



Improvement Plan for Restitution

1. BACKGROUND

Cabinet approved the National Evaluation Plan 2013/14 which included the Evaluation of the Restitution Programme. This evaluation commenced in October 2012 with the establishment of a Technical Working Group and a Project Steering Committee. The Steering Committee approved the final report on 28 February 2014 for submission to Cabinet.

The DPME worked very closely with the CRLR in ensuring that the findings of the evaluation were a correct reflection of the challenges faced by the Commission.

The DPME Evaluation report made 7 medium to long term recommendations as well as 3 recommendations for short term implementation, as set out in table 1 below:

Table 1: DPME Evaluation recommendations

RECOMMENDATION FROM THE EVALUATION
1. The clear definition of the function of the CRLR as an independent entity dedicated exclusively to the administration of the restitution process.
2. The definition of a detailed business process and its elaboration into Standard Operating Procedures which describe every step in the restitution process, and the roles and responsibilities of staff.
3. The rationalisation of all different existing management information systems (MIS) into a single, web-based system . The MIS should provide for the electronic management of every step in the business process and lay

RECOMMENDATION FROM THE EVALUATION

the basis for performance management and monitoring and evaluation (M&E).

4. Provincial Restitution managers should be given responsibility (and budgets) for all non-capital aspects of their programmes.

5. A **competent and dedicated human resource capacity** should be established within the CRLR, independent of the DRDLR. Performance management systems should be put in place which manage and reward staff according to: the quality of research; adherence to agreed procedures and systems; the integrity of the claims process; the quality and the rate of settled claims.

6. **The current M&E system should be broadened** to measure intermediate outputs of the settlement process as well as qualitative aspects. It should be used to capture and communicate best practice.

7. **The budget for the Restitution Programme needs to be re-considered.** In the recent years, the budget for the Restitution Programme has been reducing; impacting on the CRLR's ability to settle the outstanding claims. In line with this, should the second phase of restitution take place, the CRLR will require a greater operational budget than that which is currently available.

8.a. The **current filing system must be cleaned up and systematised.** All future cases should be managed through the MIS, strictly in relation to the prescribed operating procedures and delegations.

8.b. **All outstanding claims should be settled** before any work begins on the processing of new claims.

8.c. The **operating procedures and MIS must be updated** to reflect the criteria for new claims before any new claims are processed, and all necessary training of staff provided.

The Accounting Officer of DRDLR and the CLCC agreed with all the recommendation except recommendation 8b) as a political mandate had been given to process both old and new claims simultaneously but to prioritise the settling of the existing (pre-1998) claims.

The CRLR has developed an improvement plan to give effect to the recommendations as elaborated below.

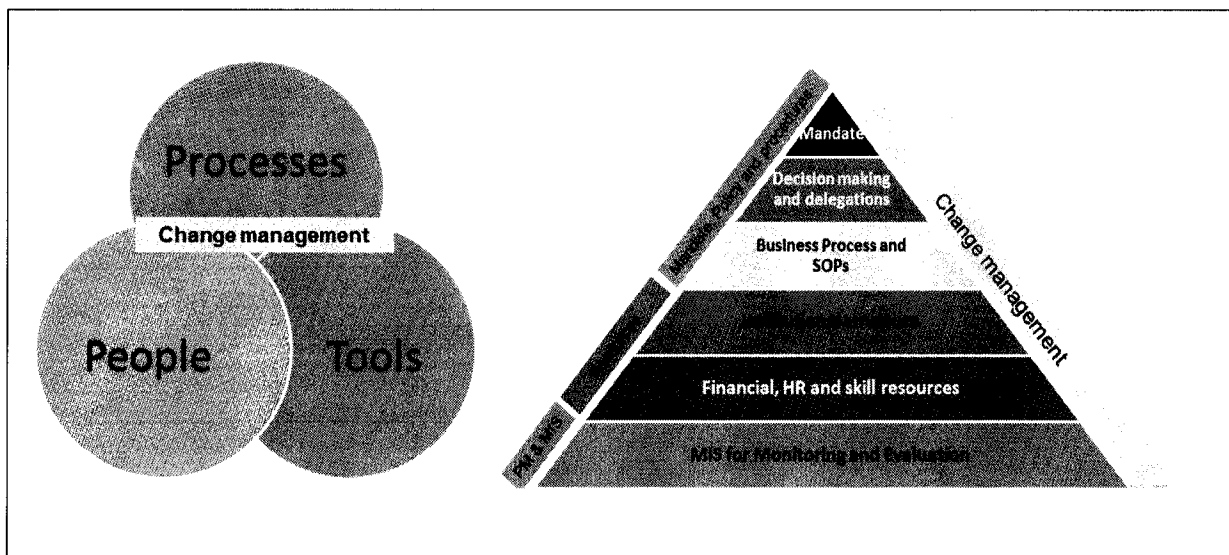
The CLCR needed to coherently and collectively address the recommendations and outcomes of this study. In attempting to integrate all the outcomes, the "programme of change" was grouped into 4 key categories i.e. processes, people (resources) and

tools and given the magnitude of the proposals, the core component of change management was included.

Diagram 1 indicates the overarching programme components with the Recommendations further unpacked to fit into the broad categories of mandate, decision making and delegations, business processes and SOPs, the institutional structure i.e. the form to follow the functions or processes, the resources required and the tools to support the business of the improved business, such as a MIS / PMS for monitoring and Evaluation.

The categories and components of the overarching approach has been elaborated upon in various planning documents of the CRLR.

Diagram 1



The improvement plan has been developed into 4 streams i.e. i) Mandate, Policy and Procedures ii) Resources (Institution and People) iii) Tools and iv) Change Management.

2. MANDATE, POLICY AND PROCEDURES

Improvement Objective 1	Recommendation 1 The clear definition of the functions of the CLCC							
	Recommendation 2 The definition of the detailed business process and its elaboration into the standard operating procedures							
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
1.1 Clarification of mandate	H	Draft document with the legal mandate of the Commission with recommendation of our mandate for an executive decision re autonomy (Reflect on virtual cycle process constraints, need to mention challenges,) Update Vision, Mission, objectives if necessary	CLCC (DLCC)	ASAP – 15 September 2014	Signed memo by the minister	Act	n/a	
1.2 Service level agreement (implementation)	H	Post settlement support Governance & Coordination (DAFF & DHS)	CLCC (CD: SDC)	End Dec 2014	Service level agreement signed between	APP & operational plans of the Dept. and	n/a	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
protocol)		Budget DAFF Restitution Fund			CLCC and DRDLR and DAFF	The Act (S42C)		
1.3 Business process mapping	H	Develop and get approval for terms of terms for appointment of a business process analyst	CLCC (CD: RMS)	Detail 31 Dec 2014	Approved detailed business process map and rolled out	CLCC Ops plan, APP, SP ToRs	Belgian funding – R2m+ (Source additional funding)	
		Determine current practice in the different commission offices	CLCC (CD: RMS)					
		Review the current business process	CLCC (CD: RMS)					
		Develop and finalise commission business process	CLCC (DLCC)					
		Approve commission business process	CLCC					
1.4 Development of settlement		Determine current practice in the different commission offices on settlement	CLCC (DLCC)	31 March 2015	Approved detailed settlement	APP & Ops Plan of CLCC	CLCC budget	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
models (3/4 per year)		Develop draft settlement models for sugar, mining, conservation, forestry, high value agriculture	CLCC (DLCC)		models			
		Engage and secure input from external role players on the draft settlement models	CLCC (DLCC)					
		Integrate input from internal and external role players and finalise settlement models	CLCC (DLCC)					
		Secure ministerial approval on the settlement model	CLCC					
1.5 Development of policy toolkit		Review the current Commission policies & align to the new business process	CLCC (DLCC)	31 March 2015	Approved, consolidated policy toolkit/Manual	APP & Ops Plan of CLCC	Part of R2m Belgian funding	
		Engage stakeholders to input on the draft commission policies	CLCC (DLCC)					
		Integrate inputs from stakeholders and finalise policies	CLCC (DLCC)					

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
		Secure ministerial approval on the various policies	CLCC (DLCC)					
		Consolidate policies into a single policy toolkit/manual	CLCC (DLCC)					
1.6 Development and consolidation of SOPs	H	Draft standard operating procedures in line with new business process	CLCC (CD: SDC)	31 March 2015	Finalised Approved detailed SOPs and signed off	APP & Ops Plan of CLCC	Part of 2M Belgian funding	
		Engage and get input from stakeholders on the SOPs	CLCC (CD: SDC)					
		Integrate stakeholders input in the draft SOPs document	CLCC (CD: SDC)					
		Finalise the SOPs document	CLCC (CD: SDC)					
		Secure CLCC's approval of the SOPs	CLCC					

3. RESOURCES (INSTITUTION AND PEOPLE)

Improvement Objective 2	<p><u>Recommendation 4</u> Provincial Restitution Managers should be given responsibility and budgets for all non-capital aspects of their programmes</p> <p><u>Recommendation 5</u> A competent and dedicated human resource capacity should be established...</p> <p><u>Recommendation 7</u> The budget for the Restitution Programme needs to be reconsidered</p>
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Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
2.1 Source more Funding	H	Linked to the mandate output Internal DRDLR negotiations and Treasury negotiations	DG (CLCC)	End Oct 2014	Adjustment budget approved	Adjustment budget bill	n/a	
2.2 (Flowing from mandate) Development of a strategic plan for effecting and operationalization of autonomy (the Establishment of an Autonomous Commission)	H	Establish the Structure of the Autonomous Commission	CLCC (CD:RMS)	31 March 2015	Institutional form signed off by minister	labour law	Own funding Belgium R2m	
		Develop organisation structure aligned to strategy and to the institutional form Job evaluations Determine the source of Capacity for HR, Finance, Communication and SCM	CLCC (CD:RMS)	31 October 2015	Signed off organisational structure			
		Conduct skills audit	CLCC	31 October	Skills audit			

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
			(CD:RMS)	2014	concluded			
		Development of a human resource strategy Develop/train human resources	CLCC (CD:RMS)	31 Dec 2014	Human resource strategy developed	CLCC		
		Establish a draft budget structure	CLCC (CFO)	31 March 2015	Drafted budget structure	CLCC		
2.3 Delegations for non-capital/ operational aspects in place (legal S42D, PFMA, operational, administrative)		Explore delegation for immediate implementation (admin & legal)	CLCC (DLCC)	End Sept 2014	Draft delegation approved			

4. TOOLS

Improvement Objective 3	<p><u>Recommendation 3</u> The rationalisation of all different existing management information systems (MIS) into a single, web-based system. The MIS should provide for the electronic management of every step in the business process and lay the basis for performance management and monitoring and evaluation (M&E).</p>
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	<p>Recommendation 6</p> <p>The current M&E system should be broadened to measure intermediate outputs of the settlement process as well as qualitative aspects. It should be used to capture and communicate best practice.</p>
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Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
3.1 Data migration	High	Identify all claims in Landbase that must still be migrated the database	CLCC (OCIO, CD: SDC)	20 June 2014	All outstanding claim identified by 20 June 2014	Operational Plan	Current internal resources	
	High	Migration of all identified claims to the database	CLCC (OCIO, CD: SDC)	31 August 2014	100% of outstanding claims migrated to the database by 31 August 2014	Operational Plan	Current internal resources	
	High	Update of all milestone data of the migrated claims	CLCC (OCIO, CD: SDC)	31 March 2015	100% of outstanding claims migrated to the database by 31 March 2015	Operational Plan	Current internal resources	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
3.2 Lodgement system	High	Finalisation of the development of the lodgement system	CLCC (OCIO, CD:RMS)	30 June 2014	Fully operational lodgement system in place by 30 June 2014	APP, Operational Plan	Internal resources	
	High	Upgrade of the network infrastructure in the 14 Lodgement offices	CLCC (OCIO, CD:RMS)	30 June 2014	Fully functional network infrastructure by 30 June 2014	Operational Plan	Internal resources, Use current budget R1m	
	High	Development of a training plan for the Lodgement system	CLCC (OCIO, CD:RMS)	End Sept 2014	Comprehensive training plan developed by end Sept 2014	Project Plan for lodgement system	Internal resources and current budget	
	High	Implementation of a training plan for the Lodgement system	CLCC (OCIO, CD:RMS)	30 Sept 2014	Training plan implemented by 30 June 2014 and ongoing training provided to staff	Project plan for lodgement system	Internal resources and current budget	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
3.3 Acquisition of mobile units	High	Appoint a service provider to build the mobile units	CLCC (OCIO, CD:RMS)	5 September 2014	Service provider appointed to build the mobile units by 5 September 2014	Operational Plan	Current budget	
	High	Receive and test mobile unit and internal systems	CLCC (OCIO, CD:RMS)	15 November 2014	Fully functional mobile unit with all problems resolved by 15 November 2015	Operational Plan	Current budget	
	High	Develop roll out plan for mobile units	CLCC (CD: LRS, CD: RMS)	30 Nov 2014	Roll out plan approved	Ops plan	Current budget (Belgian funding)	
	High	Roll out and implementation of mobile units in rural areas	CLCC (CD: LRS, CD: RMS)	Start on 30 November 2014	4 Operational mobile units that will process	Operational Plan	Current Budget	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
					lodgement in rural areas			
3.4 System development and integration	High	OCIO to analyse the structure of the system, weak points, risks and lessons learned from the development of the Umhlabawethu system	CLCC (OCIO, CD:RMS)	30 September 2014	Evaluation report on the efficiency and effectiveness of the current system with recommendation – to avoid mistakes made –	Integrated management system programme	Additional funding required	
	H	Integrate the lessons learned in the development of the new system	CLCC (OCIO, CD:RMS)	30 September 2014	Develop MIS requirements based on the evaluation report and business requirements by 31 October 2013	Integrated management system programme	Additional funding required	
	H	Business requirements and development of Terms of	CLCC (OCIO,	15 November	Comprehensive and	Integrated management	Additional budget	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
		Reference for the new system	CD:RMS)	2014	complete ToR and tender advert for the appointment of a service provider by 15 November 2014	nt system programme	required	
	H	Appointment of a service provider to develop an integrated system	CLCC (OCIO, CD:RMS)	15 December 2014	A fully functional and integrated system which follow the SOP and provide M&E outputs	Integrated management system programme	Additional budget required	
	H	Implementation and rollout of a fully integrated system	CLCC (OCIO, CD:RMS)	31 March 2015	A fully functional and integrated system which follow the SOP and provide M&E	Integrated management system programme	Additional budget required	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ Institution responsible	By When? (deadline)	Target	Embedded where	Budget available	Current situation / Progress Report
					outputs by 31 March 2014			

5. CHANGE MANAGEMENT

Improvement Objective 4	<u>Recommendation 5</u> Performance management systems should be put in place which manage and reward staff according to: the quality of research; adherence to agreed procedures and systems; the integrity of the claims process; the quality and the rate of settled claims. A competent and dedicated HR capacity should be established within the CRLR, independent of the DRDLR.							
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Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
4.1 New standardised Performance management system	M	1.1.1 Standardised performance agreements	CLCC (DDG: CSS, CD: RMS)	Mid term review – 30 Sept	Standardised PAs for Provinces (all generic posts)	APP & Ops Plan	n/a	
		1.1.2 Revised assessment system	CLCC (DDG: CSS, CD: RMS)	31 st March 2015	To have a revised assessment system compliant	PDMS policy	n/a	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
4.2 Approved communication strategy	H				with DPSA regulations			
		1.1.3 Revised incentive system/ corrective action	CLCC (DDG: CSS, CD: RMS)	Mid term review – 30 Sept	Incentive system put in place and approved	PDMS policy	Operational – G&S	
		1.1.4 Integrated training plan/ recognition of experience	CLCC (DDG: CSS, CD: RMS)	Imm - training End fin year - NQF	Integrated Training programmes in place in line with the revised PDPs	PDPs/ PIPs	Training budget – G&S	
		1.2.1 Development of a comprehensive communication strategy	CLCC (DDG: CSS, DD: Comms)	End July	Comprehensive communication strategy signed off by CLCC end of this month or next	APP & Ops Plan	N/a	
		1.2.2 Rebranding of the Commission	CLCC (DDG: CSS, DD: Comms)	Mid term	Cooperate branding guidelines in place and implemented	Comms Plan	Not available	

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/ institution responsible	By when? (Deadline)	Target	Embedded where	Budget available	Current situation/ Progress Report
4.3 Change management events		1.2.3 External communication	CLCC (DDG: CSS, DD: Comms)	As in the communication plan	As in the communication plan	Comms Plan	Not available	
		1.2.4 Internal communication	CLCC (DDG: CSS, DD: Comms)	As in the communication plan	As in the communication plan	Comms Plan	Not available	
	H	3.1.1 Change management strategy & plan	CLCC (DLCC, CD: SDC, CD: RMS, CD: LRS)	End third term (end Dec)	Strategy and plan to be developed	Ops plan	Not available	
		3.1.2 Internal workshops	CLCC (DLCC)	As per strategy/plan	As per strategy/plan	n/a	Not available	
		3.1.3 External workshops	CLCC (DLCC)	As per strategy/plan	As per strategy/plan	Comms plan	Not available	
		3.1.4 20 th year celebrations	CLCC (CD: RMS)	November 2014	National event to be held	Comms plan	Not available	

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