



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

Pretoria office, Private Bag X174 Pretoria 0001, 123 Francis Baard Street Pretoria 0002
Cape Town office, Private Bag X9192 Cape Town 8000, 103 Plein Street, Cape Town 8001

To whom it may concern

**REFERENCE LETTER: - LEKOKO CONSULTING:
RENDER TECHNICAL SUPPORT IN THE RE-ORGANISATION / REVIEW OF THE
ORGANISATIONAL STRUCTURE OF THE DEPARTMENT OF HIGHER EDUCATION AND
TRAINING**

1. The Department of Higher Education and Training (DHET) appointed Lekoko Consulting to manage the Re-organisation / review of the organisational structure over a duration of six (6) months, culminating on 31st March 2022.
2. The objectives of the project were to undertake an Organisational Structure review and design, develop a Service Delivery Model (SDM) and provide Change Management Mechanisms and key strategies to reinforce change. These were achieved through the following:
 - Advising the DHET on the process of the review and identify priority areas to be implemented
 - Analysis of the legislative mandates, policies, and strategy of the Department
 - Development of a Service Delivery Model aligned to the strategic objectives
 - Designing of the organisational structure, the model for public entity governance, model for regional presence, and the Medium-Term Expenditure Framework (MTEF) costing thereof
 - Review / development of job profiles and descriptions
 - Conducting job evaluation benchmarking for all posts in the staff establishment
 - Development of an implementation plan / migration plan
 - Provided placement principles and plan for staff into the new organisational structure
 - Implemented change management programme, provided change management plan
 - Conducted Skills Transfer workshops on organisational design approaches, service delivery model, and business processes documenting and mapping
 - Development of a business case for the Minister to obtain concurrence with the Minister of Public Service and Administration

3. The DHET is thankful for the satisfactory completion of the project, and in addition, welcomes Lekoko Consulting's further availability for a period of 12 months from date of project closure to clarify and advise on all documentation produced during the project, at no additional cost.
4. The DHET would like to recommend Lekoko Consulting for similar initiatives and projects without any reservations.
5. **Total staff number:** 1,800 [excluding 18,00 in TVET and 13,00 in CET colleges]
6. **Duration of project:** 1st October 2021 to 31st March 2022
7. **Contract amount:** R2,224,700
8. **Delivered work:** Satisfactory
9. **Contact person:** Ms. Mothepana Mokgoadi, Acting Director: Human Resources Development
10. **Contact details:** 0760170852 / 012 312 5035 / mokgoadi.m@dhet.gov.za



Ms MP MOKGOADI
ACTING DIRECTOR HRD
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