

STRENGTHENING OVERSIGHT CAPACITY OF COUNCILLORS AND SENIOR MANAGERS WITHIN THE ILEMBE DISTRICT

PROJECT CLOSEOUT REPORT

MUNICIPAL LEADERSHIP, FINANCE AND OVERSIGHT CAPACITY PROGRAMME

28 JULY 2023

FINAL DRAFT

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Prepared on behalf of: Tachfin and Vuthela



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List of Acronyms

BBBEE	Broad Based Black Economic empowerment
BSC	Budget Steering Committee
FPC	Finance Portfolio Committee
IDP	Integrated Development Plan
LED	Local economic Development
	LG SETA Local Government Sector Education and Training Authority.
MPAC	Municipal Public Accounts Committee
NLD	National Learner database
NQF	National Qualifications Framework
PSC	Project Steering Committee
QCTO	Quality Council for Trades and Occupations
SAQA	South African Qualifications Authority
SDF	Skills Development Facilitator
ToRs	Terms of Reference
US	Unit Standard

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1. OVERVIEW OF THE PROJECT AND PURPOSE OF THE REPORT

Tachfin Holdings (herein referred to as 'Tachfin') and VUTHELA ILEMBE LED PROGRAMME (herein referred to as 'Vuthela') conceptualized the designing and facilitation of a training program(s) to strengthen the oversight capacities of Councillors and Senior Managers in the iLembe District in the KwaZulu Natal Province of South Africa. The Local Government Sector Education Training Authority (LG SETA) accredited training project was administered to 65 Councillors (Municipal Public Accounts Committee members [MPAC], Finance Portfolio Committee members [FPC], Budget Steering Committee members [BSC] etc.) of all municipalities in the iLembe District and 35 Senior Officials (Including Section 57 and 56 Directors, Executive Directors and Municipal Managers) of all municipalities in the iLembe District. TACHFIN is accredited by the Local Government Sector Education Training Authority (LG SETA) with the following accreditation number: **LGRS-MhsuT513101124**.

The LG SETA accredited Skills Programme sought to strengthen the oversight capacity, leadership and financial management skills of the councillors elected in November 2021 and senior managers within the iLembe district. The outcomes of the Skills Programme were met by using Unit Standards from the following Qualifications: National Certificate: Local Government Councillor Practices, Qual ID 58578, National Certificate in Municipal Governance Qual ID 67467, Municipal Financial Management Qualification, Qual ID 48965, National Diploma: Public Finance Management and Administration Qual ID 49554; National Certificate: Municipal Integrated Development Planning Qual ID 50205; Further Education and Training Certificate: Municipal Finance and Administration, Qual ID 50372; Further Education and Training Certificate: Leadership Development Qual ID 50081. The specific Unit Standards were deliberated by the Project Steering Committee members from Vuthela and the Municipalities. Tachfin as the implementing partner of Vuthela designed, facilitated, assessed and moderated the LG SETA accredited training program on behalf of and for VUTHELA ILEMBE LED PROGRAMME.

The project commenced on 16 May 2022 with the project being completed on 30 June 2022. The purpose of this close out report is to provide documented feedback on the implementation of the project, its approach, achievements, challenges and the recommendations for the municipalities and all the stakeholders to consider going forward.

2. BACKGROUND AND CONTEXT OF THE PROJECT

2.1 Background to the Programme

The oversight, finance management and leadership strengthening project formed part of the Vuthela LED Programme which was officially launched on 29 November 2017 by the iLembe District Municipality, together with Switzerland's State Secretariat for Economic Affairs (SECO) and the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (KZN EDTEA). The Vuthela iLembe LED Programme covers the iLembe District Municipality and its local municipalities of KwaDukuza, Mandeni, Ndwedwe and Maphumulo. The primary purpose of the Programme was to improve the economic future of the iLembe District residents through sustainable economic growth of the local economy and the creation of higher, better, and more inclusive employment and income generating opportunities. At the time of the training programme, the Vuthela LED Programme was in its implementation phase involving 47 projects which will be implemented until the programme closes out in 2023. The operation of the Vuthela iLembe LED Support Programme is managed by the Project Coordinating Unit (PCU), which is based in the town of KwaDukuza.

The Programme comprised five components, namely:

- Public Financial Management Component.
- Municipal Infrastructure Component.
- Private Sector Development Component.
- Building Inclusive Growth Component.
- Partnership and Coordination Component.

2.2 Project Objectives

The overall objectives of the training project were to:

- Emphasize the responsibility of Councillors and Senior Managers to serve what has been described as the "higher purpose" of government related to issues of representative democracy, oversight, integrity, and ethical leadership.
- Strengthen and improve Councillors' engagement with financial information submitted to them, monthly, quarterly, bi-annual, and annually, on which they must play an oversight role.

- Strengthen and improve Senior Managers' responsibilities in financial management as outlined in the MFMA, especially for non-financial managers.

The training project fell under the Public Financial Management Component (PFM) and was at National Qualifications Frameworks corresponding with the Level of Councillors and Senior Managers. **The Skills Programme was packaged into 4 Unit Standards per cohort. Each unit standard was trained for an average of at least 2 Days depending on the Credits and notional hours.**

2.3 Scope of Work

The Scope of work was in line with Section E.1.5 of the Terms of Reference. (TORs) from the Scope, it was envisaged that the following activities fully carried out by Tachfin were necessary:

1. Tachfin developed an Inception Report setting out a detailed project plan in consultation with the PCU.
2. Established learning needs on public finance management for senior managers and councillors in developing the capacitation programme and the training manual (s) – enrollment and gap analyses were conducted to establish and have a rough idea of the level and needs of participants.
3. The customized accredited training material used was aligned with relevant LG SETA unit standards and prepared in line with the needs assessment so that the training could be used by the municipalities for on boarding of new councillors in future. The training material took cognizance of the requirements of the SAQA Act, 1995 in respect of short-term training courses. The training programme targeted the following outcome learning areas among others:

Cohort A: Councillors' Capacitation included Roles and Responsibilities of Councillors with more emphasis on Oversight Committees, leadership and municipal finance management covering all or some of the following theme areas:

- Governance system in South Africa;
- Municipal government in South Africa;
- Modernizing municipal finance management;
- Process of financial management reform;
- Political and administrative accountability;
- Managing assets, liabilities, revenue, and expenditure;

- Municipal budgets and strategic planning;
- Service delivery and budget implementation plans;
- Service delivery mechanisms and municipal entities;
- Supply chain management;
- Financial reports, councillors' tools for oversight;
- Audit committee, risk management and internal audit;
- Forbidden activities and financial misconduct;
- Role of representative democracy, oversight, and the principles of ethical leadership (cross-cutting theme);
- Resolving financial problems; and
- Designing the future organization.

Cohort B: Senior Managers capacitation included all or some the following theme areas:

- Strategic leadership and management
 - Strategic financial management
 - Operational financial management
 - Governance, ethics, and values in financial management
 - Financial and performance reporting
 - Risk Management
 - Change management
 - Project management
 - Legislation, policy, and implementation
 - Stakeholder relations
 - Supply chain management
4. Developed a training plan and kept all stakeholders informed about timing and progress through the preparation of monthly reports and several Project Steering Committee (PSC) meetings on the progress of the project;
 5. Tachfin undertook all logistical arrangements relating to the project namely, securing of venues; training schedules; training aids; engaging with the Municipal Skills Development Facilitators or any other designated officials (facilitator laptop; data projector; flip chart stand; attendance registers).
 6. Rolled-out the training programme using the developed training manuals to identified Councillors and municipal officials within the iLembe District;
 7. Designed mechanisms to assess all participants upon completion of the training, prior to issuing of the certificates of competency.
 8. Through lessons learned from the project, Tachfin now has learnt important and sustainable strategies for training councilors in the future including the set-up of structures for the smooth management of such training.

9. Attended meetings with the Vuthela PFM experts responsible for monitoring the project. Project Management Steering Committee meetings were held monthly to monitor the project progress, sometimes twice a month as and when the need arose.
10. Compiled and submitted progress reports to the PCU on a monthly or as and when required basis.
11. Prepared and submitted this comprehensive close out report upon completion of the training project.

3. THE PROGRAMME APPROACH AND METHODOLOGY

Undertaking any assignment with the local government sphere and indeed other public sector spheres of government requires effective project management as well technical expertise during the project life cycle, that is, the planning phase, implementation phase, monitoring and controlling and the close out reporting phase. Due to the nature of the assignment, Tachfin identified local government experts and specialists in the field to assist in the cutting edge and impactful undertaking of the assignment, as the scope of work required the highest level of expertise to achieve the project outcomes with the required quality. The experts involved in delivering the practical training has at least a Master's degree and over 15 years' experience with South African local government as well as public sector in general.

3.1 Project Planning Phase

It was critical to break down specific outputs and deliverables of scope of work during the planning phase, undertake engagements with key stakeholders on project expectations to drive the project planning and implementation. Necessary engagements were held with the project steering committee and municipalities within the district (through the Skills Development Facilitators and representatives from the offices of the Speakers), to ensure that the project met the required outcomes. A high-level assessment of the skills gaps and needs of the councilors and officials was undertaken to identify specific focus areas that were to be addressed in the project thereby refining the planning and implementation. The Skills Development Facilitators (SDFs) from the respective municipalities and or officials from the office of the Speaker were critical in guiding the process of engaging with participants in the programme.

In accordance with the scope of work, a detailed inception report, including the training project roll-out plan and strategy was developed,

suggesting timelines in terms of the scope of work. Dependencies were clearly communicated and agreed upon with the Vuthela and the respective client municipalities, and measures implemented to ensure that timeframes and deliverables were met.

ANNEXURE I: Time schedule of Service and Roll Out Plan

Table 1: Tabulated Roll out Strategy

TRAINING ELEMENT DESCRIPTION	TIME FRAME	DELIVERABLES	NOTES
STRENGTHENING OVERSIGHT CAPACITY OF COUNCILLORS AND SENIOR MANAGERS WITHIN THE ILEMBE DISTRICT	May – June 2023	65 Councillors (Cohort 1) and 35 Officials (Cohort 2)	The project ran from May 2022 to June 2023 with practical training commencing on 7 November 2022 and certificates ready on 30 June 2023. This was due to change of methodology to incline partly with the needs of the participating municipalities, waiting for LGSETA to approve a blended training programme as well as having to wait for LG SETA verification and moderation.
Project Initiation and planning; Inception consultations with stakeholders and Inception Reporting	8 Weeks [June to July, August 2022}	Inception Report – adopted 11 July 2022	Was initially deliberated on and adopted by the Project Steering Committee on 11 July 2022. The report was later revised and adopted on 17 August 2022 when the training was agreed to take the blended approach to accommodate other municipalities who had financial challenges.
Registration, Commitment and Gap Analysis E-learning System Development	8 Weeks [August-September]	Completed Registration Forms Signed Learner	Established learning needs on leadership, public finance management and oversight for senior managers and councillors.

<p>and refining</p>		<p>Commitment to Training Forms</p> <p>Training Material (Manuals and POEs)</p> <p>Completed Pre-Training Assessment Tool</p> <p>E-learning Platform</p>	<p>Registration was completed on 7 November 2022 for Councillors and 14 November for senior managers.</p>
<p>Period of training and dates for Cohorts 1 and 2 (Cohorts to run concurrently or at different dates as will be determined by steering committee)</p>	<p>8 Weeks [November 2022 to January 2023]</p>	<p>Attendance Registers.</p> <p>Post-Training Reports Per Unit Standard.</p> <p>Assessment Reports Per Unit Standard.</p> <p>Moderation Reports per Unit Standard.</p>	<p>4 Unit Standards were trained per cohort. There was a 10-day face to face interaction with participants, 5 days per cohort in November 2022 and another 5-day follow-up session in January 2023. This was blended with online learning to ensure sound compliance with notional hour requirements. Cohort 1 training took place from 7-11 November 2022, cohort while Cohort 2 training ran from 14-18 November 2022. The follow up session was conducted from 23-27 January 2023.</p>
<p>Undertake a post-intervention skills assessment to measure the impact of the training and development initiatives.</p>	<p>2 Weeks [July 2023]</p>	<p>Post-intervention skills assessment report.</p>	<p>A structured survey was done with sampled participants to assess the impact of the project post-training. 25% of the participants were used for the post training impact assessment.</p>

<p>Project Conduct close out and reporting</p>	<p>2 Weeks [June 2023]</p>	<p>Certificate of Competence to candidates who submitted competent POEs.</p> <p>Statement of Results from LG SETA.</p> <p>Certificates of attendance to participants who attended but could not successfully submit competent POEs.</p> <p>Project Close-out report.</p>	<p>24 Councillors and 11 Senior Managers submitted competent POEs.</p> <p>Conducted close out and reporting with recommendations for sustainable and institutional oversight of municipal finances.</p>
<p>Accreditation status</p>	<p>Accredited with LG SETA.</p>	<p>LG SETA and Services SETA Accreditation Letters.</p>	<p>LG SETA Accredited trainings – refer to Tachfin Accreditation LGRS-MhsuT513101124 and Services SETA: 12438. The Training project steering committee agreed on 4 Unit Standards per cohort for the Skills Programme. The following Unit Standards were trained:</p> <p>Cohort 1: US 337063 Demonstrate knowledge and insight into the principles of</p>

			<p>monitoring and evaluation in assessing organisation and/or programme performance in a specific context, NQF Level 5, Credits 5.</p> <p>US 242858 Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context, NQF Level 3, Credits 4.</p> <p>US 244180 Exercise leadership in a councillor context, NQF Level 3, Credits 6.</p> <p>US 255574 Participate in municipal policy making and analysis processes, NQF Level 5, Credits 12.</p> <p>Cohort 2: US 120300 Analyse leadership and related theories in a work context, NQF Level 5, Credits 8.</p> <p>US 120305 Analyse the role that emotional intelligence plays in leadership, NQF Level 5, Credits 8.</p> <p>US 337063 Demonstrate knowledge and insight into the principles of monitoring and evaluation in</p>
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			<p>assessing organisation and/or programme performance in a specific context, NQF Level 5, Credits 5.</p> <p>US 255574 Participate in municipal policy making and analysis processes, NQF Level 5, Credits 12.</p>
Venue, catering and Covid 19	Every Training Session was as per determined dates.	Proof of booking at Venues within iLembe District.	The training was hosted at the eBandla Hotel in Ballito, a private venue within the iLembe District complying with health and safety requirements for such a cause. Appropriate social distancing was maintained at the venue given the recent Covid-19 pandemic precautionary measures.
Training material Development and Programme Approval by LG SETA	4 Weeks June – September/October 2022	LG SETA/*National Treasury Approved Training Material (Learner Manuals and POEs).	Tachfin used relevant LG SETA/Quality Council for Trades and Occupations (QCTO) approved and VUTHELA ILEMBE LED PROGRAMME approved training material for the chosen Unit Standards. Training material was ready by 30 September 2022.
Outcomes of the training	By end of every training session	Training Reports. Evaluation Forms.	As per Qualification Requirements

POE submission	By next training date but within 30 days.	Completed POEs.	POEs were due after 30 days. However, the participants were given until 15 February to finalise all their POEs given the blended approach.
POE Assessment	7 days after submission	Assessment Reports.	An LG SETA accredited Assessor handled the assessment process from 01 – 06 March 2023. A total of 140 POEs were assessed and found competent, 96 for Cohort 1 and 44 for Cohort 2. See assessment reports.
POE Remediation	Within 2 weeks of receiving and Not Yet Competent Assessment Report.	Remediation Assessment Reports.	Remediation process unfolded over two weeks. Learners were given two chances to remediate with the guidance of the Assessor. See assessment reports.
POE Internal Moderation	Within 30 days after Competent Assessment	Moderation Reports.	The 140 POEs that were competent and complete in terms of all administrative and compliance documents requirements were internally moderated from 11-14 April 2023. A 25% sample (as required by the SETA and as per Tachfin QMS) was sampled using purposeful sampling for this exercise. An LG SETA accredited Moderator was utilised for this exercise. See Internal Moderation Report.

Verification	Depended on LG SETA	External Moderation Reports.	Application for external moderation/verification made to the the LG SETA on 19 May 2023. However, the SETA acknowledged the application and attended to the exercise on 25 May 2023. All assessed and moderated unit standards were verified with results upheld. See verification report from LG SETA.
Uploading of result to NLD	Within 3 days after verification	Upload Reports.	Uploading of results was done within 7 days after verification was complete and statements of results were issued. See attached SORs.
Certification	Depends on the release of Statements of Results by the LG SETA	Certificates of Competency. LG SETA Statements of Results.	Upon finalisation with the LG SETA and VUTHELA ILEMBE LED PROGRAMME, statements of results and certificates sealed with the TACHFIN Logo and LG SETA logo were provided within 6 months of completion as per the QMS.

3.2 Implementation Phase

Tachfin facilitated and managed the proceedings of the training programmes as per LG SETA/QCTO and VUTHELA ILEMBE LED PROGRAMME requirements and as informed by the requisite notional hours of the Qualifications as the training was accredited.

The training was delivered to the selected delegates (65 Councillors and 35 Senior Managers) as would be provided by VUTHELA ILEMBE LED PROGRAMME.

3.2.1 Implementation of training until certification (Facilitation, Assessment, Moderation etc.)

In line with the TORs, Tachfin provided training material, facilitated and managed the training proceedings of this training for the allocated training days. The training was delivered to the selected delegates. The structure of the training was as follows:

1. Handled learner enrolments and certification in line with the SETA/QCTO/SAQA National Learner Record Database (NLRD) requirements. Participants were expected to complete and sign Learning Programme Agreement/Learner Enrollment forms and declaration forms with the entity and beneficiaries **(samples attached)**.
2. Tachfin conducted learner induction sessions in collaboration with LG SETA and VUTHELA ILEMBE LED PROGRAMME requirements.
3. Tachfin facilitated the structured learning component of the awarded training interventions both theory and practical component.
4. Tachfin complied with the accreditation requirements from LG SETA and project managed the learning programmes on behalf of VUTHELA ILEMBE LED PROGRAMME. For instance, Tachfin handled completion of attendance registers for the entire training/qualification (workplace and theoretical training).
5. Tachfin provided learner support to ensure learners attained the required number of credits within the expected time frames.
6. Tachfin identify learners with special education and training needs and develop mechanisms to address those.
7. Tachfin utilized the training material that was approved by LG SETA. The training material comprised a learner's manual and a portfolio of evidence with practical formative and summative assessment questions which the learners shall do in the classroom and at home

- individually and also in set-up groups and compile a portfolio of evidence to be assessed thereafter.
8. The learners were also required to complete online assignments as part of their online learning experience. The participants also completed pre-training assessment activities/gap analysis tools as well as [post training impact evaluation structured interview schedules.
 9. Tachfin monitored and managed evaluation classroom training provision by the learners.
 10. Tachfin shall monitor and evaluate internal moderation processes.
 11. Tachfin attended and provided reports/feedback to the VUTHELA ILEMBE LED PROGRAMME project steering committees where applicable and when needed.
 12. Tachfin compiled and submitted required learner documents as per VUTHELA ILEMBE LED PROGRAMME
 13. Liaise with the VUTHELA ILEMBE LED PROGRAMME requisite project office regarding submission of monthly, quarterly and post training report as will be required.
 14. Tachfin liaised/coordinated with VUTHELA ILEMBE LED PROGRAMME on matters related to the project, and any matters that presented as risks to the project.
 15. Tachfin handled all formative and summative assessments, moderation and uploading activities and generated requisite reports accordingly.
 16. Tachfin kept accurate assessment and moderation records for each Unit Standard.
 17. Tachfin moderate 25% assessments (classroom based and workplace based) as presented in **Table 1**.
 18. Tachfin ensured the internal moderation of the assessment results was concluded and forwarded reports of such to Vuthela and the LG SETA as presented in Table 1.
 19. Tachfin ensured the external moderation of the assessment results was concluded and forwarded reports of such to the Vuthela as presented in Table 1.
 20. Tachfin ultimately issued a certificates of competency and LG SETA statement of results of the Skills Programme to those who successfully completed the programme. Certificates of attendance were presented to those who attended the programme but could not submit POEs.
 21. Tachfin up-load learner enrolments and achievements on a learner management system (LMS) compliant to relevant SETA/NLRD specification.

3.2.2 Programme Coverage and Unit Standards

- Programmes were delivered as per LG SETA specifications.
- The programme covered 4 Unit Standards with the stipulated 15 days. The Unit Standards addressing Financial Oversight and Leadership issues as per TORs were determined jointly by the project Steering committee during inception.
- The following Unit Standards were selected and trained on:

Cohort 1:

1. US 337063 Demonstrate knowledge and insight into the principles of monitoring and evaluation in assessing organisation and/or programme performance in a specific context, NQF Level 5, Credits 5.
2. US 242858 Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context, NQF Level 3, Credits 4.
3. US 244180 Exercise leadership in a councillor context, NQF Level 3, Credits 6.
4. US 255574 Participate in municipal policy making and analysis processes, NQF Level 5, Credits 12.

Cohort 2:

1. US 120300 Analyse leadership and related theories in a work context, NQF Level 5, Credits 8.
 2. US 120305 Analyse the role that emotional intelligence plays in leadership, NQF Level 5, Credits 8.
 3. US 337063 Demonstrate knowledge and insight into the principles of monitoring and evaluation in assessing organisation and/or programme performance in a specific context, NQF Level 5, Credits 5.
 4. US 255574 Participate in municipal policy making and analysis processes, NQF Level 5, Credits 12.
- The Unit Standards were borrowed from the following Qualifications: National Certificate: Local Government Councillor Practices, Qual ID 58578, National Certificate in Municipal Governance Qual ID 67467, Municipal Financial Management Qualification, Qual ID 48965, National Diploma: Public Finance Management and Administration Qual ID 49554; National Certificate: Municipal Integrated Development Planning Qual ID 50205; Further Education and Training Certificate: Municipal Finance and Administration, Qual ID 50372; Further Education and Training Certificate: Leadership Development Qual ID 50081.

3.2.3 Classroom Training and Venue proceedings

- On the start of the programme, learners registered and were inducted into the training by the Tachfin host Facilitator
- The facilitator/management consultant introduced him/himself, programme and all the specific outcomes of the programme.
- The learners introduce themselves, indicating their overall expectations of the programme in the process.
- The training started with the facilitator utilising a number of training methods including the below;
 - PowerPoint presentation – use of electronic slides which highly summarizes the content of the learner's manuals.
 - Group activities, presentations, discussions and de-briefings
 - Concept-practical-concept approach – where every concept introduced will be followed up with practical familiar examples.
 - Facilitator and delegates' share of experiences.
 - Use of clip board for point illustrations and further point demonstration
- The learners signed the Tachfin/Vuthela attendance register every day.
- Learners were assigned home activities which were then reviewed on the next day of the training to debrief and ensure understanding.
- The training was highly interactive, ensuring that there was maximum engagement of the learners with one another and also with the facilitator.
- The training covered the latest developments in relevant municipal and general public speaking concepts.
- The learners were requested to complete the post course evaluation forms to evaluate the programme as a whole and also the facilitator. They all rated the training excellent. They also indicated that they were happy with the venue although a good number felt the food could improve.
- Learners compiled portfolios of evidence submitted by 15 February 2023.

3.2.4 E-Learning – blended approach

Due to the recent Covid-19 pandemic and to also accommodate financially struggling municipalities, Tachfin holdings put in place and utilised systems for a blended/hybrid learning approach that combined both face to face and online learning. Tachfin also used Microsoft Teams

and WhatsApp as well as emails and telephonic conversation for one-on-one support to learners during POE completion.

3.2.5 Venue, catering and Covid 19 measures

To bring convenience to the Municipalities, Tachfin used the eBandla Hotel in Ballito for all the training sessions with the follow-up sessions being done at the municipalities and also the Vuthela offices venues within the iLembe District Municipality. Tachfin provided catering to the trainees through the venue.

Tachfin in collaboration with VUTHELA ILEMBE LED PROGRAMME ensured that the training premises were easily accessible and were Covid-19 safe.

3.2.6 Administration and project management

Tachfin was responsible for the administration and project management of training interventions if awarded the project.

Administration included but not limited to:

1. Project meetings attendance, minuting and reporting
2. Uploading learners for registration and learner achievements to the LG SETA.
3. Establishing and maintaining the learner and workplace database
4. Complying with training provider duties as per service legal agreement.
5. Monitoring learner progress, dealing with problems related to provisioning, and referring all programme related matters to the VUTHELA ILEMBE LED PROGRAMME.
6. Complying with SETA requirements and the Tachfin QMS

3.2.6.1 Project Meetings

Initial meetings were held with the Vuthela Project Manager and the PSC to discuss the requirements of the project and in particular, the requirements for the inception report and project plan 7 July 2022 and 11 July 2022.

A draft project plan was developed and presented at these first project steering committee meetings that took place with the municipality representatives. The terms of reference were adopted by the PSC.

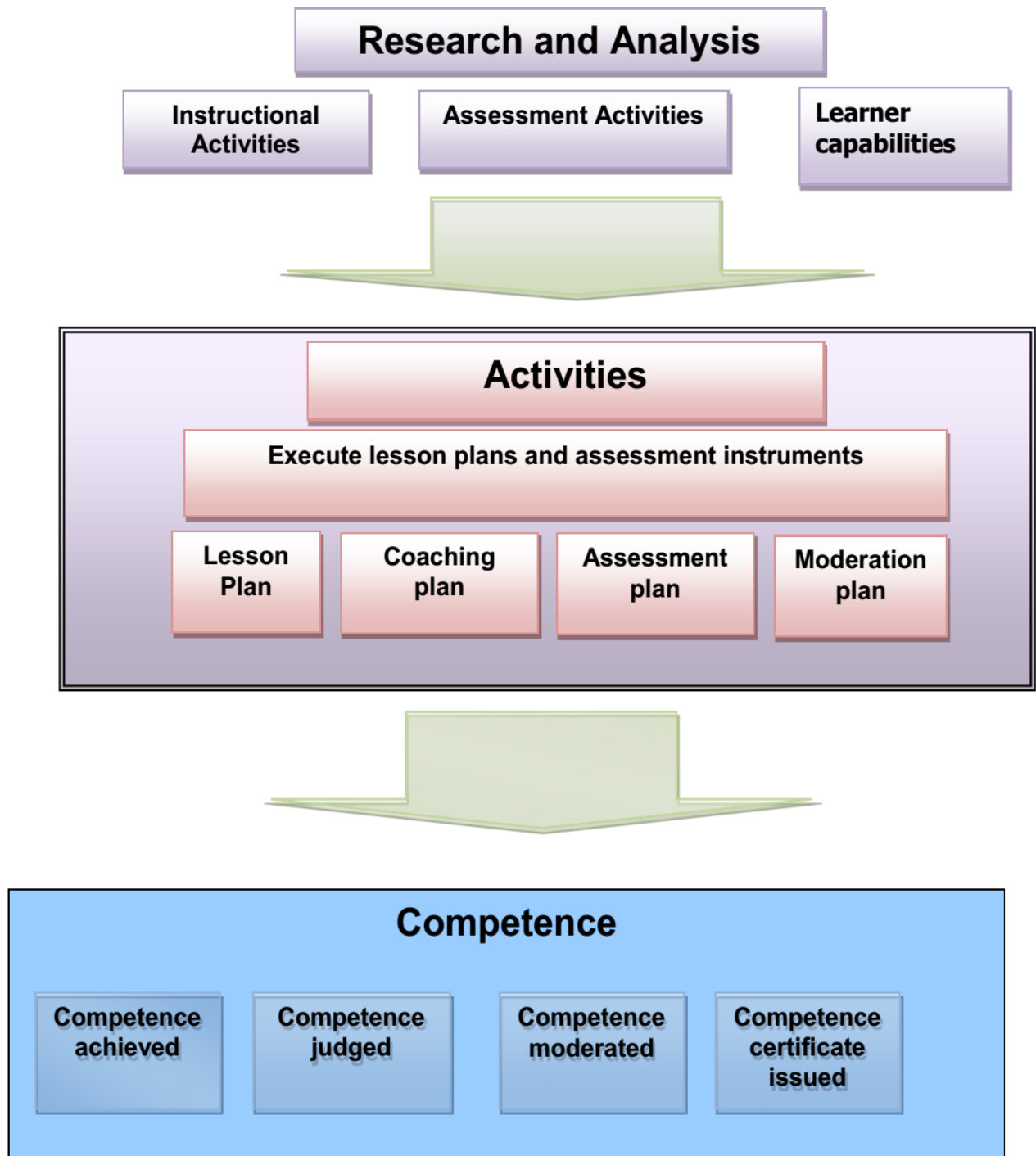
During the implementation of this project, project steering committee officially met to discuss progress reports, work performed to date as well as challenges on the below mentioned dates with other regular background engagements taking place between Tachfin and the Vuthela Project Manager:

- 07 July 2022
- 11 July 2022
- 04 August 2022
- 17 August 2022
- 20 September 2022
- 08 October 2022
- 07 November 2022
- 14 November 2022
- 27 June 2023

3.2.6.2 Assessments, Moderation, Uploading and Certification and Closure

- Learners were fully orientated on assessments and outcome based learning through conducting a pre-assessment meeting during the training session.
- Pre-assessment documents and assessment plans and contracts were signed.
- Learners compiled POEs (Portfolios of Evidence) in line with the unit standard and submitted to Tachfin for assessments.
- LG SETA accredited assessors were tasked to assess submitted POEs and give a formal feedback to every learner.
- POEs were assessed and learners were allowed 3 attempts to competency if not competent at first assessment.
- A moderator accredited by the LG SETA was assigned to moderate the assessed and competent POEs in preparation for the LGSETA verifier who came for verification to check compliance on process and procedures as contained in Table 1.
- A sample of POEs (25%) were moderated and a report generated
- Verification was conducted by the LG SETA and upon endorsement, the learner's results were uploaded onto the national Learner Database
- Statements of results were received and competent learners were given certificates of competency in the requisite unit standards. Those who only attended received certificates of attendance.
- The facilitator compiled detailed training report of the training proceedings on behalf of Tachfin, covering all the aspects of this specific training project and the reports after review by TACHFIN Management were submitted to VUTHELA ILEMBE LED PROGRAMME

3.3 The Tachfin Training Model



3.4 Monitoring and Controlling Phase

Monitoring of the project plan during the implementation phase was further considered critical, to ensure that deadlines were being met by both Tachfin and the client, where required, and consistent reporting to all stakeholders was implemented, via monthly reporting (and at times when called for) and ongoing engagements with the client officials. Quality assurance was further a necessity and was applied to all work undertaken during the implementation phase, including the reporting thereof on achievements and challenges. Consultative measures were implemented when necessary to address any delays or lack of information that might have impacted negatively on the project, and were always be clearly communicated to Vuthela and the client municipalities, to ensure that the delays do not comprise the timing and outcomes of the project.

Monitoring and evaluation activities included but were not limited to the following:

1. Regular meetings with VUTHELA ILEMBE LED PROGRAMME to discuss progress of the project. Tachfin provided timeous reporting monthly (or when required) in compliance and adherence to all VUTHELA ILEMBE LED PROGRAMME reporting requirements. Tachfin prepared this close-out report with lessons learnt and recommendation.
2. Tachfin presented monthly progress reports to the project steering committee and Management of VUTHELA ILEMBE LED PROGRAMME for the project or as and when required and/or as stipulated in E.1.6 of the TORs.
3. Tachfin develop project implementation plan(s) with time frames per project and ensure compliance during implementation. Tachfin always consulted with the PSC whenever there was a need to alter the project plan to accommodate any arising risks.
4. Conducted monitoring of projects during theoretical and practical component.
5. Conducted Impact Evaluations at the end of the Project
6. Facilitated feedback meetings with VUTHELA ILEMBE LED PROGRAMME.
7. Arranged and managed the task team meeting for the project.
8. Complied with Covid-19 regulations as well as other health and safety standards.
9. Ensured that tripartite contracts (in form of registration forms and training commitment forms) were signed by relevant stakeholders that is, the participant, a Vuthela representative and a Tachfin representative.

3.4.1 Progress reporting to the VUTHELA ILEMBE LED PROGRAMME

- Tachfin provided detailed progress reports on achievement of each milestone set out in the SLA as was signed with the VUTHELA ILEMBE LED PROGRAMME
- Tachfin provided the VUTHELA ILEMBE LED PROGRAMME and PSC with regular and monthly reports as prescribed by the project terms of reference.
- Training reports were given within 5 days of completing every training block.
- Tachfin always submitted training report with registers at the end of each Unit Standard, assessment and moderation reports and final project close out report at the end of each project.

3.5 Project Close-out and certification

The Project closed out with the handing over of certificates of competence and statements of results to successful participants as well as certificates of attendance to those who could not successfully submit POEs. A project close-out report with recommendations for future projects and lessons learnt was prepared and submitted to Vuthela and the PSC.

3.5.1 Certification breakdown

Breakdown of participants who attended the training by Cohort and Municipality

Table 2: Cohort 1: Councillors Attendance

Municipality	07-11 November 2022
Mandeni	11
KwaDukuza	18
Maphumulo	09
Ndwedwe	20
iLembe	04
Municipality not specified	02
Total in attendance on register	64
Total to receive certificates (3 days +)	60

NB: 4 attended less than 3 days and so cannot be awarded a certificate of attendance.

Table 3: Cohort 2 – Senior Managers

Municipality	14-18 November 2022
Mandeni	07
KwaDukuza	08
Maphumulo	03
Ndwedwe	04
iLembe	07
Total to receive certificates (3 days +)	29

Table 3: Cohort 1 Competent Councillors

Municipality	07-11 November 2022
Mandeni	5
KwaDukuza	4
Maphumulo	6
Ndwedwe	9
iLembe	0
Total to receive certificates of competence	24

Table 4: Cohort 2 Competent Senior Managers

Municipality	14-18 November 2022
Mandeni	01
KwaDukuza	07
Maphumulo	00
Ndwedwe	01
iLembe	02
Total to receive certificates of competence	11

4. Tachfin Credentials

4.1 Tachfin Company Accreditation (evidence attached)

Tachfin is accredited by Local Government SETA to issue the following qualifications [please refer to attachments]. LG SETA Accreditation Number is: **LGRS-MhsuT513101124** (evidence attached).

Table 4: Tachfin LG-SETA Accredited Qualifications

Qualification ID	Qualification Name	NQF Level	Credits
48965	Certificate: Municipal Financial Management	6	166
49554	National Diploma: Public Finance Management and Administration	5	260
50205	National Certificate: Municipal Integrated Development Planning	5	160
50372	Further Education and Training Certificate: Municipal Finance and Administration	4	157
36436	National Certificate: Local Economic Development	4	163
36437	National Certificate: Local Economic Development	6	144
50081	Further Education and Training Certificate: Leadership Development	4	160
49752	National Certificate: Environmental Practice	3	122
49605	National Certificate: Environmental Practice	2	128
67467	National Certificate: Municipal Governance	5	140
LP60529			
58578	National Certificate: Local Government Councillor Practices	3	122

In addition, Tachfin is also fully accredited by Services SETA to offer the qualifications in Table 4 below. The Services SETA accreditation Number is: **12438**

Table 5: Tachfin Services SETA Accredited Qualifications

Qualification ID	Qualification Name	NQF Level	Credits
66249	Further Education and Training Certificate: New Venture Creation	4	149
61595 LP 35928	Further Education and Training Certificate: Business Administration Services	4	140
59201 LP 60269	National Certificate: Generic Management	5	162

4.2 Human Resources - Tachfin Key Project Team

Tachfin has an excellent, motivated and passionate team of Management Consultants, Facilitators, Assessors, Moderators and Administrators that ensured the programmes ran smoothly and attained the intended objectives to the fullest. Management Consultants, Facilitators, Assessors and Moderators that were used to deliver the trainings and interventions were highly qualified professionals equipped with several years of experience in the public sector (local, provincial and national government spheres), industry, commerce, private sector and civil society. The least qualification for those involved with facilitation, moderation and assessment was a first degree. The facilitators had at least a Masters Degree. They had all prior to the training been trained on outcomes based training as well as management consulting and some of them are registered assessors and moderators with various SETAs. Below is the list of the key personnel that was responsible with the management consulting, facilitation, assessment and moderation in this project.

Table 6 lists the Project Personnel used in the project as was proposed.

NB: Our consultants organogram may change if there are any natural movements of staff and experts.

4.2.1 Mr Takura Chamuka: Project/Team Leader, Director, Lead Facilitator, Assessor and Moderator

Certificate in Municipal Financial Management. SAQA 48965 - 2019, Masters in Development Studies - 2015; Master of Science in. Economics – 2007; B.Sc. [Hon] Economics – 2004)

Due to his immense Local Government Experience in South Africa dating back to 2012 and as the Company Director, Takura is the ideal Project Leader for this programme. Takura has impacted various Municipalities and on behalf of Local Government Stakeholders such as SALGA, LG SETA, National Treasury and CoGTA. He is a leadership, financial management, performance management, project management and development expert with over 16 years of experience. Takura is currently part of the Integrated Councillor Induction Programme being rolled out by SALGA. He is also an LG SETA, PSETA and Services SETA registered Assessor and Moderator. Refer to attached CV for more on experience.

Table 6: List of Tachfin Project Team Relevant for the Proposed Projects

NUMBER	TEAM MEMBERS	HIGHEST QUALIFICATION	ROLE	Experience
1	Mr Takura Chamuka CV, Academic Certificates and SETA Credentials attached	Master's Degree	Project/Team Leader Facilitator Assessor Moderator Management Consultant	15+
2	Mr Admit Mutemachani CV, Academic Certificates and SETA Credentials attached	Master's Degree	Facilitator Assessor Moderator Management Consultant	15+
3	Mr Charles Rasaela CV, Academic Certificates and SETA Credentials attached	Master's Degree	Facilitator Assessor Management Consultant	14+

4	Dr Calvin Mudzingiri	PhD Economics	Facilitator Management Consultant	15+
5	Dr Netsai Dhoru	PhD Economics	Facilitator Management Consultant	15+
6	Dr Enness Sammie	PhD Agricultural Economics	Facilitator Management Consultant	10+
7	Dr Taurayi Sihamba	PhD Economics	Facilitator Assessor Management Consultant	15+
8	Prof Makgopa Tshehla	Professor of Economics and Business Administration Phd Business Leadership	Facilitator Management Consultant	20+
9	Ms Rumbidzayi James CV Academic Certificates and SETA Credentials attached	Bachelor's Degree	Facilitator Assessor Moderator Management Consultant	15+
10	Mr Handover Shumba CV, Academic Certificates and SETA Credentials attached	Bachelor's Degree Masters in Public Admin Student (Final Year)	Facilitator Assessor Moderator Management Consultant	15+
11	Ms Annah Mandeya	Honours Degree	Human resources and Training Manager (responsible for project Administration)	9+

NB: Qualifications of other key experts in the organogram will be availed upon request. More team members will be deployed if need arises. New experts maybe used as replacements should there be need informed by natural staff movements.

5. Financial Implications – Financial breakdown of the Project

5.1 Summary of Budget Allocation

DELIVERABLE	Number of Consulting Days/Units	Budget Rand Value
Project Administration	70	R 79 500,00
Project Execution		
1. Inception Report with Project Plan	14	R 45 500,00
2. Develop Training Plan and Training Material in line with LG SETA Accredited Unit Standards	25	R 70 000,00
3. Online System Development and Management		R 120 000,00
4. Conduct the Cohort 1 Training	30	R 142 500,00
5. Conduct the Cohort 2 Training	30	R 97 500,00
6. Post Training e-learning support (including 1 on 1 for both cohorts)	30	R 240 000,00
7. POE Assessment (x100 POEs)	10	R 36 000,00
8. POE Moderation Internal + External (x100 POEs)	12	R 54 000,00
9. Post Intervention Skills Assessment	20	R 95 000,00
Project Close-out	20	R 95 000,00
Total Professional Fees Excluding Disbursements		R 1 075 000,00
Disbursements		
1. Training Manuals and Portfolios of Evidence	500	R 150 000,00
2. Training Venues and Catering	500	R 284 500,00
Total Disbursements		R 434 500,00
Total Contract Amount		R 1 509 500,00
VAT - no VAT as Tachfin is not a VAT Vendor		R 0,00
GRAND PAYABLE TOTAL CONTRACT AMOUNT		R 1 509 500,00

NOTES TO COSTS

Cost coverage	<p>Costs charged included the following among others:</p> <ul style="list-style-type: none"> a) Training material Development b) Issuing of electronic learner guides c) Days of training per US d) Facilitation services e) Post training support f) Assessment of POEs g) Remediation Fees h) Moderation of POEs i) Uploading of Results onto the NLD j) Issuing of certificates k) Graduation fees (where applicable) l) Management fees of Tachfin m) Administration fees of Tachfin n) Lunch meals for delegates o) Venue <p>Costs per delegate also includes:</p> <ul style="list-style-type: none"> a) Travel and accommodation costs for facilitators
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6. Risk Identification and Management

It was realised prior to the project that there are risks associated with any project acquisition and success is largely dependent on how well these risks are managed. The following key risks and their associated management interventions were identified and evaluated:

No	Risk	Risk	Risk Assessment			Existing Controls
			Low	Medium	High	
1	Learner drop out	Unlikely to happen as these are internal learners within the VUTHELA ILEMBE LED PROGRAMME	X			Learners were be required to sign a commitment form as a guarantee that they will attend and complete the programme. Standard to all our training intervention is a baseline survey in order to ensure that the programme entry requirements / learning assumed to be in place are met and that the training intervention targets the intended beneficiaries. The participants enrolled well attended the trainings.

2	Covid-19	Might occur		X	The right attitude is the best tool to control transmission. Consequently, Tachfin had a COVID-19 discussion with participants. Tachfin in collaboration with VUTHELA ILEMBE LED PROGRAMME ensured that training premises were Covid-19 safe. Tachfin made sure there was social distancing. There were no participants reported sick during the training sessions.
3	Low Portfolio Submission rate	Unlikely to happen as TACHFIN is an experienced training provider and implements learning strategies to minimize this risk.		X	Much as the Tachfin delivery methodology was designed to ensure 100% POE submission rate, the discretion of the participants was always a factor. Our experienced facilitators ensured that the learners were supported throughout the programmes. With all the learner support strategies in place, the POE submission rated was below expectation.
4	Capacity and Expertise to deliver	Highly unlikely as TACHFIN has national representation and has delivered similar projects.	X		Skills Development and Training is our core business and we have handled similar projects in the past particularly in the SETA, Municipality and TVET environment. Qualified and experienced personnel were deployed to deliver the programmes. The participants gave great feedback on their experience
5	Failure of Implementation according to Project Plan and contract	Unlikely to happen as the project plan timeframe is worked out as per available delivery capacity and ETQA capacity to do verification	X		The project plan was worked out as per available capacity, Tachfin has always delivered within contract allocated timeframe and has always exceeded expectation in this regard. All risks were detected in advance and mechanisms were put in place to manage them. For instance, the training ultimately followed a blended learning approach since Councillors in particular could not avail themselves for 4 weeks and accommodation budgets for other municipalities did not allow.
6	Un-optimal usage of financial resources and	Unlikely to happen as the budget has been thoroughly worked out such	X		Tachfin financial controls are in line with the PFMA and MFMA and Tachfin prepares management accounts certified by professionally

	over expenditure	that it covers all project activities				registered accountants. is an audited company. The project budget adequately covered all expenses.
7	Not understanding the Scope of work	Unlikely to misunderstand the scope of work as TACHFIN has delivered on a similar project in the past.	X			A project initiation meeting was conducted to agree on the scope of work. Important to note is that Tachfin had conducted similar projects in the past and always exceed stakeholder expectations.
8	Learners not receiving their certificates on time	Unlikely to happen as TACHFIN will ensure that the original SORs and certificates gets delivered to the learners.	X			As a value add service, Tachfin delivered original SORs and gold sealed certificates of competence to the successful learners and provided VUTHELA ILEMBE LED PROGRAMME with copies and proof of delivery to ensure that the project is adequately closed off.
9	100% Successful completion rate not achieved	Unlikely to happen as TACHFIN has undertaken to train more learners than the set target.			X	Tachfin did not foresee this being much of risk given the experience with other similar projects. However, the dynamics in this district somehow dictated otherwise with most participants not submitting POEs. A number them indicated that they had attended skills programmes before, completed POEs but were never issued with statements of results and certificates.
10	Communication and stakeholder availability	Unlikely to happen as communication strategies are in place.	X			TACHFIN implement feasible communication strategies with all stake holders to ensure smooth project implementation.

6.1 Our Risk Solution

We have designed a well-considered robust solution based on industry best-practice models and, together with the following salient features, to address all of the identified potential project risks:

Solution model: Our model / methodology ensured effective and successful project completion rate in the circumstances as quality assurance of all projects is done by our executive management during the and trainings/workshops/seminars. We immediately adopted the blended approach in consultation with the PSC when we detected an attendance risk associated

with time and budgets. We briskly called for a meeting to revise the implementation plan and customised our learning material to achieve this.

Our Commitment

- Ensured our trainings were Covid-19 free as per the national Department of Health regulations
- Ensured skills transfer through required programmes/projects. As a SDP that is also committed to youth development, women empowerment and **National Development Plan, 2030**, Tachfin already had a sound team that was used in project management, implementation, co-ordination and administration.
- Provided Accredited workshops as required
- Ensured Planning, quality skills transfer and project delivery.
- Provided quality learning and facilitation
- Provided quality Project Management
- High quality cost-effective solutions and delivery models were used
- Expertise: Skill support and development of local government practitioners is our core business
- Superior Customer Service from a dedicated & qualified team was offered
- Professionalism; Excellence and Value for money
- Exceptional quality programs
- Top Quality training personnel
- Excellent Service Delivery
- Quality Assessment and Moderation activities
- Uploading of learner results, SETA verification and Certification
- Delivery of Statement of Results

7. STAKEHOLDER ANALYSIS

STAKEHOLDER	IMPACT <i>How much does the project impact them? (Low, Medium, High)?</i>	INFLUENCE How much influence and interest do they have in the project <i>(Low, Medium, High)?</i>	INTERESTS <i>What could they seek from a project?</i>	POTENTIAL <i>What could they bring to the project?</i>	Strategy for Engaging Stakeholders
Employed Learners	High	High	<ul style="list-style-type: none"> • New Employment and/or promotion opportunities. • Access to knowledge. • Access to skills development opportunities in their workplace • Ability to sharpen their expertise and professionalism • Ability to stay in school and finish studies. • Better life for themselves and their families. 	<ul style="list-style-type: none"> • They need to avail themselves for training. • Knowledge about the learner-ships • Previous learning/knowledge from other qualifications or forms of education • Transfer of skills through exchange of information with professionals from other municipalities • Equipment such as laptops • Mostly have own transport to venue 	<ul style="list-style-type: none"> • Through their Skills Development Facilitators • Gap Analysis • Knowledge questionnaires • Interviews • Training sessions • Training Reports • Training manuals • Transcripts and Certificates

<p>Any Unemployed People from iLembe District</p>	<p>High</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Employment opportunities through enhanced LED • Access to high quality services and knowledge. • Access to skills development opportunities in curving and polishing of crafts. • Better life for themselves and their families. • Stipends 	<ul style="list-style-type: none"> • They need to avail themselves for developmental programmes by the Municipalities and training if offered • Knowledge about the learner-ships • Previous learning/knowledge from other qualifications or forms of education 	<ul style="list-style-type: none"> • Gap Analysis • Knowledge questionnaires • Interviews • Training sessions • Training Reports • Training manuals • Transcripts and Certificates
<p>LG SETA.OTHER ETQAs (VUTHELA, Services SETA)</p>	<p>High</p>	<p>High</p>	<ul style="list-style-type: none"> • Facilitate skills development at local government level across South Africa. • Development of a skilled and capable workforce supporting a responsive, accountable, efficient and effective local government system, through a range of learning programmes that focus on identified scarce and critical skills in the sector. • Monitoring and Evaluating the implementation of Learner-ships, Skills Programmes, Apprenticeship, Recognition of Prior Learning (RPL) and Adult Education and Training (AET) programmes. • Being part of employment creation to reduce poverty through higher income to be earned. 	<ul style="list-style-type: none"> • Regulative support to allow skills development. • Monitoring and Evaluation • Quality assurance • Monitoring and Evaluation • Financial support • Provider ETQA structural support and guidance to Tachfin to ensure learners get the best education available and the trainings achieve outcomes. • External Moderation • Participating in the issuing of Statements of Results and Certificates • Co-operation with SDP 	<ul style="list-style-type: none"> • Regular meetings with Tachfin to discuss progress of the project. • Tachfin will provide timeous reporting in line with the SETA's monthly, quarterly, annual and annual reporting requirements • Project Close-out report with lessons learnt and recommendation • Site verifications and compliance meetings

			<ul style="list-style-type: none"> • Reduction in crime and social ills due to unemployment because of skills shortages. 		
VUTHELA	Medium	Medium	<ul style="list-style-type: none"> • Skilled, effective and efficient workforce • Councillors and Senior Masnagers with strong leadership and oversight skills • Expert and professional workforce. • Improved audit outcomes • Improved financial management • Compliance with the Skills Development Act and meeting of WSP targets. 	<ul style="list-style-type: none"> • Availing workforce for trainings • Providing transport • Providing venues where agreed with Tachfin • Paying salaries to employed learners 	<ul style="list-style-type: none"> • Reports • Meetings • Through SDFs • Through VUTHELA iLEMBE LED PROGRAMME

Hotels/Venues	Medium	Medium	<ul style="list-style-type: none"> • Revenue from the hiring out of their Provincial training venues to Tachfin • Ensuring that their venues are kept in a good state by Tachfin 	<ul style="list-style-type: none"> • Fully equipped disability friendly training venues • Training room furniture and equipment such as air-conditioning, computers, Wi-Fi, writing boards, overhead projectors, printing facilities, 24-hour security, toilets and catering facilities among other things. 	<ul style="list-style-type: none"> • Telephone • Emails • Zoom meetings.
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8 POST TRAINING IMPACT ASSESSMENT AND FINDINGS

8.1 Purpose of the Review

The overall purpose of the post training impact assessment assignment was to review the outcome of the STRENGTHENING OVERSIGHT CAPACITY OF COUNCILLORS AND SENIOR MANAGERS WITHIN THE ILEMBE DISTRICT programme (approved by the LG SETA as the MUNICIPAL LEADERSHIP, FINANCE AND OVERSIGHT CAPACITY PROGRAMME) that targeted Councillors and Senior Managers in the iLembe District family of Municipalities in the KwaZulu Natal Province of South Africa. The iLembe District of municipalities is made up of the following municipalities: iLembe District Municipality, KwaDukuza Local Municipality, Mandeni Local Municipality, Maphumulo Local Municipality as well as Ndwedwe Local Municipality.

The LG SETA accredited training was administered to 65 Councillors (Municipal Public Accounts Committee members [MPAC], Finance Portfolio Committee members [FPC], Budget Steering Committee members [BSC] etc.) of all municipalities in the iLembe District and 35 Senior Officials (Including Section 57 and 56 Directors, Executive Directors and Municipal Managers) of all municipalities in the iLembe District. The face to face trainings were conducted from 7-11 November 2022 (Cohort 1) and 14-18 November 2022 (Cohort 2) with a follow up session from 09-13 January 2023. One on one support was given to participants throughout their POE completion until deadline of submission in February 2023. The impact assessment review was conducted from 11 – 23 July 2023.

8.2 Specific Objectives of the Review

The specific objectives of the post training impact assessment included:

1. To assess the general professional development goals of the participants prior to the training and if the training met the expectations of the participants
2. To assess the relevance and effectiveness of the trainings in practically improving leadership, oversight, emotional intelligence and policy making
3. To assess the probability of recommendation of a similar training to other Councillors and Officials.

4. To make recommendations on any areas that require improvement or re-adjustment to enhance project performance and realization of expected results.

8.3 Significance of the Impact Assessment

Much as the Constitution of the Republic of South Africa, 1996, the Municipal Structures Act 117 of 1998 as amended by Act 3 of 2021, the Municipal Finance Management Act 56 of 2003, the Municipal Systems Act 32 of 2000 and other relevant pieces of legislation make specific provision for structures and mechanisms of oversight, the question has remained about the extent to which structures understand their role and are fully equipped with knowledge and mechanisms to effectively exercise that political oversight in municipalities in general for effective and efficient service delivery. The findings are therefore of key importance in assessing the effectiveness and the impact of the training in equipping participants with the knowledge and tools necessary for effective leadership, oversight and policy making. The findings will benefit the programme sponsors in knowing whether it was and will be worthwhile or not to keep funding these kind of projects. The findings will also thus benefit Vuthela and the benefiting municipalities regarding the significance of the training and their decision making around oversight capacity trainings in future and trainings in general.

Through the review, Vuthela, the iLembe family of Municipalities and Tachfin (the training service provider) will be exposed to the benefits of oversight capacity and leadership related trainings. Tachfin will also know whether the approach they used was effective or not for future decision making. The study will also benefit other municipalities and decision makers in the local government space as it adds to existing literature on the impact of oversight capacity trainings in local government.

8.4 Specific Tasks in the Impact Assessment

The review was conducted between 11 and 24 July 2023 through semi-structured interviews with the project beneficiaries that were deemed competent. 10 and 9 participants from Cohort 1 and 2 respectively.

8.4.1 Desk-top Review

Review of all relevant project documents including the project proposal, inception report, training reports, project progress reports, PSC meetings minutes, assessment reports, internal moderation reports, external

moderation reports and other relevant literature was undertaken before commencement of the actual field work. The specific action plans that were developed for implementation of the of the trainings served as a basis for reviewing the progress in project implementation while project progress reports (quarterly and monthly) served as a means of assessing and verifying project achievements and challenges.

8.4.2 Key Informant Interviews

Interviews with competent participants were carried out to obtain primary information on their perceptions on the oversight and leadership capacity building training. The semi-structured impact assessment interview schedules served as the key primary data gathering tools used. Key people interviewed included the competent councillors for Cohort 1 and Competent Senior Managers for Cohort 2. One-on-one interviews with competent beneficiaries were conducted to obtain their personal experiences from the training and gain insights on how the training is helping in practically addressing issues of leadership, oversight, emotional intelligence, policy making and other issues touched on during the training in the participants' daily lives post the training.

10 participants from Cohort 1 were selected for the interviews while 9 participants were selected from Cohort 2.

8.5 Findings from the Impact Assessment

The training was found to be largely impactful to the beneficiaries in strengthening oversight, leadership, emotional intelligence, financial management, monitoring and evaluation as well as policy making which in turn facilitates better service delivery. The Constitution of South Africa, Act 108 of 1996, makes specific provision for structures and mechanisms of oversight in all three spheres of government and the training thus emphasized the responsibility of Councillors and Senior Managers to serve what has been described as the "higher purpose" of government related to issues of representative democracy, oversight, integrity, and ethical leadership. From the data gathered, the training strengthened and improved Councillors' engagement with financial information submitted to them, monthly, quarterly, bi-annual, and annually. The training also strengthened and improved Senior Managers' responsibilities in financial management as outlined in the MFMA 56 of 2003, especially for non-financial managers. The participants indicated that the training needs to be extended to other beneficiaries who did not have access to the training.

While it may be too early to conclusively assess the long term results of the trainings, there are clear indications from the feedback of the sampled participants that the intended results will be achieved in the long term. Already some outcome level results have been reported by some of the participants who have reported using their newly acquired skills in policy making processes in their municipalities. With increased understanding among Councillors and Senior Managers there are prospects for decent improvement in how they exercise oversight capacity and engagement with the communities. For senior managers, there are indications towards decent execution of duties in an emotionally intelligent manner.

Below are some of the responses from the participants when asked about the impact of the training:

Participant 1: Councillor

"...I learned a lot about leadership, oversight, M&E and more importantly for me, the policy making process. I am definitely improved as a councillor in doing my duties from an informed position and to interact professionally with the community and officials."

Participant 2: Senior Manager

"...The Unit Standards helped me to build resilience as they opened my thinking and that has helped me cope with the stresses and deadlines that I experience within my job space. I also learned about effective communication and emotional intelligence. The course has helped me improve my communication skills through techniques from the emotional intelligence. I am now able to manage stress levels, thanks to the programme. The programme made me develop productive ways to mitigate stress, communicate effectively, empathize with others and, solves problems and manage conflict."

Participant 3: Councillor

"...we learned about our roles and responsibilities as both officials and councillors of the municipality following the unit standards that we were trained on, our Facilitator was extremely knowledgeable. The Facilitator trained us on the roles and responsibilities of Portfolio Committees and Council in general and how we can exercise our oversight role. We covered all the Unit Standards and our Facilitator did the best to make us to be knowledgeable and to be informative, he gave us some topics to discuss in groups which further helped us to learn from other municipalities. He also gave us work to be done at home alone to check our understanding, through demonstration and case studies. I received support throughout the POE completing journey and thank you to my wonderful Facilitator Mr Takura Chamuka."

Participant 3: Senior manager

“... most of the modules related to my daily tasks and how to execute my duties. There is a module based on performance which is the core function of what I do in the organisation. This was a very fruitful module for me.”

Participant 4: Councillor

“... The training provided tons of relevant information, scenarios and tools for councillors to be more astute and competent while serving in office as oversight role players. The Code of Conduct module clarified many grey areas in local government leadership and it served as a refresher and reminder of the ethical standards required of councillors. Performance monitoring and evaluation was covered in a full and assisted me in understanding how critical M&E is in as far accountability and feedback on progress or failure to the community is concerned. It provided a clear understanding of this field and its application in the context of Council. It thoroughly enhanced my understanding of PME.”

Participant 5: Senior Manager

“... The training unpacked many issues around leadership, especially for someone like me who comes from the private sector. I further noted that even those who have been in the employment of local government for years were pushed to their limits as they also had to go and research on certain topics.”

Participant 6: Councillor

“... as a councillor, I play an oversight role in the municipality, meaning I must look without touching (overseeing) as the facilitator put it. The unit standards helped me to enhance my oversight playing role within the perimeters of the law.”

Participant 7: Senior Manager

“I will retain a lot. The presentations and discussions were thought provoking and impressionable. I also wrote a lot of personal notes. I also have copies of the completed Portfolio of Evidence for future reference. And I have been applying this knowledge in my work context. Therefore, I know I will retain a lot of this training in the days ahead.

Participant 8: Councillor

“...The programme provided various leadership styles which is very relevant for us as councillors. Also, the leadership principles and concepts presented at the training always related directly to the context of local government. One of the critical areas of local

government is public participation; and a lot of discussions at the training pertained to public participation. Also, by-law design is a fundamental aspect of local government; and the development process of bylaws was intensively covered by the facilitator at the Cohort.”

Participant 9: Senior Manager

“...I recommend that that this course be offered to all officials irrespective of their ranks as the course offers knowledge that an individual can utilise in his/her daily life. The course is also aimed at improving the behaviour and I believe once employee behaviour has changed and improved, it will then enhance the productivity of the entire organisation.”

Participant 9: Councillor

“...my colleagues have benefited from this training immensely. I have been part of a group of five colleagues. We engaged in numerous group discussions at the training as group exercises were given to us. We have also deliberated subsequent to the training. We have worked together and shared our views, experiences and knowledge with one another. I can definitely state that my colleagues have indicated that they have benefitted from the training.”

It was therefore apparent from the feedback by the participants that their interaction with the Facilitator and the interaction between the participants during group discussions enabled sharing of experiences and learning from one another with lessons learnt being practically used and implemented at respective municipalities. The findings from the impact assessment suggested that the trainings have significantly increased knowledge and awareness levels on the constitutional and legislative provisions on the roles and responsibilities of portfolio committees and council in general as well as the roles and responsibilities of senior management in service delivery. **Please refer to the attached Post Training Impact Assessment Report.**

9 CHALLENGES AND RECOMMENDATIONS

The project like any other has some lessons learnt from the various challenges and successes registered.

Challenge 1

The participants well attended the programme. However, there was a challenge with POE submission as the majority were just demotivated and not interested. The reasons cited among others were that they had attended similar trainings before but had never received certificates despite submitting POEs.

Suggested solution

Municipalities are encouraged to contract experienced service providers and closely monitor the project. There is also need to attached deliverables to payments, this will compel the service providers to have no option but to ensure that certificates are issued prior to final payment being made.

Challenge 2

Some Municipalities indicated that they could not attend the training as initially planned over 4/5 blocks due to budget constraints on accommodation.

Suggested solution

In future, the project funder could first engage with municipal representatives during their budgeting processes to ensure there is provision for such.

Challenge 3

The timing of the training coincided with bi-elections in some of the municipalities which affected POEs submissions as Councillors had to focus on campaigns. It also coincided with the new term of councillors where other Senior Managers contracts were expiring. Consequently, some senior managers did not see the need to submit POEs - Workforce Resistance.

Suggested solution

Sufficient engagements with beneficiary municipalities can be done at conceptualisation to check the most feasible dates.

Challenge 4

There were communication challenges with the learners with a good number of them not having access to emails and not reachable on the phone due to the remoteness of where they stayed. This made it difficult for SDFs or service provider to reach participants.

Suggested solution

With budgets and time allowing, the training can be made longer with POEs being completed in the classroom.

Challenge 5

Participants, particularly Councillors had diverse needs due to their very different levels of educations. The training had participants who did not have matric certificates while others had Masters degrees. It required a special skill to be relevant to all participants and meet them at their point of need.

Suggested solution

Municipalities, especially the political parties, must encourage the culture of learning to ensure that at least minimum requirements are met for accredited capacity strengthening interventions.

Challenge 6

A good number of Councillors struggled to interact with technology and using basic softwares such as Microsoft Word, Microsoft Presentation as well as Microsoft Teams.

Suggested solution

Municipalities to frequently invest in basic computer skills refresher courses to councillors. Councillors are frequently using presentations and documents to and with the community and computer skills will be useful to them.

Challenge 7 and solution

Political differences among participants was a major issue as participants oppose each other for the sake of at times. The facilitator however used his experience to call the training to focus on objectives and set aside political differences.

10. CONCLUSION

The trainings implemented by the Tachfin Management and Training Consultants on behalf of Vuthela to Councillors serving in various oversight committees and Senior Managers in the iLembe District been largely successful. The trainings emphasized the responsibility of Councillors and Senior Managers to serve what has been described as the "higher purpose" of government related to issues of representative democracy, oversight, integrity, and ethical leadership, strengthening and improving Councillors' engagement with financial information submitted to them, monthly, quarterly, bi-annual, and annually, on which they must play an oversight role as well as strengthening and improving Senior Managers' responsibilities in financial management as outlined in the MFMA, especially for non-financial managers.

The training was conceptualised on the premise that municipalities are responsible for the design and execution of service delivery projects that have a direct bearing on citizen's lives and therefore oversight of these projects (a role mostly played by Section 79 and 80 Committees of Council) is critical to effect more legitimate local governance. And to ensure that Senior Managers assist Council in effectively and efficiently implementing the Integrated Development Plan (IDP) for optimum service delivery to the citizens. The aims of such oversight are to foster accountable, efficient, responsible, ethical, and transparent governance. It was therefore critical to Vuthela to equip the newly elected Councillors in the iLembe district (after the November 2021 local government elections) with the necessary tools to effectively exercise their leadership, oversight and policy making role in implementing the IDP. The training also saw it critical to also involve the Senior managers who carry the direct leadership and responsibility in the implementation of the IDP and Budgets in achieving the results stipulated in the Service Delivery Budget Implementation Plans.

While it may be too early to conclusively assess the long term results of the trainings, there were clear indications from the participants' responses captured in the impact assessment report that indicate that the intended results have been achieved and that the impact will be long lasting. Some level of behaviour change has started emerging among the participants with some already indicating practical usage of the knowledge and skills they gained from the training. With increased understanding among Portfolio Committees and Senior Managers, there are prospects for improved governance, financial management, in year

reporting, transparency accountability and general municipal performance.

The training played its critical part among other trainings to create a knowledge and skills base among the beneficiaries. The training emphasized that Councillors not only the knowledge of legislation, [policies and codes of conduct but most importantly should be able to shoulder the burden of liability and performance both when things go wright and also when they go wrong for that is accountability. The training emphasised through the emotional intelligence mod and leadership modules, the importance of self-mastery, understanding g one's role as a public figure and what they are expected of performance and conduct wise. It was clear from the training that Councillors do not necessarily need to be experts like Senior managers but visionaries, oversight role players and leaders giving direction to the municipalities while the Senior Managers do the actual driving.

11. APPRECIATION AND ACKNOWLEDGEMENT

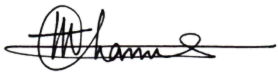

The keys to handling the successes and challenges of this programme were consistency, team work, logic, flexibility, as well as an ability to consider the Local Government Learning and Development process holistically – and to include all stakeholders in the process. The Tachfin team is always appreciated for their steadfastness in ensuring cutting edge services are offered with excellence and perfectionism to our clients.

As Tachfin, we would like to extend our appreciation and gratitude for the co-operation received from the Vuthela LED officials as well as the representatives of each municipality in the iLembe District (particularly SDFs) for the provision of information, assistance with enrolment, training attendance and participation, including the unwavering willingness to implement agreed resolutions from the PSC meetings. It was a great honour for us to add value with the Vuthela LED programme to the various municipalities involved in the project. We would also like to appreciate the participants for without their presence the training would not have taken place.

The following PSC members gave us unwavering support and played a critical role in the success of this project:

NAME	ORGANISATION
Ms Zama Soji (ZS)	Vuthela(Chairperson):
Mr Megan Iyer (MI)	Vuthela:
Mr Takura Chamuka (TC)	Tachfin(Secretariat)
Ms Annah Mandeya	Tachfin (Secretariat)
Ms Anesu Dangarembwa (AD)	Tachfin(Secretariat)
Ms Philile Dlamini (PD)	iLembe
Ms Pretty Magwaza (PM)	iLembe:
Mr Bongani Xulu (BX)	KwaDukuza:
Ms Jabu Ndlovu (JN)	Mandeni:
Ms Nomthandazo Mbatha (NM1)	Maphumulo:
Ms Nomfundo Mbambo	Ndwedwe
Ms Granny Mthembu (GM)	Ndwedwe:

12. SIGNATURES

	PREPARED BY:	APPROVED BY:
Signature:		
Name and Surname:	Mr Takura Chamuka	Ms Zama Soji
Project Designation:	Project Manager/Facilitator	Project Manager
Organization:	Tachfin Holdings (Pty) Ltd	Vuthela LED Programme
Date:	31-07-2023	31/07/2023

10. TACHFIN CONTACT DETAILS

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END OF CLOSEOUT REPORT