



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
ROADS & TRANSPORT
OFFICE OF THE HEAD OF DEPARTMENT

Enq: Netshifume S
Tel.: 015 295 1006

26 April 2006

LETTER OF REFERENCE FOR LEKOKO CONSULTING (LEKOKO HOLDINGS)

TO WHOM IT MAY CONCERN

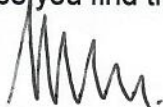
TRAFFIC STATIONS TURNAROUND PROGRAMME: BOCHUM, GIYANI AND PROVINCIAL HELP DESK

1. This is to confirm that Lekoko Consulting completed the above project successfully and satisfactorily during the period September 2005 to June 2006.
2. The project involved the turnaround of the enormous challenges faced by the Traffic Stations, such as:
 - Lack of systems and management capability to manage changing mandates
 - Devolution of functions to local government
 - Perceptions and/or realities of corruptions
 - Long queues for vehicle and driver licensing services
 - Human Resource and Organisational Development (OD) aspects ranging from review of the organisational structure in relation to functions and service area thresholds, establishment of governance structure, filling of critical posts, adequate and appropriate delegation of functions and responsibilities. OD issues also raised questions about the need to clearly delineate core functions from non-core, including attempts to find mechanisms to improve rendering of core services while finding alternative ways of dealing with non-core services
 - Management and management systems: a comprehensive package of management tools including vision, mission, objectives, strategy and programmes needed to mobilise staff around common vision. Review and upgrading of service delivery systems to build capabilities of targeting output, costing activities and improving work planning
 - Re-establishment of the Provincial NaTIS Help Desk function at Head Office of the Department of Roads and Transport
3. Lekoko Consulting carried out the following:
 - A comprehensive status review of the traffic stations (Bochum and Giyani) and Provincial Help Desk, covering operations, general management systems, processes, procedures, functions rendered/not rendered, customer flow processes from bookings to testing for drivers' licences, and queues relating to car registrations.

"Limpopo in Motion"

- Formulation of a comprehensive intervention programme with clear projects, project schedules, project deliverables and resources required for implementation.
- Programme implementation plan with clearly defined implementation vehicle(s), management interventions, and Organisational Development intervention.
- Formulation and implementation of a wide range of service delivery improvement systems, including alternative service delivery mechanisms. Setting up of productivity targets, productivity measurement, setting productivity quality standards and including individual and organisational performance measurements.

Hope you find this in order



MS MM MAKIBELO
HEAD OF DEPARTMENT



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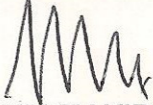
TRAFFIC STATIONS TURNAROUND PROGRAMME: LEBOWAKGOMO AND MHALA TRAFFIC STATIONS

1. This is to confirm that Lekoko Consulting completed the above project successfully and satisfactorily during the period December 2004 to November 2005.
2. The project involved the turnaround of the enormous challenges faced by the Traffic Stations, such as:
 - Lack of systems and management capability to manage changing mandates
 - Devolution of functions to local government
 - Perceptions and/or realities of corruptions
 - Long queues for vehicle and driver licensing services
 - Human Resource and Organisational Development (OD) aspects ranging from review of the organisational structure in relation to functions and service area thresholds, establishment of governance structure, filling of critical posts, adequate and appropriate delegation of functions and responsibilities. OD issues also raised questions about the need to clearly delineate core functions from non-core, including attempts to find mechanisms to improve rendering of core services while finding alternative ways of dealing with non-core services
 - Management and management systems: a comprehensive package of management tools including vision, mission, objectives, strategy and programmes needed to mobilise staff around common vision. Review and upgrading of service delivery systems to build capabilities of targeting output, costing activities and improving work planning
3. Lekoko Consulting carried out the following:
 - A comprehensive status review of the traffic stations (Lebowakgomo and Mhala), covering operations, general management systems, processes, procedures, functions rendered/not rendered, customer flow processes from bookings to testing for drivers' licences, and queues relating to car registrations.

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- Programme implementation plan with clearly defined implementation vehicle(s), management interventions, and Organisational Development intervention.
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RE-ENGINEERING OF THE SUPPLY CHAIN MANAGEMENT (SCM) POLICIES AND PROCEDURES TO BE IN LINE WITH THE REQUIREMENTS OF THE NATIONAL AND PROVINCIAL TREASURY AND OTHER PROCUREMENT LEGISLATIONS

1. This is to confirm that Lekoko Consulting completed the above project successfully and satisfactorily during the period April to May 2007.
2. The project involved the following scope and objectives:
 - Review of current SCM policies and implementation guidelines
 - Review of process maps and SCM procedure manuals
 - Identify gaps on the current SCM policies and implement corrective measures
 - Evaluate the implementation of the SCM policy and procedures
 - Research existing legislation, policies and practice notes on procurement of goods and services for government within the built environment
 - Analysis of the regulatory framework and policies (such as on National and Provincial Treasury regulations, PFMA, Broad Based Black Economic Empowerment, Preferential Procurement Policy Framework Act)
 - Facilitate the development of the departmental procurement policies
 - Benchmark the policy with other departments and provincial policies
 - Advocacy on the developed policies
 - Develop monitoring tool on the implementation of the developed policy
 - Introduction of professional and consistent operations manuals and process maps
 - Make recommendations on the development of best practices notes on procurement policies
 - Capacitate the staff dealing with procurement issues
 - Transfer skills to the departmental staff by giving them exposures to all the steps of the projects and also involve them in the work programme
 - Recommend an appropriate structure for the SCM unit in the department (including efficiency improvement, delegation of responsibility, job descriptions, role of bid committees, formats for terms of reference for bids, and bid reports adequacy)
3. Lekoko Consulting's work culminated in the compilation of a Supply Chain Management Manual arranged and covering all SCM aspects as follows:
 - SCM Policy

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- SCM Delegations and Standing Procedures for the procurement of goods and services
- SCM Process Maps
 - Demand Management
 - Principal Procurement Process & Internal Control Points
 - Provisioning Supply Chain
 - Supply Chain Performance
- SCM Directorate Organisational Structure
 - SCM Directorate Job Profiles
- SCM Supplier Database Application Form
- SCM Standard Service Level Agreement / Formal Contract
- SCM Form for Oath of Secrecy for Members of the Supply Chain Management Bid Committees
- SCM Standard Format for the submission of Bid Evaluation Reports for Adjudication
- SCM Procedure for the Adjudication of Challenges relating to the evaluation of bid offers
- SCM Activities Tracking and Audit Trail checklist
 - For Requests for Proposals (RFPs)
 - For Requests for Quotations (RFQs)
 - For Store Items
- Formatted Standard Bidding Documents (SBDs) and General Conditions of Contract (GCC)

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