Free State CoGTA / Metsimaholo Local Municipality Municipal Support Programme – June 2014 - current

New Africa Consulting working in partnership with a leading firm is responsible for conducting an assessment of the status quo of the following areas within the Municipality to determine the critical intervention areas and design a project plan to measure progress in respect of the Municipal Support Programme:

- Infrastructure projects and PMU;
- Institutional capacity, including HR processes and systems;
- Finance, audit and IT systems;
- Governance and risk compliance; and
- Communication & LED initiatives.

Free State CoGTA / Maluti a Phofung Local Municipality Municipal Support Programme – April 2014 - current

New Africa Consulting working in partnership with a leading firm is responsible for conducting an assessment of the status quo of the following areas within the Municipality to determine the critical intervention areas and design a project plan to measure progress in respect of the Municipal Support Programme:

- Institutional capacity, including HR processes and systems;
- Finance, audit and IT systems;
- Governance and risk compliance;
- Infrastructure projects and PMU; and
- Communication & LED initiatives.

City Power – Municipal Owned Entity (MoE) of the City of Johannesburg, 2013 to Oct 2014

New Africa Consulting working in partnership with a leading Audit firm was responsible for advising in centralising the operations of the business to ensure that key areas in the Revenue and Operations environment were attended to timeously. These included:

- Revenue Management;
- Communications;
- Call centre monitoring;
- Revenue Operational Maintenance including meter replacement;
- Capital Programme Delivery

City of Johannesburg/City Power – Kelvin Power Station Review - 2013

New Africa Consulting working in partnership with a leading Audit firm and other specialists firms were contracted by City Power, on behalf of the City of Johannesburg, to conduct a feasibility assessment of the Kelvin Power Station focusing on:

- Finance, Economic and Transaction Advisory
- Legal
- Technical
- Environmental
- Social and Political
City Power – Municipal Owned Entity (MoE) of the City of Johannesburg, 2012

New Africa Consulting working in partnership with a leading Audit firm reviewed the Corporate Services Directorate focusing on HR Optimisation and the Revenue Protection and Collection Division focusing on data and statistical analysis on revenue collection and customer queries:

**Human Resource Optimisation**
- Organisational Development
- Process Optimisation
- Capability and Coaching
- Investigations
- Job Grading and Profiling

**Call Centre and Data Analysis**
- Analysis of inaccessible meters and compilation of a report
- Review and analysis of inaccessible billing issues
- Identification of revenue collection initiative to improve the collection process
- Analysis information relating to illegal connections and preparation of the disconnection reports
- Assist and identify meter reading performance improvements
- Preparation of statistical analysis report of for Automated Meter Reading (AMR)

Pikitup – MoE of the City of Johannesburg 2011

New Africa Consulting working in partnership with a leading Audit firm reviewed the Business and Operational Structure of the Entity focusing on:

- People and the Organisational Structure
- Business Practice
- Strategy
- Finance and Financial Modeling
- Governance
- IT Systems and Data

The review determined the remodeling process that had to be followed focusing on the institutional design, financial structures and operational model of the MoE.

- City of Johannesburg Metropolitan Municipality, Gauteng Province, 2011 – Internal Audit

NAC in partnership with a leading Audit firm was involved as a multi-disciplinary team of consultants and associates was appointed to support the city, address several deficiencies in the City’s Revenue Function and the impact that those have had on Property Rates Revenue, Service Charges Revenue, adjustment journals on Rates and Service Charges and Consumer Debtors.

The Revenue work undertaken was geared at:
o Addressing the Cities experiences certain difficulties in interfacing, to the appropriate service standards, with its customers
o Improving the Revenue Function as a whole so that it could function optimally as the operating system.
o The issues addressed related to working with management and staff so that difficulties found in Data management, call centre and CRM problems could be addressed.
o Supporting various teams address several matters related to concerns in the AG’s management letter skill unresolved due to skills of people which were not at the right level of proficiency to resolve these management AG queries.
o Problem Diagnosis – Reviewed past interventions and identified key areas of turnaround for the multi-disciplinary team to address to meet AG Audit deadlines
o Assisted the COJ officials with the following:
  - IT Management and Advisory Services
  - Data cleanup of Revenue Records;
  - Attending to Auditor General queries; and
  - Review of Revenue Journals to rectify anomalies found.
o Progress Reporting: Reported to respective work streams and city officials on progress.

• **Matjhabeng Local Municipality, Free State Province**
  
  **Public Administration Services and Infrastructure Delivery Transformation, 2009 - 2011**

  New Africa Consulting, as a sub-contractor to Latitude Programme Services, supported the Turnaround Strategy for Public Administration Services and Infrastructure Delivery Transformation. New Africa Consulting was responsible for the change management, organisational development and the ICT Advisory and Management component of the turnaround in the Matjhabeng Municipality in the following departments: Finance and Systems
  o Preparation of the Annual Financial Statements for the Municipality to meet the AG requirements
• ICT advisory and management
  o Conducted an assessment and audit of the ICT environment and prepared an “As-Is” report.
  o Optimised ICT equipment and software, including licensing and services.
  o Developed an ICT strategy and implementation plan.
  o Planned for the efficient procurement of ICT.
  o Developed a long-term ICT maintenance plan.
  o Provided ICT support where needed
• Infrastructure / Engineering
• Strategy
• Human Resources:
  o OD and PM (top management)
  o OD and strategy plan
  o Training and development initiatives
  o HR and OD structure development
  o HR and OD processes, policy and procedures development
  o Change management and communication
  o Performance management
  o Management level and specialist structure development
• **Matjhabeng Local Municipality, Free State Province**  
  **Revenue Enhancement Phase 1, 2009 - 2010**  
  New Africa Consulting, as a sub-contractor to Latitude Programme Services, conducted a revenue management and improvement analysis for Matjhabeng Municipality in order to:  
  - define strategies to reduce municipal debt  
  - define strategies to improve municipal income  
  - improve municipal sustainability and financial viability

This strategy included extracting municipal data from the Municipal Financial System, interviewing key staff and reviewing key municipal documentation in order to develop and implement a strategy with municipal management. NAC also developed an IT strategy and improvement plan for effective revenue management and optimization.

The process included customer data and debt data analysis and process analysis to identify inefficiencies in the system. The deliverable for phase 1 resulted in identification of revenue enhancement hotspots and recommendations for a proposed solution.

New Africa Consulting also undertook a specialized audit to manage the local municipality's telecommunications and electricity supplier accounts. The risk free “Pay for Performance only” audit entails analysis of these accounts to identify areas of cost reduction.

• **Matjhabeng Local Municipality, Free State Province**  
  **Vision 2030 2009 - 2011**  
  New Africa Consulting, as a sub-contractor to Latitude Programme Services, created the Vision Strategy for Matjhabeng entitled Vision 2030. The aim of the Vision 2030 strategy is summaries below:

  - Vision 2030 is a Locality's statement which describes the direction and strategic plan of the Locality.  
  - The 2030 vision is a strategic plan of Matjhabeng which sets a new foundation.  
  - The long term Vision also focus on techno-cities and how ICT can be used as a tool in achieving the future state on development.  
  - It was created to map out how the Locality will reach its goals and provides steps on how the Locality will achieve its stated vision.  
  - The 2030 Vision or strategic plan also serves as a future-oriented systematic and management tool.  
  - The goal of 2030 Vision is to integrate all aspects of the Locality's activities into a mutually supportive system.  
  - The strategic planning process explored the essential questions about the purpose and business of the Locality.  
  - Matjhabeng long-term plan consists of vision, strategic goals and strategic objectives. As a package, they consist of:  
    - City long-term plan which is a long-term strategic perspective of the Locality. It is an analysis of development trends and city dynamics.  
    - The city value statement which is described as a Locality’s new paradigm for development. It consists of a set of new principles on how to approach development in the Locality.
Facilitation of Workshops and Lekgotlas – Local Government

- **City of Johannesburg Metropolitan Municipality, Gauteng Province, 2010 – Workshop Facilitation**

  New Africa Consulting was appointed by the City of Johannesburg to facilitate a strategic workshop for the Infrastructure and Service Department (ISD). NAC had the opportunity of facilitating strategic discussions with City Power, Joburg Water and Pikitup and developed a strategic plan highlighting short, medium and long term interventions.

- **Lejweleputswa District Municipality, Free State Province 2010**

  NAC was appointed to plan and facilitate a 2-day Strategic Workshop to the Mayor, the Mayoral Committee, and the Councillors, the Municipal Manager, the Executive Team, the Senior Manager and Managers. The aim of the workshop was to ensure that the alignment of the initial turnaround process was line in with the CoGTA LG TAS initiative. NAC was responsible for the compilation of the Strategic Framework as well as the implementation plan and process, aligning it to the CoGTA LGTAS.

- **City of Ekurhuleni Metropolitan Municipality, Gauteng Province, 2011**

  NAC, in partnership with a leading Audit firm, planned and facilitated a 4-day Finance and Corporate Services Strategic Planning Workshop for the Metro. The purpose of the strategic session was to align the mandate and strategy of the Departments and Units within the City to the mandate and service delivery strategy of the Metro. The outcome of the session was improving the functioning and effectiveness of the team as a whole and strengthening the overall morale of the Department.

- **Matjhabeng Local Municipality, 2011 – Facilitation Mayoral Lekgotla**

  NAC planned and facilitated a Mayoral Lekgotla in Matjhabeng to the Mayor, the Mayoral Committee, the Councillors, the Municipal Manager and the Executive Team, the Senior Manager and Managers. The aim of the workshop was to align to ensure that the alignment of the initial turnaround process was line in with the CoGTA LG TAS initiative. NAC was responsible for the compilation of the Strategic Framework as well as the implementation plan and process, aligning it to the CoGTA LGTAS.

- **City of Ekurhuleni Metropolitan Municipality, Gauteng Province, 2013**

  NAC was appointed to plan and facilitate a 3-day Mayoral Lekgotla to the Mayor, the Mayoral Committee, the City Manager, the Executive Team, the Senior Manager and Managers. The aim of the workshop was to identify and consolidate processes and programmes to improve on service delivery.
PROVINCIAL GOVERNMENT TRANSACTION ADVISORY AND CONSULTING
Development of a 10-Year Provincial Infrastructure Master Plan for the Eastern Cape Province – 2015-current

NAC in partnership with SMEC was appointment by the Eastern Cape Socio Economic Consultative Council (ECSECC) to develop the 10-Year Provincial Infrastructure Master Plan for the Eastern Cape Province.

The broad scope of work is to consolidate the following three clusters of infrastructure sectors into a holistic 10-year infrastructure plan. The plan had to encompass the following sectors within the clusters:

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<tr>
<th>Social Infrastructure</th>
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<td>- Ports</td>
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<td>- Aviation</td>
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<td>Communication</td>
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<td></td>
<td>- Industrial Zones</td>
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Gauteng Funding Agency / Gauteng Department of Economic Development - West Rand Logistics Hub - 2013

NAC was appointed as the Programme Manager (PgM) contracted to Development and Engineering Consultants (DEC) to develop a Pre-Feasibility Report on Site Suitability for a Freight and Logistics Hub in the West Rand.

The Initial Phase of the project is made up of three core deliverables vis:

Phase 1A – Preparation of a Location Suitability Report

Phase 1 B – Desk Top Studies in the following areas:
- Underground Mining
- Traffic Impact Assessment
- Environmental Impact Assessment
- Geotechnical Investigation
- Dolomite Stability Investigation
- Land Use Application
- SEZ Application

Phase 1 C – Preparations of scenarios which outline typical preliminary designs of a logistics Hub

Phase 2 - Develop a Commercial Case and facilitate the procurement process for the development of a Freight and Logistics Hub in the West Rands

Gauteng Funding Agency / Blue IQ
Industrial Development Zone - Jewellery Manufacturing Precinct, 2011 - 2012
NAC was appointed as the **Transaction Advisor** (TA) to develop a Commercial Case and facilitate the procurement process for a JMP within the IDZ at OR Tambo International Airport.

The creation of a comprehensive Commercial case for the Blue IQ Investment Holdings (Pty) Ltd’s JMP Development Project at ORTIA using government procurement methodologies.

The Commercial case needs to clearly demonstrate affordability for the full project cycle and propose the optimal value-for-money solution for the Blue IQ to achieve its desired outcomes. The Sections of the Commercial had to follow the following sequence:

- Needs Analysis
- Solutions Options Analysis
- Economic Evaluation / Econometrics Model
- Legal Due Diligence
- Policy and Regulatory Considerations
- Technical
- Financial (value assessment)
- Risk

The key stakeholders that were consulted and who form part of the technical committee are listed below:

- National Treasury
- Gauteng Provincial Treasury
- Gauteng Department of Economic Development
- Blue IQ
- Gauteng Growth and Development Agency (GGDA)
- Gauteng Funding Agency (GFA)
- The Airports Company of South Africa (ACSA)
- The Department of Trade and Industry (DTI)
- The South African Revenue Services (SARS)
- The Department of Mineral Resources (DMR)
- Ekurhuleni Metropolitan Municipality
- The Jewellery Council of South Africa
- The South African Diamond and Precious Metal Regulator

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**Gauteng Department of Economic Development**  
*Township Enterprise Hubs, 2012*

NAC was appointed by the ASA Group to prepare Commercial Cases for 6 Hubs of the project’s identified sites namely Winterveldt, Tembisa, Sebokeng, Katlehong, Kagiso and Sharpeville.

**Project Coordinator Responsibilities on the Project**

- Prepared Framework of the Commercial Case and coordinated integration of input from related Work streams namely:
  - Technical and design
  - ICT
  - Project Concept by the Sector Expert
  - Legal Review
  - Financial Modelling
  - Economic Evaluation
  - Stakeholder Engagements and,
  - Marketing and Communications

**Fieldwork responsibilities on the Project**

- Directly delivered on the following parts of the Commercial Case for review by the PMO:
  - Preparation of Commercial Case Work Plan
- Preparation of a Commercial Case Framework
- Preparation of an IT strategy and implementation plan in terms of the “cash-less” systems
- Development of a Three Part Commercial Case Strategy Deliverable comprising of Needs Analysis; Options Analysis and Cooperatives Development Strategy
- Development of a Cooperatives Development Strategy and Framework
- Preparation of Executive Summary of Commercial Cases for the 6 Hubs
- Integration of Workstreams input into the Commercial Cases for the 6 Hubs
- Development of Commercial Case Presentations of the 6 Hubs.
- Preparation of Project Implementation Plan for approval by PMO
- Preparation of Stakeholders Workshop Report of the TEH Project

- Eastern Cape Province, Department of Roads and Transport, 2010

The Eastern Cape government took a resolution to move the Roads and Infrastructure functions from the Department of Roads and Transport to the (new) Department of Roads and Public Works. The department recognised the need for assistance with the major tasks that are affected by the transfer. NAC was part of the team that delivered the outcome of the process by engaging in the following activities:

- Ensuring a seamless transfer of all Roads and Infrastructure staff, finances and ICT from one department to the other;
- Ensuring disciplinary backlogs, if any, were cleared before the transfer;
- Reviewing and amending where necessary job profiles of staff affected by the transfer;
- Facilitating the finalisation of the performance review process;
- Ensuring that staff, finances and ICT components were ring-fenced before the move;
- Ensuring inaccurate overtime was not being paid out and necessary disciplinary measures were taken against offences;
- Ensuring minimal disruption during centralization of the district depots;
- Obtaining general HR assistance during the decentralisation of the depots;
- Ensuring correct secretarial duties were undertaken during the implementation of regular District Management meetings;
- Ensuring ongoing litigation support to the disciplinary function (support desk);
- Ensuring that the Department complies with HR legislature.

- Eastern Cape Province, Office of the Premier, 2009

NAC was appointed to facilitate the of Organizational Development Strategic Workshop for the Province - 2009

- Apart from the facilitation of the workshop, NAC also provided Technical Support to the OTP and all 7 departments with regards to the development of Human Resources Development Plans, HRP Strategic Framework and OD Implementation Strategies.

The key OD dimensions are:

Environmental Scan
External Factors
- Political Factors; Economic Factors; Social Factors
- Technological Factors; Environmental Factors; Legal Factors
Internal Factors
Trends in the Macro Environment
- International trends; National trends; Provincial trends
- Likely impact on human resources within the department
Envisaged changes in the macro environment
- Likely changes in the macro environment
- Potential impact of changes on partners/stakeholders
Review of key labour market trends
- Implications of skills management in each sector
- Implications for supply and demand

**Gauteng Province, Department of Education, 2009**

New Africa Consulting, working in partnership with a leading Audit firm, was contracted to review the Department’s Five-year Strategic Plan and review the procurement policies and practice, the practitioner payment processes, the process for s21 school submissions and the core business processes, policies and practices to support the department’s service delivery.

Reviewing the department’s Five-year Strategic plan against its mandate involved:
- Reviewing the existing Five-year Strategic Plan, the MTEF budget, organisational budget and Annual Performance Plans
- Reviewing the monitoring and evaluation plan and the performance management system
- Reviewing ICT strategies and processes
- Providing technical assistance in shaping the department’s strategic imperatives working alongside the MEC, HOD, and key Departmental officials
- Reviewing procurement policies and practice:
  - Reviewing the supply chain value chain specifically focussing on: specification, contract award, delivery to date and claims for payment.
- Reviewing five key contracts for performance, effectiveness, efficiency and value for money and:
  - Identifying delivery and contract management problems
  - Proposing alternate solutions for delivery including the building of capacity to deliver these
  - Evaluating the legal implications of the contracts for improved contract management and termination
  - Benchmarking existing contracts against solutions available in the market.

**Limpopo Province, Treasury Department, 2007**

Limpopo Provincial Treasury Department contracted a team of consultants co-led by PricewaterhouseCoopers and NAC who worked with a Limpopo Treasury Steering Committee to conduct an organizational finance and skills audit and review. This included reviewing and monitoring revenue collection, risk management, IT systems and service level agreements and included an HR programme to strengthen HR capacity. The project achieved the following:


Reporting: reviewed policies, procedures and practices relating to HR, ICT and financial systems to ensure accountability and formal requirements within the PFMA framework.
Monitoring and Evaluation: ensured that Financial, ICT and HR development policies and procedures are effective mechanisms to identify future operations risk areas.
NATIONAL GOVERNMENT, PARASTATALS, INTERNATIONAL DONOR AGENCIES AND PRIVATE SECTOR TRANSACTION ADVISORY AND CONSULTING
**NATIONAL GOVERNMENT**

- **National Arts Council (2014)**

  New Africa Consulting was appointed by the National Arts Council to conduct a Financial Audit Review on expired Donor Funded Projects (Mmino Projects) for the financial years 2008, 2009, 2010 and 2011.

  The process involved:
  
  - Establish and verify the process followed by the Arts Council in the allocation of the Norwegian Embassy funding to the relevant Mmino projects, including the assessments of the applications received for the Mmino projects.
  - Establish whether funds allocated to the Mmino project were disbursed by the Arts Council.
  - Ascertained whether funds disbursed and not accounted for were reimbursed by the relevant entities that received the funding.
  - Establish whether funds not used by the relevant Mmino projects were returned to the Mmino Programme managed by the Arts Council.
  - Establish whether the relevant Mmino projects complied with their terms of agreement in providing the relevant deliverables/supporting documentation in respect of the funding provided to them.
  - Ascertain the process followed by the Arts Council to address possible instances where insufficient documentation provided by the relevant Mmino projects that was provided funding.

- **Department of Social Development**

  New Africa Consulting was appointed by the National Department of Social Development to review the collaboration between a South African University and the National Department along the following areas:

  - The extent to which the Collaboration has facilitated and promoted the understanding of Economics of Social Protection in DSD and influenced practice such as policy development and policy review.
  - The extent to which research in the Economics of Social Protection has contributed in the formulation of sound and effective policies in DSD.
  - The extent to which capacity building in the area of Economics of Social Protection in DSD has been accomplished.
  - The extent to which programme outputs have made a contribution to the programme purpose.
  - The impacts, both positive and negative, of the collaboration.

**PARASTATALS**

- **Petroleum Oil and Gas Corporation of SA**

  New Africa Consulting was appointed to develop a Black Equity Project Participation Project Implementation Charter and Strategy within the Broad Based Black Equity Participation Programme of Petro SA.
INTERNATIONAL DONOR AGENCIES

- **International Labour Organization 2011 - current**
  New Africa Consulting was appointed by the ILO and facilitated the ILO delegation visits in the Free-State to facilitate roll-out of the Flanders International Cooperative Agency sponsored SMME Development and Job Creation Project. NAC focused on the following:
  - Nurturing a culture of entrepreneurship in the Free State Province, in Mangaung and Matjhabeng with the focus on Youth and Women
  - Facilitation of institutionalized mechanisms for policy dialogue on SME development
  - The use of ICT Strategies to facilitate SMME and Local Economic Development
  - Alignment of provincial level and municipal level SME policies
  - Strengthening the capacity of local organisations to provide sector specific business development services (BDS) geared towards SME at community level
  - Stimulating BDS uptake amongst prospective and emerging entrepreneurs
  - NAC was appointed by the ILO to facilitate the SMME and Business Development Strategy for the Mangaung Metro to key organisations, namely private sector business development organisation, NGO’s and municipal structures, in the Freestate Province

- **Flanders International Cooperation Agency (FICA) 2010**
  New Africa Consulting conducted an assessment on behalf of the Flanders International Cooperation Agency (FICA) of the current status of the Social Justice Programme and recommendations on a way forward, to enhanced protection and support for survivors of sexual and domestic violence in Qwaqwa, Free State Province.

- **DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH**
  Gauteng Province, 2013
  GIZ has embarked on a National project on the Green Economy focusing on the following elements of the Green Economy:
  - Green Cities and Towns
  - Low Carbon Emission
  - Environmental and Natural Resource Management
  NAC is involved as an advisor in the design and facilitation of a series of stakeholder engagements to strengthen the delivery programmes focusing on the Green Economy.

- **V-Nama Workshop - October, 2013**
  New Africa Consulting was appointed to facilitate a two day workshop focusing on building capacity on baseline consumption in municipalities in South Africa.
  This assignment includes providing administration and logistics support for the duration of the workshop as well as producing a report within a prescribed period. NAC prepared and submitted a comprehensive workshop report detailing the deliberation of the workshop as well as the key outcomes.
PRIVATE SECTOR CLIENT

- Siyaya Health and Hygiene Services- Turnaround Project
  Gauteng - 2010

NAC as the appointed transaction advisor, conducted, as part of the Siyaya Turnaround, a broad Turnaround Strategy (TAS) programme, broad diagnosis, assessments and interventions in the following areas:

A. Finance and administration
   A financial due diligence of the company’s financial performance over the last six years since 2005 through to 2010 was undertaken including
   (i) Preparation of monthly Management Accounts
   (ii) Revenue management
   (iii) Supply Chain management
   (iv) Company Asset management
   (v) Company liabilities management
   (vi) Planning and internal control of the company

B. Human Resources
   The HR work-stream formed part of the overall Turnaround Strategy. The purpose of the Turnaround Strategy was to address the various challenges of the company and to recommend interventions to channel efforts appropriately in the immediate, short, medium and long term.

   Such strategy required considering the broader context and issues and a thorough understanding of the trends and issues impacting on the end-to-end HR value chain is required to create the foundation for HR to prepare for these challenges.

   The HR intervention focused mainly on the four facets of Human Resources namely:
   a) Human Resource Management
   b) Human Resource Development
   c) Human Resource Administration
   d) Human Resource planning

C. Marketing, Sales and Services
   Marketing and sales is the pinnacle activity involved in selling products or services. Focussing in this phase of the process involved developing or reviewing the existing Marketing and New Business Strategy and ensuring that there is adequate Public Relations and Client Relationship Management for all Clients.

   The critical strategic interventions in this workstream were:
   1. Recommending department organisational structure and defining key roles and responsibility
   3. Review all customer contracts in terms of when the price escalation was last invoked, price versus production cost, identifying any areas of possible improvement with reference to lesson learnt from the past
   4. Review the company's performance in terms of cutting costs, improving efficiency and effectiveness, monitoring and control of production plans, improving responsibility and accountability at all levels of the value chain process.

D. Information And Communications Technology
   As part of the turnaround intervention NAC focused primarily on the following during Phase 1 of the project:
• Conduct an assessment and audit of the ICT environment and prepare a report.
• Optimise ICT equipment and software.
• Develop an ICT strategy and implementation plan.
• Plan for the efficient procurement of ICT.
• Provide support ICT where needed

As part of phase 2 NAC seconded a resource to assist on the following key ICT areas:
• On-the-job support to staff,
• Alleviation of software viruses and fixing of Server and PC hardware that were repairable and maintenance done on servers with regards to Microsoft security updates and hard drive space.
• Provided support to ICT for fixing and upgrading of memory capacity of laptops and desktop PC’s.
• Provided support to in improving ICT services