

## **Briefing to the Select Committee on Local Government and Administration**

### **The Academy as National Training Facilitator: Budget and Strategic Plan for 2008/09**



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Mr. Rufus Mmutlana: ADG  
and Team  
11 June 2008

## **Presentation Structure**

- **The SAMDI Foundation**
- **Reconstitution of the Academy**
- **Objectives and Activities of the New Academy**
- **Improving Products and Collaborations**
- **Actual, Budget and Controls**
- **Challenges To Monitor, Towards the new Academy**



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## The SAMDI Foundation Contributions to G&A 2008 Cluster Priorities

- Good Governance: Anti-corruption, Gender and Disability training programmes
- Capacity of the State: Mass Induction Programme (MIP), Accelerated Dev. Programme (ADP), Khaedu Training Programme
- Macro-organisation of the State: Single Public Service, Integrated Service Delivery and E-Government Service Delivery Projects
- Transversal Systems: Government-Wide Monitoring and Evaluation System Training Programme - launched in April 2008



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## The SAMDI Foundation Contributions to G&A 2008 Cluster Priorities

- Projects from Jan '08 Cabinet Lekgotla:
  - ◊ Design and delivery of an integrated curriculum for executive development and junior managers; and
  - ◊ Strategy for the provision of massified training by the Academy.
- Other Projects:
  - ◊ Support JIPSA (Joint Initiative for Priority Skills);
  - ◊ Incubate AMDIN (African Management Development Institutes Network); and
  - ◊ Provide support to DRC (Democratic Republic of Congo).



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## The SAMDI Foundation Recent Policy Indications

- DPSA Policies:
  - ◊ National Human Resource Development Strategy (NHRDS);
  - ◊ Human Resource Development Strategic Framework for the Public Service;
  - ◊ Leadership Development Strategic Management Framework; and
  - ◊ Single Public Service to enhance collaboration and integration among all spheres of government.
  
- ANC NEC: Building the Human Capacity of the State by:
  - ◊ Establishing uniform and high entrance requirements and standards;
  - ◊ Emphasizing professionalism, discipline and commitment to serve; and
  - ◊ Ensuring adequate numbers of personnel to ensure delivery.
  
- State of the Nation Address 2008:
  - ◊ "An element of government's Apex of Priorities will be deliberate focus on matters of skills development..."



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## The SAMDI Foundation Portfolio of SAMDI Programmes

Leadership Capacity	Managing Public Finances	Batho Pele and Service Delivery	Human Resource Management	Good Governance
<ul style="list-style-type: none"> <li>• Executive Development Programme</li> <li>• Advanced Management Development Programme</li> <li>• Emerging Management Development Programme</li> <li>• Foundation Management Programme</li> <li>• Mentorship Programme</li> <li>• Accelerated Development Programme</li> <li>• Kheduli</li> </ul>	<ul style="list-style-type: none"> <li>• Supply Chain Management I &amp; II</li> <li>• Supply Chain Management Municipalities and Municipal Entities</li> <li>• Supply Chain to Senior Municipal Managers</li> <li>• Asset Management</li> <li>• Logistics</li> <li>• Bid Committee Training on PFMA</li> <li>• Contract Management</li> <li>• Revenue management</li> <li>• Expenditure Management</li> <li>• Risk Management</li> <li>• Governance and Audit Committees</li> <li>• PFMA for Non-financial Managers</li> <li>• Bank Reconciliation</li> <li>• Public sector Accounting</li> <li>• Internal Audit</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent customer Service: frontline and Support Personnel</li> <li>• Batho Pele Improvement: Service Delivery for Operational Managers</li> <li>• Service Delivery Implementation Plans</li> <li>• Massified Induction Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Job Evaluation I &amp; II</li> <li>• Job Evaluation Panel Training</li> <li>• Compensation Management</li> <li>• Hearing Procedures</li> <li>• Grievance Procedures</li> <li>• Industrial Relations Skills Development Programme</li> <li>• Introduction to Human Resource Management</li> <li>• Human Resource Planning</li> <li>• Staffing practices</li> <li>• Performance Management</li> <li>• Human Resource Development</li> <li>• Skills Development Facilitation</li> <li>• Conflict Resolution</li> <li>• Assessment</li> <li>• Training of Trainers</li> <li>• Presentation and Facilitation Skills</li> <li>• Assessor training</li> <li>• Moderator training</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption and Ethics Management</li> <li>• Monitoring and Evaluation</li> <li>• Report Writing</li> <li>• Diversity Management</li> <li>• Disability Management</li> <li>• Implementation of Integrated Disability Strategy</li> <li>• Gender Awareness and mainstreaming</li> <li>• Managing HIV/AIDS in the Workplace</li> <li>• HIV/AIDS Development programme for Government planners</li> </ul>



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## The SAMDI Foundation Training Statistics

Delivery Unit	Actual PTDs 2006/07	Actual PTDs 2007/08	% Change 2006/07 to 2007/08	Targeted PTDs 2007/08	% Realised 2007/08
Change Management and Service Delivery Improvement (CM&SDI)	22,242	15,649	-30	18,371	85
Corporate Management (CRMT) Resource Training	29,006	42,914	48	45,689	94
Management and Leadership Development (M&LD)	47,202	45,729	-3	48,940	93
<b>Total</b>	<b>98,450</b>	<b>104,292</b>	<b>6</b>	<b>113,000</b>	<b>92</b>

\* PTDs – Person Training Days



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## The SAMDI Foundation Training Statistics - continued

- Overview:
  - ◊ Total PTDs for 2007/08 represent a 6% increase on the previous year, despite the demands of the transformation process;
  - ◊ However, 2007/08 PTDs are 8% short on the targeted PTDs.
- PTDs per Branch:
  - ◊ The main cause of the drop in CM&SDI PTDs is the decision to redesign and develop MIP (Massified Induction Programme);
  - ◊ The increased PTDs for CRMT is as a result of the financial management training that started to roll-out; and
  - ◊ MLD maintained high intake on middle and junior management courses, but experienced a slight drop (3%) due to low SMS training.



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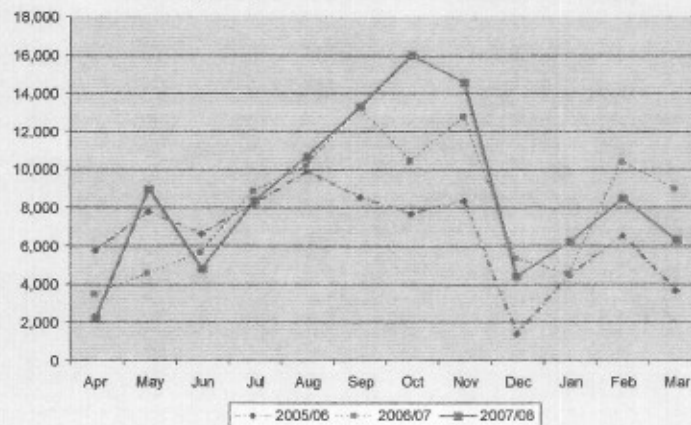
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## The SAMDI Foundation Training Statistics - continued

Monthly Output of PTDs for Successive Years



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## Reconstitution of the Academy Need for Paradigm Shift

- R1 billion p/a spent in departments but 43% of staff in provincial departments reported no training in 2006
- International benchmarks suggest at least 5 days training per annum:
  - ❖ For approx. 250,000 middle and junior managers requires 1,25 million PTDs p.a.; and
  - ❖ Allowing for 60% of training already occurring in departments still requires 0,5 million PTDs p.a.
- For induction, staff turn-over is 120 000 people p.a. requiring another 0,2 million PTDs
- Thus, the total-demand driven requirement is 0,7 million PTDs, nearly 10 times SAMDI's present output!

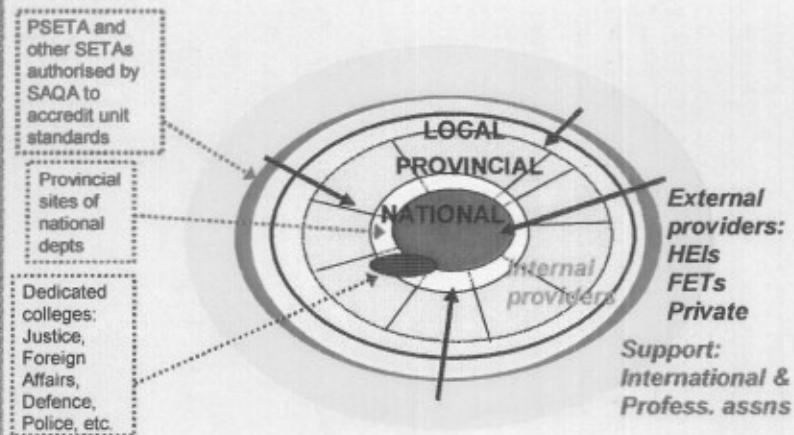


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## Reconstitution of the Academy The Complicated Training Landscape



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## Reconstitution of the Academy Vision and Activities

- Three "Mantras":
  - ✦ Provision to facilitation;
  - ✦ Competition to collaboration; and
  - ✦ Selective coverage to massification.
- First Main Stream of Activity:
  - ✦ Executive development programmes for SMS;
  - ✦ Entrant, lower and upper SMS: programmes, courses and events; and
  - ✦ In collaboration with universities and counterparts.
- Second Main Stream of Activity:
  - ✦ Massified management training for junior and middle managers;
  - ✦ Curriculum and Training Frameworks (functional and generic); monitoring and evaluation to regulate numerous outsource providers;
  - ✦ The Induction Programme for new entrants at all levels.



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## Reconstitution of the Academy Example of a Learning Framework

Performance levels	Finance	People	Projects	Culture	Information	Other	Finance	Human Res.	Supply Chain	Information	Other	Immigration	Pensions	Other	Induction
Senior															
Middle															
Junior															
Supervisor															
	Generic competencies						Functional competencies					Sectoral competencies			



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## Reconstitution of the Academy Completed Projects of Internal Task Teams

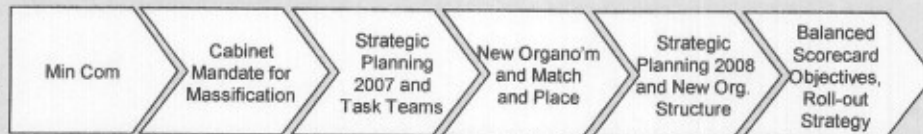
- Preparing for the commissioning of audits of existing junior and middle management courses
- Planning the training framework and the phases of its implementation
- Enhancing and integrating the monitoring and evaluation system
- Streamlining accreditation processes under the training framework
- Planning in detail a massified Induction programme
- Preparing for the widespread mobilisation of networks of external service providers
- Planning the differentiated executive development programmes for upper, lower and entrant SMS members
- Recasting financial and HR delegations and policies
- Planning and scoping an operational system for training



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## Implementing Academy Reconstitution Progress Made



- Too inflexible and bureaucratic for a training institution
- In competition with other service providers
- Form of cost-recovery resulting in short-term, demand-driven offerings rather than a long-term strategy
- Section 1 department reporting to DG
- Foster and co-ordinate the delivery, on a meaningful scale
- Practical management skills for a developmental state
- Common ethos and value for a professional public service
- From a provider of training to a facilitator
- From being a competitor to collaborating with other service providers
- To extend its coverage from selective to comprehensive or 'massified'
- Consulted with management, staff and unions
- New organization designed to fulfill mandate
- First and second preferences, competency exercises, interviews and selection tools
- Framework for curriculum design
- Cooperation with provincial academies
- New financial model to facilitate a strategic framework and recover costs
- External recruitment commenced
- Cabinet Mandate for Massification
- Mass induction roll out
- Action learning roll-out, gradual introduction to all SMS
- AMDP & EDP roll-out as accredited SMS training
- New building, regional sites
- Launch of the Academy

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## Reconstitution of the Academy Partners and Stakeholders

- Engagement with Partners:
  - Research on programmes offered by HEIs has been conducted;
  - With HEI input, and help from French ENA, extra top SMS offerings;
  - We have brought together sectoral colleges of the various departments like Correctional Services, Home Affairs, Foreign Affairs, etc.
- Provincial Training Entities and Other Stakeholders:
  - Discussing DPSA and SAMDI Integrated Learning Framework with provinces for HRM use across the Public Service;
  - Three Inter-Provincial Workshops held and meeting with the DBSA Vulindlela Academy for Local Government has taken place; and
  - Established Inter-Provincial Curriculum Committee.



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## Reconstitution of the Academy Controls and Efficiency

- Handover Matrix:
  - ◊ A key concern during the transition process is to ensure that our clients receive services in a seamless manner;
  - ◊ Pre-Lekgotla planning in Dec 2007 to plan the handover process; and
  - ◊ A plan for migrating 98 projects to the Academy was developed at the Jan 2008 Strategic Planning Lekgotla.
  - ◊ The migration of these projects to the Academy commenced from mid-Feb 2008 onwards.
- Examples of Efficiency and Effectiveness:
  - ◊ Quality Assurance and Curriculum Development serve as the engine rooms where quality programmes are conceptualised and developed;
  - ◊ Course-participants' assessment provides feedback; and
  - ◊ Monitoring and Evaluation has produced a report on the Accelerated Development Programme (ADP).



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## Objectives and Activities of the New Academy Old SAMDI versus New Academy Objectives

**Old SAMDI Strategic Objectives:**      **New Academy Strategic Objectives:**

- |   |     |  |
|---|-----|--|
| <ul style="list-style-type: none"> <li>• Curriculum framework for JMMS</li> <li>• Executive development programmes for SMS</li> <li>• Partnerships: management institutes, providers</li> <li>• Training programmes in support of AU countries</li> <li>• Capacitate departments to identify training needs</li> <li>• Implement a quality management system</li> </ul> | } → | <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Stakeholder relations</li> <li>• Lateral contribution to organisation</li> <li>• Corporate governance</li> <li>• Transformation into the Academy</li> </ul> |
|---|-----|--|



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## Objectives and Activities of the New Academy Provider Mobilisation Branch: Example

Services to be delivered 2008/09	Stakeholders 2008/09	Lateral contribution 2008/09	Corporate governance 2008/09	Transformation 2008/09
Mobilisation of providers for massification of the JMMS programmes	Recruitment, contracting and professionalisation of partners	Provide support for identification of providers for provincial training programmes, and OD	Implement a programme and participant-based M&E system	Implement new strategy/guidelines and procedures for provider mobilisation
Audit of current providers by May '08	Develop relations with 10 partners by Sep '08	Draft provider deployment guidelines for regional training by Sep '08	Define and develop procedures for implementing the massified M&E system by Dec '08	Review and develop new guidelines and procedures for provider recruitment by Dec '08
Expiring contracts of existing private providers renewed by Apr '08 for an initial period of one year	Develop systematic engagement with all provincial academies and training entities by Sep '08	Strategy paper on parameters for OD and sectoral consulting developed by Sep '08		
New guidelines and procedures on provider mobilisation completed and consulted upon by Jul '08	Convene partner/provider consultative forum by Dec '08	Channels for co-ordination of department specific training defined by Dec '08		
Framework on professional training development by May '08	Database of providers established by Aug '08			

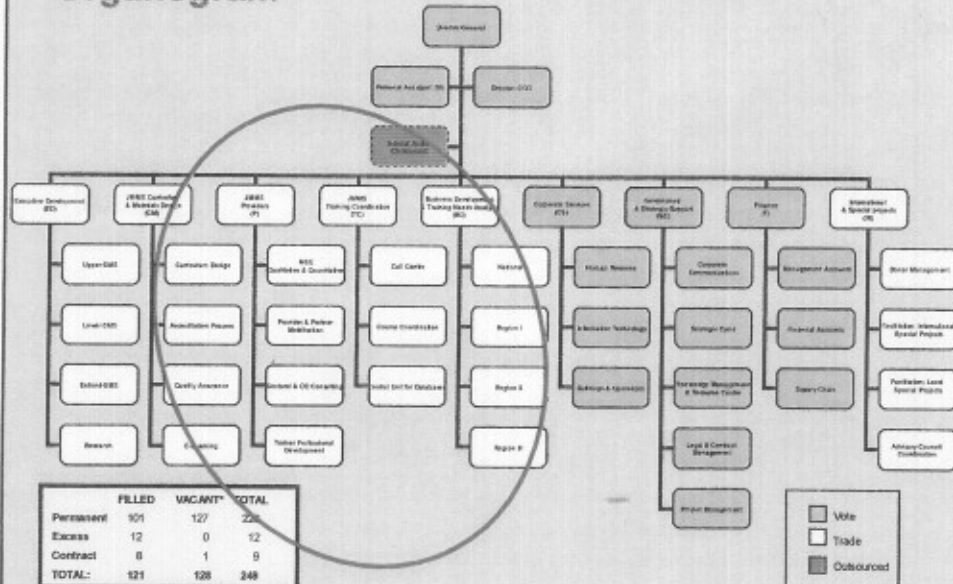


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## Objectives and Activities of the New Academy Organogram



	FILLED	VACANT	TOTAL
Permanent	901	127	228
Excess	12	0	12
Contract	8	1	9
<b>TOTAL:</b>	<b>921</b>	<b>128</b>	<b>249</b>

\* Massive recruitment drive presently underway

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## Objectives and Activities of the New Academy Overview of Activities per New Branch

- Executive Development:
  - ◊ Addresses the development needs of the current and emerging SMS; and
  - ◊ Delivers executive development programmes in collaboration with HEIs, regional, and international partners.
- Curriculum and Materials Development for JMMS:
  - ◊ Develops curricula within an integrated learning framework for 250,000 junior and middle managers; and
  - ◊ Conducts external reviews of SAMDI's existing courses.
- Provider Mobilization for JMMS:
  - ◊ Mobilizes, co-ordinates, monitors and assures the quality of the organizations that will provide training at JMMS levels;
  - ◊ Partners and associates include HEIs, FET Colleges, provincial academies and units, private sector organizations, NGOs, etc.



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## Objectives and Activities of the New Academy Overview of Activities per New Branch – cont.

- Training Co-ordination for JMMS:
  - ◊ Links prospective users of training programmes at all levels of government with massified training opportunities.
- Business Development:
  - ◊ Liaises with top officials in departments to identify their key training needs and to match groups of delegates to most suitable programmes;
  - ◊ A priority will be the development of the Training Needs Analysis Model.
- Corporate Services:
  - ◊ Provides pro-active HR service for senior and high-tech staff, including vigorous professional development and performance management;
  - ◊ Ensures that IT services of the Academy's country-wide activities are supported by IT intensive infrastructure and databases; and
  - ◊ Manages buildings and operations support facilities and logistical operations across the country.



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## Objectives and Activities of the New Academy Overview of Activities per New Branch – cont.

- Governance and Strategic Support:
  - ◊ Supports the DG and top-management with strategic and allied support functions required to position the Academy;
  - ◊ The activities of this branch includes corporate communication and knowledge management.
- Finance:
  - ◊ Provides expanded and modernised financial and supply chain management services to cope with the demands of "massified" training;
  - ◊ This branch deals with financial management and accounting.
- International and Special Projects:
  - ◊ Supports the Academy's strategy by forging strategic international partnerships, co-ordinating bi- and multi-lateral international projects;
  - ◊ This branch is also responsible for initiating and managing efficient donor projects.



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## Objectives and Activities of the New Academy Next Big Steps

- Advertise and fill vacant positions in new organogram in line with budget
- 20 000 applications for 85 posts funded new/vacant posts - short listing and interviewing during May to August 2008
- New building to be named and launched by the President
- Communication campaign towards the August launch
- Migration matrix unfolding
- Planning for DPLG / DPSA landscape workshop
- International relations - CIDA/SAMDI Project on Public Sector Training and Development in Countries Emerging from Conflict
- Massify training opportunities at three levels of government per Academy strategy in phases and sectors



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## Massified Induction Programme (MIP) Underpinning and Objectives

- In 2007, the President stated that:  
"SAMDI should be the major service provider (in public sector training) including in the mass induction of public servants"
- The urgency of the MIP was confirmed by the MPSA in her 2007 Budget Vote Speech
- The intention is to expose new public servants to the core values of public service delivery, Batho Pele and development
  - ❖ To develop and inculcate the Batho Pele ethos of serving;
  - ❖ To stimulate a sense of pride in working for the Public Service;
  - ❖ To point participants to generic as well as functional skills; and
  - ❖ To create an awareness of the challenges of the developmental state.



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## Massified Induction Programme (MIP) Course Outline

### We Care:

- The goals and key government programmes
- The developmental orientation of the South African Government

### We Belong:

- The Structure of government
- The Constitution and the roles of the three spheres of government
- The Rights and responsibilities of public servants
- The Code of Conduct; Conditions of Service; policies on Sexual Harassment and HIV and Aids

### We Serve:

- Batho Pele
- Communication and relationships with members of the public
- Government's Anti-Corruption Strategy



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