

IMPACT ASSESSMENT OF NATIONAL SKILLS DEVELOPMENT STRATEGY II

Measuring Impact Assessment of Skills Development on Service Delivery in Government Departments Appendices

Pundy Pillay, Andrea Juan and Thembinkosi Twalo

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Impact Assessment of National Skills Development Strategy II

Research Director: Vijay Reddy

From May 2010 to January 2012, the Human Sciences Research Council, with its partner Development Policy Research Unit (UCT), undertook research to assess and evaluate the progress made in skills development since the implementation of National Skills Development Strategy II in March 2005. The research covered three thematic areas and produced nine research reports:

- A. Impact of skills development on placement of learners upon completion of the programme. (Indicator 1.2; 3.1; 4.2)
 - 1. Sumayya Goga and Carlene van der Westhuizen (2012) Scarce Skills Information Dissemination: A Study of the SETAs in South Africa.
 - 2. Renette Du Toit (2012) The NSF as a Mechanism to Address Skills Development of the Unemployed in South Africa.
 - 3. Morne Oosthuizen (2012) The Impact of Work Experience Grants on Learner Placement.

- B. Impact of skills development support on large, medium and small firms as well as on Government, BEE firms and BEE co-operatives. (Indicator 2.1; 2.2; 2.5)
 - 4. Pundy Pillay, Andrea Juan and Thembinkosi Twalo (2012) Impact assessment of skills development on service delivery in government departments.
 - 5. Pundy Pillay, Andrea Juan and Thembinkosi Twalo (2012) Impact assessment of skills development on service delivery in government departments: Appendices.

- C. Progress evaluation on support to high-level scarce and critical skills for both workers and unemployed learners. (Indicator 2.8 & 4.1)
 - 6. Dean Janse Van Rensburg, Mariette Visser, Angelique Wildschut, Joan Roodt and Glenda Kruss (2012) A Technical Report on Learnership and Apprenticeship Population Databases in South Africa: Patterns and Shifts in Skills Formation.
 - 7. Angelique Wildschut, Glenda Kruss, Dean Janse Van Rensburg, Genevieve Haupt and Mariette Visser (2012) Learnerships and Apprenticeships survey 2010 technical report: Identifying transitions and trajectories through the learnership and apprenticeship systems.
 - 8. Claudia Mummenthey, Angelique Wildschut and Glenda Kruss (2012) Assessing the impact of learnerships and apprenticeships under NSDSII: Three case studies: MERSETA, FASSET & HWSETA
 - 9. Glenda Kruss, Angelique Wildschut, Dean Janse Van Rensburg, Mariette Visser, Genevieve Haupt and Joan Roodt (2012) Developing Skills and Capabilities through the Learnership and Apprenticeship Pathway Systems. Project Synthesis Report. Assessing the Impact of Learnerships and Apprenticeships under NSDSII.

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Appendix 1: Questionnaire

DEPARTMENT OF LABOUR-HSRC PROJECT ON SKILLS DEVELOPMENT THE IMPACT OF GOVERNMENT TRAINING PROGRAMMES: FIELDWORK

Background Information

The study was commissioned by the Department of Labour. The HSRC is required “to assess and evaluate the progress made in skills development since the implementation of the second phase of the National Skills Development Strategy (NSDS II) in March 2005”.

The project aims to evaluate the achievement made on the targets set for the NSDS II and the impact made by the NSDS since its inception. It is envisaged that the research covers three main thematic areas:

- Impact of skills development on placement of learners upon completion of the programme.
- Impact of skills development support on large, medium and small firms as well as on Government, BEE firms, and BEE cooperatives.
- Progress evaluation on support to high-level scarce and critical skills for both workers and unemployed learners.

The deliverables from the studies undertaken will be a research report to be presented to the Department of Labour, which provides the outcome of the assessment of the three components of the research areas and provides recommendations based on the findings of each component. This component of the study relates to “Measuring impact assessment of skills development on service delivery in government departments”. To this end, the project has three sub-components:

- A desktop analysis of skills development expenditure trends in government (NSDS II);
- An international literature review of the impact of government training; and
- A set of comparative South African case studies to determine the impact of skills development on public service delivery.

For the purposes of this component of the work we have chosen the following sample:

- National Departments/Agencies: Correctional Services; Home Affairs; SARS
- Provinces: Eastern Cape; Limpopo; KwaZulu-Natal; Western Cape

Sample to be interviewed in each department or province

- HR manager
- Two or three directorates (national) or departments (provinces)

QUESTIONNAIRE

Departments and Provinces should be requested to provide as much information as possible in terms of previous studies undertaken in this regard (for example, reports of evaluation of specific training programmes undertaken).

Especially with regard to Section A, departments/provinces may prefer to provide the information if available, prior to the commencement of the interview.

The questionnaire has two sections:

- 1) Provision of Training
- 2) Impact of Training

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	
2008/09	

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	
Two Days	
Three Days	
More than three days	

Did staff attend more than one training programme in the past two years? If so, how many did so?

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers		
Other Professional Staff		
Technical Staff		
Support Staff (administrative)		
Support Staff (lower level – e.g. gardeners, cleaners)		

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers				
Other Professional				
Technical				
Support Staff (admin.)				
Support Staff (lower level)				

Notes:

- Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) other
- Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget		
Skill Levies		
Donor		
Other		

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Do trainees receive an increase in salary or other benefits after training?

Is it possible to determine whether training led to increased productivity?

Did trainees achieve any form of occupational mobility after training (either in the department, another department , another province, etc.)?

Is there some form of “career-pathing” in the department/province?

Is there an institutional structure for evaluating the impact of training?

Note: The questions in Section B will require substantial probing on the part of the interviewers in order to elicit the maximum amount of information.

Appendix 2: Schedule of Meetings and Persons Interviewed

- South African Revenue Services: Mr F Groenewald, Executive: Skills and Talent Management; Mr T Morgan, Skills Development Facilitator
- Department of Correctional Services: Ms Linda Bond, Chief Director, Policy and Training.
- Eastern Cape: Mr Heinrich Luiters, HRD Manager, Office of the Premier; Mr L Nqunqa, Senior Manager, HR, OTP.
- KwaZulu-Natal: Mr Fazal Safla, Director, KZN Leadership and Training Academy; Ms Sikhumbuzo Sibisi, Dept. of Transport; Ms Ronika Baldeo, Provincial Treasury; Mr Mandla Msweli, Dept. of Education.
- Western Cape: Mr Derick Smith, Manager, Performance Management and Development; Ms A van Reenen, Deputy Director; Ms Anneke Roodman, Assistant Director; MS Glenda Malan, Assistant Director.
- Department of Home Affairs: Mapule Mono Deputy Director: Skills Development
- Limpopo : Gloria Mavunda and Angie Rakumako Manager HRD , Premiers Office.

Appendix 3: Department of Correctional Services: Responses to Questionnaire

Provision of Training

During the past twenty four months, how many staff members were trained?

YEAR	Number trained
2007/2008	2451
2008/2009	2828

2. What was the duration of these training programmes?

Length of training programme	Number trained
One day	4025
Two days	412
Three days	807
More than three days	4034

3. Did the staff attend more than one training programme in the past two years? If so, how many did so?

Yes. 168 Senior Managers completed the KHAEDU as well as the CLDP and EDP

4. Which categories of staff were trained?

Staff category	Number trained	Duration of training programme
Managers:		
CLDP	134	1 year
EDP	34	1 year
KHAEDU	203	10 days
Monitoring and evaluation Correctional Centre service	25	1 day
Delivery Enhancement Management Development Programme	20	10 days
Finance for non-financial managers	699	1 year
Project Management	138	5 days
Policy Development	310	5 days
	112	3 days
	Total: 1675	

Other professional staff		
Technical staff		
Support staff(administrative)		
Facilitators	15	5 days
Investigators	534	5 days
Train the trainer ORP	90	5 days
Mentorship	382	3 days
Assessors	406	3 days
Moderators	288	3 days
OHS	40	8 days
OD ETDP	62	1 year
Environmental Hygiene	75	10 days
Disciplinary Code	440	5 days
Presentation skills	164	5 days
Dispensing Course	304	6 days
Patrol dog handlers	59	86 days
Narcotics dog handlers	34	86 days
Retraining patrol dog handlers	33	6 weeks
Decoy dog handlers	9	10 days
Explosives identification	8	8 days
Pepper spray	4000	1 day
Report Writing	20	3 days
MS Excel	36	2 days
Skills Development Facilitator	71	5 days
	Total: 7070	
Support staff lower level		

5. For each staff category, please provide following information:

Staff category	Nature of training programme	Who provided the training	Total cost 2007/2008	Total cost 2008/2009
Managers	CLDP and EDP KHAEDU Monitoring and evaluation	Wits Business school PALAMA Internal	R2,240,000.00	R4,600,000.00 R 192,000.00 R 3400.00

	Correctional Centre service Delivery Enhancement	Sims Khula	R 23 301.00	
	Management Development Programme	North-West University		R5, 287,500.00
	Finance for non-financial managers	PALAMA		R511,950.00
	Project Management	PALAMA	R1,023,600.00	
	Policy Development	PALAMA	R400,000.00	
Other professional staff				
Technical staff				
Support staff(administrative)	Facilitators	Internal		R 28 000.00
	Investigators	Deloitte	R 133 980.00	R1,700,000.00
	Train the trainer ORP	Internal		
	Mentorship	SASSETA	R831,505.00	R198,750.00

Assessors	SASSETA	R35,246.00	R447, 336.00
Moderators	SASSETA		R750, 000.00
OHS	PRIVATE PROVIDER	R207,432.72	
OD ETDP	SASSETA	R58000.00	R180 976.00
Environmental Hygiene	PRIVATE PROVIDER	R1,200,000.00	
Disciplinary Code		R1,422,692.00	
Presentation skills	PRIVATE PROVIDER	R690,429.60	
Dispensing Course	SASSETA	R1,578,800.00	
Patrol dog handlers	PRETORIA UNIV.	R757,680.00	R455,215.00
Narcotics dog handlers	INTERNAL ON JOB	R511,715.00	R189,235.00
	INTERNAL ON JOB		
Retraining patrol dog handlers		R252,100.00	R100,405.00
Decoy dog handlers	INTERNAL ON JOB	R24,265.00	
Explosives identification	INTERNAL ON JOB	R17,040.00	
Pepper spray	INTERNAL ON JOB		R41 013.00

	Report Writing			R1748112
	MS Excel Skills	PRIVATE PROVIDER		R41 040.00
	Development Facilitator	SASSETA		R396 606.00
		PRIVATE PROVIDER		
		SASSETA		

SOURCE OF FUNDING	AMOUNT2007/08	AMOUNT2008/09
OWN BUDGET	R9,792,606.72	R13,067,705.00
SKILLS LEVIES		
DONOR		
OTHER	R1,615,180.00	R3721,780.00

Appendix 4: Department of Home Affairs

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	n/a
2008/09	n/a
2009/10	11667
2010/11	4512

NB: The figures provided for 2008/09 and 2009/10 represent the number of interventions attended and not necessarily the number of official who attended training. This is a result of the manner in which records previously kept.

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	6523
Two Days	6108
Three Days	1084
More than three days	1488

Did staff attend more than one training programme in the past two years? If so, how many did so?

YES

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	115	
Other Professional Staff	174	
Technical Staff	2346	
Support Staff (administrative)	11352	
Support Staff (lower level – e.g. gardeners, cleaners)	2677	

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

NB: please note that the information provided above is for financial year(s) 2009/10 and 2010/11 only.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09	Total cost in 2009/10	Total cost in 2010/11
Managers	1	2	0	0		
Other Professional	2	1	0	0		
Technical	3	1	0	0		
Support Staff (admin.)	3	1	0	0		
Support Staff (lower level)	4	4	0	0	R6,557,900	R249'117.37

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other
 Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

NB: Please note that the total money spent on training for financial year(s) 2009/10 is R 38,401,394.56 and R17, 758,002.70 for 2010/11 therefore we could not provide amount spent per staff category as required.

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R	Amount (2009/10) R	Amount (2010/11) R
Own Budget	n/a	n/a	R 38,401,394.56	17'758'002,70
Skill Levies	0	0	0	0
Donor	0	0	0	0
Other	0	0	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Management Development Programmes

Financial and Management and Budgeting

Batho Pele Revitalisation

Massified Induction Programme

Civic Services Training (Births, Marriages, Deaths, Citizenship, etc)

Immigration Training (port Control, Refugee Law, Law Enforcement, etc)

Security and Counter Corruption

Do trainees receive an increase in salary or other benefits after training?

NO

Is it possible to determine whether training led to increased productivity?

Yes it does increase productivity for example, if a person/employee is appointed and receives training on processes and procedures to issue ID, then that person/employee will be able to follow correct procedures when rendering service to the citizens and it will ultimately lead to increased productivity.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

Yes, however it is not automatic recruitment procedure should still be followed or apply.

Is there some form of “career-pathing” in the department/province?

Not at the moment

Is there an institutional structure for evaluating the impact of training?

Yes, there is impact assessment which takes place in three phases:

Phase 1: Pre –Training Assessment: the purpose of pre-training assessment is to gather information regarding the skill/knowledge levels of the learner before attending the training; and to determine whether the nominated learner qualifies to attend the training.

Phase 2: Post Training Assessment, the purpose of this post training is to gather information regarding the skill/knowledge levels after attending the training; and determine whether training has yielded return in terms of improved skill/knowledge.

Phase 3: Final Impact assessment: the purpose is to obtain feedback regarding skill/knowledge levels after attending training; and will also determine whether the training has yielded return in terms of improved knowledge and on the job behaviours.

Appendix 5: KwaZulu-Natal

5.1 Department of Education

Provision of Training

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	22662
2008/09	32061

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	1992
Two Days	2784
Three Days	9552
More than three days	40395

Did staff attend more than one training programme in the past two years? If so, how many did so?

35062

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	29598	1,2 &5 days
Other Professional Staff	20559	1,3 &5 days
Technical Staff	429	2,3 &5 days
Support Staff (administrative)	3127	1,3 &5 days
Support Staff (lower level – e.g. gardeners, cleaners)	1010	1,2 &3days

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Management	PALAMA	R43581360 (TOTAL)	R64557012 (TOTAL)
Other Professional	Supervisory courses	PALAMA		
Technical	Computer skills	Service provider		
Support Staff (admin.)	Computer skills Records management	Service provider		
Support Staff (lower level)	Behavioural management	Service provider		

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget		
Skill Levies	R43581360	R64557012
Donor		
Other		

5.2: Department of Transport

Provision of Training

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	2920
2008/09	2403

What was the duration of these training programmes?

2007/2008

Length of Training Programme	Number Trained
One Day	2605
Two Days	467
Three days	372
More than three days	756
ABET Programme	1250

2008/2009

Length of Training Programme	Number Trained
One Day	1394
Two Days	477
Three days	601
More than three days	978
ABET Programme	1113

2007/8

Staff Category	Number Trained	Duration of Training Programme
Legislators, Senior Officials, and Managers	89	1,2, 3, 4 & 5 days; 4 months
Professionals	145	1,2, 3, 4, 5 and 10 days
Technicians and other	645	1,2, 3, 4, 5 and 10

Professionals		days; 5, 8, 9 & 10 weeks.
Craft and related trade workers	167	1,2, 3, 4, 5, and 10 days; 4 weeks
Plant and machine operators	288	1 – 5 days; 8, 9 & 10 days; 6 months
Service and sales workers	250	1-5 days; 6-9 weeks; 6 months
Clerks	591	1-5 days, 10 days; 4, 6 & 9 weeks; 6 months
Elementary Occupations	745	1 day, 7-9 days, 15 & 19 days; 2 weeks; 6 months
Elementary Occupations	1250	ABET Programme

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

2008/9

Staff Category	Number Trained	Duration of Training Programme
Legislators, Senior Officials, and Managers	13	1,2, 3, 4 & 5 days; 4 months
Professionals	94	1,2, 3, 4, 5 and 10 days
Technicians and other Professionals	305	1,2, 3, 4, 5 and 10 days; 5, 8, 9 & 10 weeks.
Craft and related trade workers	201	1,2, 3, 4, 5, and 10 days; 4 weeks
Plant and machine operators	211	1 – 5 days; 8, 9 & 10 days; 6 months
Service and sales workers	544	1-5 days; 6-9 weeks; 6 months
Clerks	624	1-5 days, 10 days;

		4, 6 & 9 weeks; 6 months
Elementary Occupations	411	1 day, 7-9 days, 15 & 19 days; 2 weeks; 6 months
Elementary Occupations	1113	ABET Programme

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	R 5 153 990	R32 808 000
Skill Levies		
Donor		

5.3: Provincial Treasury

Provision of Training

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	720
2008/09	784

What was the duration of these training programmes?

Length of Training Programme	Number Trained 2007/08	Number trained 2008/09	Number Trained Both Years
One Day	153	99	252
Two Days	254	297	551
Three days	145	280	425
More than three days	168	108	276

Staff Category	Number trained 2007/08	Duration of training programme	Number trained 2008/09	Duration of training programme
Managers	28	61 days	98	23 days
Other professional staff	526	239 days	499	46 days
Technical staff	23	27 days	1	1 day
Support staff (administrative)	123	128 days	106	32 days
Support staff (lower level)	18	36 days	80	28 days

279 staff attended more than one training programme during the past two years.

5.4: Provincial Treasury

Questions for Employees

1. How has training impacted on personal knowledge and professional knowledge?
2. Explain to what extent you have integrated the skills and knowledge gained from the course in your work to improve service delivery.
3. To what extent do you have the resources to practice what you were trained on?
4. To what degree have you had an opportunity to practice what you were trained on?
5. To what extent can you recommend this training to others?
6. To what degree will you be able to assist others using the knowledge gained from training?
7. How can HRD improve any of the following training services provided to officials:
 - Bursaries
 - Personal Development
 - Career pathing / career counseling
 - ABET
 - Information sessions
 - Internships
 - Learnerships
 - In-service Training
 - Training Programme
 - Mentorship
 - Succession Planning
 - Massified Induction Programme

Questions for Supervisors

1. Explain how training has impacted on the ability of your employee to perform her/his tasks.
 2. How has training changed the employee who attended the training (in terms of behavior, competencies, attitude, and skills)?
 3. To what extent has the training been beneficial to the employee, component, and Department?
-

Appendix 6: Limpopo Province

6.1 Health

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	12837
2008/09	7606

What was the duration of these training programmes?

Length of Training Programme	Number Trained	Number Trained
	2007/2008	2008/2009
One Day	3206	1899
Two Days	0	0
Three Days	0	0
More than three days	9625	5701

Did staff attend more than one training programme in the past two years? If so, how many did so?
Yes, 30643

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	532	3-5
Other Professional Staff	1863	3-5
Technical Staff	9800	3-5
Support Staff (administrative)	11742	3-5
Support Staff (lower level – e.g. gardeners, cleaners)	6706	3-5

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Unit standard based skills programme, SC , Workshop	Execu Prime, Edu Fleet, Palama, CTU, itumeleng Training solutions, PWC	1400000	324500
Other Professional	Unit standard based skills programme, SC , Workshop	Execu Prime, Edu Fleet, Palama, CTU, itumeleng Training solutions, PWC	5600000	1622500
Technical	Unit standard based skills programme, SC , Workshop	Execu Prime, Edu Fleet, Palama, CTU, itumeleng Training solutions, PWC	7000000	1298000
Support Staff (admin.)	Unit standard based skills programme, SC , Workshop	Execu Prime, Edu Fleet, Palama, CTU, itumeleng Training solutions, PWC	1200000	2596000
Support Staff (lower level)	Unit standard based skills programme, SC	Better best, Edu Fleet,	2800000	649000

	, Workshop			
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Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	54924000	15950000
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

The core business of the department is the provision for Health professional. Training demand is to provide health professionals and enhance their professional skills. The training for support staff is for the enhancement of their skills.

Do trainees receive an increase in salary or other benefits after training?

No

Is it possible to determine whether training led to increased productivity?

Yes ,supervisors can assess improvement in performance after training.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

Yes trainees get promotional posts in the department in other departments and other provinces

Is there some form of “career-pathing” in the department/province?

The career pathing for doctors is specialization.

Is there an institutional structure for evaluating the impact of training?

No .

6.2 Cooperative Governance, Human Settlements, Traditional Affairs

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	849
2008/09	1148

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	130
Two Days	347
Three Days	320
More than three days	1200

Did staff attend more than one training programme in the past two years? If so, how many did so? 68

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Duration of Training Programme
Managers	1089	5
Other Professional Staff	26	3
Technical Staff	79	3
Support Staff (administrative)	704	5
Support Staff (lower level – e.g. gardeners, cleaners)	99	3

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Management	Palama, FET colleges, private providers, internal	2100000	1854000
Other Professional	Management , technical	Internal, higher education institutions	551383	470000
Technical	Technical	Internal, higher education institutions	500000	505876
Support Staff (admin.)	Administrative programmes	colleges, private providers, internal	2308498	2481810
Support Staff (lower level)	ABET, Cleaning, defensive driving, record management	DoE, private providers, internal	383000	250000

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	1952000	2206610
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Management in all areas, IT, M and E, Abet,

Do trainees receive an increase in salary or other benefits after training?

No. Those who are lucky enough will be absorbed into higher positions.

Is it possible to determine whether training led to increased productivity?

Yes. The department has managed to scoop several awards like the Govan Mbeki national awards.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No. External Bursars are placed in the Organisational structure upon completion of study for the duration equal to the duration of the bursary.

Is there some form of “career-pathing” in the department/province?

The Department is implementing Career Management and Retention strategies whereby employees are afforded equal opportunities regarding development.

Is there an institutional structure for evaluating the impact of training?

Not yet. The department has established a unit called Monitoring and Evaluation which seeks to do that. There is also an Organisational Transformation unit that does climate survey and impact of training. This is high on the agenda.

6.3 Public Works

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	530
2008/09	650

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	
Two Days	
Three Days	
More than three days	1180

Did staff attend more than one training programme in the past two years? If so, how many did so? Yes, however reporting system does not show how many people attended.

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	27	Week
Other Professional Staff	34	Week
Technical Staff	17	Week
Support Staff (administrative)	437	Year
Support Staff (lower level – e.g. gardeners, cleaners)	257	Week

Note: for 'duration of training programmes', include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Management	Private	800 000	800 000
Other Professional	Technical and Management	Private	500 000	500 000
Technical	Technical	Private	600 000	200 000
Support Staff (admin.)	Administration	Private	1 000 000	500 000
Support Staff (lower level)	ABET	Private	100 00	Funded by CETA

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	2 500 000	2 000 000
Skill Levies	0	0
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Management and Technical

Do trainees receive an increase in salary or other benefits after training?

No.

Is it possible to determine whether training led to increased productivity?

No, we do not as yet have the mechanism to conduct impact assessment after training or ROI, and there is still a need to conscientise line management of their HRD functions.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No

Is there some form of “career-pathing” in the department/province?

Yes, all levels are constantly being prepared through training and the informal forms of mentoring, for advanced levels of responsibility in line with their posts

Is there an institutional structure for evaluating the impact of training?

The structure has just been developed.

6.4 Social Development

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	329
2008/09	842

What was the duration of these training programmes?

Length of Training Programme	Number Trained	Number Trained
	2007/2008	2008/2009
One Day	0	0
Two Days	230	129
Three Days	38	179
More than three days	61	534

Did staff attend more than one training programme in the past two years? If so, how many did so?

Yes,

28 in 2007/8 and 10 in 2008/9

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Number Trained 2008/2009	Duration of Training Programme
Managers	66	28	3,4,5 days
Other Professional Staff	85	30	3,4,5 days
Technical Staff	0	1	2
Support Staff (administrative)	178	663	2,3,4,5 days
Support Staff (lower level –	0	120	2,3,4,5 days

e.g. gardeners, cleaners)			
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Note: for 'duration of training programmes', include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	1	2,3	71750	87000
Other Professional	1,3		152500	336000
Technical				
Support Staff (admin.)	3	3	61750	248000
Support Staff (lower level)	5	3		129000

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	2 85000	800 000
Skill Levies	0	0
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Mandatory public service development programme

Do trainees receive an increase in salary or other benefits after training?

No.

Is it possible to determine whether training led to increased productivity?

Yes

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No, they compete for posts as advertised

Is there some form of “career-pathing” in the department/province?

Yes,

Is there an institutional structure for evaluating the impact of training?

No

6.5 Agriculture

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	1813
2008/09	1122

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	524
Two Days	473
Three Days	990
More than three days	948

Did staff attend more than one training programme in the past two years? If so, how many did so?

Yes, 573

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	393	3,4,5 days
Other Professional Staff	248	3,4,5 days
Technical Staff	1215	3,4,5 days
Support Staff (administrative)	965	2,3,4,5 days
Support Staff (lower level – e.g. gardeners, cleaners)	114	2,3,4,5 days

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Management	Palama, CBM, UP		
Other Professional	Technical , Management	Onderstepoort Internal		
Technical	Technical , Management	ARC, Madzivhandila college, tompi seleka, internal		
Support Staff (admin.)	Admin	Palama, Unisa, Regenesys		
Support Staff (lower level)	ABET and admin	Private		
		TOTAL	5 549 999	2 295 500

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	5 549 999	2 295 500
Skill Levies	0	0
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

State veterinary, agricultural economists, engineers, food technologists

Do trainees receive an increase in salary or other benefits after training?

No. Employees benefit through the PMDS in cases of exceptional performance. Employees become more employable.

Is it possible to determine whether training led to increased productivity?

Difficult to determine but there exists a linkage between PMDS and training. Employees still find it difficult to link training to performance.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

Difficult to determine but the skills acquired after training makes employees more employable

Is there some form of “career-pathing” in the department/province?

Opportunities for advancement exist in the department

Is there an institutional structure for evaluating the impact of training?

For the period of reporting there was no system in place. The department is currently developing and implementing impact assessment tool.

6.6 Education

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	28132
2008/09	48493

What was the duration of these training programmes?

Length of Training Programme	Number Trained	Number Trained
	2007/2008	2008/2009
One Day	0	10
Two Days	26206	28055
Three Days	0	1565
More than three days	1926	18863

Did staff attend more than one training programme in the past two years? If so, how many did so?

Yes, 25890 in 2007/8 and 29909 in 2008/9

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Number Trained 2008/2009	Duration of Training Programme
Managers	1039	415	5
Other Professional Staff	25585	42173	2
Technical Staff	0	0	0
Support Staff (administrative)	504	744	5
Support Staff (lower level – e.g. gardeners, cleaners)	1004	700	5

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Unit standard based skills programme	Palama, FET colleges, private providers, internal	2300000	2950000
Other Professional	Unit standard based skills programme	Internal, higher education institutions	23550000	29030464
Technical			0	0
Support Staff (admin.)	Unit standard based skills programme	Palama, FET colleges, private providers, internal	1875000	437806
Support Staff (lower level)	Unit standard based skills programme	Palama, FET colleges, private providers, internal	800000	300000

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	10843000	1201562411
Skill Levies	108430	120152411
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Maths, science and technology educators. FET engineering educators, foundation phase educators.
Leadership skills, Financial Management, records management, risk management, computer skills

Do trainees receive an increase in salary or other benefits after training?

Educators do receive increase for additional qualification

Non-educators do not receive any benefits.

Is it possible to determine whether training led to increased productivity?

Yes

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No

Is there some form of “career-pathing” in the department/province?

No

Is there an institutional structure for evaluating the impact of training?

No .

6.7 Roads and Transport

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	2545
2008/09	2271

What was the duration of these training programmes?

Length of Training Programme	Number Trained 2007/2008	Number Trained 2008/2009
One Day		
Two Days	1102	950
Three Days	508	469
More than three days	68	83

Did staff attend more than one training programme in the past two years? If so, how many did so?

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	417	30
Other Professional Staff	10	5
Technical Staff	69	5
Support Staff (administrative)	539	8
Support Staff (lower level – e.g. gardeners, cleaners)	1103	5

Note: for 'duration of training programmes', include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	USSP	Palama, UP, IPD	780000	850000
Other Professional	USSP	Pro active college	867000	450000
Technical	USSP	ATTI, CTU	32000	30000
Support Staff (admin.)	USSP	Palama, Pro Active, IPD	650000	365000
Support Staff (lower level)	USSP	Pro Active, ABC, the People's architect	2519000	2800000

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	5189900	5655470
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

- Coordination and integration of training programmes undertaken within the department in accordance with legal requirements as well as reporting requirements.
- The establishment of an effective and efficient organization to ensure maximum service delivery to the client

- Ensure that national and provincial policies with regard to the administration, the provision of roads infrastructure, public transport and traffic and road safety are implemented in and appropriate context.
- Poverty alleviation and job creation through the implementation of the extended public works programme.
- Intensify traffic law enforcement operation
- Improve road safety
- The transformation of the transport sector in Limpopo and facilitate the planning for and provision of public transport as contribution to the provincial Growth and development strategy.

Do trainees receive an increase in salary or other benefits after training?

no

Is it possible to determine whether training led to increased productivity?

no

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No

Is there some form of “career-pathing” in the department/province?

No

Is there an institutional structure for evaluating the impact of training?

No .

6.8 Safety, Security, and Liaison

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	53
2008/09	50

What was the duration of these training programmes?

Length of Training Programme	Number Trained 2007/2008	Number Trained 2008/2009
One Day		
Two Days		
Three Days	24	10
More than three days	26	40

Did staff attend more than one training programme in the past two years? If so, how many did so? No

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Number Trained 2008/2009	Duration of Training Programme
Managers	40	47	3-5
Other Professional Staff			
Technical Staff			
Support Staff (administrative)	13	3	3-5
Support Staff (lower level – e.g. gardeners, cleaners)			

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Unit standard and non-unit standard programme	Palama , Wits, Regenesys	300000	484375
Other Professional				
Technical				
Support Staff (admin.)	Unit standard and non-unit standard programme	Palama, Salga	13903	82524.19
Support Staff (lower level)	Unit standard based skills programme	MATE services		15625

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	313903	582524
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Crime prevention course and monitoring and evaluation course

Do trainees receive an increase in salary or other benefits after training?

No

Is it possible to determine whether training led to increased productivity?

No

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No

Is there some form of “career-pathing” in the department/province?

Yes

Is there an institutional structure for evaluating the impact of training?

No .

6.9 Office of the Premier

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	766
2008/09	635

What was the duration of these training programmes?

Length of Training Programme	Number Trained	Number Trained
	2007/2008	2008/2009
One Day	218	71
Two Days	86	174
Three Days	135	128
More than three days	327	262

Did staff attend more than one training programme in the past two years? If so, how many did so?
Yes, 25890 in 2007/8 and 29909 in 2008/9

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Number Trained 2008/2009	Duration of Training Programme
Managers	220	202	5
Other Professional Staff	50	147	3
Technical Staff	0	0	
Support Staff (administrative)	430	255	5
Support Staff (lower level – e.g. gardeners, cleaners)	66	31	5

Note: for ‘duration of training programmes’, include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Unit standard based skills programme	Palama, Higher Education Institutions, internal, private	766246.40	1151187.60
Other Professional	Unit standard based skills programme	Palama, Higher Education Institutions, internal, private	137684.90	65029.93
Technical				
Support Staff (admin.)	Unit standard based skills programme	Palama, Higher Education Institutions, internal, private	1694122.90	21791.02
Support Staff (lower level)	Unit standard based skills programme	Palama, Higher Education Institutions, internal, private	23944.43	443917

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	2621998.63	1681925.55
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Financial management, Management development programmes, records management, risk management, computer skills.

Do trainees receive an increase in salary or other benefits after training?

No

Is it possible to determine whether training led to increased productivity?

No

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

No

Is there some form of “career-pathing” in the department/province?

No

Is there an institutional structure for evaluating the impact of training?

6.10 Sports, Arts and Culture

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	116
2008/09	90

What was the duration of these training programmes?

Length of Training Programme	Number Trained 2007/8	Number Trained 2008/9
One Day	1	2
Two Days	23	44
Three Days	38	7
More than three days	54	37

Did staff attend more than one training programme in the past two years? If so, how many did so? 67

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	17	2 days
Other Professional Staff	5	5 days
Technical Staff	1	3 days
Support Staff (administrative)	20	5 days
Support Staff (lower level – e.g. gardeners, cleaners)	24	More than 5 days

Note: for 'duration of training programmes', include all types – e.g. one day,two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Finance for non-financial managers Report writing Job evaluation panel course Project management Competency assessments Induction Change management Purchasing and procurement management Preparation of MFS Project Management Government Marketing Ethics programme GovTech Train the Trainer Advanced HRM Core and job description SITA government	University of Pretoria Private provider University of Pretoria Private provider SAMDI Private provider Provincial Treasury University of Pretoria Private provider SITA SAMDI PALAMA SITA	102 676	119 312

	technologies Policy Development Public Relation writing HIV/AIDS Workshop Mentoring & coaching	Private provider SAMDI		
Other Professional	Library & Information Archives and records management SITA Government Technologies	Private provider UNISA SITA	25 649	76 480
Technical	Database support & maintenance	SITA	5 000	0
Support Staff (admin.)	Report writing Minutes taking Basic archives and records management Customer care Induction Mentoring and coaching	Private provider UNISA PALAMA	33 290	127 466
Support Staff (lower level)	ABET	Dept of Education	0	0

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	166 616	324 130
Skill Levies	0	0
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

Project Management

Financial Management

Archives & Records Management

Report writing

Do trainees receive an increase in salary or other benefits after training?

No.

Is it possible to determine whether training led to increased productivity?

It can be possible through surveys and/or interviews with the employee and his/her supervisor as well as checking of performance reviews. However, it needs a dedicated M & E unit, in order to do proper impact assessment study.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

Yes, within the department and in other departments & municipalities

Is there some form of “career-pathing” in the department/province?

Career-pathing is limited.

Is there an institutional structure for evaluating the impact of training?

There is no monitoring & evaluation unit in the department.

6.11 Treasury

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	324
2008/09	231

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	74
Two Days	189
Three Days	174
More than three days	118

Did staff attend more than one training programme in the past two years? If so, how many did so? 27

Which categories of staff were trained?

Staff Category	Number Trained 2007/2008	Number Trained 2008/2009	Duration of Training Programme
Managers	119	119	2 and more days
Other Professional Staff	8	2	1 and more days
Technical Staff	3	1	3,4 days
Support Staff (administrative)	43	83	2,3,5 days
Support Staff (lower level – e.g. gardeners, cleaners)	12	1	1,5days

Note: for 'duration of training programmes', include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	Management skills, financial management	AMC, internal, BMTN, Private	667074	522014
Other Professional	Conferences, health and occupational safety, tools and frameworks	Private		33971
Technical	ITXPO, E-government learning network, IT	Gartner, DPSA, Torque IT	021530	9995
Support Staff (admin.)	Admin	Palama, Higher education institution, private providers, internal	197039	64492
Support Staff (lower level)	Change Management	internal	free	3800

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	own	Own
Skill Levies		
Donor	0	0
Other	0	0

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

The main training priorities are the required skills of the department. The nature of demands is that the training must be aligned to the NQF levels

Do trainees receive an increase in salary or other benefits after training?

No. However, a once off payment is offered for the completion of the study

Is it possible to determine whether training led to increased productivity?

Not really. The monitoring and evaluation from directorates is very minimal.

Did trainees achieve any form of occupational mobility after training (either in the department, another department, another province, etc.)?

Yes. Some leave the department to other provincial and national departments.

Is there some form of “career-pathing” in the department/province?

Career pathing is not receiving attention.

Is there an institutional structure for evaluating the impact of training?

Yes. However the focus is on the bursary-holders outside the department

6.12 Department of Economic Development

PROVISION OF TRAINING

During the past twenty four months (that is, financial years 2007/08 and 2008/09), how many staff members were trained?

Year	Number Trained
2007/08	1653
2008/09	385

What was the duration of these training programmes?

Length of Training Programme	Number Trained
One Day	5
Two Days	25
Three Days	40
More than three days	103

Did staff attend more than one training programme in the past two years? If so, how many did so?
Yes, 20

Which categories of staff were trained?

Staff Category	Number Trained	Duration of Training Programme
Managers	11	More than 3 days
Other Professional Staff	43	More than 3 days
Technical Staff	60	More than 3 days
Support Staff (administrative)	119	More than 3 days
Support Staff (lower level – e.g. gardeners, cleaners)	152	More than 3 days

Note: for 'duration of training programmes', include all types – e.g. one day, two day, etc.

For each staff category, please provide following information:

Staff Category	Nature of Training Programme	Who provided the training?	Total cost in 2007/08 (rand)	Total cost in 2008/09
Managers	AMDP	PALAMA	R158 000.00	R168 000.00
Other Professional	Policy Mngt	Univ of Pretoria	R60 000.00	R70 000.00
Technical	Records Mngt	UNISA	R98 000.00	R117 000.00
Support Staff (admin.)	EMDP	PALAMA	R158 000.00	R168 000.00
Support Staff (lower level)	Report Writing	Pro-Active	R45 000.00	R58 000.00

Notes:

Nature/Types of training – (1) Management; (2) Technical; (3) Administrative; (4) ABET; (5) Other

Training Providers: (1) Internal: on-the-job; (2) PALAMA; (3) Public Education Institution – e.g. FET college; (3) Private Provider

Sources of funding for training

Source of Funding	Amount (2007/08) R	Amount (2008/09) R
Own Budget	R11 873 715.78	R12 524 226.49
Skill Levies	n/a	n/a
Donor	n/a	n/a
Other	n/a	n/a

IMPACT OF TRAINING

What are your main training priorities? Or, what is the nature of the demand for training?

General Management , Environment Management & Economic Development

Do trainees receive an increase in salary or other benefits after training?

No.

Is it possible to determine whether training led to increased productivity?

No

Did trainees achieve any form of occupational mobility after training (either in the department, another department , another province, etc.)?

Some

Is there some form of “career-pathing” in the department/province?

No

Is there an institutional structure for evaluating the impact of training?

No
