



INTERNATIONAL LABOUR ORGANIZATION

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

Port Work Development Project



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- Background and Justification

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- Monitoring, Reporting and Evaluation



Introduction

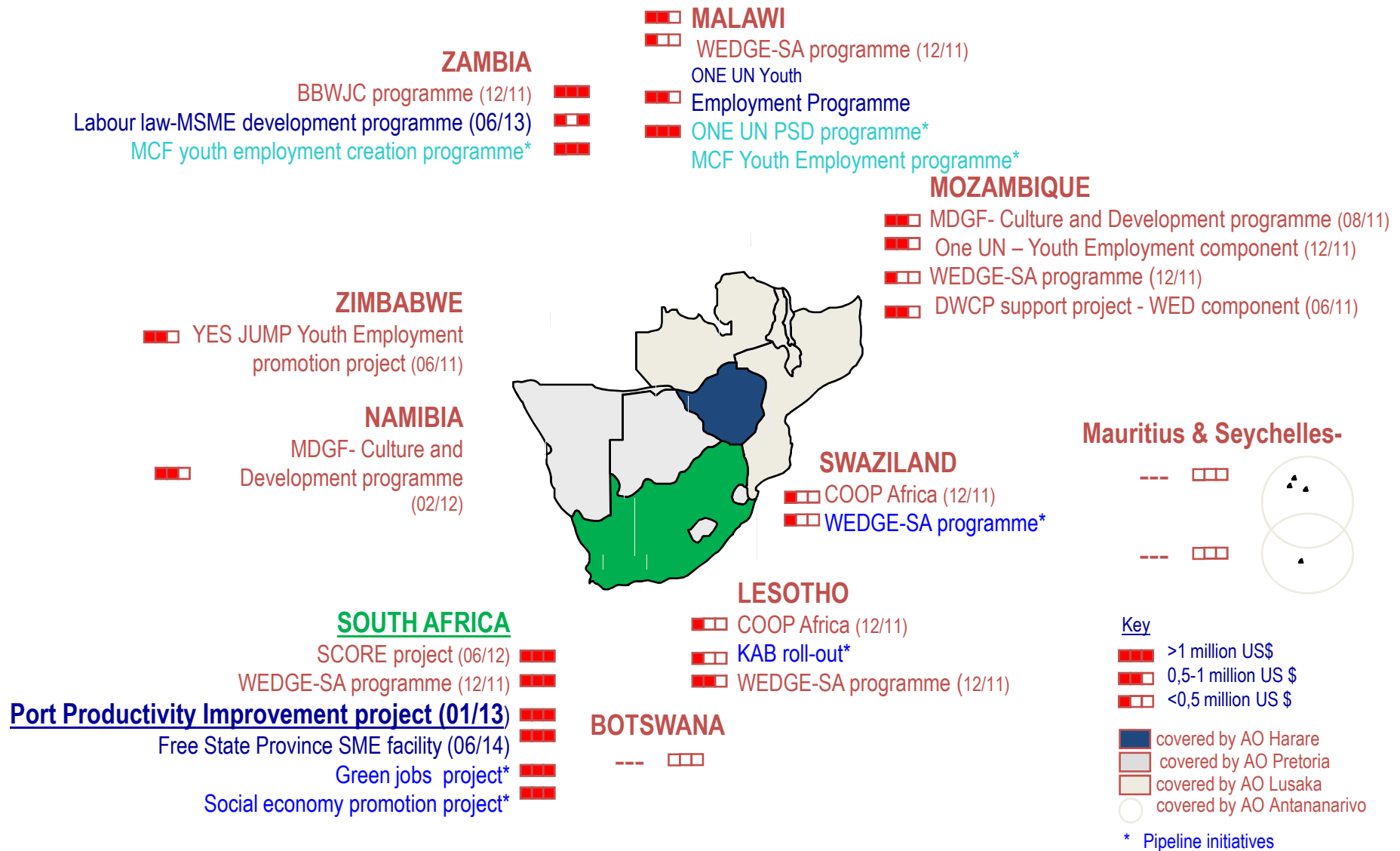
Coverage area of the ILO Decent Work Support Team (DWST) for

Eastern and Southern Africa
(15 countries, incl. Mauritius and Seychelles)





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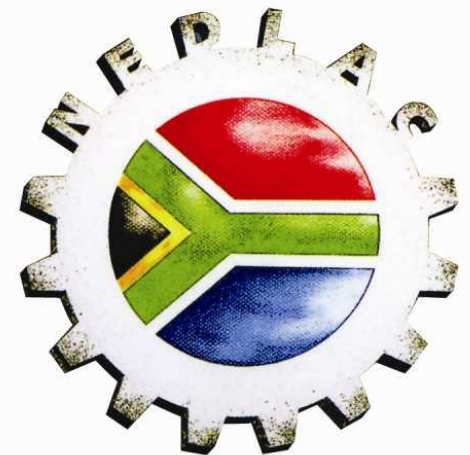


Background and Justification

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





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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



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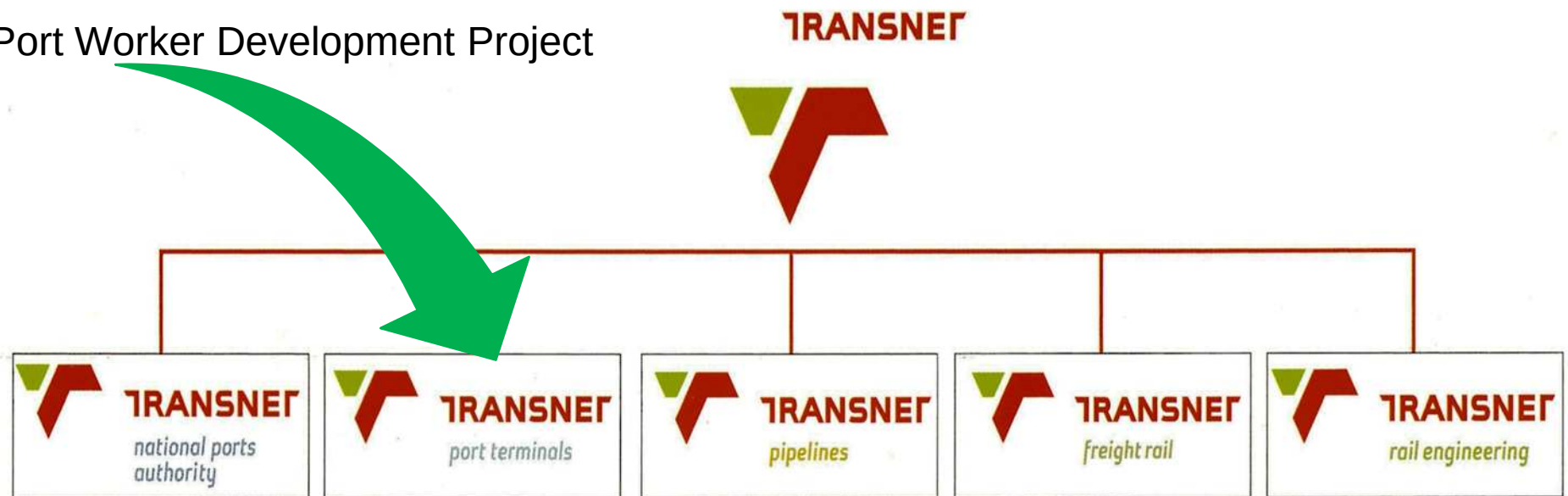
- ❑ The DWCP is designed as a pilot project using the ***systematic approach**** to the promotion of decent work;
- ❑ The Port Work Development project focuses on a employment-intensive service industry with a Decent Work deficit – the South African transport industry;
- ❑ It aims at boosting the industry 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)



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TRANSNET GROUP COMPOSITION

Port Worker Development Project



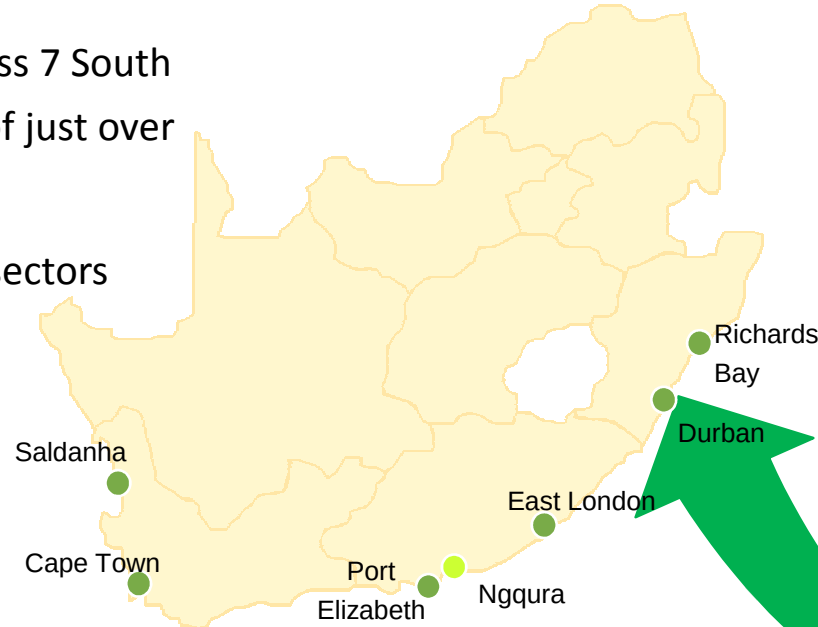
Transnet National Ports Authority is one of the five divisions of Transnet, a wholly state-owned enterprise. The Authority is charged with obligations in terms of the Act to manage the commercial ports in South Africa and to ensure their efficient and economic functioning.

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 complement 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



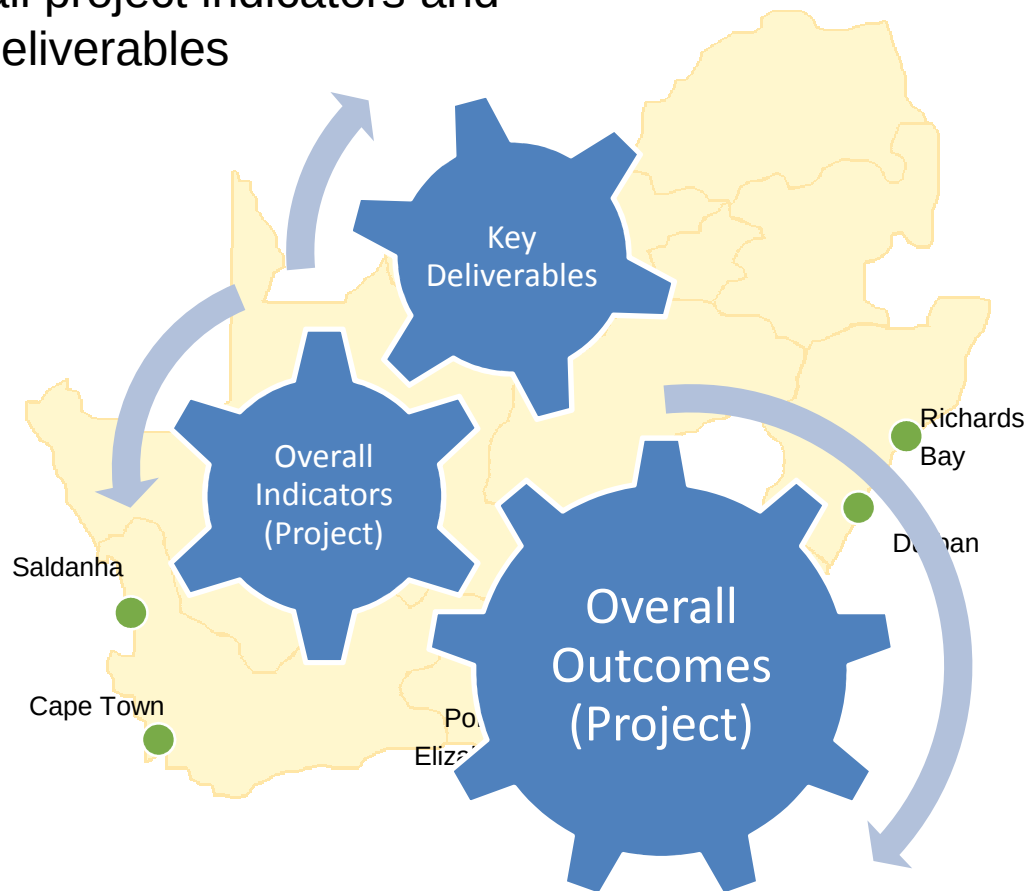
Port Worker
Development
Project –
Durban
Container
Terminal



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Project in context in terms of:

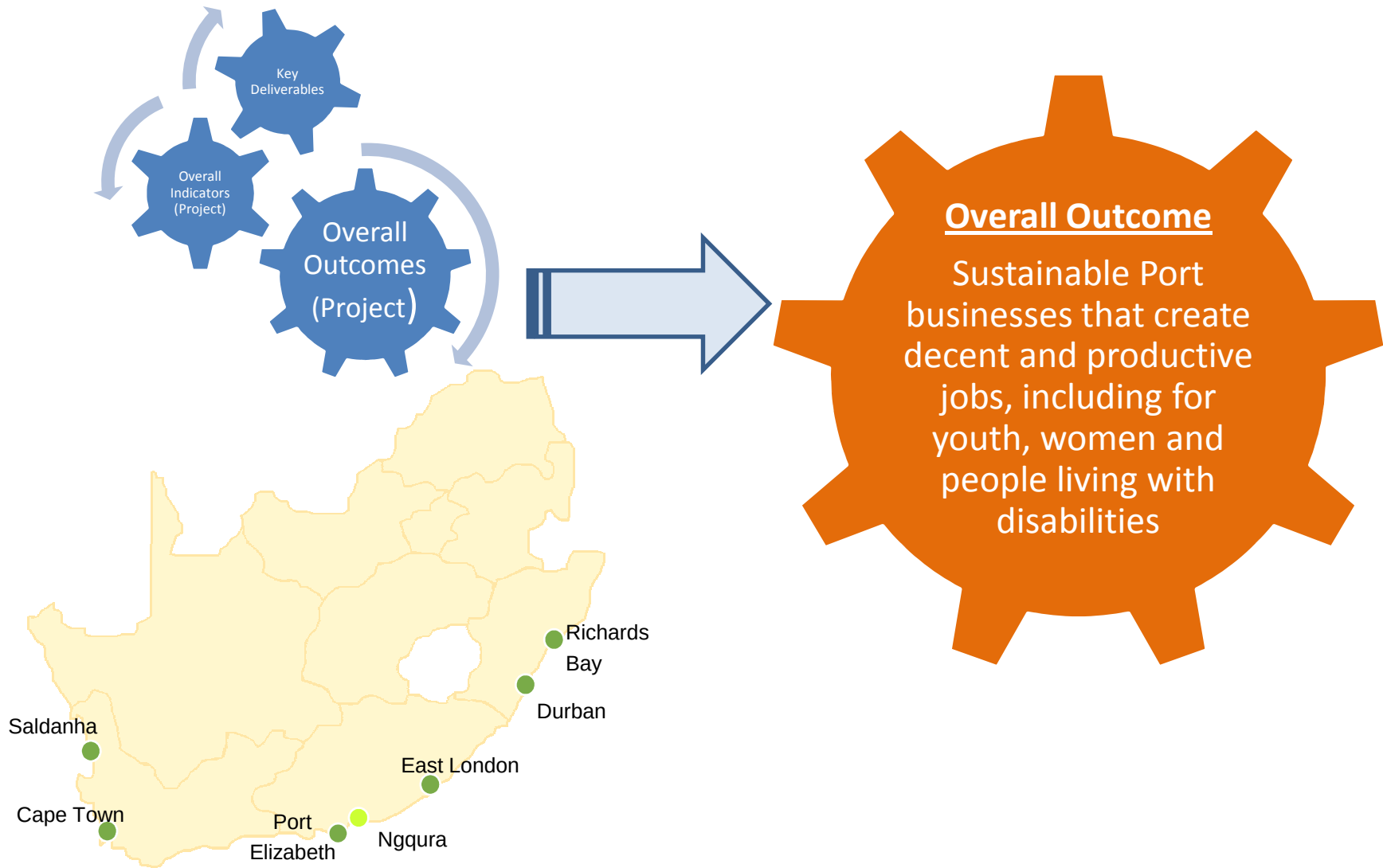
1. Overall project outcomes,
2. Overall project indicators and
3. Key deliverables



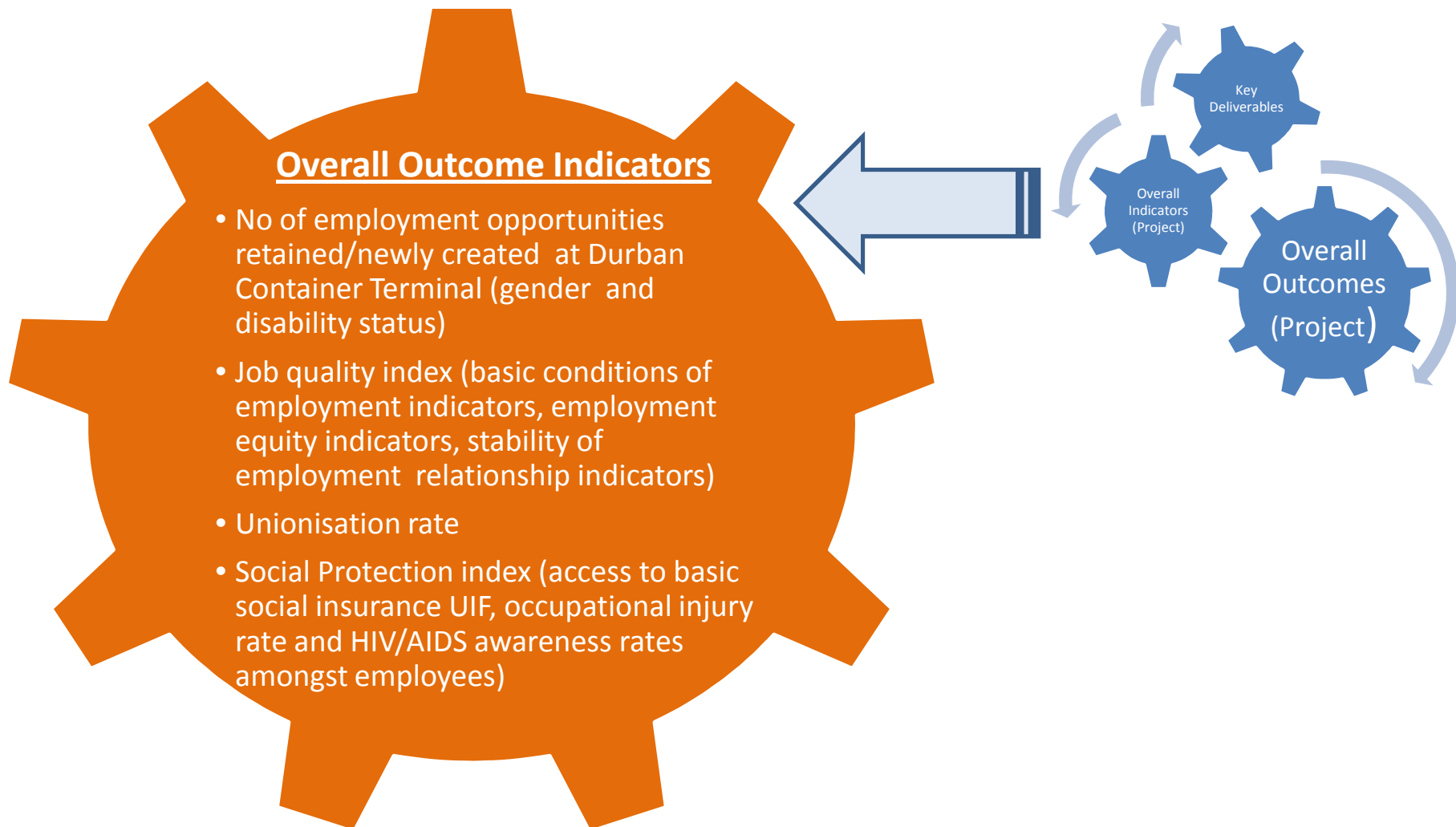
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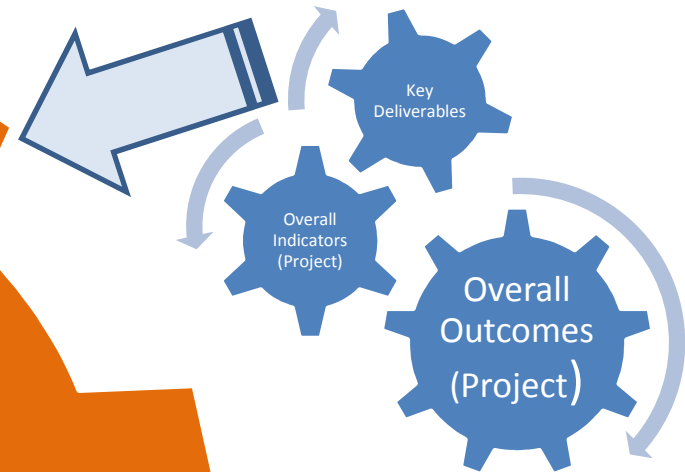




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Key Deliverables:

- 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



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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**.



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ILO Capacity to Address the Development Challenges

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

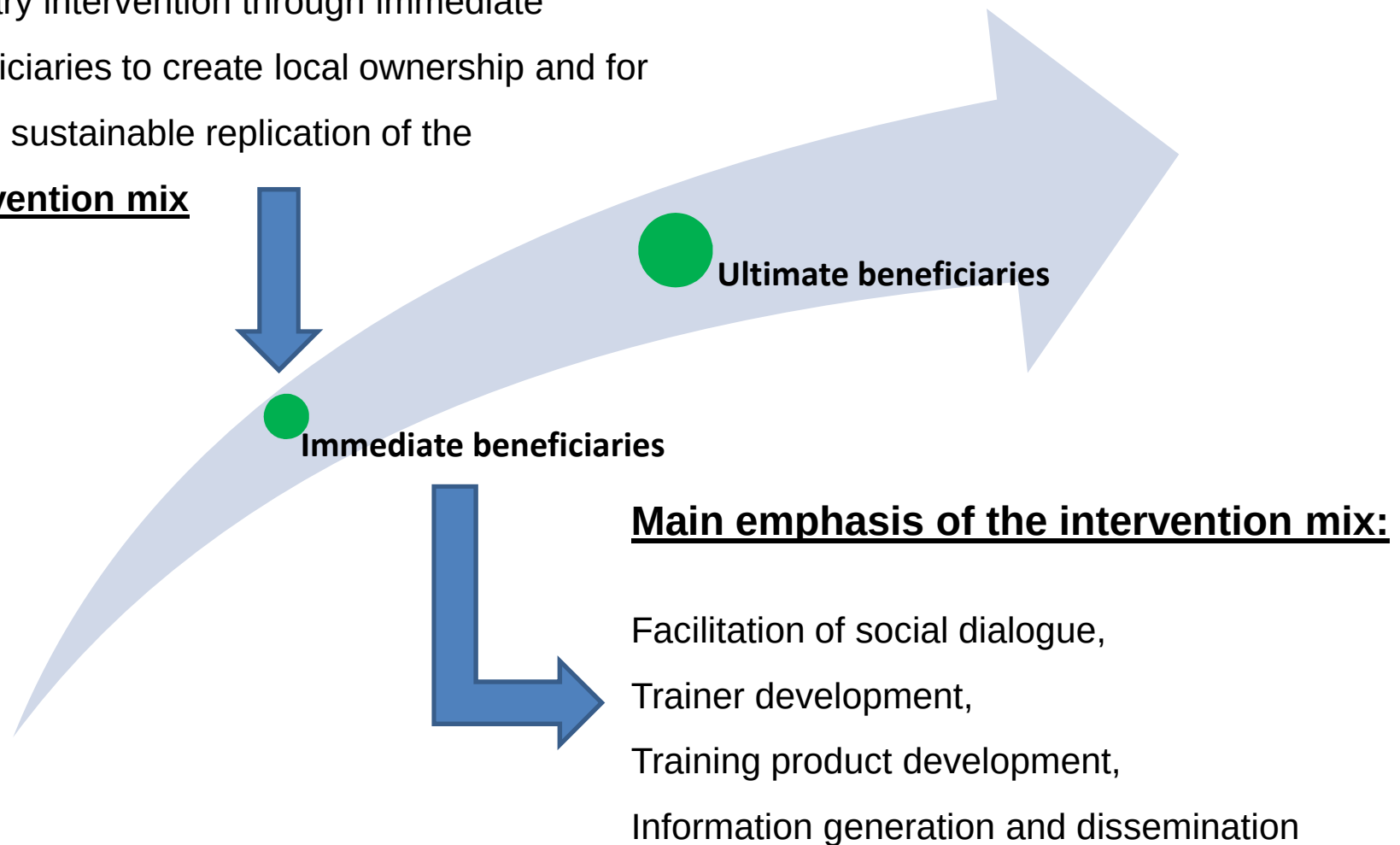
- ☐ ILO in-house capacity – DWCP support team for Southern and Eastern Africa located in Pretoria
- ☐ Bring in expertise of the ILO International Training Center obtained during the implementation of Projects in the Russian Port and Maritime Sector
- ☐ Draw on materials and trainers – Global ILO Port Worker Development Programme
- ☐ Draw on the new guidelines for Port Workers developed by ILO/MARIT unit in ILO Headquarters.



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Primary intervention through immediate beneficiaries to create local ownership and for future sustainable replication of the

intervention mix



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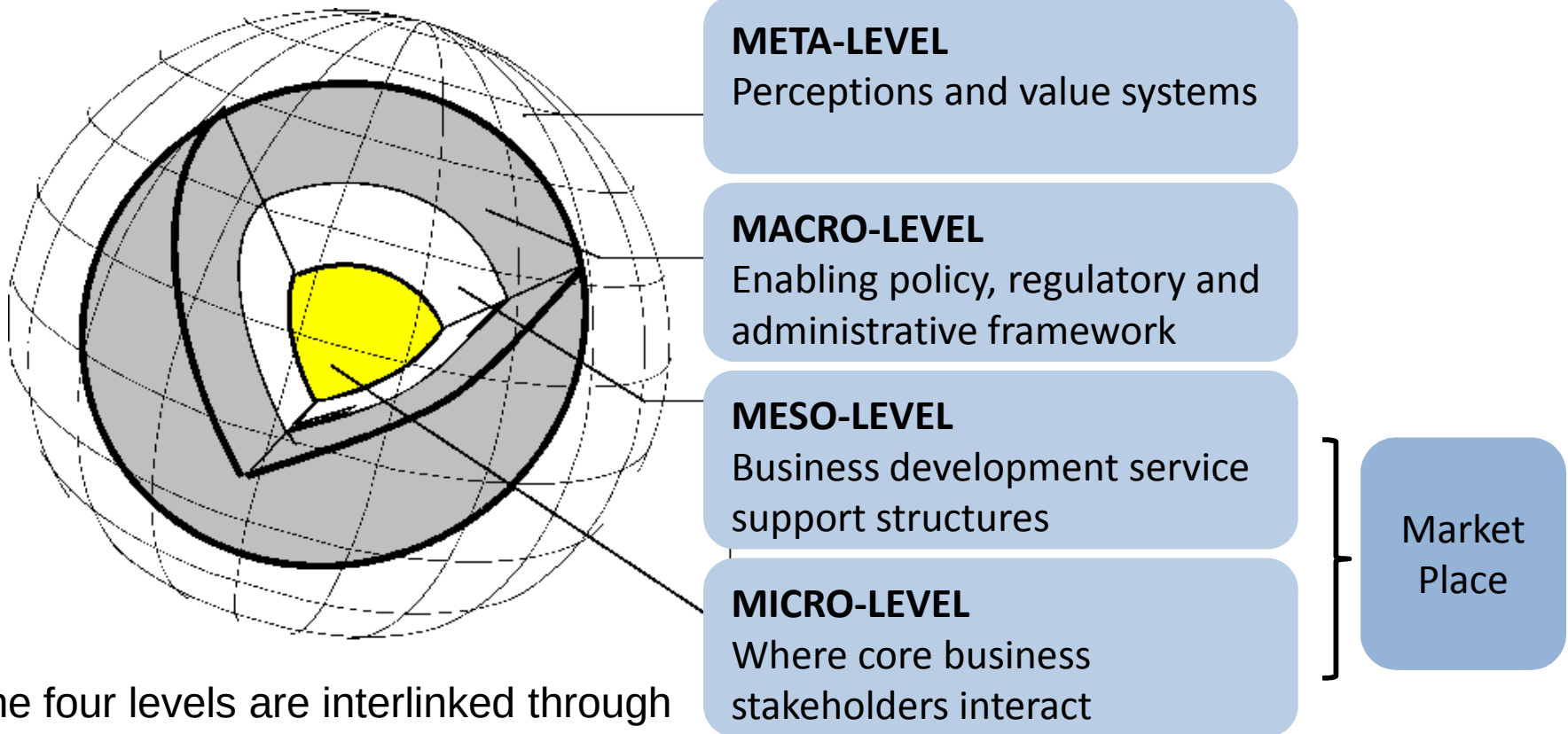


Development Partners

- ❑ 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



Strategy and Logical Framework

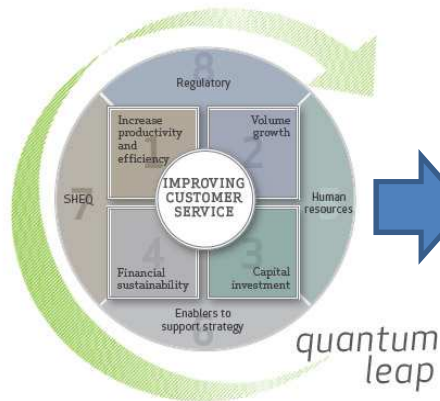


The four levels are interlinked through cause-and-effect relationships and taken into account in the design of the **intervention mix**



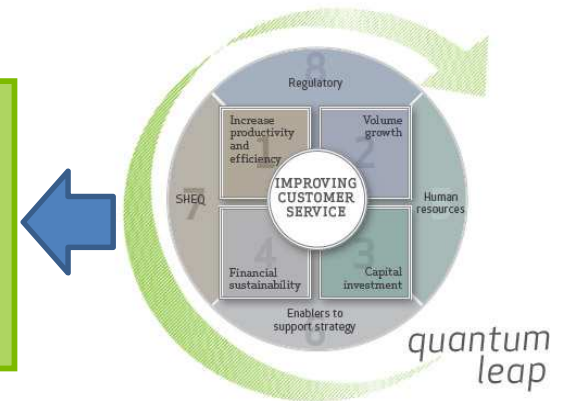
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TRANSNET BUSINESS STRATEGY



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

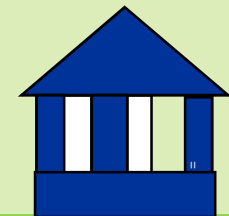
- Strategic Business objectives
- Human capital requirements
- Economies of scale: the extent of attracting and placing talent
- Demand of mission critical positions versus supply in the market

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



Competency framework

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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.



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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 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



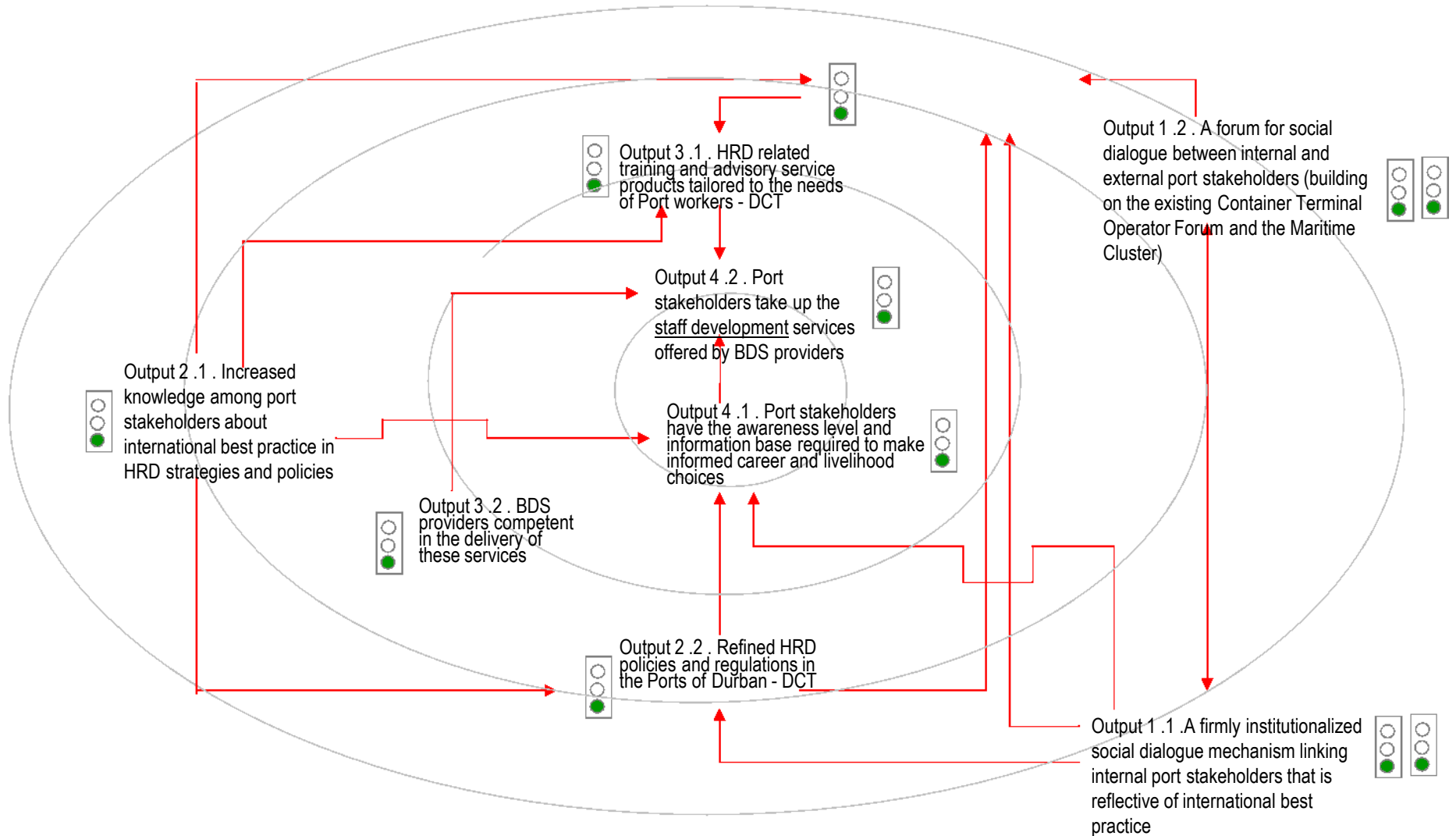
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Immediate Objectives / Project Outcomes

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.



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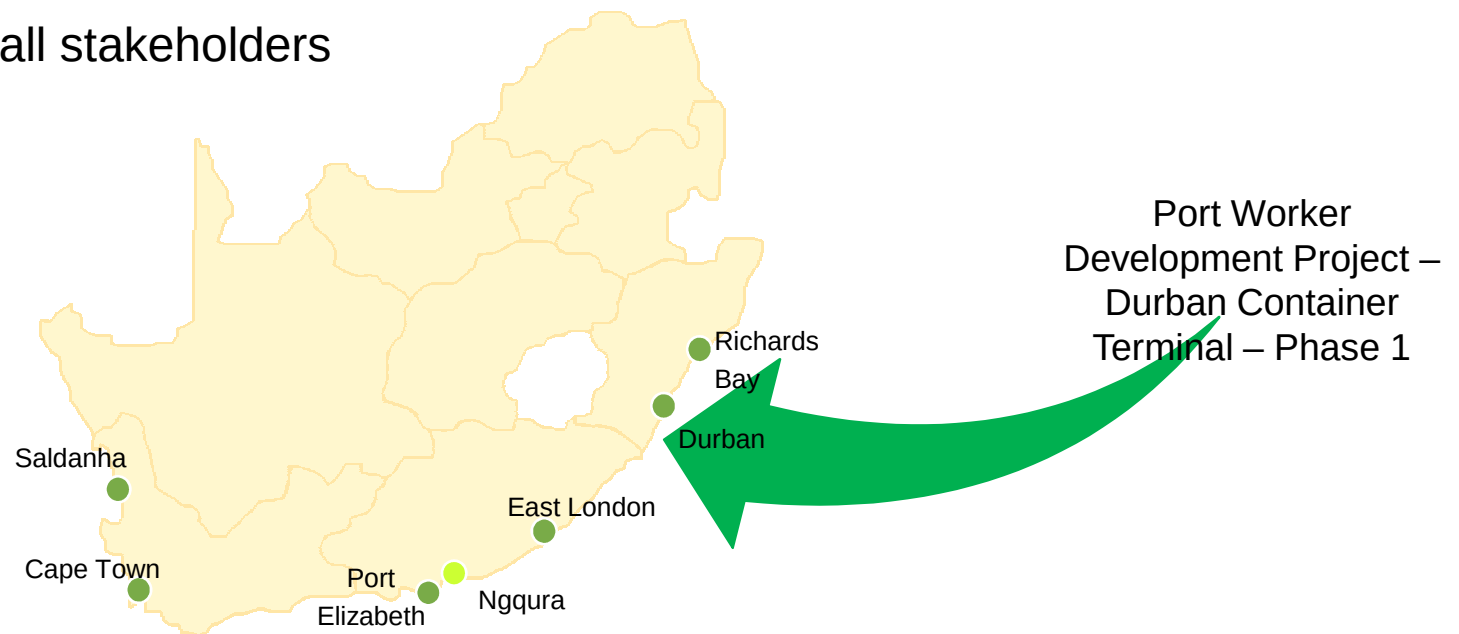


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Implementation Plan – Phase 1

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





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Activities	Month (year)																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	July 11	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	April 13	May 13	Jun 13
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 refine 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																								
A1.1.6 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																								

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Activities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
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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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Activities	Month (year)																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	July 11	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	April 13	May 13	Jun 13
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																								
A 4.1.1 A Port worker (DCT) information campaign to raise customer awareness about the new service offerings																								
A 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																								
A 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																								
A 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)																								
A 4.2.2 Monitoring and evaluation of the outcome and impact of these interventions																								

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Sustainability

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



Monitoring and Evaluation

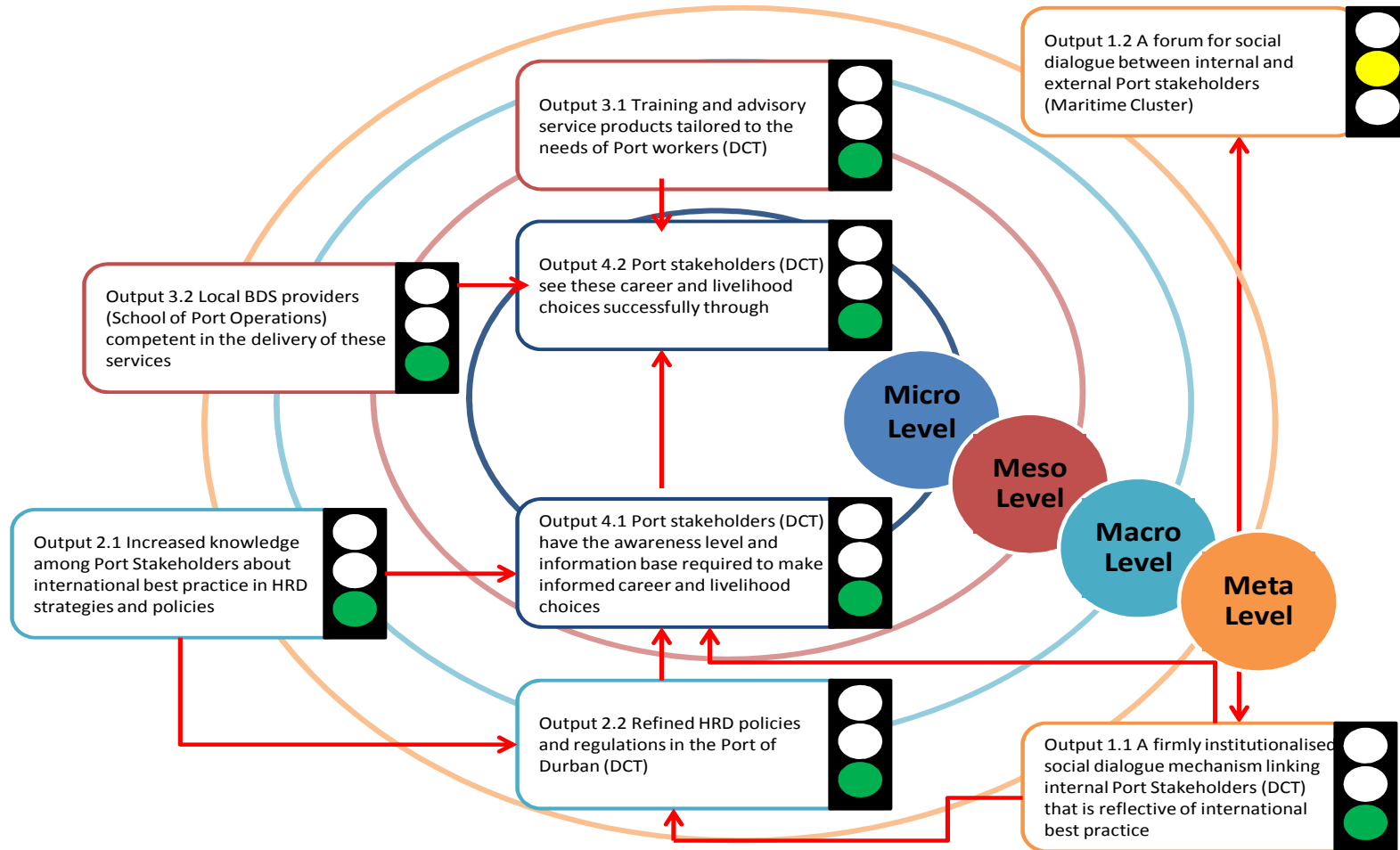
The Project Management Unit will use a **strategy map** to **monitor** project implementation progress. The purpose of the strategy map:

- ☐ 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



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Promotion of Decent Work in the South African Transport Sector (Phase i) Strategy Map Oct 2011



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THANK YOU

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