SOUTH AFRICAN MANAGEMENT DEVELOPMENT INSTITUTE

STRATEGIC PLAN

2007/08 - 2009/10

the **samdi**

Department:
SA Management Development Institute
REPUBLIC OF SOUTH AFRICA

"What has emerged, among others, as a critical area for strategic intervention is the content of training that public servants receive in various institutions and the role of the SA Management Development Institute (SAMDI) which in actual fact should be the major service provider, including in the mass induction of public servants."

The Honorable President Thabo Mbeki
State of the Nation Address, 2007

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FOREWORD BY GERALDINE J. FRASER-MOLEKETI

MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION

The unprecedented growth that South Africa has experienced since the inception of our democracy has paradoxically thrown up demanding new challenges. These include the bottlenecks to further economic development as highlighted by the Accelerated and Shared Growth Initiative for South Africa (ASGI-SA). Alongside infrastructure, the biggest bottleneck involves the country's skills base. In the public sector this translates into the limited available pool of skilled people for general management positions, the shortage of particular skills such as finance and project management, and the deficient capacity to handle the unique challenges of targeting service delivery for underdeveloped areas and marginalised groups.

At the Cabinet Lekgotla of 2005, it was queried whether the government's training entity, the South African Management Development Institute (SAMDI), was adequate to tackling these tasks in its existing form. In order to understand the response needed, I appointed a high-level Ministerial Committee (MinCom), including international expertise, which reported in 2006. The Committee focused its response on the more varied, deeper and larger-scale training that would be needed for the Senior Management Service (SMS), and the distinctive ethos required to embrace and solve the challenges identified above.

In addition there is a second clear need, namely the "massification" of training opportunities at the levels where most of the delivery decisions take place, namely middle and junior managers. These managers are hugely more numerous than the SMS, and moreover are mainly to be found in provincial administrations and local government. For success, these managers need regular management development and skills training, as there has been rapid intake of new staff into this cadre, especially since 1994. The requisite scale of management training required has never previously been confronted. To

achieve this massification alongside advanced provision for the SMS, Cabinet in November 2006 approved the establishment of a public sector Academy involving a new strategy and organisation.

Another imminent challenge for the new Academy will be its particular contribution towards the advancement of a single public service. The Academy will have to work closely with the provincial academies as well as the South African Local Government Association (SALGA) and the Department of Provincial and Local Government (DPLG) to ensure that massification of training also extends to all three levels of government. All these developments will be brought into alignment by the comprehensive new Human Resources Development strategy of the Department for Public Service and Administration (DPSA).

In these respects, then, SAMDI's Strategic Plan is dealing with a comprehensive and far-reaching organisational change, as well as the range of SAMDI activities that will have to be improved and expanded. I therefore welcome and endorse the document as expressing a truly strategic intervention, and look forward to its implementation over the coming three years.

FOREWORD BY DR F. M. ORKIN

DIRECTOR-GENERAL OF SAMDI

The Minister's Foreword gives the wider strategic imperatives for the reconstitution of SAMDI as an Academy. It also identifies the two main streams of the Academy's activity, namely extended and enhanced training for the Senior Management Service (SMS) and the "massification" of generic and functional training for the quarter of a million middle and junior managers in the public service, the bulk of whom are actually in provincial or local government.

As the Ministerial Committee indicated, management development and training is currently not done nearly as comprehensively or systematically as is required. In a recent survey 43% of the sample of staff in reporting provincial departments indicated that they had received no explicit training in 2006. For approximately a quarter of a million middle and junior managers, just five days' training per annum translates into some 1,25 million Person Training Days (PTDs). Even if one assumes that 50% of this training will be delivered by departments themselves, this still requires 0,6 million PTDs per annum. On the same assumption, another 0,1 million PTDs will be required for the induction programme mentioned by the President in his State of the Nation address. The total requirement is several times larger than the combined present output of SAMDI and the provincial academies.

To achieve these outputs on this scale will involve three main changes that are embodied in the new strategy of the Academy. Firstly, it will shift from being a provider of training to a facilitator; secondly, it will move from being a competitor in the provision of training to collaborating with other service providers; and thirdly, it will greatly extend its coverage from selective to comprehensive or "massified". Since most middle and junior managers are to be found in provincial administrations and local government, the new Academy will have to work closely with the provincial academies

to deliver on the scale that Cabinet has mandated.

A crucial element in achieving the desired alignment among the multiplicity of service providers will be a new "learning framework", with the appropriate norms and standards translated into relevant curricula and materials. A comprehensive monitoring and evaluation system will ensure the quality of delivery.

This new strategy of re-oriented or massified activities entails a different organisational structure and different modes of organisational functioning from the present SAMDI. In many instances the new Academy will require different sets of knowledge, skills and competencies. A major focus for the coming year will thus be the reconstitution of SAMDI into the Academy. A proposed new structure was drafted by the Director-General, with tentative staffing and levels. It was informed partly by a management workshop in January 2007, and partly by international precedents.

The Minister gave a mandate for the proposals and the processes for implementing them to be consulted with union and employee representatives. These consultations are due to run from April to June, and the staffing of the new structure from July to October. In the meanwhile nine project teams of SAMDI managers are devising some of the new outputs, and mechanisms for the implementation of the strategy.

1. INTRODUCTION

The South African Management Development Institute (SAMDI) was established by Section 197(1) of the Constitution. It is a Schedule 1 Department in terms of the Public Service Act of 1994, as amended by the Public Service Amendment Act 5 of 1999. It reports to the Minister for Public Service and Administration. Its official mandate is:

To provide quality and customised training and development to the public service so as to ensure increased capacity for service delivery and implementation of government initiatives aligned to national priorities.

In his 2007 State of the Nation Address, the Honorable President Thabo Mbeki noted: "What has emerged, among others, as a critical area for strategic intervention is the content of training that public servants receive in various institutions and the role of the SA Management Development Institute (SAMDI)."

At a time when the lack of capacity in the public service is a major barrier to service delivery, close scrutiny is being given to the pivotal role to be played by SAMDI, and the kind of organisation and collaborative arrangements by which this is to be achieved.

This Strategic Plan covers a period in which SAMDI will be reconstituted as a public service training Academy that will embrace a new strategy, structure and business model. Its main aim is to "massify'" its role in strengthening capacity among managers at all levels, for service delivery in the public service at a scale hitherto unseen.

2. THE NEW ACADEMY: RATIONALE, VISION, ACTIVITIES AND FUNCTIONS

2.1 The need for reconstituting SAMDI as the Academy

This reconstitution of SAMDI as a public service training Academy gives substance to the broad motivation and many of the recommendations of the Ministerial Committee (MinCom) on the role and future of SAMDI. This was convened in response to a query at the July 2005 Cabinet Lekgotla regarding the adequacy of SAMDI to fulfil its mandate. In essence the Committee concluded that SAMDI in its present form had been, and would be, unable to respond adequately to its mandate, for the following reasons:

- It was too inflexible and bureaucratic for a training institution that could be responsive and provide top-level as well as the mainly mid-level offerings at present.

- As SAMDI is a service provider itself, it finds itself in competition with other service providers, whom it should rather be co-ordinating and monitoring.

- The form of cost-recovery on which SAMDI presently operates exacerbates the situation. This results in short-term, demand-driven offerings rather than a long-term strategy that will allow for relevant training and development programmes of the design and scale required to create a public service that can meet the needs of a developmental state.

- Moreover, SAMDI and the provincial academies in their present mode of delivery are only able to meet a fraction of the training outputs that are still required, complementary to those offered by departments.

- Higher Education Institutions (HEIs), provincial training entities, and private providers could not separately provide training for government of the necessary scale and relevance. Moreover, a coherent framework was necessary to integrate their contributions.

The Minister for Public Service and Administration, during her 2006 Budget Vote speech, noted Cabinet's request for an assessment and report as to "whether the public service has the required skills and capacity to implement the Accelerated and Shared Growth Initiative for South Africa". Two of the "binding constraints" identified by the Initiative are shortages of suitably skilled labour, in the public as well as the private sector; and deficiencies in state organisation, capacity and leadership.

Furthermore, in his Budget Vote speech of 2004, the President had reported that Cabinet had agreed upon the introduction of a Compulsory Induction Programme for public servants, in order to improve the skill sets and values in all components of the public service.

These needs have to be understood in relation to the size of the public service. In 2005, among over a million public servants at national and provincial level, there were approximately a quarter of a million middle and junior managers. To provide the latter with just five days' training per year would require more than 1,2m Person Training Days (PTDs), or 0,6m if one can assume that half the demand is being or can be met within departments. In addition, on the same assumption a Compulsory Induction Programme will involve another 0,1m PTDs since there are 0,1m new recruits each year replacing departures. The total estimated need of 0,7m PTDs is some six times larger than the total pro vision of SAMDI and all the provincial academies at the moment. This does not yet include local government training. The implication is that SAMDI as well as the provincial entities will have to change their overall approach radically, in order to achieve the necessary several-fold increase.

Drawing upon the report of the MinCom, and consultations within government and with the higher education sector, the Minister presented recommendations to Cabinet seeking to respond to needs of this magnitude. In November 2006 Cabinet approved the proposal for the planning and establishment of a public service Academy, with the status of a department. Cabinet envisaged that the activities of the Academy would, on a collaborative basis, in due course extend to local, as well as provincial and national government.

2.2 The overall strategy of the new Academy

The main challenge for the Academy is to massify the volume of training available to public servants, in order to enhance government's capacity for service delivery. This will be achieved by the new vision, namely:

- To shift from being a provider of training to a facilitator of training;
- To move from being a competitor in the provision of training to collaborating with other service providers; and
- To extend its coverage from selective to comprehensive or "massified".

The actual training will be provided by a wide range of external service providers: HEIs, Further Education and Training (FET) colleges, the training academies and units of provincial governments, and private sector organisations.

The role of the Academy will be to foster, co-ordinate, monitor, and quality-assure the training to be delivered by the participating institutions, in two main streams of activity. At the level of the SMS, the Academy will co-ordinate the provision of Executive Development Programmes with HEIs, international experts and others. For middle and junior management training, where the numbers are much greater, the Academy will develop and manage a National Training Framework, to quality-assure the curricula and materials to be used by the providers, and will monitor the delivery of the training.

The courses will be tailored in format and content to the transversal, i.e. generic, management competencies required at different levels. They will also address the values and contextual knowledge required for a developmental state. They will be accredited by the Public Sector Education and Training Authority (PSETA), and through it by the Sectoral Education and Training Authorities (SETAs) that are also relevant to training for the public service. The courses will be available to complement training that is already being undertaken by some departments.

These activities will require the Academy to build upon and extend SAMDI's capacities for research, programme development and review, contract and project management, monitoring and evaluation, and quality management. The two streams of training activity and the cognate undertakings are presented in more

detail in the next section.

The Academy will forge strong links with its provincial counterparts to build the ethos of a unified public service. Likewise these bodies will collaborate with DPLG's, Local Government Leadership Academy (LOGOLA) and providers for this level such as the Development Bank of Southern Africa (DBSA). Various initiatives have already started in this regard and, subject to the necessary massification, bode well for close collaboration, sharing of knowledge and capacity, and support in service delivery.

Among the arrangements for the 2007 Estimates of National Expenditure (ENE), National Treasury announced that departments will be required to apply and reprioritise their training budgets to allow for their take-up of the Compulsory Induction Programme, and management programmes for junior and middle managers, at national and provincial levels.

2.3   Main streams of training activity under the Academy

As noted above, the Academy will cater for two main streams of management development and training activity: securing the provision of Executive Development Programmes for the SMS (in bands 13-16), and of massified management training for middle and junior managers (in levels 9-12 and 6-8 respectively) as well as a Compulsory Induction Programme extending further down the job levels.

Firstly, regarding the training needs of the SMS, the Academy will develop and then organise the provision of a variety of *Executive Development Programmes*. This will be done collaboratively with post-graduate HEIs, provincial academies and international counterparts, and in some instances draw selectively upon short courses or modules by SAMDI. Partnering departments may nominate specified numbers of their SMS candidates to attend, which would enhance the prestige of the programmes. The Academy will strive to achieve a reputation of high standing, where participation in its programmes is coveted and regarded as a valuable opportunity. A cycle of local and international expert practitioners, academic and public service, will complement the fixed programme, chosen for their capacity to bring fresh insights to public administration.

In addition to instilling a common culture and ethos, the Senior Management curriculum will cover aspects of leadership, contextual understanding, analytical skills and interpersonal competencies. Experiential and interactive learning methods, suitable for senior officials, will be used, together with mentoring arrangements and guest inputs, e.g. from retired senior civil servants. The Academy will develop research competence regarding training practice in collaboration with HEIs, and develop proactive relations with other providers, in the developing and developed world, to enhance innovation and sharing.

Secondly, regarding training provision to middle and junior managers, i.e. the sub-SMS level, the Academy will seek to achieve the massification of available training opportunities, to complement training already available in some departments. The Academy will create the necessary *comprehensive learning framework* to standardise, align and quality-assure actual training to be provided by higher and further education institutions, provincial training academies and units, and the private sector.

The framework for sub-SMS training will set norms and standards for the curricula and instructional materials – in terms of specified competences for various levels of seniority – and provide for quality assurance. It will define *generic areas* of training for public-service middle and junior managers (such as Project Management, Performance Management of Staff, Budgeting, Client-Awareness, Batho Pele Ethos, Managing Diversity By Race, Gender and Disability, etc), applicable at different management levels. The unit standards of the courses will be accredited by the PSETA with further reference to other SETAs.

The framework will also define *functional training* in the same way, i.e. modules at different levels aimed at, for example, middle and junior managers in Finance, Human Resources (HR), Information Technology (IT), Monitoring and Evaluation (M&E), and so on.

In addition, the Compulsory Induction Programme will be offered at levels beneath junior managers, to the clerical, technical and support staff who comprise some three-quarters of the national and provincial service of over a million.

The framework will also be able to refer users to applicable offerings by the existing specialised training institutions of certain departments, such as the Justice College and the Foreign Service Institute, and to specialist outside service providers, where specific functional needs of user departments arise.

2.4 Changed nature of functions and competencies in the Academy

In undertaking the two streams of training activity, the new strategy of the Academy – moving from being a competitive provider on a modest scale to becoming a collaborative co-ordinator of large-scale provision – also implies substantive changes in the nature and organisation of the new Academy's *line and support functions*, and the knowledge, skills and competencies they require. The *line functions* will include, in provinces where the bulk of candidates are based, high-level marketing of available provision, together with the conduct of associated needs analyses; the operation of a high-tech call centre; and a training co-ordination centre to link users to accredited providers and put in place the contractual and payment arrangements. *Support functions* will include heightened capability for the collaborative procuring or development of curricula and materials, and seeing to their being kept up to date and translated as necessary; flexible mechanisms for relevant quality assurance; well-integrated systems for monitoring and evaluation, yielding prompt and differentiated information; efficient interaction with national accreditation structures; and so on.

Likewise there will need to be a substantive change in the nature and balance of the necessary *corporate services*, and the associated knowledge, skills and competencies required, to service the new strategy of effectively and accountably co-ordinating the large-scale outsourced provision of training and development. Corporate services will need to be more strategically directed, technology-based and cutting-edge than hitherto. Relatively more senior practitioners will be necessary, to provide *inter alia* accurate and well-digested management information; prompt handling of numerous financial transactions among third parties; integrated data-basing of providers, users, events and beneficiaries; proactive HR management, including staff development and effective performance management; responsive and computerised supply chain management; and reliable, up-to-date IT, communications and call centre infrastructure across

professional-quality premises country-wide.

These different modes of organisational functioning require different sets of *knowledge, skills and competencies* from those of the present staff complement of SAMDI. For the implementation of the new strategy, the overall staff profile of the new Academy will, compared to that of SAMDI, have to be more expert, strategically directed, technologically enabled, responsible for extensively delegated decisions in a flatter management structure, collaborative with each other, flexible, and confidently interactive with advisers, collaborators and consultants. All this will additionally require the overall balance of appointments to be more senior than hitherto.

2.5 Cognate activities of the Academy

In addition to the two main activity streams, the Academy will engage in cognate activities or have other appropriate functions of training activity, including:

- An authoritative *research* function, both to conduct research, and to anchor collaborative research projects with HEI and other partners, regarding developments in public sector capacity-building and other developments in public-sector practice and context relevant to the Academy's activities;

- A *consultation service* regarding needs analysis and the securing of specialised training provision on an outsource basis for departments that are under-served regarding their sector-specific training, undergoing changes of regulatory environment, etc;

- A strong capability to handle *international and special projects*, including donor relationships as well as policy-driven, foreign or local, capacity-development initiatives;

- An influential *advisory council* of international and local top-level public servants.

3. STRATEGY TO EMBRACE THE CHANGE

Against the background of Section 2 a plan has been developed for the reconstitution of SAMDI as the Academy. The strategic objectives of the Academy are set out in Section 3.1. The roll-out of the reconstitution will be the major focus of attention for 2007/08. One part of the plan involves the design and implementation of the new organisational structure, including consultations with staff and union representatives in this regard. This is covered in Section 3.2. This will be balanced with the obligation to deliver current and expanded commitments to client departments (Section 4) and to begin to undertake new ones where these are compatible with the new approach of training facilitation rather than delivery on a massified outsourced model (Section 3.4). In subsequent years a strategic plan with goals for the facilitation of massified training delivered via an outsourced business model can be expanded upon. In the meanwhile high-level outputs for the transition phase are shown in Section 5.

3.1 Strategic objectives for 2007/08 to 2009/10

The six strategic objectives presented in the previous SAMDI strategic plan for 2006/07 to 2010/11 remain applicable if reconceived and rephrased in line with the new vision of the Academy, i.e. the massified approach of achieving greatly extended provision through providers from the public education and private sectors and provincial academies and units. They are as follows:

- Develop and administer a training framework that sets norms and standards for curricula and materials used by providers of training for junior and middle managers;

- Co-ordinate the provision of Executive Development Programmes for the SMS, oriented to service delivery;

- Develop and implement a suitable quality-management and monitoring system;

- Capacitate government departments to identify their human resource development needs in relation to their service delivery objectives;

- Establish and maintain partnerships and linkages with national and international management development institutes and training providers;

- Arrange customised training programmes in support of South Africa's foreign policy within the African Union (AU) and the New Partnership for Africa's Development (NEPAD).

These six objectives will be framed in the current year by a seventh strategic objective, namely, reconstituting SAMDI as an Academy. These objectives are expanded upon in Appendix C with performance indicators and activities.

3.2 Consultations regarding the new organisational structure and its implementation

The new strategy of the Academy and re-oriented or massified activities entail a different organisational structure and different modes of organisational functioning from the present SAMDI. They will therefore in many instances require different sets of knowledge, skills and competencies from those of the present staff complement of SAMDI. A structure was drafted by the Director-General, with tentative staffing and levels, partly informed by the SAMDI strategic planning workshop in January 2007, attended by senior staff members, and partly by international precedents (such as the use of a learning framework approach in Canada).

In terms of the Labour Relations Act there has to be "consultation with a view to consensus" with union and staff representatives on various matters including the rationale for the transformation and possible alternatives; the principles underlying the broad structure; staffing numbers, levels and associated key performance areas; the process for selecting employees for the new structure; and, should dismissals be involved, the means for handling them, a social plan, etc.

The Minister gave broad approval of the strategy, organogram, approach and timetable as a basis for the Director-General to engage in the consultations. Thereafter, in late March 2007, staff were formally invited to consult. An

expanded Departmental Bargaining Chamber (DBC) was agreed with the unions for the purpose. Weekly consultations in this Chamber began in early May. A timetable of weekly meetings for the consultations has been agreed, with a deadline of mid-June, and the rationale and broad structure have been consulted on at the time of writing.

For the selection process the present proposal to be consulted in the Chamber is for a "match and place" process for staff at Director level and beneath, following staff members' expressions of preference, interviews and tests of their competencies for the orientation and range of posts in the new organisation. For staff at the level of Chief Director and Deputy Director-General, the present proposal is for open advertisement of the posts in the new organogram, for which incumbents of posts in the current SAMDI may also apply.

After the conclusion of the consultations, with a review of what consensus has been achieved or not, the Director-General will recommend a structure, staffing configuration, and selection process to the Minister for Public Service and Administration. The DPSA will then give the Minister expert advice on the proposed form of the new organisation, following which she may issue a mandate to the Director-General to proceed. If the timetable is sustained, the selection processes into the new Academy should be able to unfold between August and October, as well as measures regarding any possible retrenchments arising that may have been identified.

3.3 Proposed new Academy organogram and functions

A provisional structure suitable to the new structure has been approved in broad principle by the Executive Authority, the Minister for Public Service and Administration, to be taken into consultation with union and employee representatives in the DBC. The version at the time of writing is depicted in Appendix A. This is part of the matters to be consulted in the process described in Section 3.2.

The proposed organizational structure implies a slightly larger, and more senior, staff complement. Notable sources of the difference are: provincial sites, with management to handle training needs analysis and marketing to the

province's departments, and to run the premises with outsource support; several expert curriculum and materials design teams; support and corporate services staff at a higher level than at present to deal with more managerial-level outsource processes, and control of large throughputs in training provision; a more senior and substantial component for international relations and special projects; and other new components such as research and provider mobilization.

3.4 New activities towards the Academy

While the legal consultation process and organisation reconstitution are proceeding, various special projects and activities are already being undertaken that advance or are part of the new approach. For example:

- Nine project teams, due to report at the end of May, are planning the substantive organisational processes involved in the transformation: e.g. the new shape of SMS training, the organisational arrangements for massified junior and middle management processes, provider mobilisation, reviews of curriculum, and modernised corporate services.

- Aspects of massification are under early development. Notably, planning for a massified induction programme, to handle the 100 000-person turnover in the public service each year, is well advanced.

- A pioneering consultative workshop with provincial academies and units has been held, to optimise sharing of curricula and innovations and encourage provinces – where some 80% of national and provincial staff are to be found – to participate collaboratively in massification.

- Discussions are imminent with the Departments of Education and Department for Provincial and Local Government, regarding the role of Further Education and Training (FET) colleges in possible dispersed largescale management training for municipalities. Various pilot projects of municipal training are under way.

- Liaison has been opened with the UK Open University, which is a world leader in e-learning, regarding blended learning for public management.

- New SAMDI governance-related courses – regarding disability management, gender mainstreaming and anti-corruption – are being vigorously communicated to potential user departments.

- Extensive foreign donor interest in Academy developments has been elicited, under a new Official Donor Assistance (ODA) framework.

## 4. CURRENT ACTIVITIES AND THEIR RE-ORIENTATION

The transition from the present activities of SAMDI to those required by the new strategy of the Academy is being carefully managed. In general, those training activities that align to the new model of outsourced delivery that can be massified are being continued and indeed scaled up; whereas those that depend on SAMDI staff for delivery will be re-organised where possible on an outsourced basis or tailed off, most rapidly where their relevance has waned. These developments and changes are set out in the following sections, arranged according to the present structure of the three main branches of SAMDI. These are: the Organisation Development and Training Services Branch (OD&TS), which delivers the visible training outputs for which SAMDI is known; and two further branches which provide support. This support is provided from Business Relations Management (BRM) in respect of the establishment of training needs, quality assurance, marketing, monitoring and evaluation and knowledge management; and from Corporate Services in the form of financial, supply chain, HR and IT.

4.1 Organisation Development and Training Services (OD&TS)

The OD&TS Branch is mainly responsible for the design, development and delivery of SAMDI training solutions. This function also includes the facilitation of related services and management of external service providers.

In order to improve its response to capacity building needs within the public service, SAMDI has embarked on the development and the piloting of a learning framework to serve as a guide for its prospective Curriculum Development Department and external service providers, using competency frameworks developed by DPSA and accreditation in terms of unit standards provided by the National Qualifications Framework (NQF). An outline of the overall learning

framework is depicted in Figure 1 below. Capacity building needs for the public service are as complex as in other sectors, but they can generally be classified into three broad categories, i.e. transversal, functional, and department-specific training areas. SAMDI focuses specifically on transversal and functional skills development but is available to assist in facilitating the process regarding department-specific training needs. This classification underpins the present offerings by SAMDI itself and will be fundamental to the massification of training on an outsourced service delivery model by the Academy.
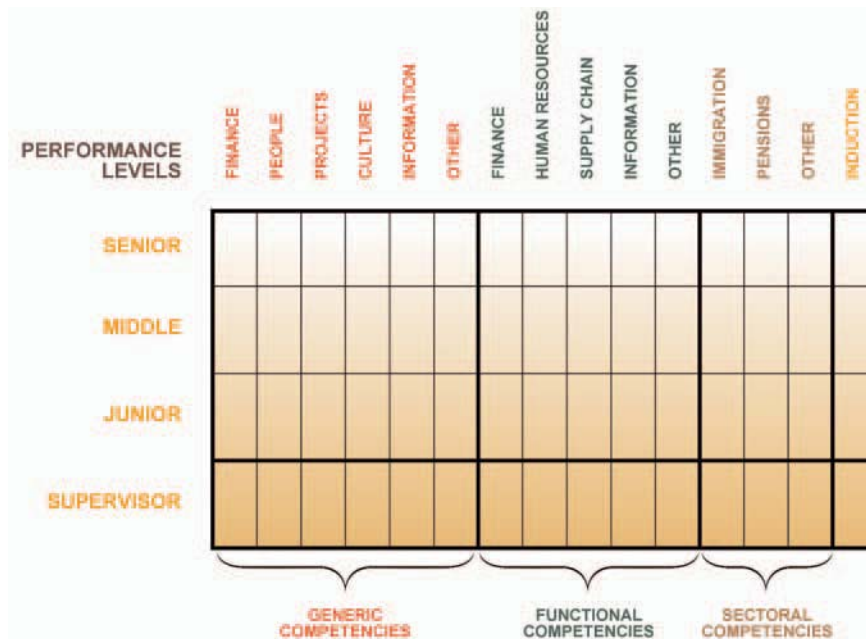
Figure 1: Capacity building needs

The work of the Branch is carried out by three Chief Directorates, whose activities are now discussed in turn.

The Chief Directorate for Management and Leadership Development (MLD) is responsible for three main capacity-building clusters of programmes – SMS development programmes, junior and middle management development programmes including human resource development (HRD), and employee wellness programmes.

The *senior management* portfolio is currently undergoing major overhaul necessitated by the challenge to respond in a comprehensive and very enlarged way to the needs of this small but significant stratum of the public service. One of the key developments is that the present suite of programmes

will in future target officials aspiring to enter the SMS level, those who are already at SMS level as Directors and Chief Directors, and those in the top echelon of the SMS as Deputy Directors-General and Directors-General. Currently an Executive Development Programme is being developed for entrant SMS level, for people who have completed the lower phase of the Accelerated Development Programme (ADP), i.e. the "sustainable pools" programme that SAMDI is offering in collaboration with DPSA.

In the *junior and middle management* category, SAMDI is making significant - strides through a vibrant relationship with HEIs. A number of HEIs have come together in three consortia (Northern, Central and Southern) to partner with SAMDI in delivering and accrediting two programmes targeting junior and middle managers respectively: the Emerging Management Development Programme (EMDP) and the Advanced Management Development Programme (FMDP). In addition, the Foundation Management Development Programme targeting supervisory levels was piloted in the year 2006 and is currently under review to ensure compliance with the requirements of the appropriate SETA.

These management development programmes are complemented by programmes such as Mentorship and Coaching, which have proven to be essential elements of leadership development. An upcoming attraction in the portfolio of management is a Leadership Development Programme specifically targeting women. This programme will complement at a more senior level the EDP, which specifically targets women and also people who are differently abled.

The *HRD programmes* include courses such as Training of Trainers, Skills Development Facilitation, Assessor and Moderator Training. In the last financial year the SAMDI Training of Trainers programme was customised for the African Management Development Institutes' Network (AMDIN) and presented to a group of senior officials comprising officials from ten countries within the African continent. The programme will be repeated in the current year.

HIV & AIDS programmes (Managing HIV&AIDS in the Workplace and Integrated Development Programme for Government Planners) are also

offered. A comprehensive programme on employee wellness in the workplace is being developed in line with the DPSA policy on this matter.

The Chief Directorate **Corporate Resource Management Training** (CRMT) covers three areas of capacity building that relate mainly to the kind of functions offered in Corporate Services Units within the public service. These are: Human Resource Management; Financial Project Management and Supply Chain Management; and Government-Wide Monitoring and Evaluation.

The SAMDI *Human Resource Management* training programmes have established themselves well in the public service, as they address the human resource policies and practices applicable in the sector. The most recent development in this field is the collaboration undertaken by DPSA and SAMDI focusing on the improvement of the HR function within the public service. This project will also address issues relating to competencies and learning frameworks for HR practitioners in the public service.

A further significant area of collaboration is the partnership between SAMDI and National Treasury in the area of *Supply Chain Management*. Over the years SAMDI programmes on Supply Chain Management have been developed with input from National Treasury, including regular updating. This collaborative work makes programmes in this field relevant and practical as they relate to the workplace. They have been amongst the first ones to be offered in local government. In the past two years, 284 municipalities and municipal entities received training twice in Supply Chain Management. Forthcoming attractions in this area include the development of courses in Asset Management and Acquisition Management.

The *Finance and Project Management* sub-unit is a newly established unit created to focus on finance, project management, monitoring and evaluation capacity building. So far a number of Finance Management training programmes have been developed and will be rolled out during this financial year. The development of Project and Contract Management courses was completed last year and they are currently under review for compliance with

the relevant SETAs.

The *Government-Wide Monitoring and Evaluation System* (GWM&ES) programme is another forthcoming attraction this year. SAMDI has been mandated by Cabinet to work with lead departments such as The Presidency, DPSA, DPLG and the Office of the Public Service Commission to develop and roll out training programmes in this area. SAMDI is driving this mandate in collaboration with other departments which serve in the GWM&E Capacity Building work-stream. The results envisaged in 2007/08 include completing the GWM&ES training and development needs; developing appropriate capacity-building interventions and materials; and rolling out capacity-building programmes.

SAMDI will continue to collaborate with the Office of the Deputy President on private sector support for capacity building under ASGI-SA. It has worked with DPLG and the Old Mutual Business School in offering training to 100 black African women at a municipal official level in Foundational Project Management skills. There are also discussions regarding the training of Chief Financial Officers (CFOs) in more than 200 municipalities in collaboration with a private sector partner.

The Change Management & Service Delivery Improvement (CM&SDI) Chief Directorate responds to key issues of governance, service delivery improvement and ethos with programmes like Anti-corruption, Disability Management and Gender Mainstreaming. In addition, service delivery improvement programmes include Frontline Training, Service Delivery Training, and Development of Service Delivery Improvement Plans.

The Induction programme has been part of SAMDI's portfolio of programmes for the past two years, but on a small scale. There is now proper planning and drive to ensure that SAMDI builds the capacity to arrange the provision of induction to all new employees within the public service. In the current year it is meeting with various organisations, especially provincial governments, to form partnerships with SAMDI for conducting values and ethos training in the massified induction programme. Actual training on a massified scale will,

according to the project plan, be able to begin in two provinces within five months of approval and resourcing.

Gender Mainstreaming is also to be expanded over the next three years, because of a pledge of R25 million over three years for this programme.

4.2 Business Relations Management Branch

The transition of SAMDI into an Academy necessitates a review of BRM activities against the strategic objectives for the period 2007/08 - 2009/10. Detailed below are the key shifts in activity for each of the components within the Branch. These shifts reflect activities that are to be sustained, scaled-up or introduced for each of the components within the Branch. In addition to conducting these activities the BRM Branch envisages a continuous assessment of its support services through internal M&E processes and via feed-back from client department evaluations.

The Chief Directorate of **Quality Development and Assurance** is responsible for institutional quality assurance and management processes, to improve the level of customer service. An integrated Quality Management System (QMS) programme has been developed, to ensure that SAMDI operates within the NQF, and to help SAMDI achieve consistency in its services.

The component will advise on the institutionalisation of the Joint Implementation Plan developed between SAMDI, PSETA and the South African Qualifications Authority (SAQA), within the Academy accreditation through PSETA. It will continue to host the Curriculum Review Committee. The new role of this Committee will be to advise and support programme curriculum develop ment, develop a curriculum development framework for the new Academy, as well as recommend norms and standards for training delivery.

In the **Chief Directorate: Strategic Business Support** (SBS), a project team is developing a Monitoring and Evaluation (M&E) framework to support the requirements of massified training delivery. In the current financial year the M&E systems will be up-scaled to enable "reaction evaluations" from participants. These evaluations should yield comprehensive data and readily

available trends on the successes and gaps in the delivery of training. This electronic system will be complemented by a sample of on-site qualitative monitoring reports.

Initially, M&E as part of the SAMDI quality assurance process will require the monitoring of, say, a 10% sample from the estimated 700 000 PTDs to be delivered in a year at the new Academy. Consolidated reports will be produced at suitable intervals. The statistical data base reports will allow senior managers to make informed decisions on the total quality management (i.e. quality control, implementation, logistics and sustainability) of training within the Academy.

An immediate priority of the *Marketing and Communications* unit will be to increase the profile of the Academy in order to optimise its awareness within government departments and local authorities and to establish it as a service provider of choice. The unit will also interface with the new sites of the Academy in the provinces, in support of their marketing of the available outsourced provision, and their liaison with provincial academies.

International Relations activities support SAMDI's current international programme that is part of the government's programme. The component is expected to be larger and more senior in the Academy. Its commitments will include more intensive engagement with the capacity-building initiatives of the work of AMDIN, NEPAD, the AU, and the India-Brazil South Africa (IBSA) co-operation programmes, as well as bi-lateral engagements with other countries both on the continent and more broadly.

On-going capacity development is being undertaken in the Democratic Republic of Congo, and joint Memoranda of Agreement with DPSA are in place for Rwanda and Burundi towards such activities there in future if donor support is forthcoming.

As in SAMDI at present, the new Academy will comply with the Paris Declaration on ODA to ensure harmony and alignment with various donor protocols. The recent development of an ODA strategy, standard operational

procedures and the creation of co-ordination mechanisms for donor funding will be implemented from an "IR nodal point" within the new Academy. Donor funds will be used for the development of programmes in line with government priorities.

The *Strategic Business Support Unit* in SAMDI uses the Training Needs Analysis Model to inform the Academy of the programmes required by client departments and the scale at which these programmes are to be delivered. In the Academy these activities will be expanded at provincial sites. Moreover, business development through periodic stakeholder consultations with national, provincial and local government training institutions and client departments will enhance the understanding of the outsource training offerings being co-ordinated by the Academy, and vice versa.

Building from small-scale current activities in SAMDI, a comprehensive *Knowledge Management* (KM) system and policy will be developed using Information and Communication Technologies (ICTs) to collate and systematise current knowledge (e.g. curricula, reference material, policies, templates; and provider and staff bibliographies) within the Academy for storage and retrieval. The conversion of the current static pages on the nascent Intranet into dynamic pages managed by branches and divisions within the Academy will be a principal activity in the financial year. A KM Oversight and Programmes Committee and periodic seminars will be established. In the subsequent financial years Communities of Practice will be initiated to leverage the social capital within the organisation. Requisite training for identified KM champions within the Academy to advance the KM system will be an ongoing activity.

The Library collection is being developed into an up-to-date virtual centre for learning at the Academy, with searchable on-line access for use by Academy staff (even in the provinces), training providers and course participants, and will be by Academy staff. Networks and linkages to academia and counterparts in the DPSA and the Ministry are being established.

4.3 Corporate Services Branch

The Corporate Services Branch comprises the four Directorates of Financial Management, Supply Chain Management, Information and Communications Technology Infrastructure, and Human Resources. Suitably conceived to align with the challenges arising from the new strategy, these functions will play a major role in servicing an organisation on the scale of operation of the Academy. Initiatives are presently underway to prepare for the new role and levels of service delivery that will be required. These include:

- Restructuring and modernising the financial accounts;
- Gearing up the capacity for insightful and timeous management reporting;
- Computerising the debtors system, to cope not only with present debtors but for the scale that is anticipated for the future;
- Implementing an automated booking system;
- Modernising and computerising supply chain management and improving asset management;
- Securing new premises suitable to the image of the Academy;
- Implementing enabling financial and human resource delegations to empower managers for responsive and responsible action;
- Gearing the IT infrastructure to cater for integrated databases for massified outsourcing and monitoring at multiple sites; and
- Implementing an employee wellness programme to support employees through the transition and in the new organisation.

5. OUTPUTS

SAMDI presently uses the measure of Person Training Days (PTDs) to project and to monitor training delivery. PTDs are calculated as the number of training days per course multiplied by the number of course participants. PTDs are useful for costing or measurement of training delivered over time. In addition, because of the quality assurance that SAMDI seeks to exercise over the learning methodology applied to training under its auspices, quality interventions are imbedded in every PTD delivered. Notably, an Integrated Quality Management Strategy and Quality Improvement Manual have been developed to guide and support SAMDI with the roll-out of quality, practical, relevant learning material.

Using its present delivery model, 97 146 PTDs were delivered during the 2006/2007 year. A breakdown by the Chief Directorate is shown in Table 1 below. The total is a 23% increase on the total for the previous year of 79 133 PTDs, reflecting that SAMDI has made slow but steady progress in the past on the existing approach. The achieved figure is 84% of the target of 115 000 PTDs. Growth of this order will not address the magnitude of need described in Section 2. This endorses the imperative for a revamped delivery model to achieve massification.

Table 1: Statistics on 2006/07 Training Outputs (PTDs)

DELIVERY UNIT	ACTUAL PTDS 05/06	PTDS ('06/07)[1]	% CHANGE	TARGET PTDS '06/07	% REALISED
Change Management & Service Delivery Improvement (CM&SDI)	28 634	21 602	-25	27 000	80
Corporate Resource Management Training (CRMT)	24 008	29 251	22	51 100	57
Management & Leadership Development (M&LD)	26 491	46 293	75	37 100	125
Total	**79 133**	**97 146**	**23**	**115 200**	**84**

1)   It is expected that 100 000 PTDs will be achieved when all statistics for the period have been submitted. This will mean a 27% increase over the previous year, and a shortfall of 13% against target, for the 2006/07 period.

The year-on-year comparison reflected in Figure 2 below indicates the seasonal demand for SAMDI outputs, as departments hasten to spend before year-end, then take a while to ramp up after receiving their new training allocations. Improved marketing in the Academy will seek to greatly increase uptake.
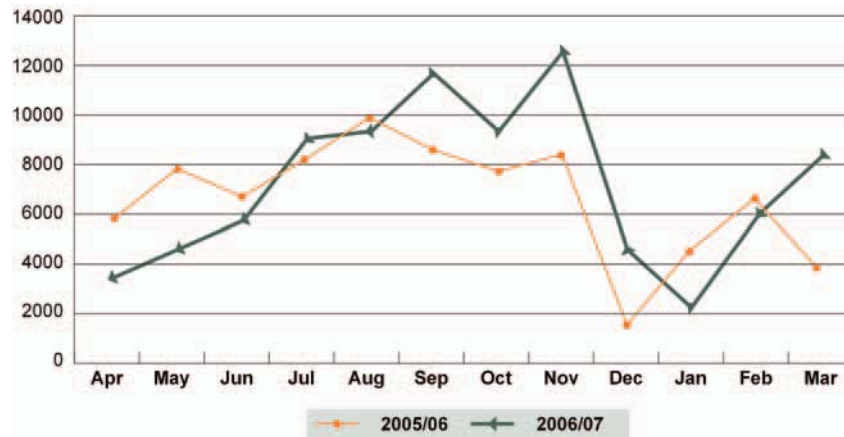
Figure 2: Year-on-year comparison

Analysis further reveals that 90% of the courses were presented in the provinces, where some four-fifths of public servants are found. This indicates that to achieve a massified scale of delivery, partnerships with provincial training institutions will be essential, and they too will have to resort to maximal use of available outsourced providers.

As has been previously noted, the planning of the Academy, the establishment of its infrastructure, and the shaping of the training framework are scheduled for 2007/08. As the framework is implemented, a broad preliminary projection is for PTDs to fall by a third from the 2007/08 total as SAMDI phases out its own training; but then rise as the outsource mechanisms are implemented, and the induction course massifies, to approximately 170 000 PTDs in 2008/09 and 350 000 in 2009/10, and up to 600 000 PTDs after two more years. This would allow for a five-day course each year (a well-precedented international benchmark) for some 50% of junior and middle managers, i.e. complementing training either provided within some departments for themselves, or after training of their trainers. These estimates will be refined in subsequent planning cycles.

In addition, there are more than 100 000 new recruits to the public service per year.

Again allowing for some 50% to be handled within departments or via training of their trainers, the number of PTDs from external providers required for induction will depend on the duration of the Induction programme that is finalised; but will need to reach 100 000 PTDs by 2009/10.

Prioritised strategic organisational objectives are expanded upon in Appendix C, where outputs have been identified under the following headings, in order to allow for the reconstitution of SAMDI to the new Academy:

- Original SAMDI activity in 2007/08;
- Transformational activity in 2007/08; and
- New activity in 2008/09 and 2009/2010.

6. STATUTORY REPORTING

6.1 Service Delivery Improvement Plan.

At the strategic level, SAMDI's Service Delivery Improvement Plan (SDIP) is the plan for the reconstitution of SAMDI as an Academy, and the vision of the latter. This includes the several-fold massification of junior and middle management training, in order to respond for the first time to the actual training needs of these levels of government.

At the level of SAMDI's current level of operation, it has identified two main areas of improvement that have been detailed and quantified in the SDIP for 2007/08:

- Improvement in the provision of information regarding SAMDI training services to public service departments; and
- Improvement in the provision and conducting of training needs analysis.

The specified standards cover the following:

- That we consult our service beneficiaries;
- That our services are always accessible;
- That our staff is courteous and transparent in the provision of these services;
- That we provide value for money services; and
- That our service beneficiaries are afforded redress on deficient services we may have provided.

SAMDI commits to achieving the above by providing quality in our training interventions, by being responsive to user needs, by being effective and efficient and by promoting a culture of learning.

6.2 Information systems that enable the Executing Authority to monitor progress

In order for the Minister to be able to assess progress and assist with obstacles

towards SAMDI's achieving its objectives and targets, she is kept informed at her monthly meetings with the top management team by digests of information from both internal systems and reports to external authorities.

The *internal information* regarding training activity aggregates and analyses reports from the lead trainer at each event and attendance registers, which feed both the M&E statistical database and the Finance Unit for invoicing. Support as well as training departments also supply qualitative monthly reports, which are compiled quarterly into reports for the Minister.

Concurrently, after the issue of the Strategic Plan, senior management compile *operational plans* which inform the setting of individuals' workplans under the Performance Management System. In the 2007/08 year, because of the transformation, workplans will be continued from the previous year until the reconstitution of SAMDI into the Academy, and the inception of the new organogram, are complete.

The Minister is also informed of the annual Internal Audit Plan and the periodic updates of Risk Assessment.

The e*xternal reports* come to the attention of the Minister in being submitted by her to the respective authorities and also digested for her monthly meetings with management. These include:

- The monthly Early Warning "in year" financial report;
- The quarterly financial reports compiled for Treasury;
- The annual Employment Equity Report and Skills Development Plan for the Department of Labour;
- The performance appraisals of the members of the SMS.

In addition the Minister reviews and issues to Parliament the Department's Annual Report and this Strategic Plan.

These internal and external reports allow the Minister to oversee the management team in:

- Monitoring and managing the achievement of targets;
- Assessing the effects of organisational changes; and
- Responding to trends in formulating new strategies.

7. RESOURCES

7.1 Human resources

The posts reflected in Table 2 below broadly reflect SAMDI's capacity requirements to deliver on its objectives under its current approach. The delivery of training takes place through SAMDI training staff or by means of experts working on a consultancy basis from within or outside the public service. Under the new strategy described earlier, the Academy will greatly increase its use of external service partners such as tertiary institutions and private sector training organisations to the availability of programmes several-fold for departments country-wide, especially in collaboration with provincial academies.

Alignment across the multiplicity of providers to the government's needs and expectations, for example as defined in its specification of competencies, will be provided by the Academy's overall learning framework. This will include curricula, materials, and monitoring and evaluation.

The new organogram for the Academy in the version being consulted at the time of writing (and subject to the process described in Section 3.2) is shown in Appendix A. It comprises approximately 220 posts.

As of 1 April 2007 the complement of SAMDI comprised 173 posts, of which 141 are filled (see below).

Table 2: SAMDI complement at 1 April 2007
Permanent Positions As On 1 April 2007

POST & GRADE LEVEL	NO OF POSTS	FILLED TOTAL	MALE	FEMALE	VACANT
Director-General (L16)	1	1	1	0	0
Deputy Director-General (L15)	2	2	2	0	0
Chief Executive Manager (L14)	6	5	2	3	1
Executive Manager (L13)	16	13	8	5	3
Levels 9 - 12	68	54	26	28	14
Levels 5 - 8	68	58	19	39	10
Levels 1 - 4	12	8	4	4	4
Total	**173**	**141**	**62**	**79**	**32**
		100%	44%	56%	

Fixed term posts (Additional to the approved structure)

POST & GRADE LEVEL	NO OF POSTS	FILLED TOTAL	MALE	FEMALE	VACANT
Levels 9 - 12	12	7	3	4	5
Levels 5 - 8	7	5	2	3	2
Total	**19**	**12**	**5**	**7**	**7**
		100%	42%	58%	

7.2 Financial resources

SAMDI's Vote or Parliamentary grant budget is divided into two programmes: Administration, and Public Sector Organisational and Staff Development

The aim of Programme 1: Administration is to facilitate the overall management of SAMDI and to provide for the policy formulation and management responsibilities of the Minister, Director-General, Deputy Directors-General and other members of SAMDI management. Other functions of Administration include: organising the department; providing centralised administration; legal and office support services; managing staff and financial administration; deter mining working methods and procedures; and exercising internal control.

The aim of Programme 2: The Public Sector Organisational and Staff Development Programme provides demand-driven organisational development interventions to the public sector, as well as the administration and augmentation of the training trading account.

The following tables give an indication of the distribution of funds between the various functional areas as well as the distribution between standard items of expenditure.

Table 3: Allocation of funding between programmes

PROGRAMME	MAIN PURPOSE	2007/08 R'000	2008/09 R'000	2009/10 R'000
Administration	To facilitate the overall management of SAMDI and provide support services for its organisational function	41 910	44 647	49 845
Public Sector Organisational and Staff Development	To render an administration function and serve to augment the training trading account	29 216	31 307	37 376
TOTAL		**71 126**	**75 954**	**87 221**

Table 4: Distribution of funding between standard items

	2007/08 R'000	2008/09 R'000	2009/10 R'000
Current Payments	**40 293**	**42 208**	**48 183**
Compensation of employees	17 494	19 423	22 409
Goods and Services	22 799	22 785	25 774
Transfers and subsidies	**29 216**	**31 307**	**37 376**
Departmental agencies and accounts	29 216	31 307	37 376
Payments for capital assets	**1 617**	**2 439**	**1 662**
Machinery and equipment	1 564	1 539	1 604
Software and other intangible assets	53	900	58
TOTAL	**71 126**	**75 954**	**87 221**

The SAMDI Training Trading Account (TTA) was established as a cost recovery mechanism for training programmes and became fully operational in April 2002. The trading account provides organisational development interventions to national departments, provincial departments and local government.

The TTA presently includes the following Chief Directorates:

• Management, Leadership and Development

• Change Management and Service Delivery Improvement

• Corporate Resource Management Training

• Quality Development and Assurance

• Business Unit

• Research and Knowledge Management.

The first three Chief Directorates on the present organogram provide training delivery services, while the other three provide support to the delivery process in the following areas: Curriculum Development and Review; Training Needs Analyses; Client Relationship Management; Marketing; International Relations; Monitoring and Evaluation; Planning; and Reporting.

Revenue from organisational development interventions increased from R14,9 million in 2003/04 to R32,8 million in 2006/07, or by 120% over the three years, due to the increased demand for training services and more aggressive marketing.
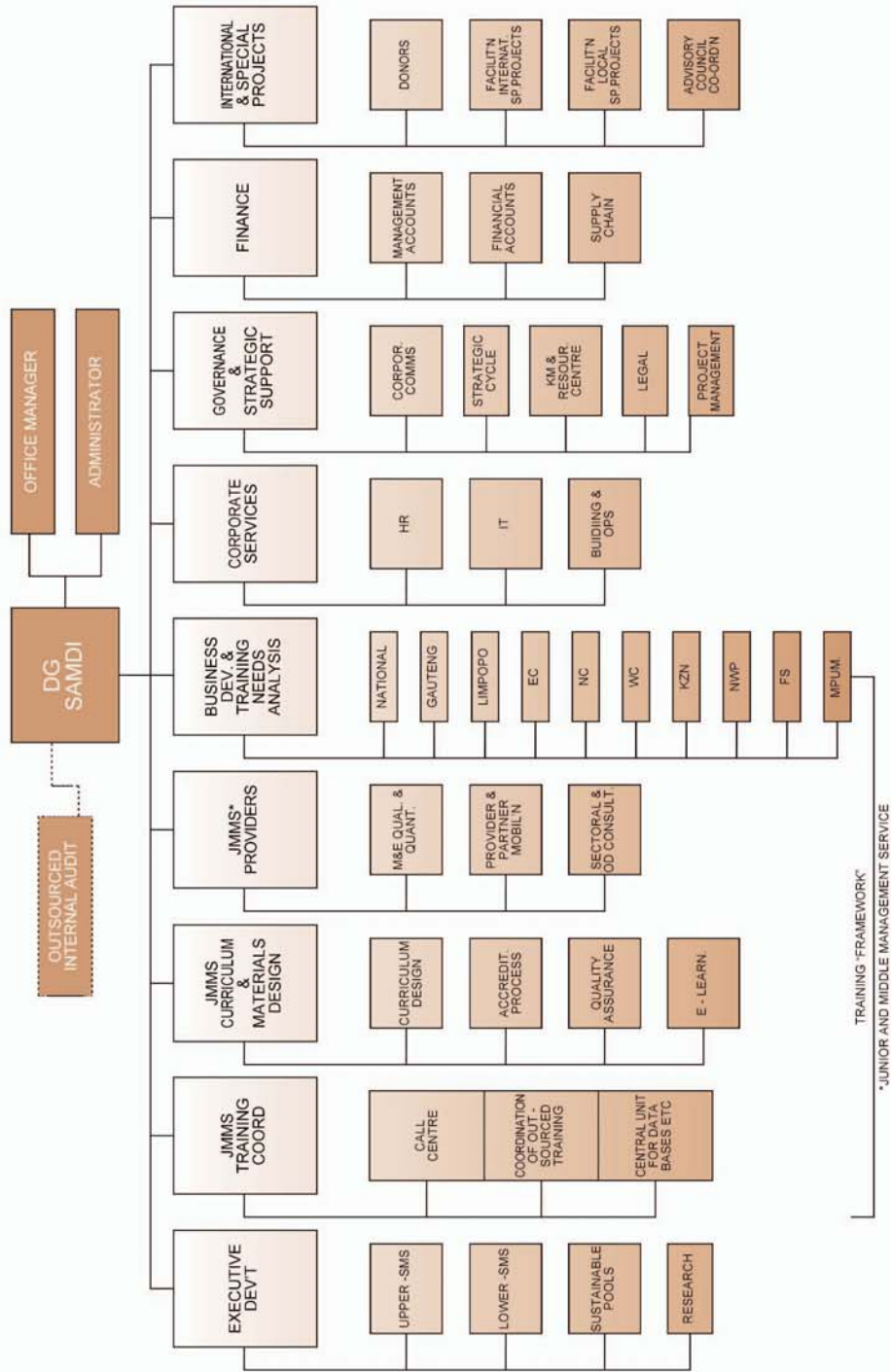
Transfers received decreased from R24,2 million in 2003/04 to R23,1 million in 2006/07. Transfers received will increase from R29,2 million in 2007/08 to R37,4 million in 2009/10, to cover the Academy's costs for co-ordinating increased activity, primarily the considerable expansion of management programmes for junior and middle managers and the roll-out of the Induction programme. This increase is reflected in the projected growth in spending on compensation of employees and goods and services over the MTEF period.

It was expected that revenue from training and organisational development interventions would continue to grow over the MTEF period, from R38,3 million in 2007/08 to R48,3 million in 2009/10. However, in line with the strategy of reconstituting SAMDI a public service Academy, revenue-yielding training by SAMDI itself will decrease. If total revenue over the MTEF period does not cover budgeted operating expenses, some substitute cost recovery by SAMDI will be necessary, for example, for administering the training framework that regulates the external provision.

Table 5: Financial summary for the SAMDI Training Trading Account

R'000	AUDITED OUTCOME 2003/04	AUDITED OUTCOME 2004/05	AUDITED OUTCOME 2005/06	ESTIMATED OUTCOME 2006/07	MEDIUM-TERM ESTIMATE 2007/08	2008/09	2009/10
Revenue							
Non-tax revenue	**15 782**	**28 515**	**37 921**	**33 000**	**38 500**	**44 000**	**48 500**
Course fees	14 853	27 931	37 258	32 800	38 300	43 800	48 300
Other non-tax revenue	929	584	663	200	200	200	200
Transfers received	**24 233**	**10 073**	**24 754**	**23 059**	**29 216**	**31 307**	**37 376**
Total revenue	**40 015**	**38 588**	**62 675**	**56 059**	**67 716**	**75 307**	**85 876**
Expenses							
Current expense	**30 672**	**30 320**	**43 287**	**55 978**	**66 175**	**73 691**	**84 184**
Compensation of employees	14 595	14 997	18 724	27 885	31 158	33 732	37 211
Goods and services	15 838	14 962	24 143	27 805	34 729	39 783	46 797
Depreciation	239	361	420	288	288	176	176
Transfers and subsidies	**51**	**47**	**55**	**20**	**-**	**-**	**-**
Total expenses	**30 723**	**30 367**	**43 342**	**55 998**	**66 175**	**73 691**	**84 184**
Surplus / (Deficit)	**9 292**	**8 221**	**19 333**	**61**	**1 541**	**1 616**	**1 692**

APPENDIX A: PROPOSED ACADEMY ORGANISATIONAL STRUCTURE FOR CONSULTATION

OFFICE MANAGER
ADMINISTRATOR

DG SAMDI

OUTSOURCED INTERNAL AUDIT

INTERNATIONAL & SPECIAL PROJECTS
- DONORS
- FACILIT'N INTERNAT SP PROJECTS
- FACILIT'N LOCAL SP PROJECTS
- ADVISORY COUNCIL CO-ORD'N

FINANCE
- MANAGEMENT ACCOUNTS
- FINANCIAL ACCOUNTS
- SUPPLY CHAIN

GOVERNANCE & STRATEGIC SUPPORT
- CORPOR. COMMS
- STRATEGIC CYCLE
- KM & RESOUR CENTRE
- LEGAL
- PROJECT MANAGEMENT

CORPORATE SERVICES
- HR
- IT
- BUIDING & OPS

BUSINESS DEV & TRAINING NEEDS ANALYSIS
- NATIONAL
- GAUTENG
- LIMPOPO
- EC
- NC
- WC
- KZN
- NWP
- FS
- MPUM.

JMMS* PROVIDERS
- M&E QUAL & QUANT.
- PROVIDER & PARTNER MOBIL'N
- SECTORAL & OD CONSULT

JMMS CURRICULUM & MATERIALS DESIGN
- CURRICULUM DESIGN
- ACCREDIT. PROCESS
- QUALITY ASSURANCE
- E - LEARN.

JMMS TRAINING COORD
- CALL CENTRE
- COORDINATION OF OUT- SOURCED TRAINING
- CENTRAL UNIT FOR DATA BASES ETC

EXECUTIVE DEV'T
- UPPER -SMS
- LOWER -SMS
- SUSTAINABLE POOLS
- RESEARCH

TRAINING 'FRAMEWORK'

*JUNIOR AND MIDDLE MANAGEMENT SERVICE

APPENDIX B: PORTFOLIO OF TRAINING AND DEVELOPMENT PROGRAMMES

LEADERSHIP CAPACITY	MANAGING PUBLIC FINANCES	CROSS-CUTTING PROGRAMMES	BATHO PELE AND COMMUNITY DEVELOPMENT	HUMANRESOURCE MANAGEMENT	GOOD GOVERNANCE
• Executive Development Programme • Advanced Management Development Programme • Emerging Management Development Programme • Foundation Management Programme • Mentorship Programme • Project Management	• Supply Chain Management I & II • Supply Chain Management for Municipalities and Municipal Entities • Supply Chain Management for Senior Municipal Managers • Asset Management • Acquisition Management • LOGIS I • Bid Committee Training on PFMA and MFMA • Financial Management • Contract Management	• Diversity Management • Disability Management • Implementing the Integrated National Disability Strategy • Gender Mainstreaming • Change Management • Managing HIV & AIDS in the Workplace • HIV & AIDS Development Programme for Government Planners • Domestic Violence	• Excellent Customer Service: Frontline and Support Personnel • Batho Pele Implementation: Service Delivery for Operational Managers • Community Development Workers Training and Action Research • Service Delivery Improvement Plans • Induction Programme	• Job Evaluation I & II • Job Evaluation Panel Training • Hearing Procedures • Grievance Procedures • Industrial Relations Skills Development Programme • Introduction to Human Resource Management • Human Resource Planning • Staffing practices • Performance Management • Human Resource Development • Skills Development Facilitation • Conflict Resolution • Training of Trainers • Presentation and Facilitation Skills • Assesor Training	• Anti-corruption and Ethics Management • Promotion of the Administrative Justice Act • Executive Support Staff Programme • Corporate Governance • Business plans • Monitoring and Evaluation

APPENDIX C: PRIORITISED STRATEGIC OBJECTIVES

Strategic Objective 1: Develop and administer a training framework that sets norms and standards for curricula and materials used by providers of training for junior and middle managers

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Develop integrated curriculum framework	Recode course material	Establish curriculum expert component of the new organisation	External review of portfolio of programmes
	Commission integrated curriculum framework document existing programmes	Develop differentiated curricula for new massified induction programme	Continue development of new curricula in collaboration with selected provinces
		Prioritise and commence development of new curricula in collaboration with selected provinces	Consulting relationship with major e-learning partner
Output 2: Production of new course materials	Bringing on line of governance programmes in pipeline such as Anti-corruption, Gender etc	Establish material development component of new organisation	Establish partnerships with outsourced material producer
	TNA and course materials development for government wide M&E	Pilot of differentiated training material for massified induction programme	Adapt training material for new induction courses and translations
	Setting up teams with external providers to produce new course materials	Course audit and identification of critical current programmes and critical gaps	Courses on three- to five-year cycle. 20 - 30% courses re-written and accredited
Output 3: Delivery of training	Deliver current commitments with greater use of HEIs and IICs	Project plan and pilot of massification of induction	Ramping up to 600k PTDs per annum over a three-year period
	Take on of new commitments aligned to new strategy	Inception of new Finance programme for Treasury	Includes 100k inductees per annum
	Expanded AMD under sustainable pools		

Strategic Objective 2: Co-ordinate the provision of Executive Development Programmes for the Senior Management Service, oriented to service delivery

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Bringing on line new modules and programmes	Finalisation of EDP	Consultative process with HEIs	Ongoing production of modules at SMS level by commissioned consortia
		Development of three-level SMS framework for programmes, modules and activities that need to be commissioned	Inception of research network and collaborations
		Plan for CHE accreditation of offerings	
Output 2: Delivery of courses at SMS level through HEIs	Delivery of PSLDP to remaining registrants	Setting up the Executive Development team	Programmes for Aspirant, Entry and Upper SMS
	Delivery of first EDP modules Ongoing delivery of sustainable pools/ accelerated development	Rolling out programme for entry-SMS 7 000 Senior Managers	Modules to reach significant fraction of the
		Setting up research team to inform *inter alia* the executive training	

Strategic Objective 3: Develop and implement a suitable quality-management and monitoring system

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Setting up the system to monitor delegate responses on a comprehensive basis and system for on-site evaluation on a sample basis	Ongoing monitoring of priority programmes	Devise new quantitative form for comprehensive delegate's response	Documentation of some 10 000 course presentations per year
	Simplify presenters' reports	Database and reporting systems set up	Processing some 200 000 trainees' responses
	Review current qualitative data	Set up new qualitative forms and new qualitative sample based methodology	On-site reports from roughly 10% of the 10 000 courses per year
		On-site monitoring group and evaluation system established	
Output 2: Curriculum review and accreditation		Task team on new advisory approach for curriculum review and accreditation	Accredit the 1/3 new courses developed per year
Output 3: Impact analysis on a needed basis		Develop methodology and guidelines for impact analyses	Pilot impact analyses conducted

Strategic objective 4: Capacitate government departments to identify their human resource development needs in relation to their service delivery objectives

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Business development framework	Ongoing marketing through both OD&TS and Marketing	Setting up the provincial networks with national as the "tenth province"	Regular discussions of training needs with all provincial and national departments
		Periodic dissemination of new ad hoc courses and training schedules	Periodic dissemination of new framework modules as they become available

Strategic objective 5: Establish and maintain partnerships and linkages with national and international management development institutes and training providers

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Understanding of service providers and activities	Increased use of IICs and HEIs Ministerial briefings of IICs re new alignment initiated	Provider mobilisation and workshops by sector with HEIs, FETs and private sector Development of business and co-operation models MOUs agreements with HEI and FETs Model for working cooperatively with the provincial academies	All training delivered through partners Annual stakeholder consultations
Output 2: Structured links to provincial and local government stakeholders		Exploratory and collaborative meetings with provincial and local government entities Pilot curriculum sharing arrangements, tithe the provincial academies Pilot local governments framing projects	Co-operative delivery through all provincial academies beginning with massification
Output 3: Links to international partners	Follow studies to key foreign counterparts	Inception of collaboration with India and Brazil	Exchange and joint trialing programmes with India, Canada, etc

Strategic objective 6: Arrange customised training programmes in support of South Africa's foreign policy within the African Union and the New Partnership for Africa's Development

OUTPUT	INDICATOR RELATED TO ONGOING ACTIVITY IN 2007/08	TRANSFORMATIONAL ACTIVITY 2007/08	NEW ACTIVITY 2008/09 AND 2009/2010
Output 1: Customised training programmes in support of SA foreign policy within AU/NEPAD programme	Continue training for DRC identified through training needs analysis Rework training of trainers programme for continent-wide roll-out	Setting up Internal and Special Projects group Eliciting donor support	Country programmes with Rwanda, Burundi and Sudan (through co-ordination of training through IICs and associates)
Output 2: AMDIN programme of action	Incubation of AMDIN Treasury budgeting and fundraising support	Formalising AMDIN responsibility as part of the Internal and Special Projects group	Research and programme collaborations with selected AMDIN counterparts

Strategic Objective 7: Reconstitution of SAMDI as a public service training academy

OUTPUT	2007/08	2008/09	2009/2010
Output 1: Organisational model to address MinCom and massification	Development of an organisational model and strategy	Implementation of new financial model	Inception of multi-site provincial-cum-national training premises
	Mandate from Minister, approval of PCC, collaboration consultations with HEIs, etc.	Institutions for collaboration with provincial and local government training entities	Consolidation of integrated, accredited learning framework at three levels of government
Output 2: New organisational structure, outputs and processes established	Definition of an organisational structure with levels and numbers	Consolidation of interim financial and HR delegations	Inception of enterprise-resource-planning IT system
	Consult process for appointing employees into the new structure	New performance management system and criteria	Roll-out of comprehensive KM system based on initial intranet
	Nine project teams on new training outputs and processes	Implementation of new training outputs and co-ord. processes	
Output 3: Filling and maintaining of organisational posts	Placement of existing sub-SMS according to process	Filling of remaining restructuring vacancies	Re-balancing of organogram to recognise initial growth areas
	Recruitment of top-SMS positions and remaining restruc. vacancies	Personnel development plans	International SMS-level exchanges, revolving-door

APPENDIX D: GLOSSARY

AMDIN	African Management Development Institutes' Network
AMDP	Advanced Management Development Programme
ASGI-SA	Accelerated and Shared Growth Initiative for South Africa
AU	African Union
BRM	Business Relations Management
CFO	Chief Financial Officer
CM & SDI	Change Management and Service Delivery Improvement
CRC	Curriculum Review Committee
CRMT	Corporate Resource Management Training
DBC	Departmental Bargaining Chamber
DBSA	Development Bank of Southern Africa
DG	Director-General
DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DRC	Democratic Republic of Congo
EDP	Executive Development Programme
EMDP	Emerging Management Development Programme
ENE	Estimates of National Expenditure
FET	Further Education and Training
FMP	Foundation Management Programme
GWM & ES	Government-Wide Monitoring and Evaluation System
HEIs	Higher Education Institutions
HR	Human Resources
HRD	Human Resource Development
IBSA	India-Brazil-South Africa
ICTs	Information and Communication Technologies

IT	Information Technology
KM	Knowledge Management
KPAs	Key Performance Areas
LOGOLA	Local Government Leadership Academy
LRA	Labour Relations Act
M & E	Monitoring and Evaluation
MLD	Management and Leadership Development
MPSA	Minister for Public Service and Administration
NEPAD	New Partnership for Africa's Development
NQF	National Qualifications Framework
OD & TS	Organisation Development and Training Services
ODA	Official Development Assistance
OPSC	Office of the Public Service Commission
PSETA	Public Sector Education and Training Authority
PTDs	Person Training Days
QDA	Quality Development Assurance
QMS	Quality Management System
SALGA	South African Local Government Authority
SAMDI	South African Management Development Institute
SAQA	South African Qualifications Authority
SBS	Strategic Business Support
SETA	Sector Education and Training Authority
SMS	Senior Management Service

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