



**Zimisele Central Office contact details**

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**information guide**



**public works**  
Department:  
Public Works  
REPUBLIC OF SOUTH AFRICA

# Zimisele information brochure

## Foreword

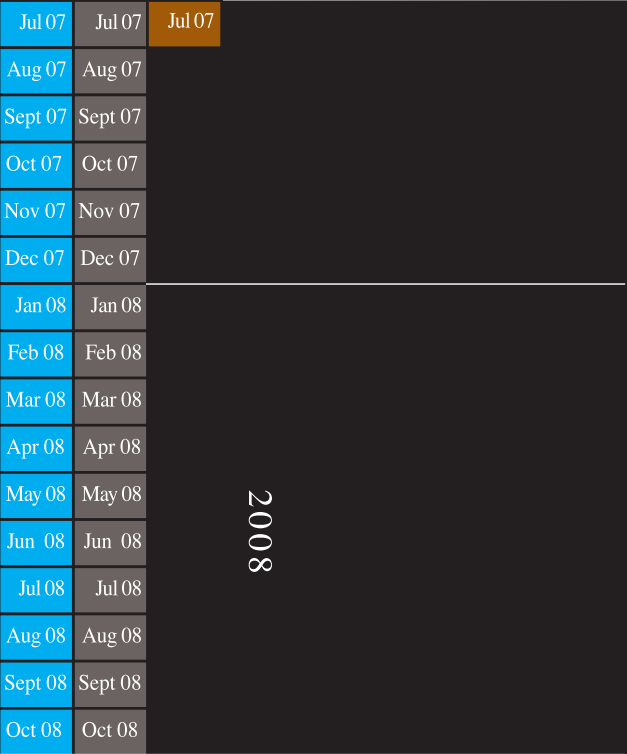
Zimisele is a National Department of Public Works initiative with the following objectives:

- To improve the Department's service delivery levels
- To implement business principles while at the same time conforming to the National Government's social responsibility parameters. To achieve these objectives Zimisele has four main areas of focus, namely:

1. Customer Relationship Management (Key Account Management)
2. Project and Contract Management (Capital and Maintenance Projects)
3. Property Management (Lease, Utilisation and Payment of Services)
4. Facilities Management (Cleaning, Horticulture, and Security Services)

The initiative includes Head Office as well as all eleven Regions, and covers every aspect of the Department.

# Zimisele project timeline High-level Project plan



# Zimisele project implementation

**Leséle Services**, a 100% Black-owned and controlled entity, has been appointed to assist the Department with the **Zimisele** project. It has a track record in the private sector and has extensive public sector experience, having concluded assignments at National, Regional and Local Government levels. Reference sites include, *inter alia*, North West Province, Limpopo, Mpumalanga and the Free State.

Leséle is a company that specialises in improving processes and systems, delivering training and development, and providing leadership and positive support for change at work. **Leséle works together** with management supervisors, staff and other relevant stakeholders to identify *improvement* areas and develop *practical solutions*.

The project team consists of Leséle Programme Managers – 5, Leséle Facilitators – 12 (one per region), and NDPV permanently appointed full time Internal Facilitators – 12 (one per region). The team will engage all stakeholders, talk to all levels of employees, visit all regions, encourage positive contribution and regularly communicate feedback on progress and results.

## The Zimisele project plan

The seven Phases in the Zimisele Project Plan cover a three year period. They have been designed to promote and facilitate employee collaboration and input:

• **Phase I > Project Set-up and Communication to All**

During this phase, the direction of the project will be confirmed by the NDPV management. This direction will be communicated to all, initially via a Road Show to all the Regions, including Head Office. Thereafter, communication to all stakeholders will be ongoing through briefing sessions, articles in the WorxNews, on the intranet and various other communication platforms.

• **Phase II > Review of Current Situation and Opportunities**

The objective of this phase is to identify improvement opportunities, to measure current performance levels and to establish future performance benchmarks.

• **Phase III > Development of Proposals**

Based on the findings in Phase II, programmes and initiatives will be developed to build on strengths and improve shortcomings. The design of these initiatives will be in collaboration with the Department's employees and key stakeholders.

• **Phase IV > Testing of Proposals at Pilot Sites**

Initiatives will be implemented first in a number of pilot Regions. The objective will be to evaluate the initiatives and do any necessary fine-tuning.

• **Phase V > Regional Implementation and Evaluation**

The project team will be divided into core teams for the Regional implementation. Each core team will start in a different Region and then rotate leaving behind in each Region that Region's Leséle Facilitator and the NDPV permanently appointed full time Internal Facilitator – the Project Champions.

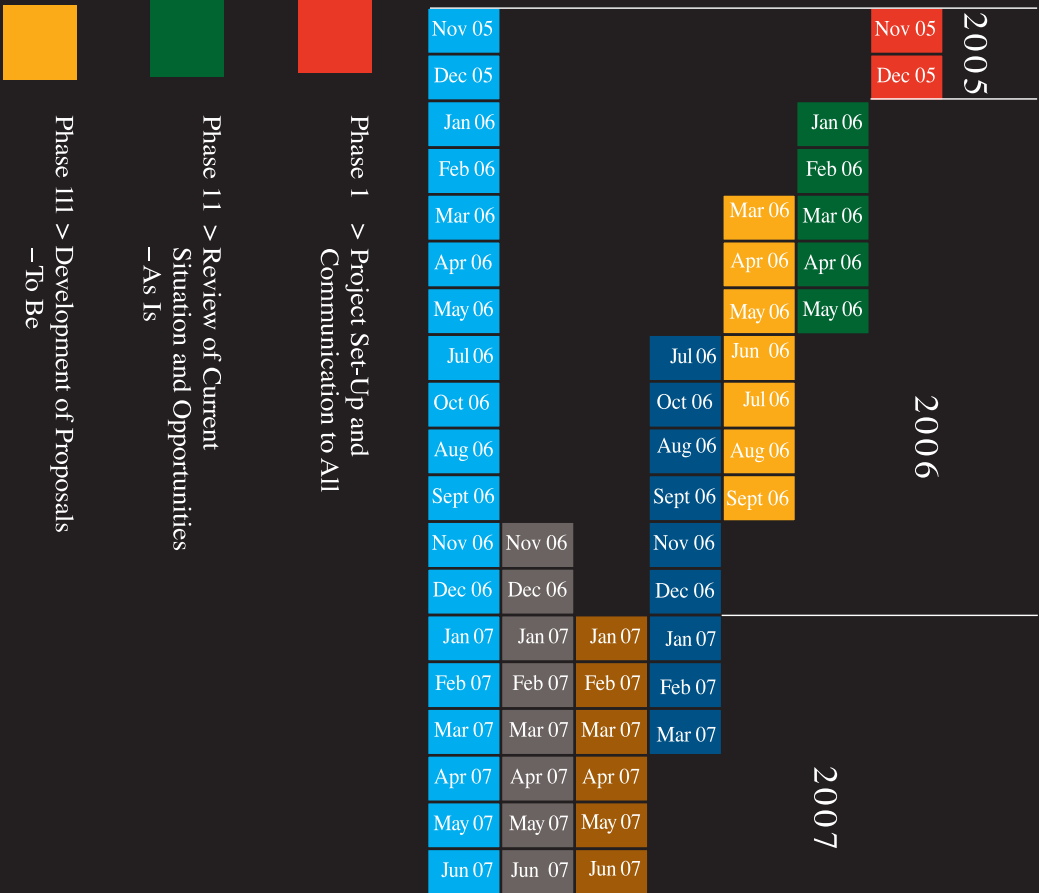
• **Phase VI > Regional Support and Maintenance Activities**

Once the core team has implemented the initiatives in a particular Region, the Region's Leséle Facilitator and the NDPV permanently appointed full time Internal Facilitator will support and maintain the implemented initiatives. This is to ensure continuous improvement for the road ahead, particularly when Leséle has concluded its mandate. Further, this will also serve to consolidate the skills transfer from Leséle to NDPV that began as early as Phase I.

• **Phase VII > Continuous Communication, Activities and Evaluation**

The activities in this Phase relate to ongoing project management, multi-way communication, and alignment with other Departmental initiatives, e.g. the "Leadership Way".

The three year Project Timeline shows how the various Phases of the Project Plan lead into and support one another.



## Background

Zimisele is a result of an extensive consultative process that saw the Director General of the National Department of Public Works visiting the regions. He personally engaged with and listened to the people. The feedback he received clearly indicated that challenges existed. Combined, these challenges served to derail many of the Department's attempts to improve service delivery and as a result, had to be addressed as a matter of urgency.

The **“Leadership Way”** was introduced as an initial step towards changing management behaviour and culture. The purpose was to lay the foundation for fundamental change in the Department's functioning. This would support an improvement in the working environment for all Departmental staff. The **“Leadership Way”** began the process of setting minimum performance standards that would not only guide but also regulate the way in which members of the DPW family performed their duties and conducted themselves. The **“Leadership Way”** would also contribute to making the Department more efficient as well as to becoming the employer of choice. The **“Leadership Way”** introduced many concepts, including the idea of the **‘DPW family’**, in an attempt to change the culture of the Department.

The success of the **“Leadership Way”** would depend on the extent to which each and every member of the DPW family changed his or her work behaviour as well as on-the-job performance. To facilitate these changes management realised that even more would have to be done. They went further and introduced a Service Delivery Improvement Programme that involves everybody. This programme is called Zimisele.