



IPSP PROJECT CLOSE-OUT REPORT

1 APRIL 2004 TO 25 APRIL 2005

LEARNING NETWORKS

*OFFICE OF THE PREMIER
DIRECTORATE: HUMAN RESOURCE DEVELOPMENT
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IPSP PROJECT REPORT

1st APRIL 2004 TO 25th APRIL 2005

PROJECT – LEARNING NETWORKS

**OUTPUT TITLE: INCREASED SHARED LEARNING AND CAPACITY IN
KZN RESULTING FROM IPSP MANAGED PROJECTS**

OUTPUT NO. 04

ACTIVITY TITLE: LEARNING NETWORKS

ACTIVITY NO. 02

1. PURPOSE OF THE PROJECT

To entrench a culture of learning and knowledge management in the Provincial Administration through the mechanism of learning networks, in support of efficient and effective service delivery.

2. TERMS OF REFERENCE

This project was initiated through the IPSP Provincial Coordinator in partnership with the learning and knowledge management unit of the DPSA and the Office of the Premier KZN. It is included as an activity “Learning Networks No. 2” under the output “Increased shared learning and capacity in KZN resulting from IPSP managed projects No. 2” on the IPSP log frame.

3. BACKGROUND

The KZN Learning Network was launched at Didima on 8 May 2003.

The Department of Public Service and Administration through its Learning and Knowledge Management Unit and the IPSP Co-coordinators have been instrumental in facilitating the process of Learning Networks. In the KwaZulu-Natal Provincial Administration, the Networks are being driven by the Office of the Premier.

The Integrated Provincial Support Programme (IPSP) can be regarded as a key driving force in the Provincial Administration since it is continuously identifying, assessing and coordinating potential learning areas from the various projects that are managed within the programme.

4. KEY DELIVERABLES

The following key deliverables were actioned over the period 1 April 2004 to 25 April 2005.

- 4.1.1 Batho Pele Change and Engagement Learning Network
- 4.1.2. Anti-Fraud and Corruption Learning Network
- 4.1.3. KwaZulu-Natal Service Delivery Improvement Learning Workshop
- 4.1.4. Learning and Knowledge Management Empowerment Workshop

5. DISCUSSION ON KEY DELIVERABLES

5.1 Batho Pele Change and Engagement Learning Network

Batho Pele Change and Engagement Learning Network, was hosted on 21/7/2004, at the Golden Horse Casino Pietermaritzburg. 28 Delegates attended.

The objective of the Learning Network was to introduce the new and revised Batho Pele and disseminate information on a best practice of Batho Pele.

The presentations were as follows:-

- Mrs. C. Khuzwayo IPSP Provincial Coordinator presented the Premiers' latest policy pronouncements on Service Delivery.
- Mr K. Bantsi: Senior Manager: Consultancy Services: DPSA presented the Batho Pele Change and Engagement Programme.

The programmes concluded with a discussion and the way forward which was facilitated by Mr F.M.A. Safla: Manager: Skills Development Strategies.

5.1.2 Project Impact Assessment

The integration of the Premiers' Policy directives on service delivery together with the revised Batho Pele Change initiatives formed a sound basis for interactive discussions which resolved, inter alia, that the programme be presented to MEXCO; high level forums be targeted and dedicated champions be identified to drive the process.

In spite of the low attendance, delegates who attended verbalized a commitment to the Batho Pele initiative and the evaluations of the programme were positive.

5.1.3 Future Projections/Way Forward

On the need identified by the delegates a further programme is to be hosted.

The Directorate: Human Resource Development of the Office of the Premier will assist in the capacity building initiatives thereafter.

5.2 Anti-Fraud and Corruption Learning Network

5.2.1 The Anti-Fraud and Corruption Learning Network was held at the Golden Horse Casino on the 18/8/2004 arising from a need identified by the Provincial IPSP Steering Committee. 54 delegates attended.

The objectives of the network were:

- To share knowledge, case studies, experiences on Anti-Fraud and Corruption and how it can be managed effectively
- To elicit input towards a Provincial Anti-Fraud and Corruption strategy

Delegates were exposed to an audit perspective on anti-fraud and corruption and incidents of fraud and corruption: (Mr P.J. Mahlaba)

Two case studies, one from the Department of Health (Mrs A.N. Zondi) and the Department of Agriculture and Environment Affairs (Mr T. Ngcobo), highlighted practical examples of incidents on fraud and corruption, the investigation process and the sanctioning of suspects.

Mr Z. Tyikwe, Head of the Anti-Fraud and Corruption Unit of the Eastern Cape Provincial Administration enlightened the delegates on the “Eastern Cape Experience on the development of an anti-fraud and corruption strategy”. The essence of this presentation was the recommendations contained in the Eastern Cape’s Anti-Fraud and Corruption Strategic plan report, which could be a useful benchmark in the development of the KZN Anti-Fraud and Corruption Strategy.

Mr T.K. Telite concluded with the KZN Anti-Fraud and Corruption plan during which useful inputs towards the KZN Provincial Strategy were captured.

5.2.2 Project Impact Assessment

- This learning network proved most beneficial in sensitizing officials to fraud and corruption.
- Exposing delegates to ways in which fraud and corruption can be prevented.

- Facilitating the development of the KZN Anti-fraud and Corruption strategy.
- The delegates provided positive feedback on all aspects of the conference by the conference evaluation questionnaire.

5.2.3 Future Projections/way forward

The inputs received from the delegates and presentations are contained in the post conference report. The suggestions are to be considered towards the KZN Anti-Fraud and Corruption strategy.

5.3 KwaZulu-Natal Service Delivery Improvement Learning Network

5.3.1 KwaZulu-Natal Service Delivery Improvement Learning Workshop was hosted over the period 12-13 April 2005 at the Riverside Hotel, Durban. 70 officials participated. This learning network was a DPSA intervention, supported by the Office of the Premier, KZN

Presentations on Day 1 were as follows:

- Mrs. C. Khuzwayo opened the session and highlighted the need for improved service delivery in the context of *inter-alia* the Premier's policy pronouncements on service delivery, the PGDS and other initiatives taking place, such as the KZN Citizen's Charter.
- Mr. Khaya Ngema, DPSA, set the scene by outlining the KZN review process and Batho Pele.
- Delegates were exposed to a case study on the Eastern Cape's initiatives in the transformation of social grants. The presenter was Mr M. Rasmussen.
- Professor E. A. Mantzaris shared the nature and scope of the KZN Citizen's Charter Survey on service delivery. He highlighted the challenges faced by his team and himself during this process and revealed to the delegates the findings of the survey per department. The issues raised revealed that there is a great deal of work to be done to meet the expectations of the citizenry. It was however noted that the report on the survey was still pending discussions with MEXCO and the Provincial Executive Council.
- The afternoon session of the first day dealt with a further case study on the process and lessons from the Eastern Cape Interim Management Team (IMT) intervention, presented by Mr. B. Matomela, DPSA. Mr M. Wilson, DPSA concluded the day with a presentation on the findings as contained in the KZN Review Report.

The Programme Director for the day was Mr D. Nobin, KZN Premier's Office.

The presentations on Day 2 were as follows:

- Mr A. Van Rensburg, Free State Premier's Office presented the Monitoring and Evaluation system currently being utilized in the Free State.
- The rest of the morning was dedicated to the Batho Pele Revitalization Programme which was presented by Ms M .Maela, DPSA.

The Programme Director for Day 2 was Ms T. Radebe, DPSA.

5.3.2 Project Impact Assessment

Although the delegates at this workshop were not the HOD's and Senior Managers as was originally intended, it was evident that this workshop proved highly beneficial as it provided an excellent platform for officials to discuss, interact, share their thoughts and raise issues relating to service delivery improvement. Mr. Ngema acknowledged the importance of continuing further conversations on service delivery with this group.

5.3.4 Future Projections/Way Forward

Due to the success of this intervention, it is the intention to maintain dialogue on service delivery with the delegates. A second attempt to run this programme with the HOD's and Senior Management is to be pursued in the near future.

5.4 LEARNING AND KNOWLEDGE MANAGEMENT EMPOWERMENT WORKSHOP

- 5.4.1** The Learning and Knowledge Management Empowerment workshop, a two day Learning Network to capacitate Departmental Learning Champions was held at the Emakhosini Hotel in Durban over the period 14 to 15 of April 2005. 24 Learning Champions were trained. The total attendance inclusive of DPSA and other officials was 35. This workshop was held in partnership with the Learning and Knowledge Management unit of the DPSA.

The objective of the Empowerment workshop was "to equip Departmental Learning Champions with knowledge, skills and competencies to drive learning in their Departments, and set up appropriate workable and effective systems and processes, platforms and structures for learning to take place and to be able to continuously monitor and evaluate progress and impact".

DAY 1: Programme Manager Mr. Desmond Nobin, Office of the Premier.

The day comprised of three sessions which was preceded by an opening address by the IPSP Provincial Coordinator Mrs. C. Khuzwayo.

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- The first two hour session dealt with “Knowledge and Diversity” which was presented by transformational consultant: Mr. S. Banhegyi.
- Ms. T. Radebe, DPSA outlined Knowledge Management in the public service with special emphasis on the framework utilized in the DPSA.
- The last two hour session of the day was an interactive session facilitated by Mr. P. Marsh, MD Knowledge Management International who got participants actively involved in playing the “Knowledge Sharing Game” aimed at exposing delegates to mapping out Knowledge Sharing. Delegates were also exposed to tools that can be utilized in the Knowledge Management process.

DAY 2: Programme Manager Mr. B. Matomela, DPSA.

- Mr Matomela discussed learning networks as knowledge sharing and exchange platforms in the public service followed by case study writing and documenting best practice.
- Delegates were thereafter exposed to the Free State Learning and Knowledge Management experience presented by Mr. Anton Hurter, Provincial Learning Champion, Free State Provincial Administration.
- The last session for the day was group discussions on learning challenges, institutionalization and sustaining Knowledge Management and Learning efforts in the departments. The workshop closed at 13h15.

5.4.2 Project Impact Assessment

The interactive nature of the workshop proved to be highly beneficial. The two main outcomes of the way forward was that :-

- a) the KZN Departmental Learning Champions collectively agreed that the Office of the Premier needs to play the supportive role to them in the future and;
- b) a committee/forum for learning champions needs to be established.

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5.4.3 Future Projections/Way Forward

The Provincial Learning Champion to coordinate the first meeting of learning champions before the 30th June. The departments not represented at this training, namely, Department of Social Welfare, Provincial Treasury, Sports and Recreation, Royal Household, Traditional and Local Governmental Affairs and the Department of Arts and Culture are to be accommodated on future training interventions as and when scheduled. The earliest would be the envisaged programme to be scheduled in Mpumalanga (May or June). It must be noted, however, that the Department of Arts and Culture did send a delegate who unfortunately took ill prior to the commencement of the programme.

The presentations are to be forwarded electronically to the delegates.

The documenting of proceedings of this workshop was done by Ms. C. Samuel, Internal Communications, OTP, KZN

6. OTHER INITIATIVES

- (a) Participation in the MPCC Workshop in Mpumalanga Province on the 9 September 2004.

Mr Nobin facilitated a Commission at the Learning Network.

- (b) Monitoring and Evaluation Learning Network

Coordinated the Administration's representation at the Monitoring and Evaluation Learning Network held by the DPSA at Gallagher Estate on the 15 September 2004. 10 delegates attended from KZN.

Coordinated the invitation of Mr van Rensburg to share the Free State best practice on Monitoring and Evaluation with the PGDS task team. His details were forwarded for Mr Zuma's attention during November 2004.

- (c) Article on the Batho Pele Learning Network and the Anti Fraud and Corruption Learning Network appeared in the Service Delivery Review Journal (Vol. 3 no 2/2004)
- (d) Marketing: Revised banner, marketing pamphlets, and two new "pull up" banners in the process of being printed. Funding through the HRD budget, Office of the Premier.

- (e) Draft business plan for 2005/ 06 compiled.
- (f) Intern to support Provincial Learning Champion appointed on 18 April 2005.

7. CHALLENGES AND CONSTRAINTS

The sustainability of the Learning Network will depend on the establishment of the Learning Network Forum and the smooth functioning of the forum. Of importance to sustaining Learning Networks will be the cooperation of the Departmental Learning Champions, notwithstanding the fact that this function is an “add on” to their normal duties.

It is also important to have the Learning Champion portfolio and the area of Knowledge Management formalized by way of a DPSA Invention. In this regard it is noted that this issue is being addressed through Learning Knowledge Management Unit of the DPSA.

Funding of Departmental Learning Networks may pose a challenge, as Departments have not budgeted for this function. IPSP financial support in the short term may be required. Funding will however be discussed further at the next meeting of Departmental Learning Champions. Innovative ways of expanding networks within Departments with the least amount of expenditure will be explored.

8. SUMMARY/TABLE

Below is a summary reflecting the Networks and the respective budget/expenditure under taken over this period.

Key Deliverables	Financial Implication
1. Batho Pele Change and Engagement Learning Network	R20 000 Cost 14 167.00
2. Anti-Fraud and Corruption Learning Network	Budget: 20 000 Cost: 9 319.00
3. KwaZulu- Natal Service Delivery Improvement Workshop	All cost were borne by the DPSA
4. Learning and Knowledge Management Empowerment Workshop	Budget: R50. 000 Cost: R39524.00 * (excludes costs of travel and accommodation for Mr Hurter)

9. FUTURE PROJECTIONS

The training of Department Learning Champions has been completed, with the exception of six Departments, as indicated in item 5.4 above. The first meeting of KZN Learning Champions is to be held before 30/06/05.

The next network will be a further workshop on the Batho Pele Revitalization Programme, to be scheduled before the end of July 2005.

The hosting of a second Service Delivery Improvement Learning network targeted at HOD'S and Senior Managers is to be pursued with the DPSA.

10. CLOSING REMARKS

Appreciation is expressed to DFID for funding the Networks, to the IPSP Provincial Coordinator Mrs C. Khuzwayo, the Learning and Knowledge Management Unit of the DPSA, especially Mr Bongani Matomela and Ms Thuli Radebe for their support and encouragement throughout. Further gratitude is extended to the internal support in the Office of the Premier namely Internal Communications; IPSP support staff; and the Directorate: Human Resource Development, Manager Mr F.M.A. Safla and the HRD team.

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Office of the Premier
12/05/2005*