

# Proudly SA & Productivity SA

Webinar  
14 October 2021



**productivity sa**  
Inspiring a Competitive South Africa



| #   | Item  | Presenter  | Allocated Time |
|-----|---|--|----------------|
| 1.  | Opening   | Programme Director:<br><b>Ms Happy Ngidi</b><br>Chief Marketing Officer, Proudly South African | 10:00 – 10:05  |
| 2.  | Welcome Address   | <b>Mr Eustace Mashimbye</b><br>CEO, Proudly South African                                      | 10:05 – 10:15  |
| 3.  | Remarks by the Productivity SA CEO                                | <b>Mr. Mothunye Mothiba</b><br>CEO, Productivity SA  | 10:15 – 10:25  |
| 4   | Overview of the Business Turnaround and Recovery (BT&R) Programme | <b>Mr Justice Tshifularo</b><br>Executive Manager, BT &R, Productivity SA                      | 10:25 – 11:15  |
| 4.1 | BT&R Qualifying Criteria  | <b>Ms Chantell Beyers</b><br>BT&R Specialist, Productivity SA                                  |                |
| 4.2 | Future Forum & Capacitation                                       | <b>Ms Sharna Johardien</b><br>Organisational Development Specialist, Productivity SA           |                |
| 4.3 | Turnaround Plan & Implementation                                  | <b>Ms Chantell Beyers</b><br>BT&R Specialist, Productivity SA                                  |                |
| 4.4 | Monitoring & Evaluation   | <b>MS Lufuno Tshikosi</b><br>M&E Specialist, Productivity SA                                   |                |
| 4.5 | Testimonial   | <b>Video</b>   |                |
| 5   | Questions   | <b>All</b>   | 11:15 – 11: 25 |
| 6   | Closing   | <b>Programme Director</b>  | 11:25 – 11:30  |



# Overview of Service Offerings

Justice Tshifularo

# PRODUCTIVITY SA MANDATE

Productivity SA is established in terms of section 31 of the Employment Services Act, No. 4 of 2014 as a schedule 3A Public Entity of the Department of Employment and Labour with the responsibility to fulfil an economic or social **mandate** of government, which is **to promote employment growth and productivity thereby contributing to South Africa's socio-economic development and competitiveness**



## VISION

To lead and inspire a productive and competitive South Africa



## MISSION

To improve productivity by diagnosing, advising, implementing, monitoring and evaluating solutions aimed at improving South Africa's sustainable growth, development and employment through increase competitiveness

### COUNTRY (MACRO)

Constitution, NDP, MTFS, Competitiveness Indices (e.g. IMD and WEF), PJS etc.



### INDUSTRY (MESO)

Sector Master Plans, Productivity Statistics, Sector Studies etc.



### ENTERPRISE (MICRO)

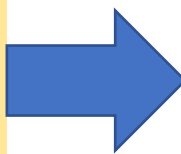
Competitiveness Improvement Services (CIS) and Business Turnaround & Recovery (BT&R)

## OUR FUNCTIONS

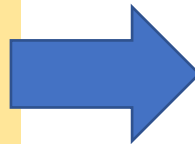
## ENTERPRISE DEVELOPMENT AND SUPPORT PROGRAMMES

### *s32 of the Employment Services Act*

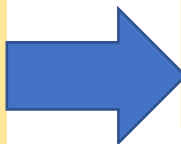
- a) Promote a culture of productivity in the workplace;
- b) Facilitate and evaluate productivity improvement and competencies in workplaces;
- c) Support initiatives aimed at preventing job losses;
- d) Measure and evaluate productivity in the workplace **(and the economy)**;
- e) Maintain a database of productivity & competitiveness systems & publicise same; and to undertake productivity-related research.



**1. Competitiveness Improvement Services (CIS)**

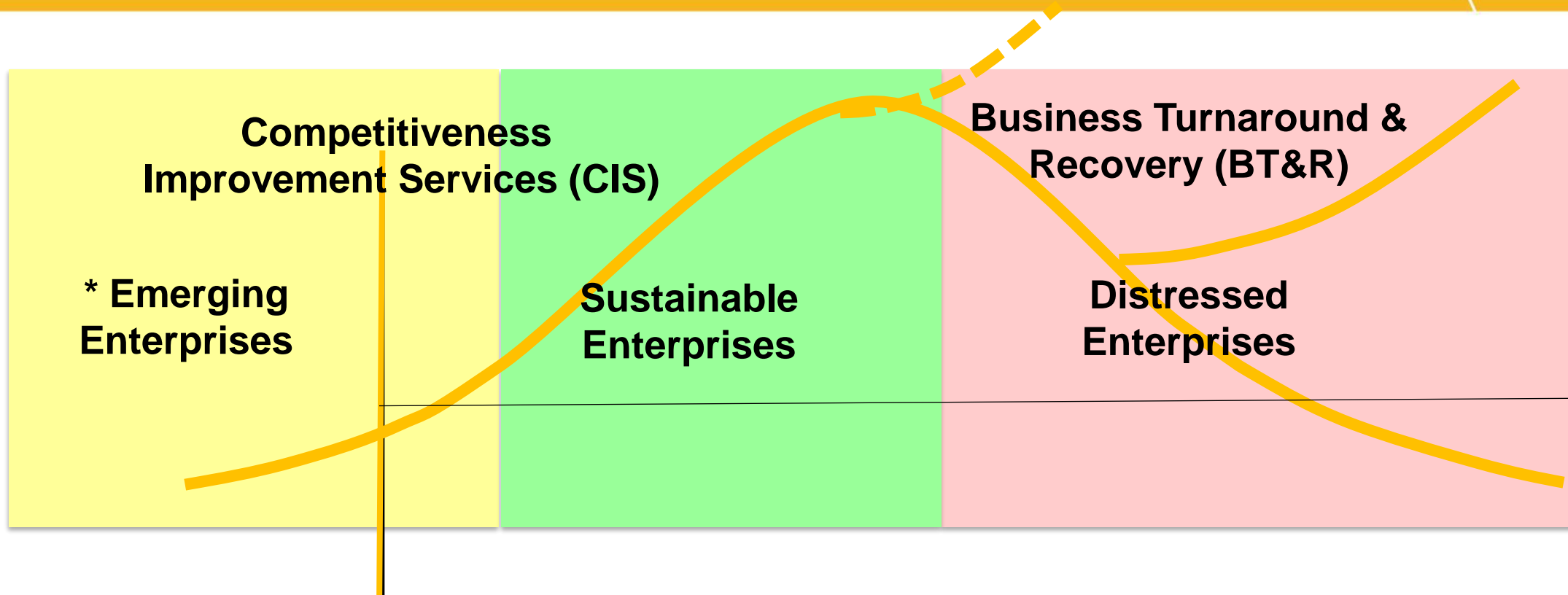


**2. Business Turnaround and Recovery (BT&R)**



**3. Research, Innovation and Statistics (RIS)**

# Enterprise Development & Support Programmes



The Enterprise Development and Support Programmes and interventions are aimed at improving the competitiveness and sustainability of enterprises to generate wealth and profits, preserve existing jobs, create productive employment and decent work, and improve the wellbeing of workers and society

# BT&R Programme Overview

## BT&R Vision

To save jobs and create conditions conducive for job retention and job creation.

## Intent

The programme is intended to provide non-financial assistance to different organisations and companies to increase productivity, profitability, and service, as well as to save and retain existing jobs.

The Declaration of the Presidential Jobs Summit (October 1998) outlined a Turnaround Solutions Programme (now called Business Turnaround and Recovery) that aims to prevent job losses or a decline in employment. Supported by recent 2018 Job Summit and are aligned to the economic reconstructing and recovery plan and UIA s5(d) as amended

## Assist

The programme seeks to assist:

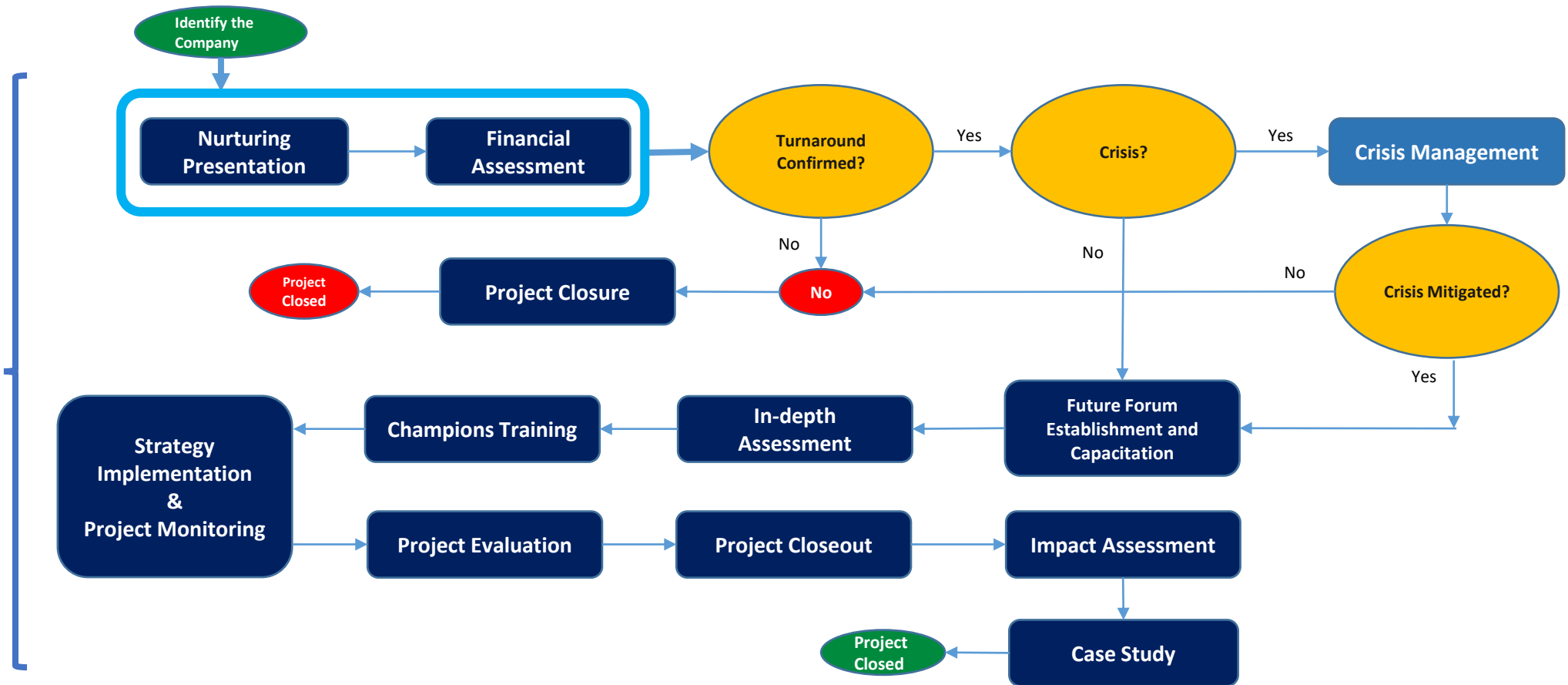
- The potential applicant in financial and/or operational distress and/or decline.
- There must be a reasonable prospect to turn the company around

## Inspire

BT&R also seeks to inspire enterprises to be more vigilant about issues relating to job retention to mitigate on-time performance/productivity decline that increases the likelihood of job losses.

# BUSINESS TURNAROUND & RECOVERY PROCESS FLOW

Timeline from beginning to end is 9 Months







# BT&R Qualifying Criteria

Chantell Beyers

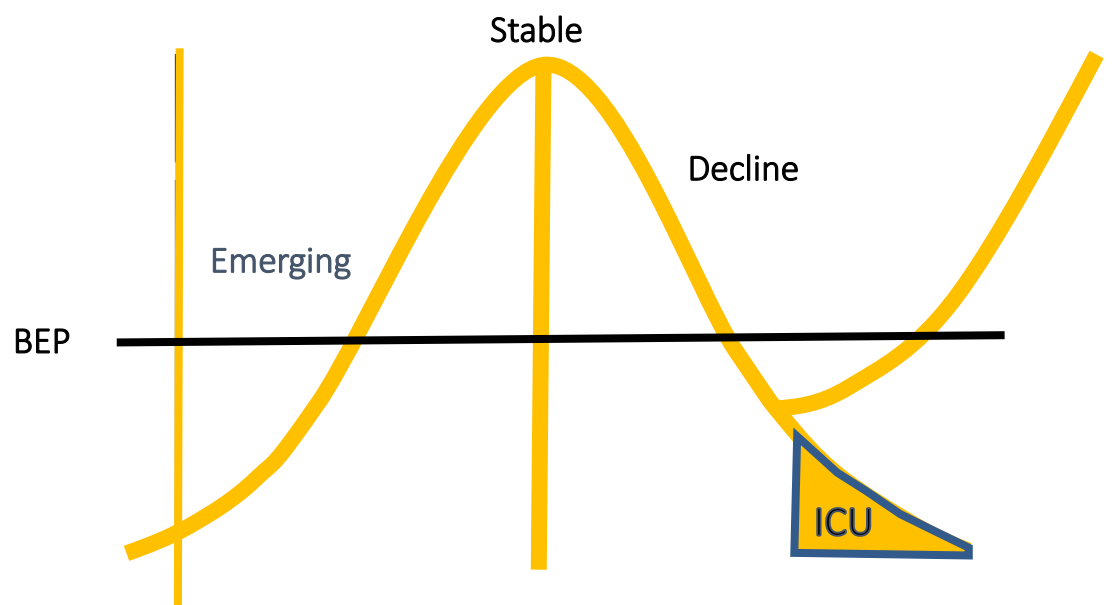
# Nurturing

## Purpose

- Engagement with client to explain BT&R Programme.
- High Level assessment to understand the business challenges and to determine the eligibility to participate on BT&R Programme.
- Identify the industry and size of organisation.
- Probe/ Identify possible triggers of the distress (Financial / Operational).
- Understanding the level of distress the business is facing.



# Business Distress Levels



# Qualifying Criteria

## Information Required

- BT&R Application forms
- At least 2 years financial statements (Audited or independently reviewed and/or management accounts)
- SARS Pin to confirm compliance and validity
- UI9/EMP201 including populated template to confirm employees declared.





# Future Forum & Capacitation

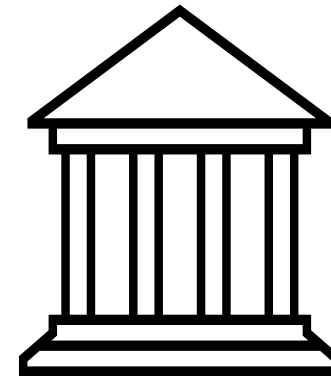
Sharna Johardien

# The Future Forum Constitution

An internal project management tool that promotes communication, cooperation and trust.

Objectives include:

- Promote genuine participation, harmonious teamwork and active collaboration
- Joint solution-finding and decision-making
- Jointly debate solutions
- Jointly engage in strategic planning
- Joint structure and implement solutions

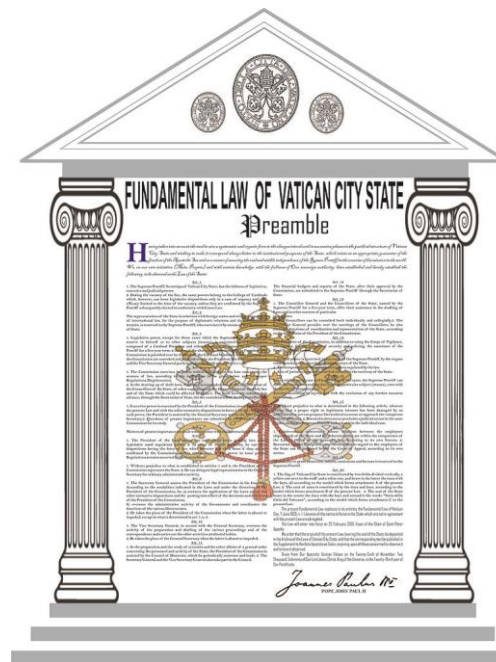


# Representatives

## Employees and Employers

- Equally constituted as members of the FF
- From across all units/divisions in the Company

**Union representative** and an alternate, if applicable



Future Forum Constitution

## Chairperson

- Able to chair the meeting impartially and ensure that matters are dealt with in an orderly, efficient manner.

## Secretariat

- Arrange all meetings, recording minutes and actions, and communicating all relevant information

**Other parties**, which may include:

- Productivity SA representative
- Expert/s

# Future Forum capacitation (training)

- Once the Future Forum is constituted, its members will participate in a one-day capacitation programme.
- This entails a tailored training session that is geared towards capacitating Future Forum members on basic principles of productivity, competitiveness and business principles.



Objectives of capacitation is to enable members to understand:

1. *Determinants of successful business performance*
2. *Profitability, Profit Margins and Economic Factors*
3. *Productivity and competitiveness*
4. *Merits in collaboration relationship*
5. *Transparency and trust building*
6. *Parties to Proactive Future Forums (PFF) and their roles*
7. *List of issues to be dealt with by PFF*
8. *Dissemination of Information*

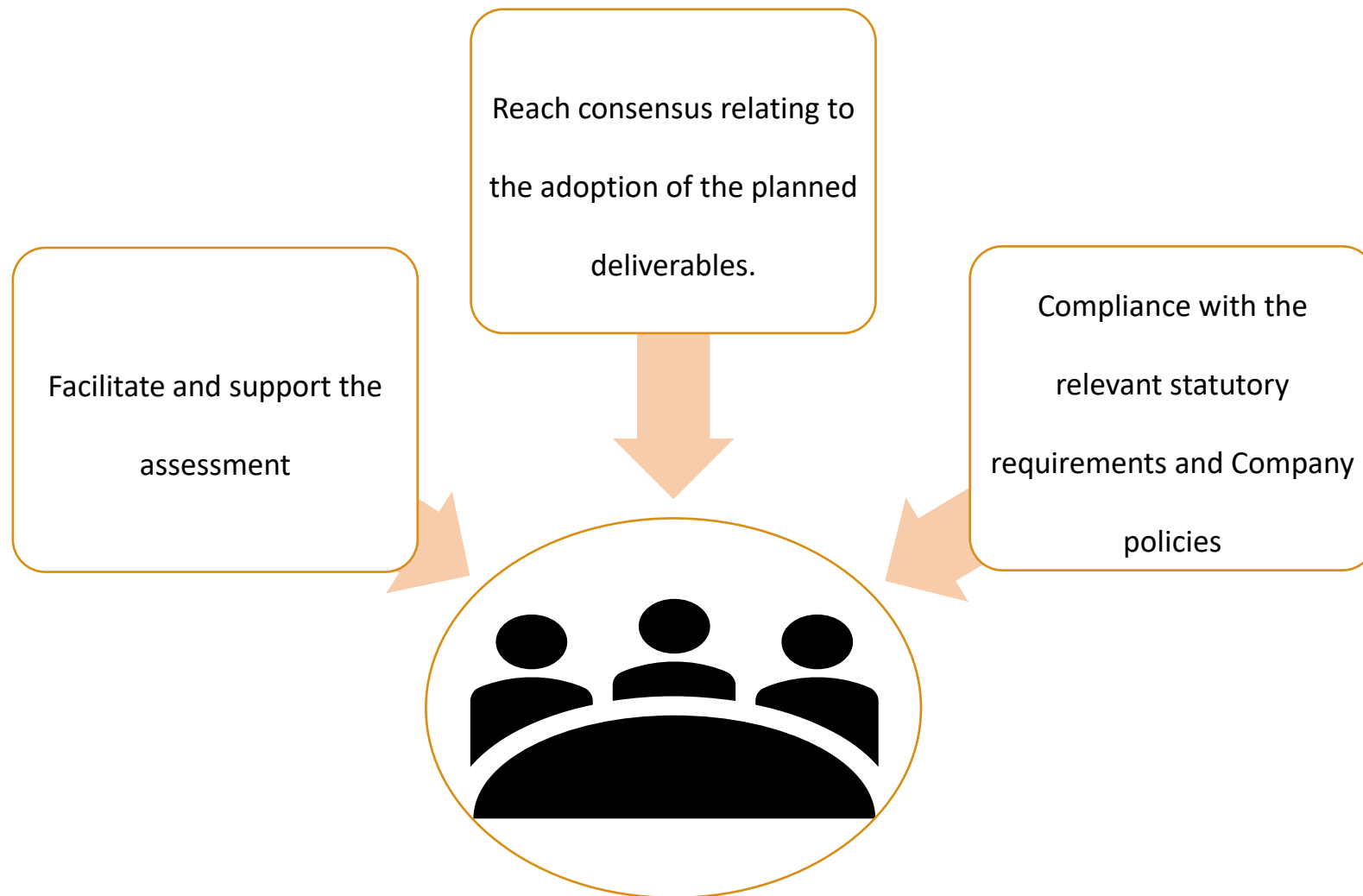




# Powers of the Future Forum

- 
- The Future Forum shall serve as an internal **project management tool** and is empowered to:
    - Engage on reports: corporate metrics and KPIs
    - Explore strategies: long-term sustainability, growth, and development
    - Engage on and identify solutions through a collaborative consultative process
  - Productivity SA role and support: to provide and procure technical or advisory services, where required.
  - Strategies are aimed at: improving long-term viability and operational efficiency
  - Promote and encourage skills training in relation to productivity awareness and long-term sustainability.

# Obligations and rights of members




# Productivity Champions training

- Productivity Champions are ideally identified by the Company and should preferably include FF members plus any additional members.
- Three-day training session
- Areas of improvement, including long-term sustainability, increasing productivity and increasing operational efficiency
- Capacitated to identify early warning systems and to manage enterprise problems proactively.

# The Productivity Champion

| Identify  | Implement   | Measure                      | Ambassador   |
|---|---|------------------------------|--|
| <p>Identify the inefficiencies in the organization.</p> | <p>Implement continuous improvement projects to improve productivity.</p> | <p>Measure productivity.</p> | <p>Be an ambassador for productivity in the organisation and promote an environment of continuous improvement amongst workers.</p> |

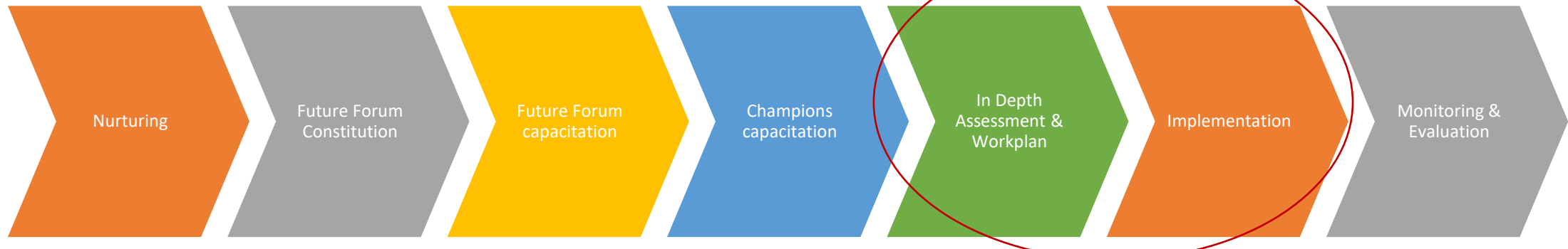


# Turnaround Plan & Implementation

Chantell Beyers

# In Depth Assessment & Work Plan

A process of assessing the root causes of organisation's distress and the development of appropriate turnaround strategies.



## In Depth Assessment Process

Information is gathered during different stages of engagement with the client. These engagements could include:

- High level assessment / interview with the client
- Gemba walk (Walking the shop floor to identify current practices and procedures)
- Process map of the current processes
- Information requested
- Information gathering during capacitation sessions, where information is gathered to understand the areas of improvement.



## Work Plan

The work plan is a detailed document capturing all the identified root causes of distress and capturing the appropriate strategies to address these issues.

These strategies have SMART defined objectives/ tactics which supports the achievement of success.

The work plan is discussed and agreed with the Future Forum before moving forward with implementation.

# Implementation of Deliverables

## Implementation of the agreed and signed off Work Plan to achieve sustainability and profitability of the business.

- The work Plan includes timelines and priorities of deliverables.
- The implementation of these deliverables will commence once it is signed off by the Future Forum.
- Continuous conversations with the FF regarding progress and decisions will occur until project is closed out.
- A BT&R project should not exceed 12 (twelve) months from time of nurturing to close-out. Time from work plan approval to close-out should not exceed a period 9 (nine) months.

| ACTIVITY<br>(what we do)                 | OUTPUTS<br>(what is produced/delivered)  | OUTCOMES<br>(what we wish to achieve)  | IMPACT<br>(what we aim to change) | PRIORITISATION<br>(1-5) | COMPLETION<br>DATE | IMPLEMENTATION<br>COST |
|--|--|--|-----------------------------------|-------------------------|--------------------|------------------------|
| Develop a Pre-Production Planning System | Develop a communication and planning system to ensure that all needed resources are available, and all staff are well informed of the timelines before and order goes into production. | Reduce unnecessary set up times        | Reduced lead times                |                         |                    |                        |
|  |  | Reduce operator and machine idle times | Reduced production cost           |                         |                    |                        |
|  |  | Improve on time delivery               | Increased production efficiency   |                         |                    |                        |
| PLAN - BUDGET - IMPLEMENT                |  | MANAGE TOWARDS Achieving results       |                                   |                         | Total              |                        |

### Implementation Budget

Budget for the turnaround is based on the size of the enterprise, the challenges identified, and the time required to address these challenges.

- R5 700 (incl Vat) is allocated per employee up to the maximum of budget of R456 000 per BT&R intervention

# Implementation Structure of BT&R

## Head Office

Responsible and accountable for:

- strategic leadership,
- regulatory compliance,
- overall governance,
- administrative and technical support towards the achievement of Productivity SA's mandate and strategic objectives.



## Regional Operations

The Regional Operations are responsible for the

- Project management,
- Project implementation, and
- completion of BT&R Projects.

## Service Providers

- In depth assessment and
- implementation of the various work plan deliverables throughout the BT&R process will be done using approved external service providers (as and when justifiable).

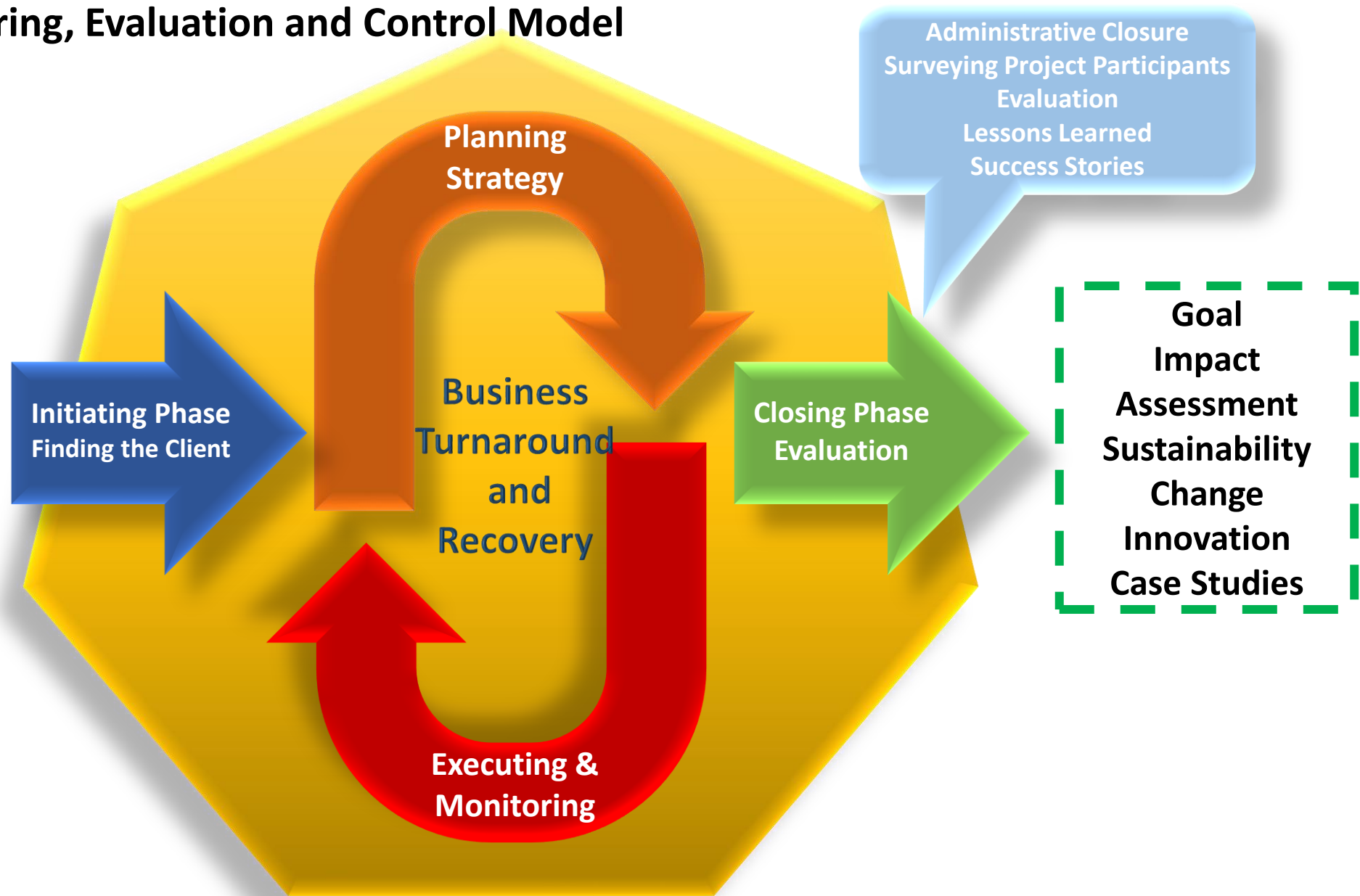




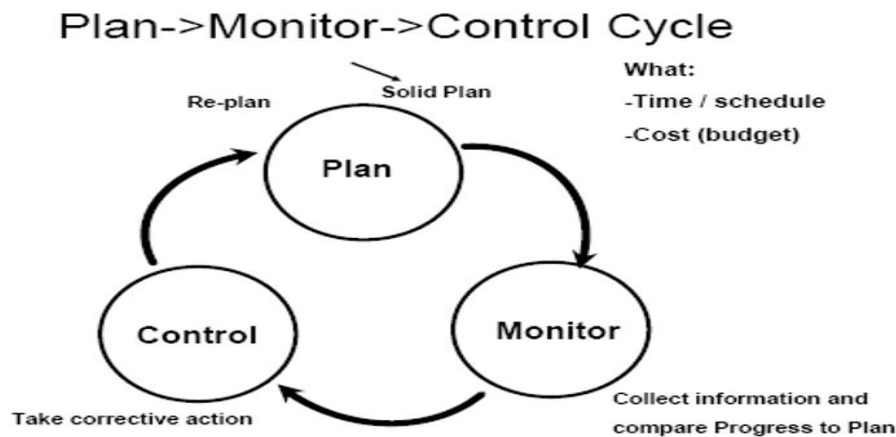
# Monitoring & Evaluation

Lufuno Tshikosi

# Monitoring, Evaluation and Control Model



# Project Cycles



Monitoring and Evaluation is geared towards learning from what is being done and how it is being done, by focusing on:

- **Efficiency** – By telling us if the input into the work is appropriate in terms of the output.
- **Effectiveness** - By measuring if the extent to which a development project achieved the specific objectives it set.
- **Impact** – By telling us whether or not what we did made a difference to the problem situation we were trying to address.



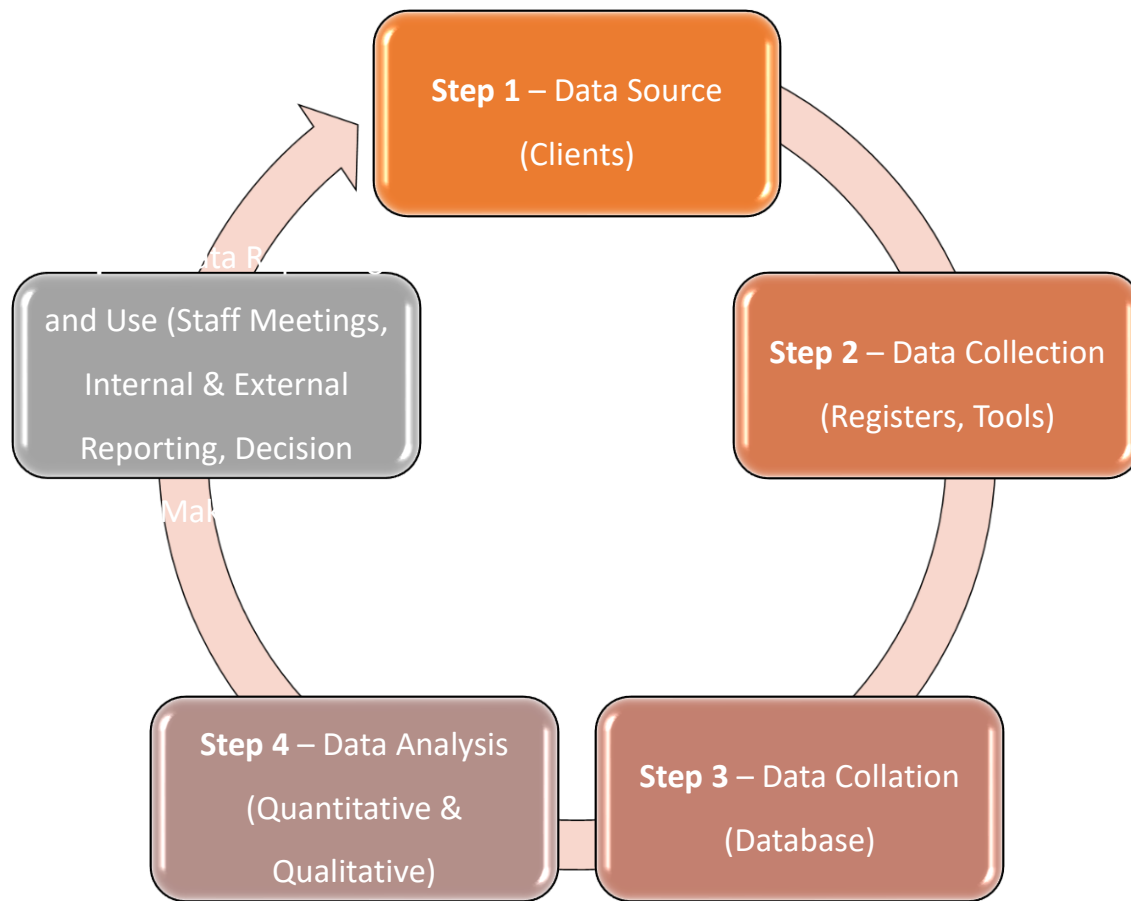
## We Monitor Projects in Order to:

- Providing **regular feedback**
- Providing **progress** or lack thereof
- Tracking **performance** (targets, quality, timeliness, relevance, completeness, integrity, reliability, and precision)
  - Logic Framework – Input, Activities, Outputs, Outcome, and Impact
- **Collecting and analysing data**
- Recommending corrections or **corrective measures**
- Linking activities and resources to **objectives**
- Tracking financials – **Cost** of component, target
- Designing **Special tools** – for measuring specific processes or outputs
- Developing specific **regular reports**
- Conducting **visits and observations** both at the field and the office
- Conducting regular and specific **meetings and reviews**

## We Evaluate Projects in Order to:

- To inform **decisions on operations**, policy or strategy related to ongoing or future programme interventions
- To demonstrate **accountability** to decision-makers
- To **enable learning** and contribute to the body of knowledge on what works and what does not work and why
- To **verify/improve programme** quality and management
- To identify **successful strategies** for extension/ expansion/ replication
- To **modify unsuccessful strategies**
- To **measure effects/ benefits** of programme and project interventions
- To give **stakeholders the opportunity to have a say** in programme output and quality
- To **justify/ validate programmes to donors**, partners, and other constituencies
- Document Case Studies on Best Practices, Successes and Achievement
- Basically, Compare the **before and after** and if there has been any change

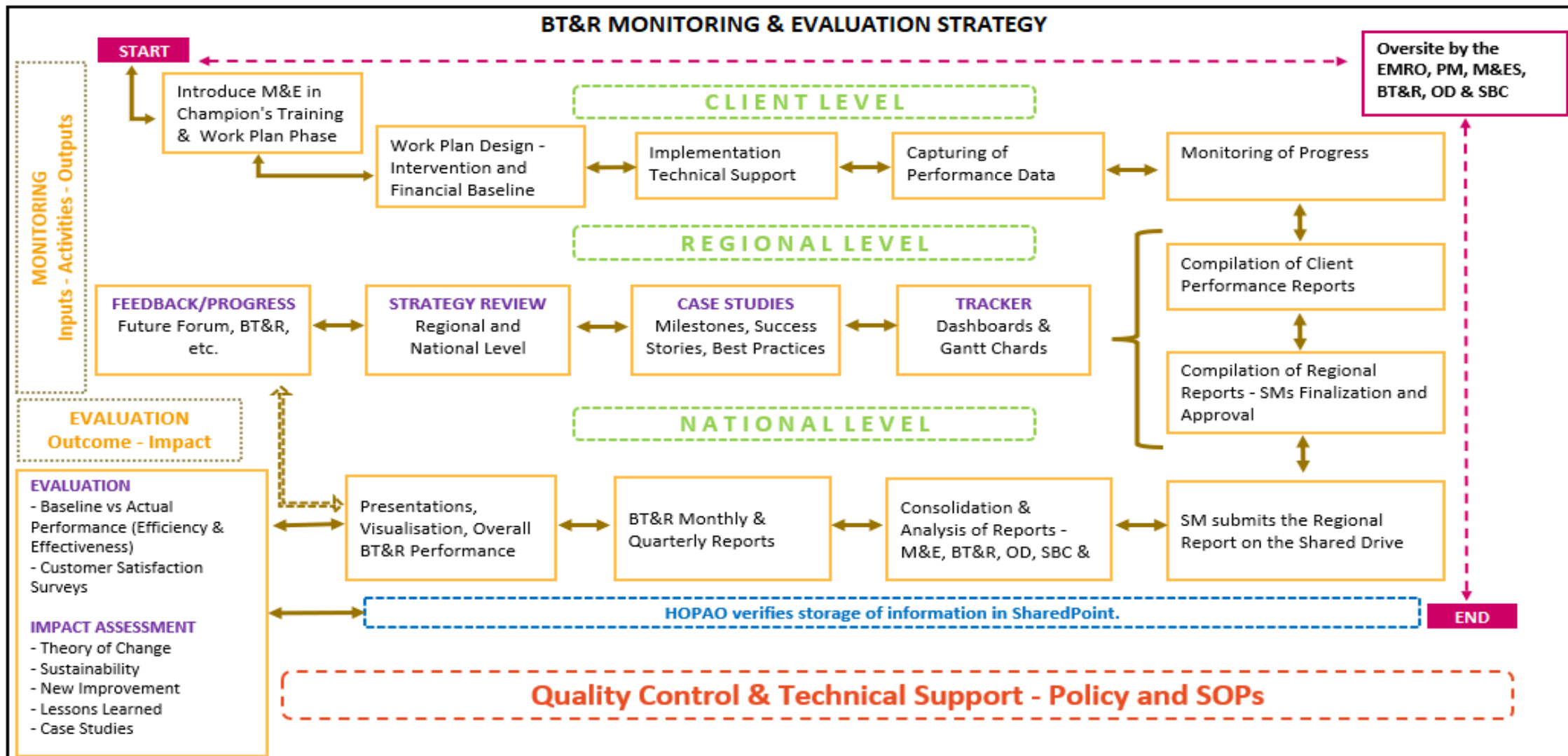
# Monitoring and Evaluation Cycle & DQM Criteria



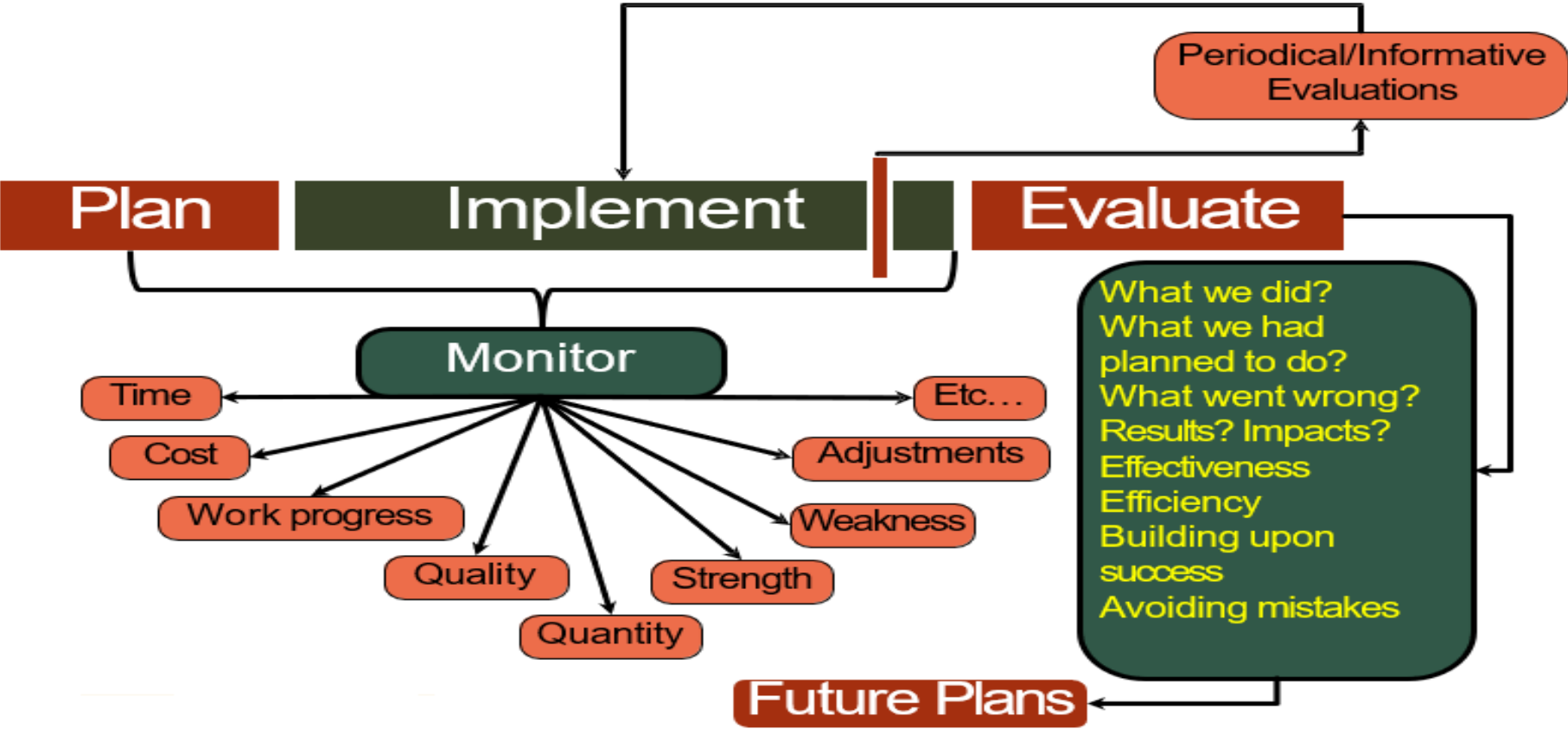
## M&E Data Quality Management Criteria

- Accuracy
- Integrity
- Validity
- Reliability
- Precision
- Timeliness
- Relevant
- Completeness
- Conformity

# How - BT&R M&E Strategy



# Monitoring and Evaluation Entire Process



# Contact details



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