

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

**TRAINING PROJECT INCEPTION
REPORT**

17 AUGUST 2022

Revised Version

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List of Acronyms

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

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1. OVERVIEW OF THE PROJECT

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 will be 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 LG SETA accredited Skills Programme will strengthen oversight capacity, leadership and financial management skills of the recently elected councillors and senior managers within the iLembe district. The outcomes of the Skills Programme will be met by using Unit Standards from the following or some of the following Qualifications depending on the level pre-training academic level of selected participants: 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 will be deliberated on together with the Project Steering Committee members from Vuthela and the Municipalities. Tachfin as the implementing partner of Vuthela has the capacity to design, facilitate, assess and moderate accredited and non-accredited training programs on behalf of and for VUTHELA ILEMBE LED PROGRAMME.

TACHFIN is accredited by the Local Government Sector Education Training Authority (LG SETA) with the following accreditation number: **LGRS-MhsuT513101124**. Tachfin is also accredited with Services SETA: **Accreditation number 12438**.

2. BACKGROUND AND CONTEXT OF THE PROJECT

2.1 Background to the Programme

The oversight, finance management and leadership strengthening project forms 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 is 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. The Vuthela LED Programme has entered its implementation phase involving 47 projects which will be implemented until the programme closes out on the 31st January 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 comprises 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 this project are 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.

This training project falls under the Public Financial Management Component (PFM) and will be at National Qualifications Frameworks corresponding with the Level of Councillors and Senior Managers. **The Skills Programme will be packaged into 4-5 Unit Standards per cohort. Each unit standard will be 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 will be in line with Section E.1.5 of the terms of Reference. From the Scope, it is envisaged that the following activities will be necessary:

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

Cohort A: Councillors' Capacitation to include 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 to include 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. Developing a training plan and keeping all stakeholders informed about timing and progress through the preparation of monthly reports;
 5. Undertaking 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. Roll-out the training programme using the developed training manuals to identified Councillors and municipal officials within the iLembe District;
 7. Design mechanisms to assess all participants upon completion of the training, prior to issuing of the certificates of competency.
 8. Developing a sustainability strategy for training new councillors in the future including the set-up of structures for such an induction training.
 9. Attend meetings with the Vuthela PFM expert responsible for monitoring the project. Project Management Steering Committee meetings will be held monthly to monitor the project progress.
 10. Compile and submit monthly progress reports to the PCU.

11. Submit a 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, we have identified local government experts and specialists in the field to assist in the cutting edge and impactful undertaking of this assignment, as the scope of work requires the highest level of expertise to achieve the project outcomes with the required quality.

3.1 Project Planning Phase

It is 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. Engagements are necessary to be held with the project steering committee and municipalities within the district, to ensure that the project meets the required outcomes. A high-level assessment of the skills gaps and needs of the councilors and officials will be undertaken to identify specific focus areas that must 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 will be critical in guiding this process.

In accordance with the scope of work, a detailed inception report, including the training project roll-out plan and strategy, will be developed, suggesting timelines in terms of the scope of work. Dependencies will be clearly communicated and agreed upon with the Vuthela and the respective client municipalities, and measures implemented to ensure that timeframes and deliverables are 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	June – November 2022	65 Councillors (Cohort 1) and 35 Officials (Cohort 2)	N/A
Project Initiation and planning; Inception consultations with stakeholders and Inception Reporting	8 Weeks [June to July]	Inception Report - adopted	To be deliberated on and adopted by the Project Steering Committee
Registration, Commitment and Gap Analysis E-learning System Development and refining	8 Weeks [August-September]	Completed Registration Forms Signed Learner Commitment to Training Forms Training Material (Manuals and POEs) Completed Pre-Training Assessment Tool E-learning Platform	Establish learning needs on leadership, public finance management and oversight for senior managers and councillors.

<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 [End of September 2022 to October 2022]</p>	<p>Attendance Registers. Post-Training Reports Per Unit Standard. Assessment Reports Per Unit Standard. Moderation Reports per Unit Standard.</p>	<p>At least 2 Unit Standards will be trained every month with a maximum of 3 days per Unit Standards depending on the notional hours. Specific dates from August to September will be determined with the Steering Committee looking into availability of participants NB: This will however vary from weeks to months depending on the training conditions and availability of participants.</p>
<p>Undertake a post-intervention skills assessment to measure the impact of the training and development initiatives.</p>	<p>2 Weeks [November 2022]</p>	<p>Post-intervention skills assessment report.</p>	<p>NB This could spill over into first week of December 2022.</p>
<p>Project Conduct close out and reporting</p>	<p>2 Weeks [November 2022]</p>	<p>Certificate of Competence to successful candidates. Statement of Results from LG SETA. Project Close-out report.</p>	<p>NB This could spill over into second week of December 2022. Conduct close out and reporting with recommendations for sustainable and institutional oversight of municipal finances.</p>
<p>Accreditation status</p>	<p>Pre-existing</p>	<p>LG SETA and Services SETA Accreditation Letters.</p>	<p>LG SETA Accredited trainings – refer to Tachfin Accreditation LGRS-MhsuT513101124 and Services SETA:</p>

			<p>12438. The Training project steering committee will agree on 4-5 Unit Standards per cohort for the Skills Programme 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.</p>
<p>Venue, catering and Covid 19</p>	<p>Every Training Session as per determined dates</p>	<p>Proof of booking at Venues within iLembe District.</p>	<p>Private Venue Complying with Covid 19 regulations of social distancing will be chosen by Tachfin within the iLembe District. Tachfin will also provide catering at the venue.</p>
<p>Training material Development and Programme Approval by LG SETA</p>	<p>4 Weeks June –</p>	<p>LG SETA/*National Treasury Approved Training Material</p>	<p>Tachfin shall use relevant LG SETA/QCTO approved and VUTHELA ILEMBE LED PROGRAMME approved</p>

	September/October 2022	(Learner Manuals and POEs).	training material.
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 will be due after 30 days.
POE Assessment	7 days after submission	Assessment Reports.	Completion of assessments within 7 days from date of PoE submission. LG SETA accredited assessors will be utilised.
POE Remediation	Within 2 weeks of receiving and Not Yet Competent Assessment Report.	Remediation Assessment Reports.	Remediation process to unfold over two weeks. Learners will be given two chances to remediate with the guidance of the Assessor
POE Internal Moderation	Within 30 days after Competent Assessment	Moderation Reports.	POEs that are competent and complete in terms of all administrative and compliance documents requirements will be moderated within 30 days. A 25% sample (as required by the SETA and as per Tachfin QMS) will be selected using purposeful sampling. LG SETA accredited Moderators will be utilised.

Verification	Depends on SETA	External Moderation Reports.	Application is done to the LG SETA. All assessed and moderated unit standards will be verified upon completion.
Uploading of result to NLD	Within 3 days after verification	Upload Reports.	Uploading of results will be done within 7 days after verification is complete.
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 relevant SETA/QCTO logo shall be provided within 6 months of completion depending on the pace of PoE submissions by the learners.

3.2 Implementation Phase

Tachfin shall facilitate and manage 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 where the training is accredited.

The training shall be delivered to the selected delegates (65 Councillors and 35 Senior Managers) as will be provided by VUTHELA ILEMBE LED PROGRAMME. We recommend Cohort 1 shall be the 65 Councillors and Cohort 2 (35 Officials) to enhance discussions among peers.

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

In line with the TORs, Tachfin shall provide training material, facilitate and manage the training proceedings of this training for the allocated training days. The training shall be delivered to the selected delegates. The structure of the training shall be as follows:

1. Handle learner enrolments and certification in line with the SETA/QCTO/SAQA National Learner Record Database (NLRD) requirements. Participants will be expected to complete and sign Learning Programme Agreement/Learner Enrollment forms and declaration forms with the entity and beneficiaries **(samples attached)**.
2. Conduct learner induction sessions in collaboration with relevant SETA that is LGSETA and VUTHELA ILEMBE LED PROGRAMME requirements.
3. Tachfin will facilitate the structured learning component of the awarded training interventions both theory and practical component.
4. Comply with the accreditation requirements from the relevant ETQA body and to project manage the learning programmes on behalf of VUTHELA ILEMBE LED PROGRAMME for instance completing of attendance registers for the entire training/qualification (workplace and theoretical training where applicable).
5. Provide learner support to ensure learners attain the required number of credits within the expected time frames.
6. Identify learners with special education and training needs and develop mechanisms to address those.
7. Tachfin shall utilize the training material that was approved by LG SETA and in some instances developed and approved by national

- treasury. The training material shall comprise of 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 portfolios of evidence of a covered Unit Standard shall be submitted by the training date of the succeeding Unit Standard and within 30 days after the last training date.
 9. Monitor and evaluate classroom training provision
 10. Tachfin shall monitor and evaluate internal moderation processes.
 11. Attend and provide report/feedback to the VUTHELA ILEMBE LED PROGRAMME project steering committees where applicable and needed.
 12. Compile and submit 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. Liaise/coordinate with VUTHELA ILEMBE LED PROGRAMME on matters related to the project, and any matters that may pose as risk to the project.
 15. Tachfin shall handle all formative and summative assessments, moderation and uploading activities and generate requisite reports accordingly.
 16. Keep accurate assessment and moderation records for each Qualification/Unit Standard.
 17. Moderate 25% assessments (classroom based and workplace based)
 18. Tachfin shall ensure the external moderation of the assessment results is concluded and forward reports of such to the ETQA.
 19. Tachfin shall ultimately issue certificate of competency and LG SETA statement of results of the Skills Programme as awarded the SETA or QCTO.
 20. 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 shall be delivered as per LG SETA specifications.
- It shall cover 4-5 Unit Standards in the stipulated 15 days. The Unit Standards addressing Financial Oversight and Leadership issues as per TORs will be determine jointly by the project Steering committee at or after inception.

- The Unit Standards shall be 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 shall register and be inducted into the training by the Tachfin host of Facilitator
- The facilitator/management consultant shall introduce him/herself and the programme and all the specific outcomes of the programme.
- The learners shall introduce themselves, indicating their overall expectations in the process.
- The training shall start 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 shall sign the Tachfin attendance register every day (the VUTHELA ILEMBE LED PROGRAMME register can also be separately completed if needs be, otherwise, the Tachfin Register can also be used for administrative purposes by VUTHELA ILEMBE LED PROGRAMME.
- Learners shall be assigned home activities which shall then be reviewed on the next day of the training to debrief and ensure understanding.
- The training shall be highly interactive, ensuring that there is maximum engagement of the learners with one another and also with the facilitator.
- The training shall cover the latest developments in relevant municipal and general public speaking concepts.

- The learners shall be requested to complete the post course evaluation forms to evaluate the programme as a whole and also the facilitator.
- Learners will compile a portfolio of evidence after the training session that will be submitted on the next training dates but within 30 days.

3.2.4 E-Learning

Due to Covid-19, Tachfin holdings has put in place systems for a blended/hybrid learning approach that combines both face to face and online learning should the need arise. Tachfin can also use Zoom, Microsoft Teams and WhatsApp should Covid-19 restrictions requires.

3.2.5 Venue, catering and Covid 19 measures

To bring convenience to the Municipality, Tachfin will use private venues within the iLembe District Municipality. Tachfin will also provide catering to the trainees. Tachfin also has through its partnerships access to various training venues across the country and always ensure that the chosen venues are conducive for successful skills transfer as per the TACHFIN Quality Management System.

The right attitude is the best tool to control Covid-19 transmission. Consequently, Tachfin will have a COVID-19 precautionary and management procedures such as social distancing and hand sanitisation should there be a need. Tachfin in collaboration with VUTHELA ILEMBE LED PROGRAMME will ensure that training premises are Covid-19 safe. Tachfin has also put in place alternative learning and e-learning mechanisms in cases where social distancing might not be possible using facilities as Zoom, Microsoft Teams and even WhatsApp should there be break-out of cases. Tachfin shall make sure there is social distancing, masks are being worn all the time and that there are hand sanitisers if needs be. Tachfin will ensure that Covid-19 screening is done at entrance to check for symptoms such as high temperature levels should there be a need.

3.2.6 Administration and project management

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

Administration includes but not limited to:

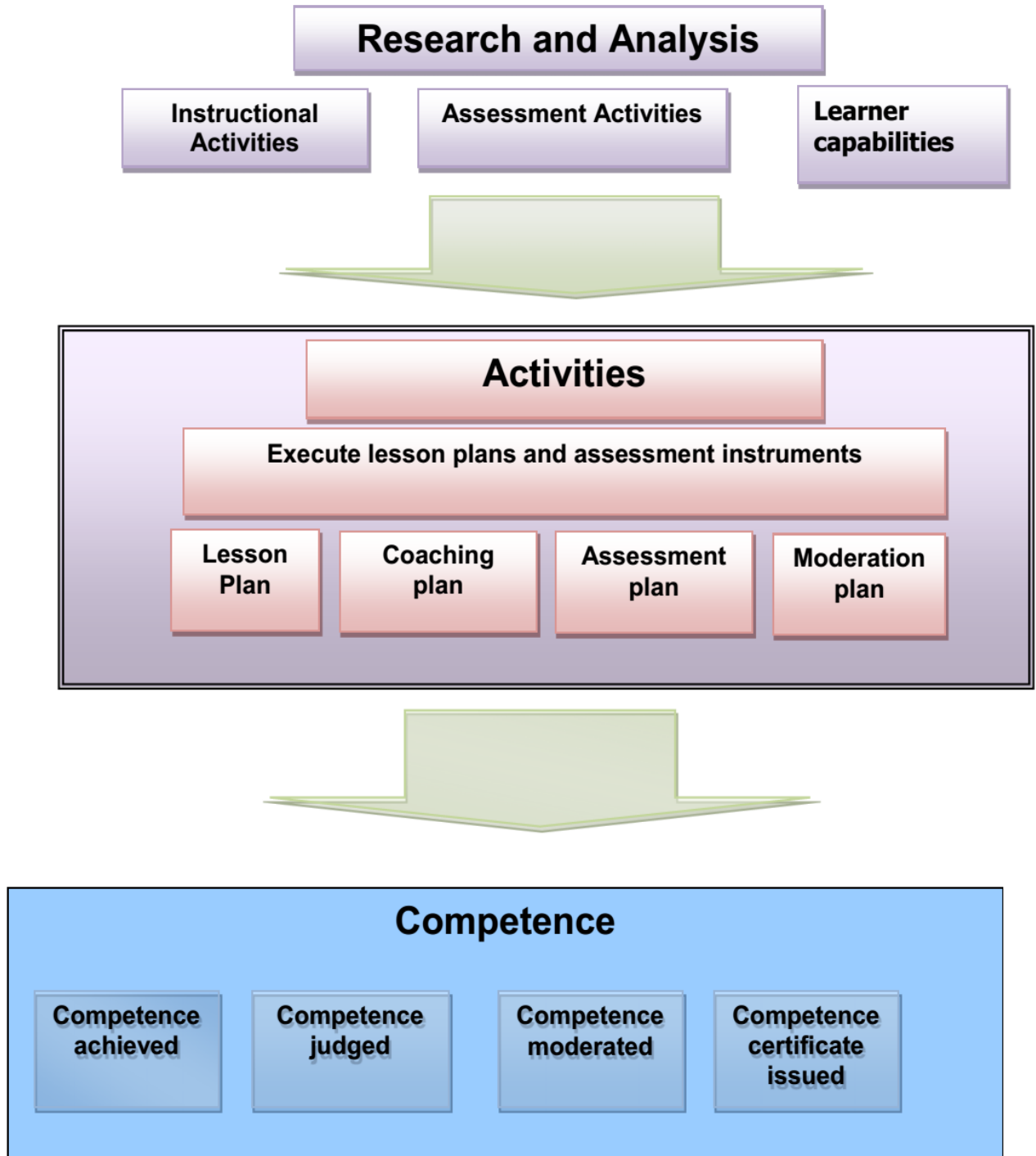
1. Upload learners for registration and learner achievements to the LG SETA.
2. Establish and maintain the learner and workplace database
3. Comply with training provider duties as per service legal agreement.
4. Monitor learner progress, deal with problems related to provisioning, and refer all programme related matters to the VUTHELA ILEMBE LED PROGRAMME.

3.2.3.1 Assessments, Moderation, Uploading and Certification and Closure

- Learners shall be oriented on assessments and outcome based learning through conducting a pre-assessment meeting during the training session.
- Pre-assessment documents and assessment plans and contracts shall be signed.
- Learners shall compile POEs (Portfolios of Evidence) in line with the unit standard and submit to Tachfin for assessments.
- LG SETA accredited assessors will be tasked to assess submitted POEs and give a formal feedback to every learner.
- POEs shall be assessed and learners will remediate (twice [2 times] where necessary) until found competent and feedback shall be given using the assessment feedback tools from Tachfin as per the Tachfin QMS.
- Should there be any remediation to be done by the learner; the learner will be expected to do the remediation within 3 to 5 days after receiving preliminary results.
- A moderator accredited by the relevant SETA e.g LG SETA will be assigned to moderate the assessed and competent POEs in preparation for the LGSETA verifier who will come for verification to check compliance on process and procedures.
- A sample of POEs (25%) shall be moderated and a report generated
- Verification shall be conducted by the relevant SETA e.g Local Government SETA and upon endorsement, the learner's results shall be uploaded onto the national Learner Database

- Statements of results will be received and learners will be given certificates of competency in the requisite Qualifications.
- The learners who attend the training and complete the requisite Qualifications, carrying the requisite amount of Credits shall receive statement of results, be congratulated and awarded with certificates of Competency at the end of the program.
- The facilitator shall compile a detailed 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 shall be 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 is further considered critical, to ensure that deadlines are being met by both our resources and the client, where required, and consistent reporting to all stakeholders needs to be implemented, via weekly reporting and ongoing engagements with the client officials. Quality assurance is further a necessity and will be applied to all work undertaken during the implementation phase, including the reporting thereof on achievements and challenges. Measures will further be implemented to address any delays or lack of information that impacts negatively on the project, and will 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 will include but not limited to the following:

1. Regular meetings with VUTHELA ILEMBE LED PROGRAMME to discuss progress of the project. Tachfin is expected to provide timeous reporting monthly, comply and adhere to all VUTHELA ILEMBE LED PROGRAMME reporting requirements, quarterly, annual and preparation of close-out report with lessons learnt and recommendation; and
2. Present monthly and quarterly progress reports to the Management of VUTHELA ILEMBE LED PROGRAMME for active projects or as and when required and/or as stipulated in E.1.6 of the TORs.
3. Develop project implementation plan(s) with time frames per project and ensure compliance during implementation.
4. Conduct monitoring of projects during theoretical and practical component.
5. Conduct Impact Evaluations at the end of the Project
6. Facilitate feedback meetings with VUTHELA ILEMBE LED PROGRAMME.
7. Attend stakeholder meetings.
8. Arrange and manage the task team meeting for the project.
9. Comply with Covid-19 regulations as well as other health and safety standards.
10. Ensure that tripartite contracts are signed by relevant stakeholders.

3.4.1 Progress reporting to the VUTHELA ILEMBE LED PROGRAMME

- Tachfin will provide detailed progress reports on achievement of each milestone set out in the SLA as will be signed with the VUTHELA ILEMBE LED PROGRAMME

- Tachfin will provide the VUTHELA ILEMBE LED PROGRAMME and PSC with regular and monthly reports as dictated by the project.
- Training reports will be given within 5 days of completing every training block.
- Tachfin will always submit a training report with registers at the end of each Unit Standard and final project close out report at the end of each project.

3.5 Project Close-out phase

The Project will close out with the handing over of certificates of competence and statements of results to successful participants. A project close-out and evaluation report with recommendations for future projects and lessons learnt will be prepared and submitted to Vuthela and the PSC.

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 2: 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 3: 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 will ensure the programmes run smoothly and attain the intended objectives to the fullest. Management Consultants, Facilitators, Assessors and Moderators that will be used to deliver the trainings and interventions are 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 is a first degree. They have all 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 will be responsible with the management consulting, facilitation, assessment and moderation in this project. Their detailed CVs showing experience in local government oversight and financial management trainings are attached. Copies of academic qualifications and LG SETA credentials of the team members will be availed upon request.

Table 4 lists the Project Personnel relevant to the proposed project.

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 4: 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 (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 225 000,00
Total Disbursements		R 375 000,00
Total Contract Amount		R 1 450 000,00
VAT - no VAT as Tachfin is not a VAT Vendor		R 0,00
GRAND PAYABLE TOTAL CONTRACT AMOUNT		R 1 450 000,00

NOTES TO COSTS

Cost coverage	<p>Costs charged will include 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

We realise 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 have been 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 will 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.

2	Covid-19	Might occur		X	The right attitude is the best tool to control transmission. Consequently, Tachfin will have a COVID-19 Learner Induction on the national and WHO precautionary and management procedures. Tachfin in collaboration with VUTHELA ILEMBE LED PROGRAMME will ensure that training premises are Covid-19 safe. Tachfin has also put in place alternative learning and e-learning mechanisms in cases where social distancing might not be possible using facilities as Zoom, Microsoft Teams and even Whatsapp. Tachfin shall make sure there is social distancing, masks are being worn all the time (if necessary) and that there are hand sanitisers. Tachfin will ensure that Covid-19 screening is done at entrance to check for symptoms such as high temperature levels (if necessary).
3	Low Portfolio Submission rate	Unlikely to happen as TACHFIN is an experienced training provider and implements learning strategies to minimize this risk.	X		Our delivery methodology ensures 100% POE submission rate as learners are expected to submit their POEs on the last day of the workshop. Our experienced facilitators will ensure that the learners are supported throughout the programmes. A learner support strategy is in place. We always ensure that we train extra learners to further minimize the risk of not meeting the set targets.
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 will be deployed to deliver the programmes.
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	X		The project plan is worked out as per available capacity, Tachfin has always delivered within contract allocated timeframe and has always exceeded expectation in this regard.

		capacity to do verification			
6	Un-optimal usage of financial resources and over expenditure	Unlikely to happen as the budget has been thoroughly worked out such that it covers all project activities	X		Tachfin financial control is in line with the PFMA and MFMA and is an audited company. The project budget will always be adequately costed to cover 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 will be conducted to agree on the scope of work. Important to note is that we have conducted similar projects in the past and have always exceeded 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, we will deliver original SORs and certificates to the learners and provide 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.			To mitigate against this risk, TACHFIN undertakes to train 2% extra learners per programme at no additional cost to VUTHELA ILEMBE LED PROGRAMME .
10	Communication and stakeholder availability	Unlikely to happen as communication strategies are in place.	X		TACHFIN will implement effective communication strategies with all stake holders to ensure smooth project implementation. As a value add we will also take responsibility for project coordination

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 ensures 100% effective and successful project completion rate as quality assurance of all projects is done by our executive management during the and trainings/workshops/seminars. We

propose to ensure that all learners submit their portfolios of evidence – and we have customised our learning material to achieve this.

Our Commitment

- Ensure our trainings are Covid-19 free as per the national Department of Health regulations
- Ensure 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 has a sound team that can be used in project management, implementation, co-ordination and administration.
- Provide Accredited workshops as required
- Ensure Planning, quality skills transfer and project delivery.
- Provide quality learning and facilitation
- Provide quality Project Management
- High quality cost-effective solutions and delivery models
- Expertise: Skill support and development of local government practitioners is our core business
- Superior Customer Service from a dedicated & qualified team
- 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. TACHFIN CONTACT DETAILS

Contact Persons

Mr Takura Chamuka (Project Manager)

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9. SIGNATURES

	PREPARED BY:	APPROVED BY:
Signature:		
Name and Surname:	Mr Takura Chamuka	
Project Designation:	Project Manager	
Organization:	Tachfin Holdings (Pty) Ltd	Vuthela LED Programme
Date:		

END OF INCEPTION REPORT