

HR 16/1/P

FRANS LABUSCHAGNE ((012) 358 0020)/OELOF KÜHN ((012) 358 0051)  
COUNCIL: 29 January 2009



4. CORPORATE AND SHARED SERVICES DEPARTMENT  
(LEADERSHIP AND MANAGEMENT ACADEMY)  
APPRENTICESHIP POLICY  
(From the Mayoral Committee Cluster: Economic Development: 9 September 2008, the Portfolio Committee: Corporate and Shared Services: 13 November 2008)

#### 1. PURPOSE

The purpose of this report is to obtain approval of the apprenticeship policy to ensure the standardised implementation of technical training and development practices in the City of Tshwane and to replace the existing Apprenticeship Scheme with the new proposed policy.

#### 2. STRATEGIC OBJECTIVE

The strategic objective addressed in this report is :

To ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate.

#### 3. BACKGROUND

The quality of the people that lead, manage and work for an organisation determines the success and progress of anything that the organisation undertakes. To ensure the continuous development of those with the capacity to serve the City of Tshwane effectively and efficiently, the apprenticeship policy will provide direction and guidance in developing the human capital of the City of Tshwane and the unemployed people of the community.

The intention of this policy is to outline the procedural aspects for the implementation and maintenance of the apprenticeship scheme within the City of Tshwane. The existing approved policy has been effective to date but new developments such as the introduction of the SAP System's Training and Events module requires some amendments to the existing policy to ensure alignment with changing circumstances.

The sound features of the existing scheme have been retained and no major amendments have been made to the content of the existing policy.

In the proposed policy the following aspects are covered:

- The various role players involved in ensuring efficient and effective training and development initiatives.
- The identification of training needs.

- Differentiating between core, critical and scarce skills.
- The financial implications and responsibilities related to training and development.
- Quality assurance of training and development.
- The administrative process.

In addressing these aspects, the policy will ensure that the training and development process is ongoing, dynamic and adequate for current and future needs of the City of Tshwane.

#### 4. IMPLICATIONS

##### 4.1 Finances

The Tshwane Leadership and Management Academy budget each year for the payment of the apprentice's allowances and also for the training expenditure as a whole. All experiential training is conducted within the City of Tshwane and no financial expenditure is involved for the departments. Payment by private students is made at the reception of the Tshwane Leadership and Management Academy and this aspect generate an income for the City of Tshwane.

The Tshwane Leadership and Management Academy submit grant claims to the LGSeta for all the full time apprentice scheme students and also for the full time private apprentice scheme students who qualify as artisans annually. The LGSeta compare the grant claim information with the statistics of all the registered apprentice students on their database where after payment should be made to the City of Tshwane.

##### 4.2 HUMAN RESOURCES

The Technical Workshops are equipped with all the necessary professional instructors to present quality training.

##### 4.3 LEGAL AND CONSTITUTIONAL IMPLICATIONS

All agreements and appointments are in line with SAQA and the Department of Labour (DoL) legislation. The Legal Department in conjunction with the SETA and Department of Labour developed an apprentice agreement which is reviewed from time to time.

##### 4.4 COMMUNICATIONS

Standard procedures are followed to advertise internally for interested learners to apply for the apprentice scheme. The Technical Training section in conjunction with the Talent and Learning Management section advertise in two local newspapers for interested parties to apply for the Apprentice Scheme. The target group for the apprentice scheme is mainly for unemployed people in the City of Tshwane geographical jurisdiction.

#### 4.5 PREVIOUS COUNCIL AND MAYORAL COMMITTEE RESOLUTIONS

A report: Implementation of a Learnership/Bursary Scheme as an alternative to the Apprentice Training Scheme was approved by the Executive Committee of the then Pretoria City Council on 8 October 1997.

#### 5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

(Unaltered)

The contents and recommendations of the report are noted.

All costs that will emanate from the implementation of the Apprenticeship Policy must be managed within the allocated budget of the relevant departments.

It should be noted that the budget of the City of Tshwane is a balanced budget which means that no surplus or deficit exists. Therefore, all additional financial implications for the City of Tshwane will have to be managed within the approved Medium Term Revenue and Expenditure Framework. Any additional budgetary needs will have to be managed by means of identifying savings, reprioritising of functions and efficiency gains.

#### 6. COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: CORPORATE AND SHARED SERVICES (LEGAL SERVICES)

(Unaltered)

A municipality exercises its legislative or executive authority by amongst other matters, developing and adopting policies and regulating and maintaining its administration.

Section 11(3)(a); (d): Municipal Systems Act, 32 of 2000

#### 7. CONCLUSION

The apprenticeship policy is an important aspect of the Human Resources Development Strategy to address critical and scarce skills shortages.

#### ANNEXURE

##### A. Apprenticeship Policy.

#### **IT WAS RECOMMENDED (TO THE PORTFOLIO COMMITTEE: CORPORATE AND SHARED SERVICES: 13 NOVEMBER 2008)**

That it be recommended to the Mayoral Committee:

1. That the implementation of a Learnership/Bursary Scheme as an alternative to the Apprenticeship Training Scheme resolution of the Executive Committee dated 8 October 1997 be rescinded.

2. That the new Apprenticeship Policy attached hereto be approved for implementation in the City of Tshwane.

**During the discussion of this item by the Portfolio Committee: Corporate and Shared Services at its meeting held on 13 November 2008 it was resolved that Council be added as the approving body to recommendation 2.**

**After further discussion it was resolved to recommend as set out below:**

**IT WAS RECOMMENDED (TO THE MAYORAL COMMITTEE: 19 NOVEMBER 2008):**

That it be recommended to the Council:

1. That the implementation of a Learnership/Bursary Scheme as an alternative to the Apprenticeship Training Scheme resolution of the Executive Committee dated 8 November 1997 be rescinded.
2. That the new Apprenticeship Policy attached hereto be approved by Council for implementation in the City of Tshwane.

**During discussion of this item by the Mayoral Committee on 19 November 2008, it was agreed that the Apprenticeship Policy be approved and that this policy should replace any other policy previously approved by Council in this regard.**

**IT WAS RECOMMENDED (TO THE COUNCIL: 29 JANUARY 2009):**

1. That any other Policy on Apprenticeship previously approved by Council be rescinded.
2. That the new Apprenticeship Policy attached hereto be approved by Council for implementation in the City of Tshwane.

**During consideration of this item by Council on 29 January 2009, Cllr NP Hoseka seconded by Cllr GI Maphae proposed the following amendments:**

**(Unaltered)**

**Amend recommendations 3 and 4 as follows:-**

3. Delete all reference to "Physical Suitability" captured under the Section Criteria in the body of the report.
4. Replace the word "Psychometric Test" on page 67 under Selection: Assessment and Interview, with "Performance Assessment".

**The Council acceded to Cllr Hoseka's proposal and thereafter resolved as set out below:**

**RESOLVED:**

1. That any other Policy on Apprenticeship previously approved by Council be rescinded.
2. That the new Apprenticeship Policy attached hereto be approved by Council for implementation in the City of Tshwane.
3. That all reference to "Physical Suitability" captured under the Section Criteria in the body of the report, be deleted.
4. That the word "Psychometric Test" on page 67 under Selection: Assessment and Interview, be replaced by "Performance Assessment".



## APPRENTICESHIP POLICY

The City of Tshwane apprenticeship policy comprises of the following schemes:

1. Full time apprenticeship scheme for unemployed learners
2. Full time private apprenticeship scheme for unemployed learners
3. Scheme for employees of the City of Tshwane
4. Industry/Private Sector/other Local Authorities
5. Skills programme for unemployed learners
6. Electrical Contractors Association (ECA)

### 1. FULL TIME APPRENTICESHIP SCHEME FOR UNEMPLOYED LEARNERS

#### INTRODUCTION

This scheme is applicable to unemployed students who obtained the relevant technical qualification at a Technical College or a Technical School. These students may not be employed on a full time basis while studying but may apply for a vacant post at the City of Tshwane when qualified as an artisan.

#### PURPOSE

The full time apprenticeship scheme is expensive and its purpose is to meet the ever increasing shortage of qualified artisans within the various technical fields which cannot be satisfied by internal or external sources. This scheme may also be applied to achieve certain priorities of the City of Tshwane such as community training and improved service delivery to name but a few.

#### BUDGET

The full time apprenticeship scheme provides for all prescribed training fees plus a R1000,00 monthly allowance to compensate for the traveling expenses. Personal safety clothing is also included in the budget to cover all the expenses on safety equipment for students.

The apprentice allowance is paid in their bank account monthly and the pay number of the students that is used by the City of Tshwane's SAP System is also their student number. The Human Resources Division is budgeting for all these expenses and allowances.

#### CONTRACTUAL REQUIREMENTS

The apprenticeship students must enter into a contractual agreement with the City of Tshwane. This agreement is for a maximum period of three years commencing on the day of signing of the agreement. This apprenticeships agreement contains all the general provisions pertaining to the training.

If the apprentice qualify as an artisan in the 3 year period and there is a vacancy in the City of Tshwane, he/she may apply for the post. If there are no vacancies, the apprentice student must apply in the open market for employment. If an apprentice student is a minor and enter into the apprentice scheme, the parents or guardian must co-sign the Agreement. When a full time apprenticeship student qualifies his/ her contractual

agreement with the CoT expires automatically and his/her name shall be removed from the SAP system.

### NEEDS ASSESSMENT

A needs assessment is conducted throughout the City of Tshwane annually so that all departments may indicate the field of artisans and number of full time apprentice students to meet their needs and to supply in-service training. The needs assessment is communicated to departments by circular from the Human Resources Division in order to enable the departments to provide for the required number of apprentice students.

### ADVERTISING

The Talent and Learning Management section arranges for the advertisements in local newspapers. The advertisement is placed in local media in the Tshwane geographical jurisdiction, as it is administratively preferable that apprentice students study at the Tshwane Leadership and Management Academy and also to address the skills gap locally. The advertisement contains the relevant field of study and basic information relating to entry requirements and duration. Information relating to application, contact persons and closing dates are also indicated.

50% of learners will be recruited from the general market while the other 50% will be selected from the indigent data base of unemployed people, provided the candidates meet the requirements as stipulated in the advertisement for the applicable apprenticeship scheme.

### SELECTION

All relevant policies regarding selection such as the staffing policy is applicable.

#### Pre-selection

Applicants are pre-selected in conjunction with the Talent and Learning Management section according to the pre-determined criteria for apprentice training. These criteria are reviewed annually.

#### Criteria

- o Organisational priorities and needs
- o Admission qualification (4 subjects N3)
- o Physical suitability
- o Potential and abilities
- o Fair knowledge of field applied for

CVs and related documents are assessed according to the criteria and a short list of candidates is compiled.

#### Assessment and interview:

Candidates on the short list are invited to undergo a psychometric test where-after the successful candidates will progress to the next level which is an interview. The interviewing panel consists of representatives from the Technical Training section and the

Talent and Learning Management section. The successful candidates will then undergo a medical examination at the Belle Ombre Clinic.

### REPORTING

After completion of the selection phase, a report outlining the process and recommendations is completed by the Talent and Learning Management section and presented to the Executive Director, Strategic Human Resources for approval. Upon approval the administrative process is initiated.

Files are opened for each apprentice candidate where all progress reports, personal information, etc is kept.

### ADMINISTRATIVE ACTION

To ensure uniform control, the Tshwane Leadership and Management Academy is responsible for the general administration of the apprentice scheme. The day-to-day administration includes:

- o Open files for all candidates and receive all documentation necessary for personal file.
- o Prepare nomination lists.
- o Receive course reports, capture all information of learners and courses on database.
- o Print certificates.
- o File all relevant reports and information.
- o Receive and distribute trade test results.
- o Distribute trade test certificates.

### GENERAL PROVISIONS

Allowance are only paid upon submission of the proof of a bank account number. All formal training will be conducted at Tshwane Leadership and Management Academy. All full time apprentices will be registered as article 13 apprentice students at the LGSETA and at the Department of Labour.

All in-service training will be conducted within the City of Tshwane's relevant departments according to the need assessments. All personal protective equipment will be provided to all unemployed full time apprentices annually. All full time apprentices will be covered by the Municipalities insurance for any Injury On Duties (IOD).

Annual leave is subjected to the conditions of service, each apprentice will be granted two working days leave per month.

## 2. FULL TIME PRIVATE APPRENTICESHIP SCHEME FOR UNEMPLOYED LEARNERS

### INTRODUCTION

This scheme is applicable to unemployed students who obtained the relevant technical qualification at a Technical College or a Technical School and who is not part of a full time unemployed apprenticeship scheme of the City of Tshwane and wish to become a qualified artisan. By implication these students may not be employed on a full time basis while studying. These private unemployed apprentices have to pay for their studies in a private capacity and bear all training costs involved for their training.



## PURPOSE

The full time unemployed private apprentice scheme is to supply industry and private sector with the much needed qualified artisans to satisfy the country's needs without importing the necessary skills from the international market.

The scheme also provides the opportunity for business to employ these apprentices when they qualify as artisans.

The City of Tshwane is also benefiting from this scheme by employing these students when they qualify as artisans. The City of Tshwane receives an income from these apprentices to offset the expenditure of training.

## BUDGET

Tshwane Leadership and Management Academy budget for all the consumables needed for apprentice training for all fields in the technical related training.

The income generated from these private apprentices cover the cost for the consumables although the income is deposited in the City of Tshwane's general income account.

## CONTRACTUAL REQUIREMENTS

The private apprentice students must enter into a contractual agreement with the City of Tshwane. This agreement is for a period of one year. If the private apprentice desire to continue with the second year of training he/she must enter into a new contractual agreement with the City of Tshwane. This private apprentice agreement contains all the general provisions pertaining to the training.

When a private apprentice student qualifies his/her contractual agreement with the City of Tshwane expires automatically. If a private apprentice is a minor and enter into the scheme, then his/her parents of guardian must co-sign the agreement.

## SELECTION

### Pre-selection

Pre-selection is conducted according to the pre-determined criteria for apprentice training. This criterion is reviewed annually.

### Criteria

- o Admission qualification (4 subjects N3)
- o Physical suitability
- o Potential and abilities
- o Fair knowledge of field applied for

### Selection

CVs and related documentation that are in line with the criteria are used as instruments to select candidates to enter into the private apprentice programme.

## ADMINISTRATIVE ACTION

To ensure uniform control, the Tshwane Leadership and Management Academy is responsible for the general administration of the private apprentice scheme. The day-to-day administration includes:

- o Open files for all private apprentices with all relevant documentation.
- o Prepare nomination lists.
- o Receive all course reports, capture all information of apprentices on database ie. names , courses completed etc.
- o Print certificates.
- o File all relevant reports and relevant information .
- o Receive and distribute trade test results.
- o Distribute trade test certificates.
- o Monitor payments of private apprentices.

## GENERAL PROVISIONS

All formal training will be conducted at the Tshwane Leadership and Management Academy. All private apprentices will be registered as Article 13 apprentice students at the LGSETA and the Department of Labour. Annual leave is subjected to the conditions of service, each apprentice will be granted two working days leave per month.

## FEES

Fees are determined annually and will be approved by the Executive Director: Strategic Human Resources Management.

## GENERAL OBLIGATIONS OF PRIVATE APPRENTICESHIP LEARNERS

To pay a once-off predetermined amount or a deposit at the signing of the agreement with the City of Tshwane. Monthly payments must be paid on/or before the 31<sup>st</sup> of every month. The last payment must be paid not later than the end of September of the training year.

- o To find his/her own company to do the in-service training.
- o To obtain his/her own personal protective equipment.(PPE)
- o To provide his/her own medical scheme and/or insurance for possible Injury on Duty while in training.

### 3. SCHEME FOR EMPLOYEES OF THE CITY OF TSHWANE

#### INTRODUCTION

This programme is for employees of the City of Tshwane who have years of experience in a certain technical field. These employees can do a trade test in terms of Section 28 of the department of Labour.

Since this employee may have years of experience in a specialised field and wishes to qualify as an artisan, they can complete all phases presented at Tshwane Leadership and Management Academy Technical Training where-after the employee may apply for a trade test.

## PURPOSE

The purpose of this programme is specifically intended to meet the needs of the departments where employees have years of experience in a specialised field, but do not have a qualification.

There is also an ongoing shortage of qualified artisans nationally and as such it is crucial that employees receive the necessary training to address the skills gap.

## SELECTION PROCESS

It is the responsibility of the departments to select/identify/nominate employees to be scheduled for technical courses. The identified employees must first be evaluated or undergo RPL (Recognition for Prior Learning) by the Tshwane Leadership and Management Academy. This is to determine on which phase or course an employee should be scheduled. The evaluation is also a tool to determine if an employee is ready to apply for a trade test at the trade testing centre (INDLELA) The department must pre-book such an employee on the SAP System

## BOOKINGS

The nominated employees of the various departments must be pre-booked on the SAP System.

Firmly bookings will be made by the Technical Training section on the SAP system and will inform the relevant department accordingly. It is then the responsibility of the Functional Skills Development Facilitator to ensure that the booked employee is informed to attend the course.

## PROGRESS REPORT

A course report will be completed at the end of a course which is captured on the database. The relevant department may request such a progress report and attendance register.

According to the progress report, certain actions may be recommended such as:

- o The continuation of the phases
- o The repetition of the phases
- o The withdrawal from the phases

All recommendations made and actions taken will be in conjunction with the departments concerned.

## ADMINISTRATIVE PROCEDURE

The Tshwane Leadership and Management Academy is responsible for the day-to-day administration such as nomination lists, all relevant documentation, course reports and certificates.

Filing, monitoring and record keeping are the responsibility of the relevant department's support services sections.

## GENERAL PROVISIONS

The Technical Training section will provide the necessary formal training to all employees entered into the programme.

Issue relevant certificates at the successful completion of the phases.

## DEPARTMENTAL RESPONSIBILITIES

Departments must issue all personal protective equipment to employees prior to the commencement of courses.

- o Provide necessary in-service training to these employees.
- o Apply for trade test at INDLELA, the Trade Testing Centre.

## 4. TECHNICAL TRAINING FOR INDUSTRY/PRIVATE SECTOR/OTHER LOCAL AUTHORITIES AND PRIVATE INDIVIDUALS

### INTRODUCTION

From time to time the private sector enquires about the training opportunities for their respective employees. The Tshwane Leadership and Management Academy can assist the private sector if spare capacity is available. Private individuals also request such training from the Tshwane Leadership and Management Academy.

### PURPOSE

This scheme is mainly to assist the private sector with the training of their respective employees to obtain a qualification in the various technical fields. This scheme is also beneficial to other Local Authorities to improve their service delivery by training their employees to obtain a qualification.

### BOOKINGS

If a request is received from the private sector/local authority, it will be purely based on spare capacity if Tshwane Leadership and Management Academy Technical Training is able to assist. The relevant party must confirm a firmly booking by paying a deposit prior to the commencement of such a course/phase.

### FEES

This scheme requires that the private sector and local authorities pay a deposit prior to the commencement of the course to ensure firmly booking of their respective candidates. The outstanding amount is payable on the day of commencement of the course.

Government Departments such as Correctional Services, South African Police and provincial and government hospitals are invoiced at the completion of a course due to the financial policies of these departments.

The Finance Section of Tshwane Leadership and Management Academy regulates and controls all payments and the sub-section also captured all income on database for statistical purposes. Fees are determined annually and will be approved by the Executive Director: Strategic Human Resources Management.

## ADMINISTRATIVE PROCEDURE

To ensure uniform control, the Tshwane Leadership and Management Academy is responsible for the general administration of the nominees attending courses from the private sector. The day-to-day administration includes:

- o Prepare nomination lists
- o Receive course reports, capture all information of private sector candidates, i.e. names, company and contact persons on database.
- o Print certificates.

## GENERAL PROVISIONS

The formal training will be presented by the Tshwane Leadership and Management Academy. The experiential training is the responsibility of the Industry/Private Sector/Local Authorities. Tshwane Leadership and Management Academy will issue an internal Certificate of Competency if candidates successfully complete the relevant course.

## PRIVATE SECTOR RESPONSIBILITIES

- o To ensure that full payment is made prior to the commencement of a course.
- o Provide in-service training to the candidates.
- o Provide the necessary personal protective equipment to the candidates.
- o To apply for a National Trade Test at INDLELA.( Trade Testing Centre)

## 5. THE SKILLS PROGRAMMES FOR UNEMPLOYED LEARNERS

### INTRODUCTION

This programme is for unemployed candidates who obtained a relevant theoretical qualification at a recognised Learning Institution. These unemployed candidates, preferably from the community, must be eager to obtain a skill in a specialised technical field in order to improve their opportunities for employment.

### PURPOSE

The purpose of the skills programme is to meet the skills shortage nationally. The skills programme will also encourage the unemployed learners to exercise their skills to generate an income as entrepreneurs and so contribute to the upliftment of the communities.

The skills programme will also be to the advantage of industry since many companies do not require a qualified artisan, but a person who is skilled in a specific process.

### BUDGET

Tshwane Leadership and Management Academy budget for the presentation of the skills programme that includes the following:

- o All the consumables to be used
- o All personal protective equipment
- o All learning material

The LGSETA pay a predetermined amount per student attending the Skills Programme after completion of the programme which is claimed by the City of Tshwane as discretionary grants.

### CONTRACTUAL REQUIREMENTS

The unemployed students are expected to enter into a contractual agreement with the City of Tshwane. This skills agreement is provided by the LGSETA and contains all the provisions pertaining to the skills programme. This skills programme agreement is only valid for the duration of the programme that varies between 1 (one) week up to a maximum period of 4 (four) weeks.

### FORMAL TRAINING

Tshwane Leadership and Management Academy provides only workshop training in the various skills programmes and not experiential training in the departments. It is expected that the learners must find a suitable company to obtain the necessary experiential training or be employed by the private sector.

### ADVERTISING

The Human Resources Division advertise the skills programme, according to the information received from the Technical Training section. The advertisement is placed in the local media. It is to the advantage of the community that the skills programme be advertised locally. The advertisement contains the relevant fields of skills training. Arrangements relating to applications, contact persons and closing dates are also indicated.

50 % of learners will be recruited from the general market while the other 50 % will be selected from the indigent data base of unemployed people, provided the candidates meet the requirements as stipulated for the applicable skills programme.

### SELECTION

Applicants are evaluated and selected according to predetermined criteria.

Criteria factors:

- o Technical related qualification
- o Physical suitability
- o Potential and abilities.

CVs and related documents are used for selection according to the criteria and a name list of shortlisted students are compiled.

### RECORD KEEPING

A Portfolio of Evidence (PoE) is opened for all students attending the skills programme that contains all progress reports, assessment results, attendance registers, qualifications, identity document and course material.

The signed agreement, copy of the identity document and course reports are also send to the LGSETA for payment and recordkeeping. All learner's information and achievements

are captured on the internal database. The copies of the student's Portfolio of Evidence are kept to ensure good recordkeeping.

### ADMINISTRATIVE PROCEDURES

To ensure uniform control, the Tshwane Leadership and Management Academy is responsible for the general administration of the skills programme. The day-to-day administration includes:

- o Prepare name lists
- o Receiving course reports, capture all information of learners on database.
- o Complete grant claim forms for LGSETA
- o Print certificates.

### GENERAL PROVISIONS

All personal protective equipment is supplied by the Technical Training section. All formal training will be conducted at Tshwane Leadership and Management Academy Technical Training Centre. Internal competency certificates will be issued by Tshwane Leadership and Management Academy on successful completion of the programme.

## 6. PROGRAMME FOR ELECTRICAL CONTRACTORS ASSOCIATION (ECA)

### INTRODUCTION

This scheme is applicable to the electrical contractors who are registered with the Electrical Contractors Association (ECA). The ECA again is registered at the E-SETA to provide training to the employees of the contractors.

The ECA identified a few providers who have the capacity and are registered to present electrical training. The Tshwane Leadership and Management Academy has no other obligation to any of the employees nominated for courses or to the contractor other than to present the courses and assess the learners. All outcomes and course reports are submitted to the office of the ECA.

### PURPOSE

The purpose of this scheme is to assist the electrical contractors by presenting formal training for their employees to obtain a qualification and to provide the country with qualified artisans that are needed nationally.

### BUDGET

Tshwane Leadership and Management Academy budget for all the consumables and learning material needed for ECA candidates in the electrical field. The income generated from the ECA cover all the costs for the consumables and learning materials. The income generated from the ECA is also deposited in the general income account of the City of Tshwane.

## CONTRACTUAL REQUIREMENTS

The Tshwane Leadership and Management Academy will annually enter into a service level agreement with the Electrical Contractors Association for the training that will be provided.

## ADMINISTRATIVE ACTION

To ensure uniform control, the Tshwane Leadership and Management Academy is responsible for the general administration of the ECA scheme. The day-to-day administration includes:

- Prepare name lists
- Receive course reports for capturing on data base.
- Issue of invoices
- Filing of ECA nomination lists

## GENERAL PROVISIONS

All formal training will be presented by Tshwane Leadership and Management Academy. To conduct the necessary assessments on completion of the relevant courses. To submit all relevant course reports and assessment documents to the offices of the ECA.