



**labour**

---

Department:  
Labour  
**REPUBLIC OF SOUTH AFRICA**

# **NATIONAL STANDARD TO PROMOTE GOOD PRACTICES IN SKILLS DEVELOPMENT**

*Implementation Framework: Good  
Practices in Skills Development*

*Department of Labour:  
SETA Support Directorate*

*February 2009*

## Contents

<b>1. Background and Context.....</b>	<b>3</b>
<b>2. Approach to establishing a South African National Standard of Good Practice in Skills Development.....</b>	<b>4</b>
<b>3. Process for Implementing the National Annual Awards framework.....</b>	<b>5</b>
3.1 Framework Guiding Principles.....	5
3.2 Framework Guiding Criteria.....	6
3.3 Verification.....	7
<b>4. Process for implementing the Annual Award .....</b>	<b>8</b>
4.1 Sector level adjudication: .....	10
4.2 Provincial level adjudication .....	10
4.3 National level adjudication.....	11
<b>5. Communications, marketing and branding.....</b>	<b>11</b>
<b>6. Institutional capacity to administer the awards.....</b>	<b>12</b>
6.1 Medium term: 2008-2009 .....	12
6.2 Long term: 2008 and beyond.....	13
<b>7. Critical Path .....</b>	<b>13</b>
<b>8. Matrix of criteria for use by SETAs .....</b>	<b>15</b>

# 1. Background and Context

From the outset of designing and establishing the new skills development regime for the democratic South Africa, all stakeholders have given due recognition to the fact that South Africa does not have a universal system for promoting the training and development of people in work across all occupational categories and appointment levels. In fact, most employers (public and private) and even some workers, continue to regard systematic and structured training as a cost rather than an investment.

The promotion of a National Standard for Best Practices Skills Development was introduced with the establishment of the SETAs in 2000 and the adoption of the first National Skills Development Strategy (2000-2005). During this period, the Investors in People (UK) standard was piloted in South Africa and a number of enterprises (public and private) applied for and were awarded the Investors in People standard.

During the process of developing the second NSDS (2005-2010), the promotion of a national standard for best skills development practice was incorporated into the NSDS 2 objectives, linked to promoting quality training for all in the workplace and attracting a levy-grant incentive. During the process of developing NSDS 2 it was noted that the Investors in People standard, while embodying the intention of the new South African skills development regime, nevertheless required the establishment of a substantial infrastructure with significant resource implications – both in terms of developing Investors in People assessors and accreditation specialists as well as in the costs involved in carrying out and maintaining the assessment and accreditation requirements linked to the Award.

However the Department of Labour and its skills development intermediaries – the National Skills Authority (NSA) and SETAs – remain committed to establishing a sustainable national culture of good practices in skills development. Embedding good skills development practices as a part of standard organisational practice is held to be a key to maintaining an ongoing culture of investing in the development of the skills of South Africans to meet economic and social development and sustainability requirements at organisation, sector and national levels.

Accordingly, the Department of Labour on the advice of the NSA established a stakeholder process to develop a set of proposals for developing and implementing a **Framework** for Promoting a National Good Practice in Skills Development award system. The rationale for adopting this **Framework** is linked to ensuring flexibility of approach and award. In other words, allowing for a multiplicity of approaches to promoting good practices for skills development within a broad set of agreed parameters and criteria. Rather than prescriptive top down approach associated with a national standard.

The **Framework** reflected in this document builds on many of the agreements and recommendations from the Departmental Task Team, the NSA E&T Subcommittee and the Department of Labour decision-making structures

The shift has been introduced to ensure that the implementation of the Good Practices in Skills Development Framework is enabled through

- ◆ Using existing Department of Labour and SETA systems and processes
- ◆ Adopting a process for developing over time a truly South African set of regulated standard for good skills development practices (bottom up).
- ◆ Is cost-effective and sustainable
- ◆ Is inclusive of all enterprises/ organisations in all economic sectors – public and private; large, medium, small; and including statutory bodies, NGOs, CBOs and other community development projects and skills development institutions.
- ◆ Engenders participation.

## **2. Approach to establishing a South African National Standard of Good Practice in Skills Development**

The Implementation framework is regarded as the national standard for purposes of implementing indicator 2.4; as it is based on a set of national criteria required for firms receiving the national recognition award. The framework document represents a live national standard that will continue to evolve over time – to a point where it can be a regulated National standard. Therefore all firms/organisations that meet this national criterion are eligible to receive the recognition award.

In this regard, the approach by the NSA was to prefer the implementation of indicator 2.4 in the form of a National Recognition Awards system for Good Practices in Skills Development that is not regulated in the short term. In this regard the NSA is supporting a phased approach to the development for a fully fledged national standard in order to allow for the necessary assessment capacity and incentive regime required for a regulated National Standard to be put in place over time.

However, in order to realise the objectives of the SDA and NSDS II regarding a National Standard, the approach towards promoting a national standard for good practice in skills development is to implement a National Annual Award system in the course of NSDS II which will:

- ◆ Enable the implementation of the National Strategy without the cost and infrastructural demands associated with a regulated institutional standard approach,

- ◆ Enable the organic development of a body of good practice standards from across the spectrum of enterprise types, sizes and sectors, that can later be confirmed in a National Standard as envisaged in the SDA and NSDS II; and
- ◆ Enable the development of a set of practices appropriate to identifying and recognising achievement of such future standards.

### **3. Process for Implementing the National Annual Awards framework**

The **Framework** includes:

1. A set of guiding and underpinning **principles** for recognising good practices in skills development,
2. A set of **criteria** that all skills development practices would need to meet – as a minimum – in order to be nationally acknowledged as good practices, and receive the Recognition Award
3. A set of required **processes** that would need to be followed by SETA's and the Department of Labour to ensure objective recognition of good practices in skills development.

#### **3.1 Framework Guiding Principles**

Based on the experiences associated with implementing the Investors in People standard, the NSDS II and a review of other training and development standards, the following principles have been adopted as key principles underpinning the Annual Awards **Framework**:

1. The framework must promote the training and development of people in the workplace, the unemployed and for social development
2. The framework must build on policies that comply with the South African legislative framework and particularly those related to or regulatory for skills development
3. The framework must promote **equity**
4. The framework must be **credible and enjoy wide spread recognition** across South African businesses (public and private), firms, enterprises and institutions engaged in skills development
5. The framework must have the status of a **national benchmark** and be comparable or reflect an improvement on international benchmarks
6. The framework must contribute to the achievement of business or enterprise objectives
7. The framework must be flexible, user-friendly, able to be readily implemented, affordable and cost-effective

8. The processes towards achieving the Award must be **objective and transparent**
9. The framework must promote **continuous improvement** in good practice skills development
10. Achievement of the Award must be based on voluntary participation leading to national recognition at levels that generates increasing participation
11. The framework encapsulates the following **training, learning and development principles** at firm / business / enterprise level/ and by social development and Skills Development institutions:
12. Learning and development benefits both the organisation and the individuals working within the organisation
13. Learning and development is fundamentally linked to the aims and objectives of the organisation
14. Learning and development is planned
15. Learning and development is effective
16. Learning and development is an investment in the organisation and its people /community
17. Learning and development is an investment in the growth and development of the country

### **3.2 National Standard (Framework) Guiding Criteria**

Based on the experiences associated with implementing the Investors in People standard and a review of other training and development standards, the following criteria should form the minimum benchmark for achieving the South African “*Promotion of good practice skills development recognition award*”:

1. Exemplify principles (2, (4), (5) and (7): The framework for granting recognition as a good practice skills development employer builds on and utilises
  - a. Existing legislative compliance requirements and mechanisms (skills development, employment equity plans and reports, and performance score card),
2. Exemplify principles (1), (2), (3), (6) and (9): Workplaces will receive recognition points for skills development plans and annual training reports which
  - a. Identifies the skills needs of the organisation / enterprise for the coming financial year and reflects some forward planning – i.e. take cognisance of replacement issues, economic growth;

- b. Identifies skills needs across the organisation and for all occupational groups;
  - c. Identifies skills needs to address equity (black, female, disabled and youth across all these categories);
  - d. Identifies skills development interventions that are appropriate to the identified needs; and
  - e. Demonstrates the value add that these interventions provide the organisation with in achieving its strategic objectives.
3. Exemplify commitment to nation building and implementation of the NSDS
    - a. Companies, social development structures and skills development institutions can get recognition for demonstrating a broader commitment to skills development through social or corporate responsibility projects that focus on skills development at community or constituency levels.
    - b. Promotion and employees due to skills/ training interventions
    - c. Employment of 18.2 learners

### **3.3 Verification**

In essence, this process will focus on the following checks over WSPs and ATRs:

1. Evidence for Criterion 1 can come from SETA reports, desktop checks, and performance reports (i.e. SETA score cards).
2. Evidence for Criterion 2 (a) through (d) can come from WSPs and ATRs submitted to SETAs. SETAs will check the WSPs and ATRs to ensure:
  - a. All organisations applying for the Recognition Award will have to submit signed off WSPs and ATRs that reflect agreement from relevant stakeholders in the organisation.
  - b. All organisations applying for the standard will have to reflect alignment of interventions with development needs, i.e. selection of courses and programmes appropriate to identified needs; selection of accredited courses and accredited providers
  - c. All organisations applying for the award must have evidence that they have done skills planning and development interventions across more than one year
  - d. All organisations applying for the award must have evidence that the training budget is significantly larger than the 1% of wage bill allocated for the skills development levy

3. Additional evidence for Criterion 2 (a) through (d) that can be linked but may require supplementary information on both the WSP and the ATR would include:
  - a. All organisations applying for the award have to reflect organisation objectives in the WSP and ATR thereby providing context for the development plan / development report
  - b. Alternatively, an organisations applying for recognition would submit their annual business plan and proof of a performance management system which reflects individual development plans / performance development agreements
  - c. All companies applying for the Award would submit evidence that training and development is a standing item on senior / executive management meeting agendas or other evidence which demonstrates that training and development is integrated into strategic and operational management of the business
4. Evidence for criterion 2 (e) and continuous improvement will require that organisations, businesses / enterprises submit evidence /case reports demonstrating that they
  - a. Review their skills development mechanisms, identify improvements and implement those improvements
  - b. Source / develop skills within their organisation to meet needs before recruiting from the outside labour market, i.e. have internal promotion and development systems where appropriate to the type of skills set being sought
5. Evidence for criterion 3 can be found in case reports/implementation reports, site visit reports and impact studies reflecting skills development implementation aligned to the vision, and objectives of the NSDS, social development, poverty alleviation and job creation, and with measurable impact on provincial growth and development strategies. A minimum requirement for nomination is sustainability of the interventions.

In all respects; additional points will be accorded to interventions aligned to national priorities, such as the National scarce and critical skills list, and this framework in particular promotes commitment by organisations to structured learning that leads to occupational competence (learnerships/ apprenticeships programmes).

## **4. Process for implementing the Annual Award**

In order to ensure the objectives of establishing a truly national award system, applications will be processed in the following categories:

<b>Category</b>	<b>Sub category</b>	<b>SETA /Province involved</b>
Public	National Government Department	PSETA and LGSETA; DoL Provincial office
	Provincial Government Department	
	Local Government Dept.	
Private (levy paying)	Large (150+ employees)	The relevant 21 SETAs, DoL Provincial office
	Medium (50 to 149)	
	Small (1 to 49)	
Private (non levy paying)	Large (150+ employees)	The relevant 21 SETAs, DoL Provincial office
	Medium (50 to 149)	
	Small (1 to 49)	
Non levy paying organisations	NGO	The relevant 21 SETAs, DoL Provincial office
	CBO	
Social Development projects/structures and skills development institutions	Project Structures, providers, skills development institutions	SETA's/ DoL provincial offices
Statutory Bodies	SETA's, and Statutory bodies	DoL HQ

The annual Skills Development Good Practice Awards will become the Minister of Labour's prestigious recognition of organisations that are acknowledged as having good practices in skills development, particularly in respect of

- ◆ Learning and training delivery
- ◆ Skills development planning and reporting
- ◆ Demonstrated growth in skills amongst employees/ unemployed.

For this year, the Minister will call for organisations to submit applications to be recognised as having good practices in skills development. Thereafter, the Minister of Labour will open the annual Awards process at each National Skills Development Conference by calling for enterprises to submit their applications for consideration to the SETA with which they are registered or provinces where they are located.

Applications will be in a standard format, and organisations, skills development institutions, and social development structures will have until the end of June annually to submit their completed applications to the relevant SETA or DoL Provincial Office. Levy exempt enterprises will be able to submit applications to the identified departments as follows:

- ◆ SETAs and Statutory Bodies not aligned to a SETA will submit to DoL Head Office
- ◆ Public sector, Provincial Government departments to DoL provinces or via the PSETA

- ◆ Non -levy payers, CBOs and NGOs will submit to the SETA with which they are associated or to the Department of Labour provincial office.

#### **4.1 Sector level adjudication:**

- ◆ Applications will be received and processed by the SETA. In keeping with the intention to ensure that the Good Practice Award system is simple to implement, cost-effective and efficient, the SETA will identify a senior manager to take responsibility for processing of the applications. Given that the Award is to be based on the organisation's own identification of good practice, checking will be against the nationally agreed evaluation criteria before applications are put before the SETA Good Practice Award Adjudication Panel.
- ◆ Applications will be reviewed by the Adjudication panel as constituted by the SETA CEO.
- ◆ Applications will be reviewed against a set of DoL-SETA-NSA agreed evaluation and weighted criteria applicable to the specific category.
- ◆ A list of candidates for the Award together with the outcomes of the SETA Adjudication Panel deliberations will be submitted to the NSA Adjudication Panel.
- ◆ SETAs are encouraged to host sector specific award ceremonies in addition to their short-listed submissions to the NSA.
- ◆ The panel's decision is final and there will be no appeals by companies

#### **4.2 Provincial level adjudication**

- ◆ Applications will be received and processed by the Province. In keeping with the intention to ensure that the Good Practice Award system is simple to implement, cost-effective and efficient the Province will identify a senior manager to take responsibility for the processing of applications. Given that the Award is to be based on organisation's own identification of good practice, checking will be against the nationally agreed evaluation criteria before applications are put before the Provincial Good Practice Adjudication Panel.
- ◆ Applications will be reviewed by a provincial structure (Provincial Good Practice Adjudication Panel) and finalised with provincial decision making structures
- ◆ Applications will be reviewed against a set of DoL- Provincial -NSA agreed evaluation and weighted criteria applicable to each specific category.
- ◆ A list of candidates for the Award together with the outcomes of the Provincial Adjudication Panel deliberations will be submitted to the NSA Adjudication Panel.

- ◆ Provinces are encouraged to host provincial specific award ceremonies in addition to their short-listed submissions to the NSA
- ◆ The panel's decision is final and there will be no appeals by companies

### **4.3 National level adjudication**

- ◆ Short-listed applications will be reviewed by a national adjudication panel established by the NSA (NSA Skills Development Good Practice Adjudication Panel).
- ◆ This panel will comprise of 6 NSA members together with 2 external specialists.
- ◆ The panel's decision is final and there will be no appeals by organisations
- ◆ The NSA Adjudication Panel will oversee the awards system, and approve nominations from the short-listed Award candidates across a range of enterprise categories – size, core business, economic/industry sector, social development to receive the Recognition Award.
- ◆ The results will be publicised in the media and on the Department's website, and enterprises receiving the Award will be entitled to place this on their promotional material, stating the year in which the Award was achieved. The Minister of Labour will present the Recognition Certificates at a gala event at the National Skills Conference each year.
- ◆ The Department of Labour will maintain a database of all enterprises and organisations receiving the Award, and will annually analyse the submissions to identify and build the various elements that would constitute the South African National Standard for Good Practice in Skills Development. Together with case studies of the award recipients, and the procedures utilised to process the applications, this could constitute the basis for implementing a more formalised approach to the National Standard for implementation ideally from 2010, i.e. linked to the announcement of NSDS III.

## **5. Communications, marketing and branding**

The establishment of a regulated national standard to promote good practice in skills development by the Minister of Labour is a prerequisite for the implementation of the link to the mandatory grant.

With this in mind and the phased approach to establish such a standard, one of the actions that the Department of Labour in conjunction with SETAs and Provinces needs to undertake is to inform all levy paying enterprises that the link to the grant system as reflected in NSDS II indicator 2.4 is postponed until a regulated national standard has been established by the Minister of Labour.

A strategic marketing campaign will be launched for the National Good Practice Awards alongside SETAs and Provincial marketing initiatives. This will ease the role of Provinces and SETAs and give the Awards credibility.

The intention is to brand the Awards and create a positive exciting image that these awards are the pinnacle of recognition in skills development in South Africa.

## **6. Institutional capacity to administer the awards**

The Directorate: SETA Support has a Sub Directorate that will manage the awards and set up relevant systems and procedures. Additional capacity will be in-sourced where necessary.

In terms of the marketing campaign, branding, case studies and awards ceremony this Sub Directorate will work in close collaboration with the Chief Directorate: Communications.

The budget to fund the Skills Development Awards will be obtained from the earmarked funding window of the NSF.

Setas and Provinces will use their existing capacity to finalise nominations and support provincial and sectoral adjudication processes – with oversight provided by the National Standards Sub Directorate at HQ.

### **6.1 *Medium term: 2009-2010***

During 2008-2009 and as applications for recognition are received and processed by the SETAs and provinces; additional indicators and measures for the national good practice awards will have emerged. These will be captured over time into a South African Skills Development National Standard of Good Practice Awards framework which can then be formally adopted as the regulated National Standard in the future.

Mechanisms for implementing the system of recognition through DoL-SETA processes will also have emerged in this period, and will then be able to be applied and included in DoL-SETA SLA's.

During this phase, SETAs and the DoL (including DoL provinces) will refine the principles, criteria and checklists. At the same time, the communication and advocacy strategy will be ratcheted up and national public recognition will be advanced through announcements by the Minister of Labour, inclusion on the Department's website and publication in the State of Skills reports for 2008-2009 to lay the foundation for 2009-2010

## 6.2 Long term: 2010 and beyond

Over the period 2008 and beyond, further research can also be conducted in respect of:

- ◆ Maintenance of a database of information to establish a bottom up perspective of what constitutes best practice in Skills Development; and that can inform future National Standard of best practices in Skills Development as required in the SDA
- ◆ The institutional capacity to support a national standard and cost effective assessment systems
- ◆ A more realistic incentive system linked to a National Standard

## 7. Critical Path

The following critical path has been developed working from the Award Ceremony at the National Skills Conference in October 2009 to January.

Date	Event / Activity	Comments
October 2009	National Skills Conference and awards ceremony	
10 October 2009	Certificates and trophies finalised	
30 Sept 2009	Prepare promotional / marketing material (e.g. videos and case studies) of nominated organisations	
25 September 2009	Minister approves the list of organisations and structures for award	
20 September 2009	Minister receive the list of award nominees	
September 2009	NSA Board approves the list of nominees	
28 August 2009	NSA Adjudication panel (for adjudication, second day)	
25 August 2009	NSA Adjudication panel (for adjudication of recommended organisations by SETA and Provincial Adjudication panels)	
05 August 2009	Submissions from SETA and Provincial adjudication panels to DOL, Head Office	
06 to 24 July 2009	SETA and Provincial verification and SETA Adjudication Panels meet	
30 June 2009	Companies submit applications to	

<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>
	SETAs and to DoL Provincial Office (closing date)	
April 2009	SETAs and Provinces market award to members	
April 2009	Events Management company sourced and marketing of awards starts	
March 2009	DOL P Offices and SETA Workshop	
March 2009	Updates on the Good Practice Award Framework finalised and endorsed	
24 March 2009	NSA Adjudication panel meet to finalise Evaluation criteria and critical path for 2009	
05 February 2009	NSA adjudication panel meet to review the processes for 2008	

## 8. Matrix of criteria for use by SETAs and Provinces

### 8.1 Matrix of criteria for use by SETAs

Framework Principle	Criteria	Verification / Evidence	Weighted score	Score achieved
<p>1. Promote training and development of people in the workplace, unemployed and for social development</p>	<p>WSPs and ATRs that</p> <ul style="list-style-type: none"> <li>• Identify skills needs of the organisation / enterprise for the coming financial year and reflects some forward planning – i.e. takes cognisance of replacement issues and scarce/critical skills, economic growth;</li> <li>• Identify skills needs across the organisation and for all occupational groups;</li> <li>• Identify skills needs to address equity (black, female, disabled and youth across all these categories);</li> <li>• Identify skills development interventions that are appropriate to the identified needs; and</li> <li>• Demonstrates the value add that these interventions provide the organisation with in achieving its strategic objectives</li> <li>• Training interventions exceed</li> </ul>	<ul style="list-style-type: none"> <li>• WSPs and ATRs</li> <li>• Company strategies</li> <li>• Project reports</li> <li>• Further evidence can be found in case reports/implementation reports, site visit reports and impact studies</li> </ul>	<p><b>20</b></p>	

	2.5% of payroll			
2. Build on compliance with legislation, especially the regulatory framework for skills development	<ul style="list-style-type: none"> <li>• Employment practices</li> <li>• Promote equity in skills development</li> <li>• Skills development</li> <li>• BBBEE status</li> </ul>	<ul style="list-style-type: none"> <li>• Check with labour inspectorate / bargaining council agreements</li> <li>• Check WSP/ ATR reports</li> <li>• Levy payments, WSP and ATR submissions, discretionary grant claims</li> </ul>	<b>10</b>	
3. Promote equity	<ul style="list-style-type: none"> <li>• equity placement &amp; promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Check equity breakdown in WSP and ATR's as required in the NSDS</li> </ul>	<b>20</b>	

4. Ensure credibility and sector wide recognition	<ul style="list-style-type: none"> <li>• Legislative compliance</li> <li>• Other recognition as good training and development employer</li> </ul>	<ul style="list-style-type: none"> <li>• As per Principle 2</li> <li>• Support from amongst other employers, stakeholders</li> <li>• Previous award recipient as best employer, good practice employer</li> <li>• Evidence of established skills development regarded as significant to the sector</li> </ul>	<b>10</b>	
5. Contribute to achievement of business, organisation or enterprise objectives	<ul style="list-style-type: none"> <li>• As per indicator 1</li> <li>• placement of 18.2 learners</li> <li>• promotion of employees, evidence of employment growth</li> </ul>	<ul style="list-style-type: none"> <li>• Company reports</li> </ul>	<b>20</b>	
6. Promote continuous development of good practices	<ul style="list-style-type: none"> <li>• As per indicator 1</li> <li>• Improvement of statistics and quality as compared to previous year</li> </ul>	<ul style="list-style-type: none"> <li>• Company reports, WSP ATR's</li> </ul>	<b>10</b>	
7. Learning and development reflects an investment in growth & development of sector / country / nation	<ul style="list-style-type: none"> <li>• Social and/or corporate responsibility projects</li> <li>• NSDS Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Annual Reports</li> <li>• Score card</li> </ul>	<b>10</b>	
<b>TOTAL</b>			<b>100</b>	

## 8.2. Matrix of criteria for use by Provinces

Framework Principle	Criteria	Verification / Evidence	Weights	
1. Promote equity	<ul style="list-style-type: none"> <li>85% Blacks, 54% Women, and 4% of People with Disabilities (depending on the focus/target of the project)</li> <li>Promotion of rural development</li> </ul>	<ul style="list-style-type: none"> <li>List of beneficiaries reflecting equity breakdown and physical addresses</li> </ul>	Equity	8%
			Rural	4,5%
			Urban	3%
2. Promote training and development of unemployed and under-employed people for social development	<ul style="list-style-type: none"> <li>Beneficiaries should be previously unemployed or underemployed</li> <li>Project is linked to social or community development objectives</li> </ul>	<ul style="list-style-type: none"> <li>List of beneficiaries and proof that they were previously unemployed/ underemployed</li> <li>Annual project implementation/ training reports demonstrate commitment to social or community development (context, rationale, purpose) and project targets beneficiaries and has an exit strategy for beneficiaries</li> </ul>	Unemployed Underemployed	5%
			Employed	3%
3. Contribute to achievement of business, organisation or	<ul style="list-style-type: none"> <li>Achieve at least 70% placement</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of placement</li> </ul>	70% placement	5%

Framework Principle	Criteria	Verification / Evidence	Weights	
enterprise provincial objectives/strategies	rate <ul style="list-style-type: none"> <li>• Sustainability of placement</li> <li>• Impact of training on beneficiaries and project improvement in production, marketing and income</li> <li>• Acquired skills being put into practice in the economic opportunities pursued</li> </ul>	and type of placement <ul style="list-style-type: none"> <li>• Evidence that beneficiaries will still be placed more that three months in the economic opportunity</li> <li>• Evidence of improved quality of lives</li> <li>• Evidence of increase in production income in the project</li> <li>• Evidence of acquired skills utilisation</li> </ul>	Sustainability of placement	6,5%
			Improved quality of lives	5%
			Improved project	5%
			Skills Utilisation	5%
4. Build on compliance with legislation, especially the regulatory framework for skills development	<ul style="list-style-type: none"> <li>• Training received is of quality and relevant to identified needs i.e Training received was accredited</li> <li>• Training is aligned to social or</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation status of the training provider and training material</li> <li>• Evidence of alignment</li> </ul>	Accredited	5%

Framework Principle	Criteria	Verification / Evidence	Weights	
	<p>community development objectives/ Scarce and Critical Skills or PGDS</p> <ul style="list-style-type: none"> <li>• The project is linked or is complementary with other regional development initiatives e.g. EPWP, Working for Water, and other government initiatives</li> </ul>	<p>to identified needs</p> <ul style="list-style-type: none"> <li>• Evidence of linkage with other initiatives</li> </ul>	Relevance/ linkage	6%
5. Be flexible, user-friendly, readily implemented, affordable, cost-effective	<ul style="list-style-type: none"> <li>○ Total amount allocated to the project and total spent. (Expenditure Variance of 5%)</li> <li>○ Project outline, plans, reports, communication updates are accessible and user-friendly</li> <li>• Project monitoring and evaluation</li> </ul>	<p>Financial reports</p> <p>Plans, reports, marketing and communication material</p>	Sound financial management	7%
			Project management	5%
6. Objective and transparent processes	<ul style="list-style-type: none"> <li>• Stakeholder/ community consultation</li> <li>• Support from other stakeholders such as SETAs or other government departments</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of meetings, stakeholder endorsement</li> <li>• Evidence of support given</li> </ul>	Stakeholder Consultation	6%
			Stakeholder Participation	3%
7. Promote continuous development of good practices	<ul style="list-style-type: none"> <li>• After care (e.g. mentoring) and support during and after learning</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of after care service provided</li> </ul>	Aftercare Support	4%

Framework Principle	Criteria	Verification / Evidence	Weights	
	<ul style="list-style-type: none"> <li>Sufficient infrastructure and equipment are available</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of required infrastructure and equipment</li> </ul>	Equipment	5%
8. Ensure credibility and province wide recognition	<ul style="list-style-type: none"> <li>Other recognition as good training and development project</li> </ul>	<ul style="list-style-type: none"> <li>Source documents of previous awards received (e.g. certificates)</li> </ul>	Recognition received	4%
9. Contribute towards establishment of a national benchmark	<ul style="list-style-type: none"> <li>Replicable: The project and training could be implemented effectively in other provinces</li> </ul>	<ul style="list-style-type: none"> <li>Project management systems or processes and procedures in place</li> <li>Evidence of linkages with other initiatives e.g. EPWP, Work for Water, comments from other provinces</li> </ul>	Replication	6%
10. Encourage increasing voluntary participation	<ul style="list-style-type: none"> <li>Form of communication utilised to inform prospective beneficiaries about the project was sufficient to cover a large number of target group</li> </ul>	Communication method utilised	Communication Method	5%
Total			100	