    | 16.76%                |  |
| Number of programmes launched (awareness programmes)  | 1                      | 1                     |  |
| % increase in turnover/sales  | 3%                     | 36.7%                 |  |
| % improvement of quality  | 5%                     | 8.34%                 |  |
| % increase in gross and net profit (beneficiaries)  | 3%                     | 92.82%                |  |
| % reduction of waste  | 5%                     | 12.17%                |  |
| Number of jobs sustainable created  | 100                    | 100                   |  |
| Number of jobs preserved  | 100%                   | 3045                  |  |
| % improved utilisation (labour and machinery)   | 10%                    | 19.71%                |  |
| Visible improvement of internal systems   | 100%                   | 21.06%                |  |



#### NATIONAL PRODUCTIVITY AWARDS-2018/19 TRANSNET SPONSORSHIP

| National Productivity Awards Category  | All Regional Winners  | Province     | Value of sponsorship       |
|--|---|--------------|----------------------------|
| Emerging sector  productivitys productivitys   | Punda Maria Brick     and Pavers  | Limpopo      |                            |
| productivitys  | <ul><li>2. Agnisto Trading and projects</li><li>3. Auto Curve (Regional</li></ul> | North West   |                            |
| productivityss productivityss productivityss productivityss productivitys productivity  | and national participation)   |              |                            |
| La chinya | 4. Golden Rewards 1591  | KZN          |                            |
| PRODUCTIVITY SA NATIONAL AWARDS  | 5. Vortex Design Solutions (Regional and  | Western Cape | R1 000 000                 |
| O BER 2010   | national participation)   |              | 29 in total                |
|  | 6. Brimis Engineering   | Mpumalanga   |                            |
|  | 7. Maiktronix Aluminium Glass and Steel   | Northern     | participated               |
|  |   | Cape         | 11 (38%) Transnet          |
|  | 8. Tunnel Engineering   |              |                            |
|  | 9. Mthombowolwazi   |              | <b>ESD Participants in</b> |
|  | General Services (Pty)  | Gauteng      | National Productivity      |
| Cooperative sector   | 10. Onke Amasiko  |              |                            |
| ducti<br>ducti   | Dressmaking cooperative   |              | Awards                     |
|  | 11. Druzaray Aluminium and Glass  | North West   |                            |