Traffic Lights:
Indicating Implementation Status
Green: Implementation on track (tick indicates completion)
Amber: Likely implementation delays
Red: Effective delay in implementation or failure in implementation

Promotion of Decent Work in the SA Transport Sector (Phase I)
Strategy Map, Mar/Apr 2012

Activity indicators under Output 1.1	Targets	
1.1.1 Documented Study Tour report including participant evaluation forms of the APEC and STC visits to assess international best practice of social dialogue and HRD initiatives.	16/11/11 (1)	
1.1.2 Documented review report, signed off by DCT, on existing mechanisms for both internal and external social dialogue mechanisms in the Port of Durban (DCT).	01/09/11 (1)	
1.1.3 Number of meeting reports on advisory services provided to refine the existing social dialogue mechanisms.	01/09/11 (2)	
1.1.4 Number of stakeholder meeting reports on the provision of capacity building for each stakeholder group in DCT to mediate their interests through the refined system.	29/02/12 (2)	
1.1.5 Number of consolidated workshop reports on social dialogue facilitation for DCT Management and Labour around the planned HRD initiative.	30/06/12 (2)	
1.1.6 M&E report on Output 1.1. and related activities.	01/07/12	

Activity indicators under Output 1.2	Targets	
1.2.1 Number of research reports reviewing the Port of Durban's (DCT) existing mechanisms of communication with external stakeholders.	30/03/12 (1 EMC report)	
1.2.2 Number of recommendations to re-engineer communication mechanisms where applicable.	30/04/12 (2)	
1.2.3 Number of workshop reports on facilitation for DCT external stakeholders on social dialogue around the planned HRD initiative.	30/04/12 (1)	
1.2.4 M&E report Output 1.2 and related activities.	01/10/12	

Output 1.2 A forum for social dialogue between internal and external Port stakeholders building on the current Maritime Cluster.
- OIs: Evidence of formalised and fully operational SD mechanisms with external stakeholders; External stakeholder satisfaction rate with these SD mechanisms.

Output 1.1 A firmly institutionalized social dialogue mechanism linking internal Port Stakeholders (DCT) that is reflective of international best practice.
-OIs: Evidence of formalised and fully operational SD mechanisms linking internal stakeholders; Internal stakeholder satisfaction rate with these SD mechanisms

IMMEDIATE OUTCOME 1: DCT Stakeholders emphasise on social dialogue to mediate their vested interests.
Indicators: Number of days lost due to industrial action has declined; Corporate image associated by external stakeholders of DCT has improved.

Activity indicators under Output 2.1	Targets	
2.1.1 Number of Mission Directed Work training evaluation reports on training of senior management representatives in how to better balance financial and non-financial objectives in the long-term business strategy of the Port (DCT).	31/03/12 (1)	
2.1.2 Number of completed project presentations submitted by trainee participants.	31/03/12 (120)	
2.1.3 M&E report on Output 2.1. and related activities.	31/03/12	

Activity indicators under Output 2.2	Targets	
2.2.1 Percentage of line managers and HRD operational staff at the Port of Durban (DCT) who have been trained in the latest thinking on Port-centered HRD policies and regulations.	31/03/12 (80%)	
2.2.2 Number of social dialogue reports including specific recommendations on which HRD policies and/or regulations should be targeted for review.	31/03/12 (1)	
2.2.3 Number of communication strategies proposed by HRD line managers and operational staff, and submitted to PSC to communicate the refined HRD policies and/or regulations to port worker at DCT.	30/06/12	
2.2.4 M&E report on Output 2.1. and related activities.	31/07/12	

Output 2.1 Increased knowledge among Port Stakeholders about international best practice in HRD strategies and policies.
- OI: Increase in knowledge as a direct result of the Study Tours, training and advisory services.

Output 2.2 Refined HRD policies and regulations in the Port of Durban (DCT).
- OI: Evidence of regulatory reform.

IMMEDIATE OUTCOME 2: The HRD system of DCT emphasizes a rights-based approach that seeks to empower staff.
Indicators: DCT is benchmarked as an internationally leading employer in their HRD policies and strategies; Staff appreciation level of the revised HRD system.

OVERALL OUTCOME:

Decent jobs through more sustainable business in the Durban Container Terminal.

Indicators: (1) No. of employment opportunities retained/newly created in the Ports; (2) Job quality index (basic conditions of employment indicators, employment equity & stability of employment; (3) Unionisation rate; (4) Social protection index (access to basic social insurance, occupational injury rate, HIV/AIDS awareness rate among workers).

Output 4.1 Port stakeholders (DCT) have the awareness level and information base required to make informed career and livelihood choices.
- OI: Level of comprehension of port workers of the opportunities and risks associated with the amended HRD policies and the new career development offerings.

Output 4.2 Port workers take up the staff development services offered by BDS providers.
- OI: Number of port workers registering for career counseling and successive staff development activities.

Output 3.1 Training and advisory service products tailored to the needs of Port workers (DCT).
- OI: No of new training products to market.

Output 3.2 Local BDS providers (School of Port Operations) competent in the delivery of these services .
- OI: Number of trainer consultants certified competent in the delivery of these products.

Activity indicators under Output 4.1	Targets	
4.1.1 Number of information/awareness materials on new service offerings distributed among port workers at the Port of Durban.	30/06/12 (2)	
4.1.2 Percentage of port workers at DCT registering for counseling support to enable them to make informed career and livelihood choices and to draw up individual staff development plans.	30/09/12 (20%)	
4.1.3 M&E report on Output 4.1 and related activities.	01/12/12	

Activity indicators under Output 4.2	Targets	
4.2.1 Percentage of port workers accessing skills training as per their staff development plans.	31/01/13 (30%)	
4.2.2 M& E report on Output 4.2 and related activity.	28/02/13	

IMMEDIATE OUTCOME 4: Long-term and intimate employment relationships.
Indicators: Staff retention rate.

Activity indicators under Output 3.1	Targets	
3.1.1 Number of reviews on existing staff development training packages in the local and international market place (incl. of materials already used by Port Schools of Operations, APEC and STC – OSH & HIV/Aids).	29/02/12 (1)	
3.1.2 Number of adapted training products/services in line with international best practice and aligned to the new occupational profiles drafted by the QCTO.	31/05/12 (2)	
3.1.3 M&E report on Output 3.1. and related activities.	30/06/12	

Activity indicators under Output 3.2	Targets	
3.2.1 Percentage of trainers from the School of Port Operations trained in the use of the amended training services/products .	30/06/12 (25%)	
3.2.2 Number of follow-up advisory meeting reports on coaching/support provided for newly trained trainers to in turn train Port Workers (DCT).	31/07/12 (1)	
3.2.3 M&E report on Output 3.2 and related activities.	31/08/12	

IMMEDIATE OUTCOME 3: The Port School and other BDS providers have sustainable in-house capacity to develop the human resources of the DCT.
Indicators: No. of BDS products that continue to be available in the market after the end of the programme phase; Staff satisfaction rate with these products.