Promotion of Decent Work in the South African Transport Sector (Phase 1)

Port Work Development Project
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Promoting Decent Work for All
Introduction

Coverage area of the ILO Decent Work Support Team (DWST) for Eastern and Southern Africa
(15 countries, incl. Mauritius and Seychelles)
In a memorandum of understanding facilitated through the National Economic Development and Labour Council (NEDLAC) from 2007-2009 between –

- Government of the Republic of South Africa,
- Representative Workers’, Employers 'and Community Organizations and
- ILO the

**Decent Work Country Programme (DWCP) for South Africa 2010 to 2014** was signed in September 2010
The Decent Work Country Programme (DWCP) for South Africa identifies four priority areas:

i • Strengthening fundamental principles and rights at work

ii • Promotion of employment creation

iii • Extension of social protection coverage, and

iv • Strengthening of tripartism – plus social dialogue

These priority areas are linked to the 9 outcome - aligned to the formulation of specific initiatives
The DWCP is designed as a pilot project using the **systematic approach**\* to the promotion of decent work;

The Port Work Development project focuses on a employment-intensive service industry with a Decent Work deficit – the South African transport industry;

It aims at boosting the industry competitiveness of a key player in the Sector (Transnet) – through a combination of interventions determined by way of **social dialogue**;

These range from workplace improvement measures to functional and technical/vocational skills training and further on to the facilitation of access to social protection.

In the first phase the project aims at a pilot of this approach in the Port of Durban (Container Terminal)
Port Worker Development Project

Transnet National Ports Authority is one of the five divisions of Transnet, a wholly state-owned enterprise. The Authority is charged with obligations in terms of the Act to manage the commercial ports in South Africa and to ensure their efficient and economic functioning.

Transnet Port Terminals is responsible for management and operations of terminal facilities in South Africa. TPT is responsible for efficient movement of cargo in the Container, Bulk, Ro-Ro and Agricultural sectors.
TRANSNET PORT TERMINALS OVERVIEW

• Transnet Port Terminals is situated across 7 South African ports with a staff compliment of just over 5,500 people

• Operations are divided into four cargo sectors
  – Containers – 5 facilities
  – Dry Bulk – 4 facilities
  – Break Bulk – 7 facilities
  – Automotive – 3 facilities
Project in context in terms of:

1. Overall project outcomes,
2. Overall project indicators and
3. Key deliverables
Promoting Decent Work for All

Overall Outcome
Sustainable Port businesses that create decent and productive jobs, including for youth, women and people living with disabilities

Overall Outcomes (Project)

Key Deliverables

Overall Indicators (Project)
**Overall Outcome Indicators**

- No of employment opportunities retained/newly created at Durban Container Terminal (gender and disability status)
- Job quality index (basic conditions of employment indicators, employment equity indicators, stability of employment relationship indicators)
- Unionisation rate
- Social Protection index (access to basic social insurance UIF, occupational injury rate and HIV/AIDS awareness rates amongst employees)
**Key Deliverables:**

- A firmly institutionalised social dialogue mechanism linking internal port stakeholders that is reflective of best practice
- A forum for social dialogue between internal and external port stakeholders (building on the existing Maritime Cluster)
- Increased knowledge among port stakeholders about international best practice in port related HRD strategies and policies building on the ILO – Port Worker Development Programme, APEC - STC
- Refined HRD policies and regulations – DCT
- HRD policy objectives firmly anchored in higher level DCT business strategy
- HRD related training and advisory service products tailored to the needs of DCT
- Local BDS providers competent in the delivery of these services
- DCT employees make informed career and livelihood choices
Development Challenges to be addressed by the Initiative

Against the backdrop of continued competitiveness challenges

- Transnet Port Terminal stakeholders approached the ILO and Flemish donor in 2009
- Request for FINANCIAL and TECHNICAL support
- Boost the institutional capacity of the School of Port Operations in Durban and
- Further upgrade its human resources development approaches and tools.
ILO Capacity to Address the Development Challenges

To deliver the intervention mix, the project will draw on:

- ILO in-house capacity – DWCP support team for Southern and Eastern Africa located in Pretoria
- Bring in expertise of the ILO International Training Center obtained during the implementation of Projects in the Russian Port and Maritime Sector
- Draw on materials and trainers – Global ILO Port Worker Development Programme
- Draw on the new guidelines for Port Workers developed by ILO/MARIT unit in ILO Headquarters.
Primary intervention through immediate beneficiaries to create local ownership and for future sustainable replication of the intervention mix.

**Main emphasis of the intervention mix:**

- Facilitation of social dialogue,
- Trainer development,
- Training product development,
- Information generation and dissemination.
Development Partners

- The project will forge strategic partnerships with (i) APEC and (ii) STC – both are recognised international centers for excellence in the provision of Port specific training and advisory services – both with global outreach.

- Both centers have a history of collaborating with the Port of Durban – School of Ports and thus is strategically positioned as a collaboration partner.

- Through APEC and STC the project will facilitate trainer development courses targeting staff at School of Ports – to strengthen capacity.

- APEC and STC support the project to facilitate study visits of Port stakeholders to Belgium and Netherlands.
The four levels are interlinked through cause-and-effect relationships and taken into account in the design of the intervention mix.
**INTERNATIONAL LABOUR ORGANIZATION**

**TRANSNET BUSINESS STRATEGY**

**TRANSNET BUSINESS UNITS SKILLS DEVELOPMENT**
- Alignment to business requirements
- Design structured pipelines
- Develop skills, coach and mentor
- Place and retain talent

**Determine and define critical and core skills**
- Strategic Business objectives
- Human capital requirements
- Economies of scale: the extent of attracting and placing talent
- Demand of mission critical positions versus supply in the market

**Structured Development**
- Functional expertise
- Leadership behaviours
- Culture charter
- Competency frameworks

**AN INTEGRATED APPROACH**
- Leadership pipeline – outputs, competencies, values, time allocations, per level and job
- Assessment of performance – individual scorecards; planning, coaching, review
- Assessment of potential – talent forums; talent and succession pools; development, promotion, retention and sourcing
- Assessment Centre Approach

**Promoting Decent Work for All**
INTERNATIONAL LABOUR ORGANIZATION

TRANSNET STRATEGIC IMPERATIVES FOR 2011/2012

- Improve port operational efficiencies and oversight role;
- Integrated and disciplined project management, capacity planning and asset maintenance;
- Integrated commercial management and increased market collaboration globally to enhance growth;
- Improve real estate management;
- Improve safety, health and environmental status;
- Talent management, employee satisfaction and succession planning of critical resources;
- Ensure continued existence of a secure, regulated and risk controlled port environment;
- Enhance data integrity, security and information management;
- Cost management and sustained focus on financial controls; and
- Continued engagement with the Ports Regulator to agree on an appropriate tariff methodology.

Promoting Decent Work for All
HUMAN RESOURCES RESPONSE TO TRANSNET STRATEGIC IMPERATIVES FOR 2011/2012

- Development of focused strategies to deal with skills gaps and shortages in Transnet
- Ensure the design and implementation of focused core and critical pipelines aimed at building feeder channels
- Institutionalise performance excellence and succession management as anchors to focused capacity building
- Build lasting strategic partnerships with relevant stakeholders in delivering on the identified skills requirements
- Consciously build an organisational culture that promotes and supports people-centred practices
- Foster a leadership architecture responsive to local and global demands
Immediate Objectives / Project Outcomes

1. To promote a more dialogue-driven mediation of stakeholders interests in the Port of Durban – Container Terminal,

2. To create a more conducive policy and regulatory framework for “doing business” – with emphasis on human resources development and management in line with the transformation agenda of the SA government,

3. To strengthen the capacity of Local Business Development Services (BDS) providers – School of Ports Operations – to provide Port stakeholder groups range of workforce centred training and advisory services, and

4. To enable port workers to fully unlock the benefits of the staff development efforts.
Output 1.1. A firmly institutionalized social dialogue mechanism linking internal port stakeholders that is reflective of international best practice

Output 1.2. A forum for social dialogue between internal and external port stakeholders (building on the existing Container Terminal Operator Forum and the Maritime Cluster)

Output 2.1. Increased knowledge among port stakeholders about international best practice in HRD strategies and policies

Output 2.2. Refined HRD policies and regulations in the Ports of Durban - DCT

Output 3.1. HRD related training and advisory service products tailored to the needs of Port workers - DCT

Output 3.2. BDS providers competent in the delivery of these services

Output 4.1. Port stakeholders have the awareness level and information base required to make informed career and livelihood choices

Output 4.2. Port stakeholders take up the staff development services offered by BDS providers

Promoting Decent Work for All
The implementation plan / project plan has not been finalized but takes into account the following:

- Project time period of 24 months from commencement,
- Inputs from all stakeholders
### Inception Phase: Objective 0 – Establishment of the Programme Management Unit and the Programme Steering Committee

- The project management unit is operational
- The project steering committee is established
- The project strategy has been validated

### Immediate Objective 1: To promote a more dialogue-driven mediation of stakeholder interests in the Port of Durban (Durban Container Terminal)

#### Output 1.1 A firmly institutionalised social dialogue mechanism linking internal Port stakeholders that is reflective of international best practice

- A 1.1.1 Study tours for stakeholder representatives to assess international best practice of social dialogue and HRD strategies in Port
- A 1.1.2 A review of the existing mechanisms for both internal and external social dialogue in the Port of Durban (DCT)
- A 1.1.3 Where applicable, advisory services to re-engineer the existing mechanisms
- A 1.1.4 Capacity building support for each stakeholder group to mediate their respective interest through the refined system
- A 1.1.5 Facilitation of social dialogue around the planned HRD initiative
- A 1.1.6 Monitoring and evaluation of the outcomes and impact of the interventions above

#### Output 1.2 A forum for social dialogue between internal and external Port stakeholders building on the current

- A 1.2.1 Review of the existing mechanisms of communication with external stakeholders
- A 1.2.2 Advisory services to re-engineer these mechanisms where applicable
- A 1.2.3 Facilitation of social dialogue around the planned HRD initiative
- A 1.2.4 Monitoring and evaluation of outcomes and impact of the interventions above
**Immediate Objective 2: To create a more conducive policy and regulatory framework for “doing business” in the Ports (DCTI) with emphasis on HRD**

Output 2.1 Increased knowledge amongst Port stakeholders about international best practice in HRD strategies and policies

- **A 2.1.1** Training senior management representatives in how to better balance financial and non-financial objectives in the long-term business strategy for Ports (DCT)
- **A 2.1.2** Follow-up advisory services to refine the existing strategic plans of the Ports (DCT)
- **A 2.1.3** Monitoring and evaluation of outcomes and impacts of the interventions above

Output 2.2 Refined HRD policies and regulations in the Port of Durban (DCT)

- **A 2.2.1** Training of HRD line managers and HRD operational staff in latest thinking on Port-centered HRD policies and regulations
- **A 2.2.2** Follow-up advisory services for HRD line managers and their operational staff to fine tune existing HRD policies and regulations – (DCT)
- **A 2.2.3** Follow-up support for HRD line managers and their operational staff to communicate the refined HRD policies and regulations – (DCT)
- **A 2.2.4** Monitoring and evaluation of outcomes and impacts of the interventions above

**Immediate Objective 3: To strengthen the capacity of local Business Development Service (BDS) providers, among them predominantly the School of Port Operations to in turn provide Port stakeholder groups with a range of workforce centered training and advisory services**

Output 3.1 Training and advisory service products tailored to the needs of Port workers

- **A 3.1.1** Review of existing staff development training packages in the local and international market place (including the materials already used by Port Schools of Operations, APEC and STC – OSH and HIV/AIDS)
- **A 3.1.2** Adaptation of training products/services used by the Port School of Operation in line with international best practice and aligned to the new occupational profiles drafted by the QCTO
- **A 3.1.3** Monitoring and evaluation of outcomes and impact of above interventions
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**Output 3.2 Local BDS providers (School of Port Operations) competent in the delivery of these services**

- **A 3.2.1** Training of trainers from the School of Port Operations in the use of amended training services/products (refer to output 3.1)
- **A 3.2.2** Coaching and support for newly trained trainers to in turn train Port workers (DCT)
- **A 3.2.3** Monitoring and evaluation of outcomes and impact of above interventions

**Immediate Objective 4: To boost the capacity of all Port stakeholders to fully unlock the benefits of the HRD effort.**

**Output 4.1 Port workers have the awareness level and information base required to make informed career and livelihood choices**

- **4.1.1** A Port worker (DCT) information campaign to raise customer awareness about the new service offerings
- **4.1.2** Follow-up counselling support for Port workers (DCT) to enable them to make informed career and livelihood choices and to draw up individual staff development plans
- **4.1.3** Monitoring and evaluation of the outcome and impact of the campaign

**Output 4.2 Port workers take up the staff development services offered by BDS providers**

- **4.2.1** Facilitation of access for Port workers (DCT) to skills training as per their staff development plans and through local trainer consultants from the Port School of Operations and where applicable other service providers (see above outputs 3.1 and 3.2)
- **4.2.2** Monitoring and evaluation of the outcome and impact of these interventions
The project places emphasis on facilitating sustainable market exchange for industry specific BDS in the Port of Durban - DCT:

- Builds on existing local institutional BDS structures – consolidate and expand the service delivery capacity to effectively and independently facilitate targeted business service support - when project support phased out,

- Uses the multiplier (training of trainers) approach – increase programme outreach and diversify risk,

- Match supply side interventions with demand side interventions – improve breadth and depth of existing service and stimulate uptake, and

- Develop a replicable approach – applied with modifications to other industries and inclusive of a clear donor exit strategy
The Project Management Unit will use a **strategy map** to **monitor** project implementation progress. The purpose of the strategy map:

- Communicate implementation strategy to internal and external programme/project stakeholders,
- Visualise lateral thinking linkages – outputs in a given initiative and linkages to outputs of other employment promotion initiatives of the ILO,
- Track implementation progress of initiative against milestones and targets, and
- Create accountability – assigning individual stakeholders responsibility for an output – measuring against key performance indicators.
Output 1.1 A firmly institutionalised social dialogue mechanism linking internal Port Stakeholders (DCT) that is reflective of international best practice

Output 2.1 Increased knowledge among Port Stakeholders about international best practice in HRD strategies and policies

Output 2.2 Refined HRD policies and regulations in the Port of Durban (DCT)

Output 3.1 Training and advisory service products tailored to the needs of Port workers (DCT)

Output 3.2 Local BDS providers (School of Port Operations) competent in the delivery of these services

Output 4.1 Port stakeholders (DCT) have the awareness level and information base required to make informed career and livelihood choices

Output 4.2 Port stakeholders (DCT) see these career and livelihood choices successfully through
THANK YOU