

Support to the South African Department of Labour (DOL),
Labour Centres (LCs) and Sector Education Training Authorities (SETAs)

Fifth Quarterly Progress Report

Submitted to:

USAID

March 2004



Funded under IQC Contract Number 674-I-00-00005-00, Task Order 00 9



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Appendices

Appendix A Signed copy of Memo agreed to with PAETA

Acronyms

ABET	Adult Basic Education and Training
CEO	Chief Executive Officer
CEPD	Centre for Education Policy Development, Evaluation and Management
CHIETA	Chemical Industries Sector Education and Training Authority
CTO	Cognisant Technical Officer
DoL	Department of Labour
FoodBev	Food and Beverage SETA
HR	Human Resources
IT	Information Technology
JET	Joint Education Trust
Khulisa	Khulisa Management Services
LC	Labour Centre
LMIS	Labour Market Information Systems
NQF	National Qualifications Framework
OD	Organisational Development
PAETA	Primary Agriculture Sector Education and Training Authority
PSETA	Public Services Sector Education and Training Authority
RTI	Research Triangle Institute
SAQA	South African Qualifications Authority
SDF	Skills Development Facilitator
SETA	Sector Education and Training Authority
SETASA	Sector Education and Training Authority for Secondary Agriculture
SGB	Standards Generating Body
SITA	State Information Technology Agency
SMME	Small, Medium, Micro Enterprise
SSU	Sub-Sector Unit
USAID	United States Agency for International Development

1. General

This fifth quarterly progress report for December 2003, January and February 2004 contains updates on each of the tasks commenced under IQC Task Order 9: Technical Support to the South African Department of Labour (DOL), Labour Centres (LCs) and Sector Education Training Authorities (SETAs).

2. Project Management

Due to the December Vacation period, most remaining work on this task order was put on hold and only really commenced again in mid-January 2004.

Activities in December 2003 included a meeting between the Project Management Team and the newly designated USAID CTO, Mathata Madibane, to familiarise her with the current status of the project. The Development Associates Consortium also made a request to shift from unused other direct costs to level of effort for the conference/ workshop specialist and for the CHIETA study tour coordinator. This was formally approved on December 4, 2004.

In January 2004, aside from a number of reports being submitted for and receiving sign-off from USAID, contact was made with USAID in order to set up a meeting with Cynthia Chassy, the new Team Leader. This meeting was confirmed for February 23, 2004.

In February 2004, the Project Manager, Jennifer Bisgard, attended a brief meeting with the new Team Leader in order to brief her on the project. In addition, the project management team met with the PAETA CEO to discuss the instatement of the agreement reached with the Development Associates Consortium regarding the matching of funds in the project. This original document was signed in October 2003. A memo was generated and signed as a result of this discussion and is attached to this Quarterly Report as Appendix A.

A number of reports were provided to USAID for their sign-off during this quarterly reporting period, all of which have been approved and provided to the necessary SETA/DoL representatives.

3. Task i

3.1. PSETA HR/OD Assignment

This task was completed by Mary Scott, Development Associates, Inc. and Gary Moonsammy, Research Triangle Institute (RTI) at the beginning of April 2003. The Final Report has been provided to USAID, DoL and the PSETA.

3.2. FoodBev SETA SMME Assignment

This task was completed by Peter Fraser, Development Associates, Inc. and Mike Levy, Khulisa Management Services in the middle of July 2003. The Final Report has been provided to USAID, DoL and the FoodBev SETA.

3.3. FoodBev SETA OD/HR Assignment

This task was completed by Beryl York, Development Associates, Inc. and Nat Mbengwa, RTI at the beginning of June 2003. The Final Report has been provided to USAID, DoL and the FoodBev SETA.

3.4. FoodBev IT Assignment

This task was completed by John Hewson, Development Associates, Inc. at the end of August 2003. The Final Report has been provided to USAID, DoL and the FoodBev SETA.

4. Task ii

4.1. PAETA Assignment

4.1.1. Period covered by report

1 December 2003 to 29 February 2004

4.1.2. Consultant(s) Completing Report

Beatrice Enslin, Development Associates, Inc. and Roelof de Villiers, CEPD

4.1.3. Activities Completed During Reporting Period

December 2003

During December 2003 the following draft unit standards (generated by the various working groups) were consolidated and prepared for distribution to all the participants:

- Fundamental aspects;
- Agri-business;
- Agricultural practices;
- Animal production; and
- Plant production.

Fifty-four unit standards were distributed to all participants in preparation for the next round of workshops. Generally speaking, the unit standards were of good quality and form a strong basis for unit standards and qualifications at NQF levels 1-5 in Primary Agriculture. The unit standards:

- Cover a wide scope of agricultural activities; and
- Are generic in nature.

January 2004

This month was allocated to the final arrangements for a series of workshops. In order to develop unit standards, subject matter experts were identified according to the following groups:

- **GROUP 1:FUNDAMENTAL UNIT STANDARDS** with a focus on:
 - Information Management;
 - Sustainable environment; and
 - Community involvement.
- **GROUP 2:AGRI-BUSINESS** which included:
 - Inputs, resources and sourcing;
 - Production / conversion;

- Marketing and delivery;
 - Support (Financial and HR); and
 - Planning (strategic, business, risk).
- **GROUP 3: AGRICULTURAL PRACTICES** which included:
 - Good Agricultural Practices;
 - Natural Resources Management;
 - Farm layout, site selection and area wide planning; and
 - Equipment, technology, implements and infrastructure.
 - **GROUP 4: ANIMAL PRODUCTION** which included:
 - Enterprise planning;
 - Anatomy and physiology;
 - Nutrition and feeding;
 - Breeding; and
 - Animal health.
 - **GROUP 5: PLANT PRODUCTION** which included:
 - Production planning;
 - Anatomy and physiology;
 - Soil and nutrition;
 - Propagation;
 - Irrigation;
 - Seeds, vegetative, seedlings;
 - Manipulation;
 - Plant protection;
 - Harvesting; and
 - Establishment.

The above groups of subject matter experts met during five two-day workshops and generated a total of approximately 125 unit standards ranging from NQF level 1 to NQF level 5.

The various groups met as follows:

GROUP	SECOND SESSION
Group 1	12 – 13 January 2004
Group 2	19 – 20 January 2004
Group 3	14 – 15 January 2004
Group 4	21 – 22 January 2004
Group 5	26 – 27 January 2004

Upon completion of every workshop, the consultant team consolidated the information provided by the group and Draft Unit Standards were prepared in the appropriate format for finalisation.

February 2004

Two more workshops took place during February 2004.

The purpose of the first workshops held between 12-27 January 2004 was to examine all the draft unit standards for:

- Duplication;
- Gaps;
- Consistency across levels;
- Consistency of credit allocation; and
- Composition of the qualifications.

The purpose of the second workshop (23-25 February 2004) was to assess whether specific needs of specific commodities and/or production processes were covered and to develop more specific unit standards where necessary.

The second workshop included subject matter experts in the following sub-fields:

Organics	Agromony,
Permaculture	Natural Resources Harvesting
Hydroponics	Natural Resource Management
Horticulture	Biotechnology
Eco/Agri-Tourism	

4.1.4. Issues and Challenges and How they were Resolved

The inclusion of the Standards Generating Body (SGB) for Ornamental Horticulture into the process remains unresolved in a spite of much effort by the consultants and PAETA. The draft unit standards will be forwarded to the SGB chairperson with the request that they nominate a small group to participate in the last round of work groups with the aim of consolidating the unit standards with their own practices.

With the unit standards nearing finalisation, the last hurdle is the registration of the unit standards with the South African Qualifications Authority (SAQA). SAQA requires the evaluation and approval by the SGB for Primary Agriculture. As most of the “active” SGB members have been involved throughout the process, it is believed that this could be regarded as a matter of formality. However, the final registration by SAQA has, in the past, been a long and slow process. Unfortunately, the SAQA processes are outside of the consultants’ control. However, the consultants and PAETA plan to meet the relevant staff members to explain the urgency of the matter. A delay in the registration could be very negative as considerable time and effort have been devoted by industry representatives in this process.

4.1.5. Deliverables Completed during this Reporting Period

The following deliverables were completed during the past quarter and are reported on a monthly basis:

December 2003

During December 2003, the following deliverables have been completed:

- A total of 54 unit standards were consolidated and prepared for distribution; and
- Unit standards were distributed to all participants via the Khulisa office.

January 2004

During January 2004, the following deliverables have been completed:

- A series of 5 two-day workshops were completed successfully;
- All fundamental unit standards were completed;
- Subject Matter Experts were identified for the February 2004 workshops; and
- The consultant team prepared the second draft unit standards.

February 2004

During February 2004, the following deliverables have been completed:

- Approximately 150 unit standards were developed; and
- Gaps have been identified at each level and processes to address these gaps were established.

Other problems regarding consistency at various levels, language and generic nature of the unit standards were identified and processes were established to address those issues.

4.2. CHIETA Qualifications Assignment

This task was completed by Diane Umpleby, Joint Education Services (JET) at the end of November 2003. The Final Report has been provided to USAID, DoL and the CHIETA.

4.3. CHIETA Qualifications Research Assignment

This task was completed by Abeeda Holdstock, Joint Education Services (JET) at the end of April 2003. The Final Report has been provided to USAID, DoL and the CHIETA.

5. Task iii

5.1. SETASA Assignment

5.1.1. Period covered by report

1 December 2003 through 29 February 2004

5.1.2. Consultant(s) Completing Report

Edward French, CEPD

5.1.3. Activities Completed During Reporting Period

Based on a December meeting with SETASA management and Project Literacy, the consultant has developed a qualification for NQF Level 1 (ABET 4). The process has included further meetings or contacts with SAQA, Umalusi and the emergent SETA ABET Forum. An inventory of relevant existing qualifications was sourced and used to guide the composition of a discussion document and briefing / questionnaire outlining how SETASA might construct and fast-track a generic NQF1 / GETC qualification for Secondary Agriculture Operators to provide the basis for offering learnerships. The documents were distributed to SETASA's stakeholders in the SSUs for comment. The responses were positive and encouraged development along the line suggested. The actual Unit Standards were then

sourced and copied and the process of drafting an actual (near final) qualification for submission to the SGB is nearing completion.

5.1.4. Issues and Challenges and How they were Resolved

The continuing uncertainty about the future of SETASA during this period has not been encouraging. In spite of Dr Reddy's and the staff's intense efforts, factors on the governance side appear to be making clarity extremely difficult. The consultant has been pleased by the eagerness of those sub-sector units that have responded. They appear to value being informed and consulted, and feel that the qualification as proposed could be really helpful. Against the uncertainties, the consultant has taken the view that the qualification will be a valuable resource, even if it comes to be administered by another structure.

Two interesting emergent challenges are the idea of a *contextualisation* document and the problematic adequacy of existing standards. The former is prompted by the problem that while quality assurance officials demand highly specified unit standards to limit the impact of local expertise on the reliability of assessment, the meaningfulness of a generic qualification at this level demands broad competences effectively applied in specific contexts, and therefore emphasises local judgement. The brief contextualising guide is expected to be an interesting innovation in preserving this broader value. The second problem - that of the adequacy of existing unit standards - requires the writing of a number of new standards. The design is raising some issues around the extent to which the Elective domain is useful at this level. These issues dovetail with the ongoing discussion in Umalusi and the SETA ABET Forum about providing for ABET within the conditions of the NQF. (The contextualising guide will contain suggestions for "writing down" to ABET levels 1-3.)

5.1.5. Deliverables Completed during this Reporting Period

The writing and distribution of the discussion document on the NQF 1 qualification for this sector, and the linked questionnaire, were the tangible deliverables completed during this period. In addition, the collection and collation of appropriate qualifications and unit standards and their critical examination against the needs of this sector have been time-consuming (and at times frustrating), but now constitute an available resource. In the course of this work, the consultant has been able to make useful contributions to Umalusi's conceptualisation of its handling of ABET qualifications and to the slowly emerging SETA ABET Forum's thinking on materials development for ABET. (The consultant has represented SETASA at the two forum meetings held during this period).

6. Task iv

6.1. CHIETA Study Tour

The study tour participants returned to South Africa in mid-September 2003. The final report for the tour is still in process and will be finalised by Mr Len Larson (CHIETA Study Tour Representative).

7. Task v

7.1. PSETA Information Systems Assignment

7.1.1. Period covered by report

December 2003 to February 2004

7.1.2. Consultant(s) Completing Report

Michael Ogawa, Khulisa Management Services

7.1.3. Activities Completed During Reporting Period

December 2003

- Presented a demonstration of the system to PSETA executive committee in Kimberley on 4th December 2003.
- Re-engineered Learnership business process flow and submitted to PSETA for comments (did not receive any feedback in December).

January 2004

- Met with Learnership business unit at PSETA to discuss re-engineered process. The new business process flow was accepted with a few minor changes.
- Requested the DoL levy download files from PSETA. The PSETA provided access to the Skills Development website for access to these files.
- Learnership module programming commenced.

February 2004

- Completed Learnership process map and module.
- Discussed the Skills Development website with an official from the DoL and determined that the website provides all the necessary features for managing grants disbursement. Given that the PSETA has less than 10 levy payers, it does not make sense to develop a module for grants disbursement – this was discussed and agreed with the PSETA.
- Assisted the PSETA in determining its IT requirements to host the PSETA IT system on the State Information and Technology Agency (SITA) server.
- Started writing the users manual.

7.1.4. Issues and Challenges and How they were Resolved

No issues and challenges arose in December 2003 and January 2004. However, the following arose in February 2004:

- Requested the PSETA to provide a list of user names for the various modules – received a list of SDFs in the various provinces but are still waiting for user names at headquarters.
- Reminded the PSETA that the IT System is a page within the PSETA website and the whole website needs to be moved from the PSETA server to the SITA server before the IT Server can be uploaded – still waiting for this to take place.

- The PSETA IT Administrator was off sick for a short period in February and this delayed feedback on some of the requests made by the consultants.

7.1.5. Deliverables Completed during this Reporting Period

Modules completed as described above in Section 7.1.3 above.

8. Task vi

8.1. Labour Centre Support

8.1.1. Period covered by report

1 December to 31 December 2003

8.1.2. Consultant(s) Completing Report

Michael Ogawa & Helene Aiello, Khulisa Management Services

8.1.3. Activities Completed During Reporting Period

The first part of December was spent preparing the final touches to the DoL Draft Research Replication Manual as the consultants were scheduled to have a meeting with DoL later in the week. On Wednesday, 3rd December the consultants had a face-to-face meeting with DoL to present and discuss the Draft Research Replication Manual. During the meeting a number of small edits and changes were recommended. The DoL said that they would send a formal e-mail containing all the required changes.

In addition, the consultants worked on project clean up activities. Reminders in the form of follow-up emails were sent to DoL requesting their comments and changes on the Draft Research Replication Manual for finalisation. On the 12th of December, the consultants received comments and feedback from the DoL. By mid-December, the consultants were following up with the DoL for clarity on the recommended changes by the DoL regarding the Draft Research Replication Manual, as well as reviewing and addressing the comments sent to the consultants by DoL. This entailed minor edits and more detailed explanations of the research concepts. Changes to the replication document were finalized by the end of December.

Final Changes and edits were received from DoL and amalgamated before the consultants made a final presentation to the DoL in mid-January 2004.

8.1.4. Issues and Challenges and How they were Resolved

The initial challenge in December was to get the Draft Research Replication Manual together for the consultant's meeting on the 3rd of December with the DoL. This was accomplished by hard work and a lot of teamwork. The next challenge was to be sure that the draft research manual covered all the necessary aspects of the research process and that the manual was "pegged" at the correct level (for LMIS officials). This was accomplished through working closely with a number of officials during the course of the project.

8.1.5. Deliverables Completed during this Reporting Period

The consultants have accomplished the following:

- Developed and refined the Draft Research Replication Manual;
- Met with DoL to present and discuss the Draft Research Replication Manual;

- Delivered the Draft Research Replication Manual to DoL for comment; and
- Completed initial edits and changes to the Draft Research Replication Manual as per the DoL's suggestions.

9. Conclusion

The previous quarter saw the completion of a substantial proportion of the work under this Task Order 009. This quarter (December 2003 – February 2004) has seen the finalisation of the Labour Centres task and continuing work on SETASA, PAETA and the PSETA IT Tasks. It is envisioned that with only these activities remaining, this Task Order will be completed by the end of June 2004. This will be 4 months ahead of the intended completion date of 30 October 2004. The Development Associates Consortium is pleased with the progress of all activities.

**Khulisa Management Services (Pty) Ltd**

Reg No.: 99 09520/07

MEMO

TO: Machiel van Niekerk, PAETA CEO

FROM: Jennifer Bisgard, Khulisa Management Services

DATE: 17 February 2004

SUBJECT: Agreement on costs associated with PAETA Qualifications development project funded by USAID under IQC Task Order 009

Background

A meeting was held with Gina Wilson, Khulisa Management Services, Moira Campbell, Development Associates, Inc, Machiel Van Niekerk, PAETA CEO and Roelof de Villiers, CEPD Consultant at the PAETA offices on Tuesday 10 February 2004 at 2.30pm.

Purpose of the meeting

The purpose of the meeting was to discuss the implementation of the agreement signed with PAETA in October 2003 for the matching of funds to complete the qualification development process. In addition, the latest remaining workshops budget was presented to PAETA to identify the areas where matching funds were required asap.

Details of the Meeting

It was agreed by all parties that the process has been extremely valuable and beneficial for PAETA.

The following points were made regarding the budgetary issues of the project:

- Khulisa Management Services presented the remaining budget to PAETA. This was indicated as US\$48,602.36 (approximately R333,898.21). Khulisa indicated to PAETA that the budget presented had been calculated on an exchange rate of R6.87 to US\$1.00 and that the fluctuation in the exchange rate would impact the final amounts available. It was also noted that since the last update the exchange rate had dropped to R7.35.
- Amounts in the Khulisa budget for Ground Travel and Airfares have been exhausted and PAETA was requested to commence payment immediately for these items as per the signed agreement of September 2003.

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Directors: Dr. H. Aleko, PhD (USA); Ms. J. Bisgard (USA); Mr. P. Capozza (USA); Mr. M. Ogawa (Can)

- Khulisa would assist in identifying the best way of determining honorariums for stakeholders but would not take responsibility for the disbursement of these honorariums. Khulisa made two suggestions as follows:
 - Pay delegates a lump sum per workshop and calculate the number of workshops attended in total by each delegate; or
 - Pay delegates a per day amount which would differ depending on whether the workshop is a two day or three day event.

Final honorarium decisions can only be made once all the workshops have been completed by the beginning of March. PAETA will then decide which option presented above is the most viable for the calculation of honorariums.

- Khulisa will continue to pay for workshop venue and catering, workshop materials, accommodation and airport transfers. At this stage in the process, no additional funds are required from PAETA for these line items.

Decisions emanating from the Meeting

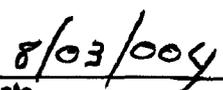
Khulisa Management Services and the PAETA CEO came to the following agreements regarding the utilisation of the matched funds:

- It was agreed that once the consultants' days in the IQC contract were finished, PAETA would reimburse them directly as per the signed agreement.
- Khulisa would assist in identifying the most viable way of distributing the honorariums. However, PAETA would be responsible for the payment of all honorariums to stakeholders. Khulisa will under no circumstances reimburse the honorarium to stakeholders. This honorarium amount would form part of the R350,000.00 set aside as matching funds by PAETA.
- PAETA would immediately commence the payment for all airfares and ground travel pertaining to the remaining three workshops. PAETA will retain all the paperwork for these transactions and should there be additional savings in other line items of the budget, PAETA will be reimbursed all or part of the monies they have paid out on airfares and ground travel. All these transactions will be the responsibility of the PAETA, specifically, Cathy Salmon.
- Khulisa has assisted in establishing a relationship between PAETA and Travel Connections as the preferred Travel Agent for the remainder of the project.
- All Khulisa Management Services budget amounts were based upon an exchange rate of R6.87 to the US\$ and may fluctuate.
- Khulisa Management Services would, where possible, provide possible additional budget should there be savings in any other areas of the overall project budget. This will only be done once a reconciliation of all expenditure has occurred at the end of the project. In addition, only Ground Travel and Airfares expenditure will be considered for reimbursement in this instance.

Concurrence

Please sign this memorandum to indicate that it correctly reflects the decisions taken at the meeting. This signed memorandum will be forwarded to Development Associates and Mathata Madibane at USAID for their records.


Machiel van Niekerk, PAETA CEO


Date