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**Evaluation Report of
I-Fundi call-centre learnerships project**

**Submitted to
Swiss South African Co-operation Initiative**

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1. Introduction

In October 2002, Swiss-South African Co-operation Initiative (SSACI) entered into an agreement with I-Fundi Development Solutions for the training, over three years, of 210 unemployed youths from disadvantaged communities as call-centre operators who would then be placed in jobs in commercial call-centres. The target outcome was to secure employment for at least 110 of them at the end of their training.

It was also envisaged that, in order to accomplish this objective, I-Fundi would have to put trainees through a learnership registered with the Services SETA (SSETA), thereby providing them with a nationally recognised qualification and serving as a model for replication elsewhere with funds from the National Skills Fund.

The project has now run almost to completion and SSACI has given me the mandate to evaluate the project.

The evaluation is summative and largely for the purpose of accountability, but it may produce information that could serve a future developmental purpose, for example improvements to project design, planning, curriculum and training delivery. The most likely purposes to which the evaluation will be put are :

- to inform a decision by I-Fundi as to whether and to what extent this project should be replicated or followed-on in any way
- to inform a decision by SSACI as to whether to fund a second or follow-on phase of the project
- to inform decisions by SSACI and I-Fundi regarding the development of their training programmes / learnerships and placement of graduates
- to support future proposals by I-Fundi to other potential funders
- to improve the quality of planning and implementation of similar projects in future.

Four key questions were given me by SSACI to be answered. These are the following :

- 1) Did the implementers, I-Fundi, do what they said they were going to do?
- 2) Did they do it well?
- 3) Have those inputs led to the desired outputs?
- 4) What can SSACI, I-Fundi and SSETA / DoL learn from this experience?

I, myself, added a fifth key question: How has the project been funded?

These five key questions have been the thread for the evaluation and they will be developed in point 4 of this report.

I would like to thank Mr Stefan Lauber and Mrs Fariba Bowen from I-Fundi for their welcome and assistance. They provided me with all the information and documents that I needed and answered all of my questions. I would also like to thank Mr Ken Duncan, manager of SSACI, for his excellent co-operation and for the time that he gave me.

Finally, I would like to thank Mr Ivor Blumenthal, CEO of Services SETA, as well the learners, the trainers and the managers of business call-centres (who provided the workplace experience and sometimes full-time employment) for the time and co-operation they afforded me during my interviews.

2. Data collected

Before beginning my field-work, and while I was engaged in it, I collected a lot of documents. The most relevant and useful for the evaluation are the following :

- the agreement between the Swiss-South African Co-operation Initiative (SSACI) and I-Fundi Development Solutions, signed on October 2002
- the quarterly progress report submitted to SSACI by I-Fundi
- Quarterly Summary Reports on I-Fundi, written by SSACI
- the three successive versions (2003/04/05) of the learnership material, as well as the corresponding portfolio of evidence
- the correspondence between Services SETA and I-Fundi
- the correspondence between Services Education & Training Quality Assurance Authority (SETQAA) and I-Fundi
- the agreement between Services SETA and I-Fundi Development Solutions, signed on 30th August 2004
- evaluation questionnaires completed by the learners at the end of each training programme
- the learner files kept by I-Fundi
- an electronic file provided by I-Fundi at my request containing all information about every learner trained and placed by I-Fundi during this project. This file contained notably the following information: contact details, date of birth, previous education and work experience, date of the training, date of the practical experience in a simulated workplace environment, date of placement in intern positions in an active call-centre business and the name of the call-centre, date of completion of the assessment of the learner, date of certification of the learner, date of start of a viable job (if applicable), name of the company, remuneration per month, and all indications regarding funding for every learner etc.

During my field-work, I conducted face-to-face interviews with the following persons or group of persons:

- Mr Stefan Lauber, I-Fundi Director
- Mrs Fariba Bowen, I-Fundi Deputy Director
- Mr Ken Duncan, SSACI Manager
- Mr Ivor Blumenthal, Services SETA CEO
- Mrs Farida Persid, ITE CEO
- two trainers employed by I-Fundi for the training and assessment of the learners
- 12 learners who have been trained by I-Fundi : six of whom are currently doing their placement in intern positions in active call-centres and six of whom have already completed their learnerships and are currently working as call-centre agents, control-room operators or call-centre supervisors.
- four managers of active call-centre businesses who employ learners who are currently doing their learnerships or who employ previous learners trained by I-Fundi

I also conducted telephonic interviews with the following persons or group of persons:

- 10 learners who have been trained by I-Fundi
- one trainer employed by I-Fundi for the training

To complete this evaluation, I visited the call-centres of following companies:

- MTN
- WesBank
- ADT Security
- Computershare

Finally, I sat in as an observer on two classes presented by I-Fundi. It must be noted that these classes were not for learners of the project that I am evaluating, but for the following group of learners trained by I-Fundi. All of the learners for the project that I am evaluating have already completed their training.

3. Limits of this evaluation

Almost all of the numbers you will read in this report, especially those that summarise the desired outputs (third key question), the process of assessment and moderation, and the funding, come from I-Fundi's records. I have checked some of them, but I was not able during the time allowed for this evaluation to check all of them.

4. Evaluation

This evaluation will answer the five key questions exposed in the introduction. For each key question, some focus point will be examined and commented upon. The first two key questions will be treated together. Conclusions, comments and recommendations can be found at the end of the report under point 5.

4.1. Did the implementers, I-Fundi, do what they said they were going to do and did they do it well?

a) Did I-Fundi develop a curriculum and learning materials?

Yes, they did. The curriculum is based on the following steps (see below the evaluation of every step):

- a two-week course during which the learners are trained in basic call-centre skills. The following modules are taught during these two weeks :
 1. Call-Centres as a Career Choice
 2. Understanding the Work Environment
 3. Personal Effectiveness
 4. Team Spirit at Work
 5. Communication Skills
 6. Information and Communication Technology
 7. The Art of Customer Service
 8. Inbound Contact Centre Operations
 9. Outbound Contact Centre Operations
 10. The Power of Voice

- practical experience in a simulated workplace environment, during which learners acquire generic call-centre skills
- placement for 12 months in intern positions in active call-centre businesses, during which learners acquire industry-specific knowledge
- fly-back training during the placement in intern position (one or two days training by I-Fundi every two or three months)
- assessment and certification of the learner

Learning materials have been developed by I-Fundi. I noted that I-Fundi improve the learning materials every year. The first version (2003) of the learning materials comprised only a learning book which contains the ten training modules. The theory, practise exercises and formative assessment were all included in this book.

For the second version (2004), I-Fundi developed a portfolio of evidence to be used in parallel with the learning book. This portfolio of evidence, in use since 2004, is basically composed of the practise exercises and the formative assessment previously included in the learning book. This major improvement was dictated by the needs of the summative assessment at the end of the learnership: the formative assessment done during the training is a part of the summative assessment.

The major improvement for the third version (2005) is the integration of the Unit Standard in front of every module. This improvement, which does not change the content of the book, was requested per the moderation of the assessment in order to conform to the rule that every learner, during the training, should know which Unit Standards are being addressed during each module.

Naturally, I-Fundi also regularly improved the learning materials in order to better the quality of the training.

b) What is the quality of the learning materials?

The result of my interviews and my personal review show that the learning materials are very good to excellent. It is clear that I-Fundi has concentrated a great part of their energy on building very good learning materials. The only criticism that could be made is that the first and, to a lesser degree, the second version of the learning material did not take the summative assessment of the learner into account.

The comments of the trainers are very positive. One trainer told me that the learning materials built by I-Fundi “are maybe the best for call-centre learnership”. The learners are also very enthusiastic about the learning materials. “Sometimes I can come back to my learning materials to read information over again,” a learner said to me. Some learners also told me that the learning materials are “very interesting and clear”.

c) Did I-Fundi recruit and select candidate learners and, if so, according to which qualities? (corresponding with phase 1 in the agreement between I-Fundi and SSACI)

I-Fundi did recruit and select candidates, partly. As will be exposed in point 4.3, “How has the project been funded?”, the project has been funded in different ways during the three years. During the first part of the project (2003 and partly 2004), I-Fundi was involved with the recruitment process. But after they signed a new contract with SSETA,

they were not involved with the recruitment because the Project Management appointed by SSETA took over that aspect of the process. In detail, the process has four phases:

1. In 2003, the recruitment process involved telephonic screening, CV screening, initial interview, skills assessment, second interview, SETA assessment, third interview, reference, credit and criminal checks and final selection.
2. The main issue during the first year of the project was the difficulty of finding placements for the learners to do their internships. To find a solution to this problem, I-Fundi worked together with the agency Call Force Direct, who placed some of the learners amongst their clients.
3. In 2004, I-Fundi changed their approach to recruitment. "Initially we signed up the learners and put them on contracts and then tried to find placements for them. Later on we found the host employers first and then provided the host employer with a short-list of candidates from which they selected their learners. This approach improved the situation significantly," Stefan Lauber explained to me. Fariba Bowen explained that more-or-less 500 to 600 persons phoned after one or two adverts had been placed in one or two newspapers. From this number, 200 CVs were requested per fax and more-or-less 100 persons were interviewed. Of these, 30 to 40 persons were then selected to constitute a pool to be presented to each future employer. The employers made their selection and, after this, only 20 to 30 learners were definitely selected and trained by I-Fundi.
4. From 2004 until the end of the project, the pattern changed completely: Project Management, Randburg Career Centre and later ITE (International Training Excellence), who were funded by SSETA, were involved with the recruitment (including assessment) and the greater part of the placement of candidates with the host employer. This means that I-Fundi was not involved with this process. However, the project management of I-Fundi was not reduced by the work of the project management company. "Throughout the project (as stated in the quarterly reports), I-Fundi maintained full responsibility for the recruitment, contracting, placement, training, HR management, learner communications, mentoring, coaching and assessment and overall administration and management of the learnership" I-Fundi wrote in response to this point.

The objective set by SSACI in the agreement between SSACI and I-Fundi was, over three years, to train 210 unemployed youths (persons with an age below 26 years) from disadvantaged communities as call-centre operators. If, at the beginning of the project, I-Fundi seems to have respected this criterion, during the years 2004 and 2005 it is not quite so clear. Firstly, it seems that I-Fundi tried to choose learners with some previous work experience because the host employers preferred such learners. Secondly, when I interviewed Farida Persid (ITE CEO), she confirmed to me that ITE only chose people with at least a matric and preferably with work experiences.

I attempted to check some of the information provided to me by I-Fundi in order to verify the accordance with the criteria written in the agreement. This was not possible because a lot of learner files in the possession of I-Fundi are incomplete: sometimes the learner files are missing, sometimes they consist only of the contract of learnership without any other information. Some files are more complete with the CV of the learner, some references and competencies (use for the recruitment), the contract of learnership, some payslips, leave forms and human resources issues. However, this last category of files is in the minority.

In order to discover a little more about this problem, I chose ten learners at random and phoned them in order to ask about: 1. their previous work experiences before beginning the learnership; 2. their state of employment prior to beginning the learnership (whether they were employed or unemployed); and 3. their level of education/ degree. My findings are given below:

1.	Work experience	8	(6 only casual, 2 with permanent contracts)
	No work experiences	2	

2.	Employed	3	
	Unemployed	6	
	Studying	1	(this learner told me that he stopped his studies in order to begin the learnership)

3.	Only a matric	3
	More than a matric, but without completion of the course/ degree	4
	More than a matric with completion of exam	3

Stefan Lauber told me that the call-centre learners could only be recruited from the target population defined by SSACI because nobody with skills and work experiences wanted to work for one year at a salary of only R1 000 to R2 000 per month. From my point of view, this affirmation is not necessarily true because of the high rate of unemployment and poverty in this country. I-Fundi diverged a little from the target population for this project. At this point it is very difficult for me to quantify this discrepancy without having all the CVs of the learners in hand.

I also noticed that 18 persons recruited were more than 26 years old at the time of the signing of the contract of learnership. However, SSACI generally condones up to 10% of trainees being slightly overage (i.e. up to 35).

From the point of view of the employers, the recruitment was satisfactory to good. On a scale of ten where 0 is the worst mark and 10 the best, the employers gave me a mark of 7 for the quality of the recruitment made by I-Fundi (average of marks given by four employers). For some employers, the learners were a good choice. For other employers the recruitment could have been better because some learners were a little bit illiterate when they arrived at the company.

d) Did I-Fundi conduct training in basic call-centre skills and what was the quality of this training? (corresponding with phase 2)

Yes, they did. Every learner received this training, except for eight learners who absconded before or during the training. The training duration was two weeks, except for two training course for which the duration was three weeks. During this time, the specific training in basic call-centre skills was taught by four to five different trainers.

The first training course began on 19th May 2003. The last one began on 29th August 2005. During these two years, 202 learners were trained. Bellow are the details of every group:

Date of training	Number of weeks	Number of learners
19-30 May 2003	2	13
01-12 November 2003	2	19
08-19 December 2003	2	26
02-16 February 2004	2	23
06-19 May 2004	2	21
01-18 June 2004	3	28
04-18 August 2004	2	3
18-29 October 2004	2	29
29 Nov – 12 Dec 2004	2	7
07-19 February 2005	2	23
04-15 April 2005	2	6
08-26 August 2005	3	4
Absconded		8
TOTAL		210

The learners who were interviewed were very satisfied with this course. On a scale of ten where 0 is the worst mark and 10 the best, the learners gave me a mark of 8,63 for the quality of the training provided by I-Fundi (average of marks given by 11 learners). A lot of learners told me that the training was very efficient and also friendly. “It was so good to come back to school!” one of the learners told me. Another learner told me that “I was very shy before the course, especially about answering a call. After the training I was much more open to speaking because I knew how to speak and how to be confident with myself. The training was very motivating.”

On being asked the question: “According to you, which competencies have you developed thanks to the initial training from I-Fundi ?” their answers were often the following:

- communication skills
- listening skills
- how to create a good climate with customers
- how to deal with stress
- being confident within themselves
- knowledge of their own personality
- how to deal with conflict in the work-place
- computer skills
- improved typing skills

The teachers were also very well appreciated. The majority of learners evaluated them very good to excellent. Some learners told me, however, that one or two teachers were not so good in comparison to the others.

To confirm this information, I took time to read some of the Evaluation Questionnaires filled out by the learners at the end of every course. Their evaluation concerning the quality of each of 10 modules of training as well as their answers concerning the quality of the trainers were, in the majority, good to excellent.

The teachers confirmed, on average, the good quality of this course. For them the curriculum of this training definitely has a high educational value. It is also relevant and coherent. Some teachers would like to improve the learning material a bit further. But globally they are agreed in saying that the learning material is good.

The employers have been also questioned about this training. It was difficult for them to speak about the course, because they were not very informed regarding its content. They were a little bit more severe with their judgement: they gave a mark of 7 on average (attention: average of only four answers). The majority of them recognised the competencies of the learners in term of listening, writing and pronunciation when they arrived at the company. One employer told me that the initial training developed positive effects in the long term and some learners during their placement as interns were sometimes better than all the other permanent call-centre agents of his company.

e) Did I-Fundi organise a practical experience in a simulated workplace environment and what was the quality of this experience? (corresponding with phase 3)

This particular aspect is somewhat problematic. According to the Agreement signed between SSACI and I-Fundi, this phase was funded for each year with 3 000 call-centre “seat-days” at R100 per day, that means R300 000 per year. According to the information I received from I-Fundi, only 1 072 days for the three years of the project have been used.

Stefan Lauber explained to me that this conception of the project was very quickly totally impracticable. The first group of learners stayed in this phase a long time because it was difficult to find placements in intern positions. But after the improvement of the recruitment (see above), the host employer was waiting for the learner. Immediately after the end of the initial training, the learner got the host employer to begin the placement in an intern position. However, according to Stefan Lauber, during each day of training the call-centre infrastructure was used by the learner.

This explanation can be understood. But the problem remains because the number of training days are no more than 202 learners times 15 days of training per learner (if the fly-back training is included), corresponding to approximately 3 030 training days. If we add this number to the previous 1 072 days, we obtain slightly more than 4 100 days. This is far below the 9 000 days allowed by the Agreement.

This discrepancy between the Agreement and the reality of the project must be further investigated and discussed between I-Fundi and SSACI. I will further discuss this issue in the point 4.3 “How the project has been funded”.

It is difficult to evaluate the quality of this phase because I saw only two learners who did this phase.

f) Did I-Fundi organise the placement in intern positions in active call-centre businesses and what was the quality of these placements? (corresponding with phase 4)

Yes, they did. According to the Quarterly reports from I-Fundi presented to SSACI, it was difficult at the beginning of the project to find learnership places in active call-centres. However, from 2004 business's knowledge of learnerships was much better and it became easier to place learners in intern positions. The new process of recruitment which took place from 2004 (with the integration of the employers from the beginning of the process) was also more efficient in providing placement for the learner.

The duration of the intern placement has been 12 months. A few learners have done an internship of a shorter duration.

According to the learners I interviewed, the quality of their placement has been very good. On a scale of ten where 0 is the worst mark and 10 the best, the learners gave me a mark of 8 for the quality of this placement (average of marks given by nine learners). According to them, the competencies or abilities they developed during this placement are the following:

- respect for other people, other cultures
- ability to give attention to customers
- ability to be patient
- punctuality
- ability to use e-mail
- ability to work under pressure
- ability to deal with difficult or rude customers
- quality of voice
- knowledge of how operate a security company

I also recorded two negative points. Firstly, a few learners told me that sometimes, particularly at the beginning of the intern placement, they were not treated like the other permanent employees. The integration into the company was not so easy, especially because they were the first trainees at this place. But they told me that the situation was much better after six or seven months of placement.

The second negative point I recorded was the placement at ADT Security. The three learners I interviewed at this company told me that they have been placed not in the call-centre, but in the control room. That means that they must work 12 hours per day, 21 days per month. It seems that they were not informed of this fact before beginning the placement in the intern position.

Of the 20 learners who began at ADT, two have been dismissed and eight left the company before the end of the 12 months. But all ten learners who finished the 12-month learnership have been taken on. "The work at ADT is hard. But now I am happy to have finished my learnership. I can stay at ADT and I now have permanent employment. Even so, the beginning of the placement was very difficult. I am not sure that the control room is the best place for trainees," a learner explained to me.

Stefan Lauber agrees that the work in the control room at ADT is hard. He also agrees that certainly the control room is not the best place for a trainee. But he told me that sometimes ADT was the only company that would agree to take on a learner with very little education.

g) Did the learners receive a stipend during their placement in the intern position?

Yes, they did. All the learners I interviewed told me that they had received, or were receiving, a stipend. The employers also confirmed this. Normally Services SETA funded I-Fundi for the stipend and I-Fundi paid the money to the learner. The amount funded by Services SETA was approximately R1 040 per learner per month. Most companies made their own contribution, equal to that of Services SETA. Thus, most of the learners received approximately R2 080 per month. There were some exception to this principle. They are discussed in point 4.3, “How the project has been funded”, below.

h) Did I-Fundi do fly-back training and what was the quality of this training?

Yes, they did. Fly-back training was organised for learners who had been placed in intern positions at a frequency of one or two days per learner every two or three months. The learner I interviewed told me that the activities during these training were:

- preparation and checking of the Portfolio of evidence
- formative assessments with voice recording to collect evidences for the final summative assessment
- computer training
- deepening of some modules from the initial two weeks training

Some learners also told me that this fly-back training by I-Fundi was very good because they got to see other learners and to discuss problems/matters with the staff of I-Fundi. “This fly-back training was very good for my motivation during my placement in intern position” a learner told me.

I observed part of two fly-back training courses. I must note that this fly-back training was not for the project I am evaluating, because all the learners of this project have already completed all their fly-back training. However, the training I observed was the same as the training for the previous learners. From my point of view, the quality of this training was very good. The two teachers were very professional with a high sense of didactic. The learners were very attentive and participative.

i) Did I-Fundi organise coaching and mentoring during the placement of learners in intern positions and what was the quality of these?

Yes they did. Almost all of the learners that I interviewed told me that they had received visits from one of the I-Fundi staff several times to discuss matters and ensure that everything was progressing well during the placement. On a scale of ten where 0 is the worst mark and 10 the best, the learners gave me a mark of 8,3 for the quality of this coaching and mentoring (average of marks given by nine learners).

One learner told me during the interview: “Kathy (trainer and coach from I-Fundi) was extremely good. She treated me like I was her only one learner. I appreciated it a lot.”

j) Did I-Fundi help with the placement of successful trainees in viable jobs? (corresponding with phase 5)

Regarding this question, Stefan Lauber explained the following to me: “Best of all, the learners manage to find jobs at the end of the learnership by themselves. This is testimony to the life skills that they acquired, their professional competence and that our training is meeting a real demand in the marketplace. Today, I-Fundi's graduates are respected in the call-centre and recruitment industry and are easily placed. I would say that none of the learners are today unemployed. Often one contract ends before another one starts and they are in-between assignments

Our effort in terms of placing learners is always an attempt to convince the host employer to take on the learners into permanent position, which is generally successful. It is part of our account management. Learners often, however, choose to go elsewhere because they think the grass is greener elsewhere.

Other parts of our efforts include training on how to conduct oneself in interviews, which they get right up front when they are being presented to host employers. At one point the learners were free to come and use our call-centre to make calls for positions that are advertised. Recently, it seems few people have made use of that facility.”

k) Did I-Fundi obtain the accreditation of training by Services SETA ?

Yes, they did, but it was a very long process and that has had a direct effect on the certification of graduates process (see point m) Certification of graduates below).

The majority of stakeholders in this project told me about the fact that Services SETA is not very efficient and this lack of capacity impacts negatively on the accrediting of training service-providers and on issuing certificates to successful learners. However, it was very difficult for me a posteriori to understand clearly the responsibility of Services SETA for the long delay for the accreditation of I-Fundi as service-providers.

What I could note during my evaluation is that I-Fundi was awarded its Provisional Accreditation only on the 10th of June 2005. I-Fundi was awarded Institutional Accreditation already on the 28th of May 2003, but this type of accreditation is not sufficient to go ahead with the process of certification of graduates. (It must be noted that for Services SETA, a Provisional Accreditation is a step further than the Institutional Accreditation.)

To understand this process, I asked I-Fundi for all the correspondence between them and Services SETA. The main facts are the following :

1. On July 2002, I-Fundi submitted a letter of intend to be accredited as an Education and Training Provider.
2. On 15th December 2002, I-Fundi submitted Application for Accreditation as Education and Training Provider.
3. On 23rd January 2003, I-Fundi received confirmation from Services SETA of compliance of application for accreditation.
4. On 28th May 2003, I-Fundi was awarded Institutional Accreditation until 31 December 2003.
5. On 11th July 2003, Services Education & Training Quality Assurance Authority (SETQAA) sent their report to I-Fundi. The requested remediations relate to Unit

Standards, Learning Programme titles, NQF Levels, Learning Programme content, Business Plan and HIV/Aids policy. The deadline for I-Fundi to make the requested remediations was fixed to 31 October 2003.

6. From this date (11th July 2003) to January 2005, almost no progress was made by I-Fundi on submitting the requested remediations.
7. In January 2005, I-Fundi finally submitted their Remediation Report to Services SETA.
8. On 10th June 2005, I-Fundi received one new SETQAA evaluation report and was awarded Provisional Accreditation valid until 31st March 2007.

To justify this lack of reaction from I-Fundi, Stefan Lauber told me about three points :

- 1) “there were a lack of capacities by I-Fundi during this period in terms of cash flow, staff, skills and experience
- 2) the process to obtain a Provisional Accreditation was totally bureaucratic and that fact aggravated strongly our lack of capacities
- 3) in 2003, we had other things to do than to answer to bureaucratic questions”.

My personal comments regarding this point can be found in point 5: Comments, Recommendations and Conclusion.

l) Accreditation of assessors

I-Fundi trained four staff members: Cathy Guichard, Neil Harrisson, Stefan Lauber and Haremakale Ramakhetheng. They became assessors in May 2004, except for Haremakale Ramakhetheng who became an assessor in November 2005.

Nevertheless all the summative assessments of the learners were done by three outsourced assessors. “We felt that if a third party would conduct the assessments, their judgement was going to be more credible and it would ensure us the best standards. After we were not satisfied with the performance of Johan van Tonder, we asked the Certification Body Call-Centre Institute of South Africa for an expert that would make sure that we would meet all the SETA’s requirements At that time we were referred to Pieter van Rooyen. After he joined the CCISA, he recommended Kathy Ramswaak, who was previously the assessor for Nedbank” explained Stefan Lauber.

m) Certification of graduates

This is an area of great concern with regards to this project. To date, no learner has received a certification of graduation. As external evaluator, I have heard a lot about this problem.

A previous trainer and assessor for this project explained to me that the rules edited by Services SETA, by Education & Training Quality Assurance (ETQA) and by the Call-Centre Institute of South Africa (CCISA) has changed several times during the last three years. It was not easy for any service provider to follow those improvements. I-Fundi made great improvements in their learnership material, portfolio of evidence and formative assessments during the learnership to meet the requirements of the Moderator of CCISA.

Stefan Lauber explained to me his view of this problem. For him, the first problem began with the Unit Standards: they were not clear at the beginning of this project and they could be interpreted differently by two people. The second problem was a problem of conception by I-Fundi of the entire training process. At the beginning of the project, Stefan Lauber saw the training process as more of a linear process: recruitment, training, placement in intern position, fly-back training, assessment and finally certification of the learner. In fact, he realised later that the process is more of a parallel process where training, mentoring, assessment and moderation must be done simultaneously. For the first groups of learners, this was not the case and the problem for those groups is to collect all the evidence needed to complete the assessment.

Finally, he explained to me that the process of improving the assessment took a lot of time. "In 2003 and early 2004 all the energy of I-Fundi was put into finding placements for the learners in active call-centre businesses. We didn't have either the time or the human resources to take care of the assessment."

It is also clear that the long delay in obtaining the accreditation of training by Services SETA did not contribute to improving the situation. Ivor Blumenthal, CEO of Services SETA, told me during his interview that the entire process of certification of graduates stopped because I-Fundi was unable to provide the requested information in order to obtain their Provisional Accreditation.

According to Stefan Lauber, the assessment process is now perfectly mastered and he hopes that the first learners will be soon certified.

At the time of writing this report, the situation concerning this point is really not good. Until the end of 2005, no portfolio of learners has passed successfully through the moderation by the moderator appointed by Services SETA. Fifteen learners funded by Wesbank have been moderated successfully by the moderator appointed by Bank SETA. However, the verification and certification must be done by Services SETA and I am not sure that those files will be accepted for verification by Services SETA. Until now, those files have not been submitted to Services SETA for verification. For all other moderation, I-Fundi was requested to collect new evidences or to do some remediation. This means that almost all the learners for the year 2003 and early 2004 must be met again in order to conduct a new assessment. This is the case for approximately 126 learners.

As far as I know, until now only 10 of these 126 learners have been reassessed to complete the portfolio of evidence in order to meet the requirement of the moderator. According to my point of view, this is far to little. Stefan Lauber explained to me that it is very difficult to contact and meet previous learners in order to finalise the second assessment.

During January 2006, I-Fundi submitted 37 learners' files to the moderator: the 10 files of learners who have been reassessed at this point, and 27 files from the training of that took place at the end 2004 and during 2005. At the time that I write this report the result of this moderation is unknown. The list concerning the assessment and moderation provided to me by I-Fundi can be found in the annexe of this report.

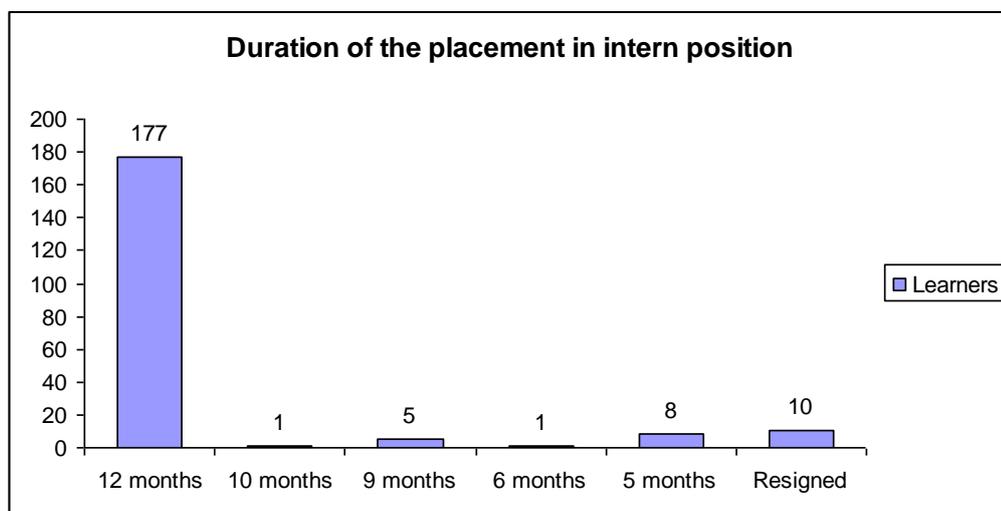
Concerning the certification of the learners, Ivor Blumenthal told me that the first call-centre agent learners were already certified two year ago. According to him and his ETQA manager, as soon as the files of the learners from I-Fundi successfully pass the moderation, they will be verified and certified within six weeks. Ivor Blumenthal also told me that at this point more than 1 000 learners from different learnerships have been certified by Services SETA.

My personal comments regarding this point can be found in point 5: Comments, Recommendations and Conclusion.

4.2. Have those inputs led to the desired outputs ?

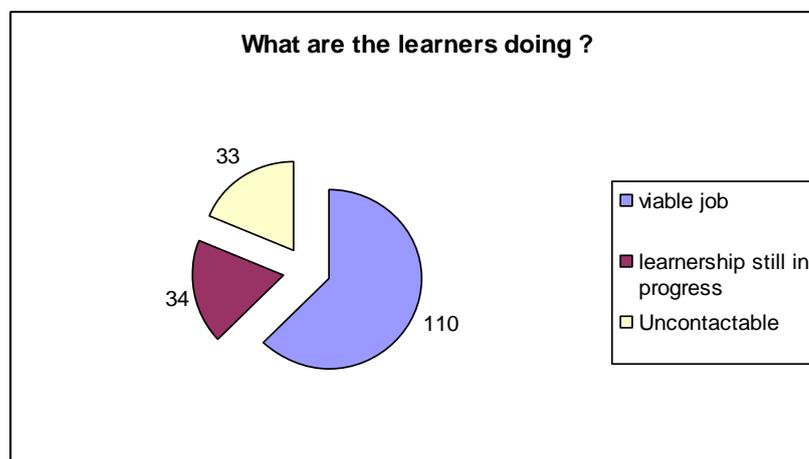
210 persons were recruited by I-Fundi. Of these learners, 202 have received the initial training of two weeks.

Of these 202 learners, only 177 have been placed in intern positions lasting 12 months, 15 have been placed for a shorter time than 12 months, and 10 have resigned (see graph below).



Of the 15 learners who have been placed in intern positions for less than 12 months, 12 learners are now permanently employed as call-centre agents. This is very good for them, but I am concerned as to whether they will be able to receive their certification of graduation if they have not done the 12 months of placement in intern position.

Of the 177 learners who have been placed in intern position for 12 months, 110 are now working, 34 have not finished their placement in intern positions and 33 are uncontactable (see graph below).



Here is the detail of their placement with their remuneration :

Placement after learnership completed

Name of company	Position	Remuneration	Status of Employment	Name of company	Position	Remuneration	Status of Employment
1 ABSA	Call Centre Agent	R4000- R6000	permanent	57 Golola	Call Centre Agent	R4000- R6000	Permanent
2 ABSA	Admin	?	Contract	58 Golola	Call Centre Agent	R4000- R6000	Permanent
3 ADT Security	Call Centre Agent	R3000 - R5000	permanent	59 Golola	Call Centre Agent	R4000- R6000	Permanent
4 ADT Security	Call Centre Agent	R4350	permanent	60 Ifundi	Call Centre Supervisor	R4000- R6000	permanent
5 ADT Security	Call Centre Agent	R4350	Permanent	61 Ifundi	Call Centre Agent	R4000- R6000	permanent
6 ADT Security	Call Centre Agent	R4350	Permanent	62 Ifundi	Assessor	R4000 - R6000	Permanent
7 ADT Security	Call Centre Agent	R4350	Permanent	63 ISETTA	Call Centre Agent	R4000- R6000	Permanent
8 ADT Security	Call Centre Agent	R4350	Permanent	64 Liberty Life	Call Centre Agent	R4000- R6000	permanent
9 ADT Security	Call Centre Agent	R4350	Permanent	65 Medscheme	Call Centre Agent	R4000- R6000	Permanent
10 ADT Security	Call Centre Agent	R4350	Permanent	66 MTN	Call Centre Agent	R4000- R6000	Permanent
11 African Life	Call Centre Agent	R4000- R6000	Permanent	67 MTN	Call Centre Agent	R300- R5000	Permanent
12 Autotrader	Call Centre Agent	R3000 - R5000	Contract	68 MTN	Call Centre Agent	R4000- R6000	permanent
13 Cell c	Call Centre Agent	R4500	Permanent	69 MTN	Call Centre Agent	R4000- R6000	permanent
14 Cell c	call centre agent	R4500	Permanent	70 Multichoice	Call Centre Agent	R4000- R6000	Permanent
15 Cell c	Call Centre Agent	R4000- R6000	Contract	71 Multichoice	Call Centre Agent	R4000- R6000	Permanent
16 Compensation	Call Centre Agent	R4000- R6000	Permanent	72 Multichoice	Call Centre Agent	R4000- R6000	Permanent
17 Compensation	Call Centre Agent	R4000- R6000	Permanent	73 Nedbank	Receptionist	R4000- R6000	permanent
18 Compensation	Call Centre Agent	R4000- R6000	Permanent	74 Nedcor	PA	R5000-R10000	permanent
19 Compensation	Call Centre Agent	R4000- R6000	Permanent	75 Pastel	Call Centre Agent	R4000- R6000	permanent
20 Compensation	Call Centre Agent	R4000- R6000	Permanent	76 RCI	consultant	R3000 - R5000	Permanent
21 Compensation	Call Centre Agent	R4000- R6000	Permanent	77 Santam	Call Centre Agent	R3000-R5000	permanent
22 Compensation	Call Centre Agent	R4000- R6000	Permanent	78 Schindler	Receptionist	R 1'500	Contract
23 Compensation	Call Centre Agent	R4000- R6000	Contract	79 Siemens	Call Centre Agent	R4000-R6000	Contract
24 Compensation	Call Centre Agent	R4000- R6000	Contract	80 Sony	Call Centre Agent	R4000- R6000	Permanent
25 Compensation	Call Centre Agent	R4000- R6000	Contract	81 Standard Bank	Call Centre Agent	R3000 - R5000	Permanent
26 Compensation	Call Centre Agent	R4000- R6000	Contract	82 Standard Bank	Call Centre Agent	R3000 - R5000	Permanent
27 Compensation	Call Centre Agent	R4000- R6000	Contract	83 Teljoy	Call Centre Agent	R4000- R6000	Permanent
28 Compensation	Call Centre Agent	R4000- R6000	Contract	84 UIF	Call Centre Agent	R4000- R6000	permanent
29 Compensation	Call Centre Agent	R4000- R6000	Contract	85 UIF	Call Centre Agent	R4000- R6000	permanent
30 Compensation	Call Centre Agent	R4000- R6000	Contract	86 UIF	Call Centre Agent	R4000- R6000	permanent
31 Compensation	Call Centre Agent	R4000- R6000	Contract	87 UIF	Call Centre Agent	R4000- R6000	permanent
32 Compensation	Call Centre Agent	R4000- R6000	Contract	88 UIF	Call Centre Agent	R4000- R6000	permanent
33 Computershare	office admin	?	Contract	89 UIF	Call Centre Agent	R4000- R6000	permanent
34 Courier Company	Call Centre Agent	R4000- R6000	Permanent	90 UIF	Call Centre Agent	R4000- R6000	permanent
35 Dimension Data	Call Centre Agent	R4000- R6000	Permanent	91 Vodacom	Call Centre Agent	R4000- R6000	Permanent
36 Discovery	Call Centre Agent	R4000-R6000	Permanent	92 Vodacom	Call Centre Agents	R4000- R6000	permanent
37 Discovery	Call Centre Agent	R4000-R6000	Permanent	93 Vodacom	Call Centre Agent	R4000- R6000	Contract
38 Discovery	Call Centre Agent	R4000- R6000	Permanent	94 Wesbank	Call Centre Agent	R4000-R6000	Permanent
39 DTI	Call Centre Agent	R3000 - R5000	Permanent	95 Wesbank	Call Centre Agent	R4000- R6000	Permanent
40 DTI	Call Centre Agent	R4000	Permanent	96 Wesbank	Call Centre Agent	R3000 - R5000	Permanent
41 Edgars	Assistant	Temp rates	Temp	97 Wesbank	Call Centre Agent	R4000- R6000	Permanent
42 Exclusive Health	Call Centre Agent	R4000- R6000	contract	98 Wesbank	Call Centre Agent	R4000- R6000	Permanent
43 Exclusive Health	Call Centre Agent	R4000- R6000	contract	99 Wesbank	Call Centre Agent	R4000- R6000	Permanent
44 Exclusive Health	Call Centre Agent	R4000- R6000	Contract	100 Wesbank	Call Centre Agent	R4000- R6000	Permanent
45 FNB	Call Centre Agent	R3000-R5000	Permanent	101 Wesbank	Call Centre Agent	R4000- R6000	Permanent
46 FNB	Call Centre Agent	R4000- R6000	permanent	102 Wesbank	Call Centre Agent	R4000- R6000	Permanent
47 FNB	Call Centre Agent	R3000 - R5000	Permanent	103 Wesbank	Call Centre Agent	R4000- R6000	Permanent
48 FNB	Call Centre Agent	R4000-R6000	Permanent	104 Wesbank	Call Centre Agent	R4000- R6000	Permanent
49 FNB	Call Centre Agent	R4000- R6000	permanent	105 Wesbank	Call Centre Agent	R4000- R6000	Permanent
50 FNB	Call Centre Agent	R4000- R6000	permanent	106 Wesbank	Call Centre Agent	R4000- R6000	Permanent
51 FNB	Call Centre Agent	R4000-R6000	Contract	107 Wesbank	Call Centre Agent	R4000- R6000	Permanent
52 FNB	Call Centre Agent	R4000-R6000	Contract	108 Wesbank	Call Centre Agent	R4000- R6000	Permanent
53 Golola	Call Centre Agent	R4000- R6000	Permanent	109 Wesbank	Call Centre Agent	R4000- R6000	Permanent
54 Golola	Call Centre Agent	R4000- R6000	Permanent	110 Wesbank	Call Centre Agent	R4000- R6000	Permanent
55 Golola	Call Centre Agent	R4000- R6000	Permanent	111 Wesbank	Call Centre Agent	R4000- R6000	Permanent
56 Golola	Call Centre Agent	R4000- R6000	Permanent				

4.3. How has the project been funded?

I have decided to include this key question in my evaluation because I believe that this question is a central point in the progress of this project.

The agreement signed between I-Fundi and SSACI shows that the project was funded with a total amount of R2 090 000 for the three years. This amount was to have been used for the training and placement of 210 unemployed youths as call-centre operators. It is composed of Advertising, Screening & Assessment, Curriculum Development (only for the first two years), SETA Accreditation (only for the first year), Phase 2 and 3

Training (Personnel, Infrastructure, Learning Materials), Project Management and Administration. (See the budget with numbers in the Annexe).

In the same Agreement, it was also stipulated that, during the period of the learnerships, SSETA will release funds for the learners' stipends and employers' expenses (see point 2.3, page 5 of the Agreement). According to Ken Duncan, it was also clear from the beginning that SSETA would contribute to the funding for a small part of the training, as well as the assessment.

At the beginning of the project, I-Fundi was effectively funded according to this pattern: I-Fundi received funds from SSACI for the development of the concept, for screening and assessment and for the training of learners, and funds from SSETA for the learners' stipends, a part of the training and for the assessment. According to Fariba Bowen, during this first period, SSETA funded I-Fundi with between R17 280 and R20 000 per NQF2 learner and R36 580 per NQF4 learner. This amount was shared out into three parts: R12 480 for the NQF2 learners' stipends or R28 080 for NQF4 learner's stipends, R1 000 for the assessment of the learner and the rest for the training to complement the SSACI funding. I believe that up until this point the pattern was compatible with the agreement between I-Fundi and SSACI: the amount for the training to complement the SSACI funding was situated between R3 800 and R7 500. (I have not investigated why SSETA sometimes funded NQF4 learners. In my opinion they was no difference between NQF2 and NQF4 training. Stefan Lauber told me that in fact all NQF4 learners were moved down to NQF2 level. Even so, I-Fundi did not "move down" the SSETA grant for those learners...)

This pattern changed during the year 2004. I-Fundi began to conclude agreements between themselves and certain call-centre companies for the training of "delegates". For example, on the 12th January 2003 I-Fundi signed an agreement with Wesbank effective from 24th November 2003 until 1st December 2004 for "a 10-day call-centre foundation training programme and a further ten days of fly-back training delivered over 10 consecutive months after the initial training programme for 15 delegates". The amount of this contract was R239 400, inclusive of VAT, and was paid by Wesbank.

Stefan Lauber explained to me that he concluded this kind of agreement with FNB Homeloans, Golola Consultancy, the Unemployment Insurance Fund and the Compensation Commission. I do not know the details of these agreements, but according to Stefan Lauber the amount paid by these companies (or Bank SETA or other stakeholders) for the training was between R14 800 and R15 960 per learner, excluding VAT and excluding the learner's stipend. Surprisingly, the names of these learners were also on the list of the learners funded by SSACI.

In 2004, a third pattern emerged. This time, I-Fundi signed an agreement with Services SETA for "the implementation of learnerships of the Services SETA by the I-Fundi Employment and Skills Development Agency (ESDLE)". This agreement was signed on 30th August 2004 and concerned the recruitment, training, placement and assessment of 200 learners. For each learner, Services SETA committed to pay R31 000 to I-Fundi. According to the facts available at this time, the stipend for each learner was fixed between R500 and R1 000 per month, I-Fundi received between R19 000 and R25 000 per learner for what was, in fact, only the training and assessment of the learner. The recruitment and the placement of the learner by a host employer were left mostly to the Project Management appointed and funded by SSETA, ITE in this case.

There is no doubt that we are presented with over-funding for a very large part of this project, not only for this last pattern but also with regards to the agreements concluded

between I-Fundi and certain call-centre companies. Stefan Lauber maintained that this project was a “joint funding” programme between SSACI and Services SETA. However, to me the agreement between SSACI and I-Fundi is very clear regarding the role of Services SETA : “It is expected that, during the period of the learnerships, SSETA will release funds for the learners’ stipends and employers’ expenses. These grants are payable to employers who take on learners for one year” (page 5, point 2.3. of the Agreement). I do not see any mention of “joint funding”. Ivor Blumenthal confirmed to me that “joint funding” was never planned.

I do not believe there is a problem with I-Fundi concluding new agreements with Services SETA or certain call-centre companies. It is a part of the development of I-Fundi’s business and it is also good for the sustainability of this programme. However, it becomes a problem if the learners trained thanks those new agreements are also on the list of learners whose training was funded by SSACI, and this is the case here.

Before showing the total amount of this over-funding, I would like to point out that in the case that the budget or the programme set out in the agreement between SSACI and I-Fundi should need major modification, I-Fundi were under obligation to immediately inform SSACI of this development in writing (Agreement between SSACI and I-Fundi, page 2, point 6, al 2). As far as I know, I-Fundi never informed SSACI in writing of modifications to either the budget or the programme.

In the same way, Ivor Blumenthal was never informed that a proportion of the learners covered by the new agreement signed in 2004 between Services SETA and I-Fundi would also be funded by SSACI. This appears to me to be at the least a major issue of communication, and possibly also a lack of business ethics.

In the table below is the funding from SSACI for the three years of the project :

SSACI Funding :

Item	Total amount in Rands
Curriculum development	35'000
SETA accreditation	24'000
Advertising	90'000
Screening & Assessment	180'000
Personnel (phase 2 and 3 Training)	315'000
Infrastructure (phase 2 and 3 Training)	900'000
Learning Materials (phase 2 and 3 Training)	29'000
Project management	326'000
Administration	191'000
TOTAL	2'090'000

I believe that the two first items (Curriculum development and SETA accreditation) must be removed from the calculation of the grant per learner. This means that for recruitment, training and placement of 210 learners, I-Fundi received R2 031 000. This works out to R9 670 per learner.

To present the funding received by I-Fundi from other stakeholders (SSETA, POSLEC SETA, call-centre companies, etc.), I have grouped the different amounts in three categories corresponding to the three patterns of funding presented above. More details regarding the complete funding per learner can be found in the annexe.

It must be noted that up to this point I-Fundi has received less cash than the amount I took for the calculation. This difference is the result of the outstanding amount from SSETA that will be paid when the learners are certified. I have included this outstanding amount in the calculations because I-Fundi will receive it as soon as the learners are certified. The amount of the outstanding funds due to I-Fundi is 25% of the SSETA funding during pattern 1 and 10% of the SSETA funding during pattern 3. There is no outstanding amount for the funding received during pattern 2.

Other funding :

Pattern 1 : 83 learners

Funding from SSETA for the learners' stipends, a part of the training and for the assessment
Training from May 2003 to February 2004

	In Rands
Amount received from the SSETA (stipend included)	1'587'035
./. Amount given back (stipend)	950'900
Amount for I-Fundi (training, etc.)	636'135

Amount for I-Fundi (training, etc.), per learner (average)	7'664
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Pattern 2 : 52 learners

Funding from any other SETA or call-centre companies
(learners' stipends paid entirely by the call-centre companies)
Training from February 2004 to June 2004 and in August 2005

	In Rands
Amount received from any SETA or call-centre companies	779'306
./. Amount given back (stipend)	0
Amount for I-Fundi (training, etc.)	779'306

Amount for I-Fundi (training, etc.), per learner (average)	14'887
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Pattern 3 : 75 learners

New agreement between SSETA and I-Fundi (ESDLE)
Training from August 2004 to April 2005

	In Rands
Amount received from the SSETA (stipend included)	2'325'000
./. Amount given back (stipend)	570'720
Amount for I-Fundi (training, etc.)	1'754'280

Amount for I-Fundi (training, etc.), per learner (average)	23'390
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If we add all the funding received by I-Fundi for the organisation of the recruitment, the training, the assessment and the placement of the learners, we obtain:

Funders	In Rands
SSACI Funding	2'031'000
Pattern 1 (without the learners' stipends)	636'135
Pattern 2	779'306
Pattern 3 (without the learners' stipends)	1'754'280
TOTAL amount	5'200'721
TOTAL amount per learner (average)	
	24'765

This last average hides great differences. The average for each pattern clearly shows the issue:

Average funding per learner received by I-Fundi (all in Rand)

	Funding by SSACI (per learner)	Funding by SSETA or other stakeholders (per learner)	Funding per learner (Total amount)
Pattern 1	9'670	7'664	17'334
Pattern 2	9'670	14'887	24'557
Pattern 3	9'670	23'390	33'060

According to the agreement between SSACI and I-Fundi, the correct pattern is pattern 1. During this first pattern I-Fundi received, per learner, R9 670 from SSACI and R7 664 from SSETA to organise the recruitment, training, assessment and placement of the learners. From my point of view, the average amount per learner during patterns 2 and 3 shows a typical case of over-funding :

Over-funding per learner (all in Rand)

	Average funding per learner	Pattern 1 average funding per learner	Amount per learner of over- funding
Pattern 2	24'557	17'334	7'223
Pattern 3	33'060	17'334	15'726

Total amount of over-funding

	Number of learners	Amount per learner of over-funding (in Rands)	Total amount of over-funding (in Rands)
Pattern 2	52	7'223	375'596
Pattern 3	75	15'726	1'179'450
Total amount of over-funding			1'555'046

This amount of R1 555 046 should still be made available by I-Fundi to organise new call-centre agent learnerships in accordance with the agreement between SSACI and I-Fundi. If we look once more at the average funding per learner during pattern 1, I-Fundi must be able to organise learnerships for 89 new learners, without taking into account the learners' stipends.

Next to this great issue of over-funding, there is also a problem with the use of the SSACI budget line labelled "Infrastructure" (see point 4.1. e: Practical experience in a simulated workplace environment). Again in this case I-Fundi failed to inform SSACI of the change of phase 3 as planned in the agreement between SSACI and I-Fundi. Stefan Lauber explained to me that he must pay for the infrastructure (computer, premises etc.) of the call-centre for every day of the year, even when the learners are not in training. For me this explanation is not valid because the agreement between SSACI and I-Fundi was established for the training and placement of 210 unemployed youths as call-centre operators, not for the development of the I-Fundi facilities.

In other word, this budget line must be used in accordance with phase 3 of the expected activities described in the agreement and not for the funding of this infrastructure without connection to the training programme. As I showed in point 4.1. e), this infrastructure was only in use for approximately 4 500 days instead of the 9 000 planned in the agreement. In terms of Rands, this means that I-Fundi used only R450 000 of this budget line and that R450 000 should still be available to organise the learnerships for 26 new learners (without to take into account of the learners' stipends).

In conclusion, it is my opinion that I-Fundi has clearly been over-funding for this project and, at least for one budget line, they did not use all of the budgeted funds. To me, these two issues mean that more than 2 million Rand must be still available to continue the project with the recruitment, training and placement of 115 new learners.

I-Fundi strongly contested my analysis, their principal arguments being that 1) the Agreement between I-Fundi and SSACI states in clause 5 that "I-Fundi Development Solutions agrees to cover any additional cost of this project incurred above the amount made available by SSACI" and 2) this project was a pilot project and the costs of a learnership are much higher than anticipated because complying with the Services SETA's requirements has meant a continuously increasing effort. In respect to this point, I-Fundi wrote the following:

"We were the first to implement contact centre learnerships in South Africa. When we initially proposed this project, we were not aware how much effort was going to be required. For example:

Placement: The original proposal anticipated that most of our learners would be placed by recruitment agencies. Although we tried that approach, only a relatively small number of learners were placed through agencies. In other words, we spent a great amount of additional time and resources in placing our learners.

Mentoring & coaching: Neither did we expect in the original proposal the extensive support learners needed once they were placed in a company. We expected the recruitment agencies to do so. In many cases, the host employers expected the same level of service from i-Fundi as they would have expected from a recruitment agency, a service which was not included in the SSACI budget.

Assessment: If you refer to the section roles and responsibilities, the original proposal expected the Services SETA to conduct the assessment. Once we started assessing, the demands by the Services SETA in terms of assessment constantly increased. For

example, initially we were required to observe 5 calls by a learner for assessment purposes. Later on that increased to observing the learner on three different occasions each time for 5 calls. In other words a 300% increase in costs.

Moderation: Until early 2005, the Contact Centre Institute of the South Africa was responsible for moderation. From 2005 onwards, the Services SETA has asked the training provider to appoint their own staff to conduct internal moderation while the Services SETA was going to appoint external moderators. As time has passed the demands of the external moderators has constantly increased.

Monitoring: Once the Services SETA started to experience financial difficulties, it started to exert increasing controls. From 2005, learners were visited by the SETA three times in their workplace to make sure that the learners were in a conducive environment. Initially, the SETA was happy to talk to a sample of learners. Later on they wanted to see every learner in action. That meant that for one round of visits, we had to return several times as the learner's often worked on shifts.

Account Management: We learnt that we needed to interact more frequently with our host employers. As a result, we tried to visit our host employers at least every two months to proactively resolve any issues. Again that has meant an increase in costs.”

I agree that this increase of the costs needed extra funding from stakeholders other than SSACI. It is for this reason that I agree with pattern 1 of funding (see above) and I included this extra funding in my calculation. It must be stressed that I applied pattern 1 for all the funding and I took into account the amount of R1 609 440 that was extra funding for I-Fundi. Details of this can be found below:

Total amount of extra-funding by SSETA or other stakeholders

	Number of learners	Amount extra-funding per learner according to pattern 1 (in Rands)	Total amount of extra-funding (in Rands)
Pattern 1	83	7'664	636'112
Pattern 2	52	7'664	398'528
Pattern 3	75	7'664	574'800
Total amount of extra-funding			1'609'440

This amount of R1 609 440, already included in my calculations, could certainly take into account the increase of costs mentioned above by I-Fundi. If we add this amount to the funding provided by SSACI (R2 031 000), we obtain R3 640 440.

Only an external auditor appointed to control the accounting could clearly establish whether I-Fundi needed more than R3 640 440 to complete the project. I can only observe that I-Fundi were finally funded for a total amount of R5 200 721, far above the funding received from SSACI (R2 031 000) or the funding of SSACI combined with the extra funding from other stakeholders according to pattern 1 (R3 640 440).

The table below shows the increase of funding received by I-Fundi during the three years of the project:

Increase of funding in %

SSACI funding	2'031'000		
Extra-funding according to pattern 1	1'609'440	79%	} 156%
Over-funding	1'555'056	77%	
Total amount of funding	5'200'721		

It must be stressed that the amounts above do not take into account funds from the budget which have been not used in the budget line “Infrastructure”.

4.4. What can SSACI, I-Fundi and Services SETA / DoL learn from this experience?

a) To what extent were the overall objectives of the project realised?

The primary objective of this project was, over three years, to train 210 unemployed youths from disadvantaged communities as call-centre operators, to provide successful trainees with learnership positions and to secure employment for at least 110 of them at the end of their training.

This primary objective has been partly realised. 202 learners received the initial training and 177 have been placed in intern positions lasting 12 months. To date already 110 learners (122 if we count the learners who have been placed in intern positions lasting less than 12 months) have employment, many of them permanent employment. This number is going to increase because 34 learners have not yet finished their placement in intern positions. It is sure that many of them are going to find a job very quickly. But those excellent results are stained by the over-funding of a great part of the project. As of the writing of this report, with all the funding that I-Fundi received, the primary objective will be not the training of 210 unemployed youths but more than 300. In this case, the primary objective will be not realised.

The second objective was to provide learners with a nationally recognised qualification. This objective has, to date, not been realised.

A third objective was to make this project sustainable for the future. According to Ken Duncan, this objective has not been fully realised. He believes that it will be very difficult for I-Fundi to continue to organise training for the target population of this project without any new donations from a funder to support this activity. It seems that this is true because of the tendency of the host employer to choose learners with previous work experience and sometimes with a higher level of education than a matric. But it is also true that the host employers do not want learners who are too highly qualified because those learners will never stay for a long period in the company as call-centre agents and, according to Stefan Lauber, it is a loss for the company if the learners choose to leave the company just after the end of their learnerships. It would be possible to answer this question better if I-Fundi could show all the CVs of the learners.

b) What have been the strengths and successes of the project to date?

Naturally, the main success of the project to date is the job placement for many learners who were previously without skills and unemployed. Many employers were very positive regarding the competencies of the learners after their 12 months placement in intern positions. It is a real success.

The curriculum and the learning materials are also excellent in their latest version. The quality of the training and the coaching of the learners are without doubt a strength and success of the project. According to Ken Duncan, the life skills have also been very well taught and are success of the project.

Ken Duncan also mentioned the good quality of the recruitment and the great advocacy to the Swiss business provided by Stefan Lauber.

Ivor Blumenthal mentioned the fact that this project brought Swiss business to Services SETA and he was very happy with that. He was also certain that this project was beneficial to both the learners and the call-centre business.

c) What have been the weaknesses or failures of the project to date ?

The main failure of the project to date is the non-certification of graduates and, naturally, the great issue of over-funding.

According to Stefan Lauber, the principal weakness of the project was the initial lack of experience in the development of learning material that accorded with the Unit Standard and the requirements of the assessment. Another weakness was the general lack of capacity of I-Fundi in terms of cash flow, staff, skills and experience. And naturally, the long delay in answering the request of the SETQAA, which resulted in I-Fundi only receiving Provisional Accreditation in June 2005.

According to Ken Duncan, the weakness of SSACI in this project was their lack of control and follow-up of the project.

Another weakness to be noted is the possible discrepancy between the target population and the learners who have been trained during this project. As indicated in point 4.1. c), this discrepancy is very difficult to quantify without having all the CVs of the learners in hand.

d) What lessons learned from this project could inform the planning and implementation of similar projects in future?

The principal lesson learned from this project is that a training process cannot be thought of as a linear process. It must be thought of as a parallel process in which training, mentoring, assessment and moderation are prepared or carried out at the same time.

In my opinion, beginning a training process without being sure that the assessment and the certification of the learner are ready is taking a serious risk.

5. Comments, Recommendations and Conclusion

I-Fundi have done really great work in terms of development of curriculum and learning materials, recruitment, training, placement in intern positions and coaching. Stefan Lauber, Fariba Bowen and all the staff of I-Fundi put a lot of energy into this project in order to improve the learning materials every year and to reach a very high level of quality for the training, recruitment, placement and assessment.

The result of this work is measurable: the learners are globally very satisfied with their learnerships and they have a very high prospect of permanent employment. The employers are also very satisfied with their interns and the majority of them have either offered permanent employment to the learners who interned at their companies, or intend to do so once they have completed their learnerships.

This excellent result can not hide some issues in the project management. Firstly, it is clear that I-Fundi and Stefan Lauber in particular did not have a correct vision of training at the beginning of the project. Training, coaching, assessment and moderation must be thought of and implemented at the same time. The view of training as a linear process is wrong, not only for this project, but for every training project. The certification of graduates must be one of the main concerns from the beginning of every training project. However, it must be said in the defence of I-Fundi that the rules edited by Services SETA, SETQAA and CCISA were not clear for a long time and sometimes changed during the duration of the project.

In my opinion, the second issue was the lack of follow-up from I-Fundi, especially in terms of management and administration. I find it difficult to explain being more than one year late in answering the remediation report of SETQAA. I-Fundi has been funded by another stakeholder (SSACI in this case), and that means that they are not alone in this project and they have a greater responsibility to do what was planned. The certification of graduates was a central wish from SSACI and, in my opinion, I-Fundi did not work hard enough to meet the requirements of the moderation. It is inexplicable to me that until now I-Fundi has come back to only 10 of the previous learners to assess them for the second time and until now no learners have been moderated successfully by the moderator appointed by Services SETA. I recommend that from this month on I-Fundi writes a report to SSACI every month to show the progress of the assessment, moderation and certification for each previous learner. I suggest that SSACI pay particular attention to these reports and stay in permanent contact with Services SETA to ensure that I-Fundi works to resolve this problem for every previous learner until completion of the project.

The issue of the 9 000 call-centre “seat-days” that were planned for phase 3 is also a problem. In my opinion, if this phase of the project already seemed impracticable in 2003, I-Fundi were obliged to discuss this with SSACI as soon as possible in order to come to an agreement to divert this budget line to another part of the project. I find it totally inconceivable that they could continue with business as usual without referring to the project funder. I suggest that an external auditor be appointed to control the accounting and to further investigate the accordance of all the spending done by I-Fundi during this project with regards to the agreement signed between SSACI and I-Fundi.

Finally, the greatest issue of this project is the over-funding that was in place for a great part of the project. I understand that it was not easy for I-Fundi to manage all the problems with the beginning of this new learnership project and that the costs of a learnership were much higher than anticipated because complying with the Services SETA’s requirements has meant a continuously increasing effort. However, I doubt that these cost increases could explain all the

funding increases. I recommend that an external auditor be appointed to control the accounting and to estimate the over-funding.

I hope that this evaluation report will provide useful input for the parties involved in the project.

6. ANNEXES

ANNEXE 1 : How cost-effective is the learnership ?

Below: the cost-effect for 210 learners including stipends paid by SSETA and by the host employer, but without the other spending for the moderation, verification and project management paid by SSETA.

Funders	In Rands
SSACI Funding	2'031'000
Pattern 1	1'587'035
Pattern 2	779'306
Pattern 3	2'325'000
Learners' stipends paid per the host employeur (estimation)	2'250'000
TOTAL amount	8'972'341
TOTAL amount per learner (average)	
	42'725

Below: the cost-effect for 210 learners, including stipends paid by SSETA, but excluding stipends paid by the host employer and other spending for the moderation, verification and project management paid by SSETA.

Funders	In Rands
SSACI Funding	2'031'000
Pattern 1	1'587'035
Pattern 2	779'306
Pattern 3	2'325'000
TOTAL amount	6'722'341
TOTAL amount per learner (average)	
	32'011

If we split the three pattern, we obtain different averages :

Funders	In Rands	SSACI funding (in Rands)	Total amount of funding (in Rands)	Total amount per learner (average) in Rands
Pattern 1 (83 learners)	1'587'035	802'729	2'389'764	28'792
Pattern 2 (52 learners)	779'306	502'914	1'282'220	24'658
Pattern 3 (75 learners)	2'325'000	725'357	3'050'357	40'671
TOTAL amount	4'691'341	2'031'000	6'722'341	

Annexe 2 : Budget of the project

Item	Costs Per Annum in Yr 1	Year 1	Year 2	Year 3
Advertising	3 newspaper adverts x R9'000	27'000	30'000	33'000
Screening & Assessment	150 candidates: 2 hrs @ R200	60'000	60'000	60'000
Curriculum development	15 days @ R1'600	24'000	11'000	
SETA accreditation	15 days @ R1'600	24'000		
Phase 2 and 3 Training:				
- Personnel	1x trainer for 100 days @ R1000	100'000	105'000	110'000
- Infrastructure	3000 call-centre "seat-days" @ R100	300'000	300'000	300'000
- Learning Materials	90 manuals @ R100 each	9'000	10'000	10'000
Project management	12 hours/week x 40 weeks @ R200/hour	96'000	110'000	120'000
		640'000	626'000	633'000
Administration		60'000	64'000	67'000
TOTAL		700'000	690'000	700'000

Annexe 3: other funding of the project

	Surname	First Name	Date of training	Name of the active call-centre business for the placement in intern	NQF Level	Funding			Total received	Comments
						Wich SETA ?	Amount received from the SETA (stipend incl.)	Amount given back (stipend)		
1	Brink	Jermaine	2003, 05 19-30	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
2	Bungane	Patridge	2003, 05 19-30	MBD Attorneys	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
3	De Klerk	Bronwin	2003, 05 19-30	FNB Homeloans	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
4	Dlamini	Themba	2003, 05 19-30	WesBank	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
5	Moagi	Nonhlaha	2003, 05 19-30	Resigned	2	Services SETA	8'640	4'680	3'960	
6	Molefe	Dineo	2003, 05 19-30	Resigned	2	Services SETA	8'640	4'680	3'960	
7	Moloi	Nada	2003, 05 19-30	Resigned	2	Services SETA	8'640	4'680	3'960	
8	Moodley	Nish	2003, 05 19-30	Ifundi	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
9	Moodley	Terence	2003, 05 19-30	Ifundi	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
10	Motshweni	Thando	2003, 05 19-30	Ifundi	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
11	Motubatsi	Kedibone	2003, 05 19-30	Resigned	2	Services SETA	8'640	4'680	3'960	
12	Scheepers	Bongani	2003, 05 19-30	Resigned	4	Services SETA	18'290	9'360	8'930	
13	Somta	Nomawethu	2003, 05 19-30	Nedcor	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
14	Adolf	Yolandi	2003, 11 1-12	I-Fundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
15	Bopape	Neo	2003, 11 1-12	MBD Attorneys	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
16	Cimmers	Cindy	2003, 11 1-12	I-Fundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
17	Fortoen	Lee Anne	2003, 11 1-12	Ifundi	2	Services SETA	27'435	25'480	1'955	25% of grant outstanding
18	Gare	Kekeletso	2003, 11 1-12	I-Fundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
19	Koatale	Tamara	2003, 11 1-12	IEC	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
20	Langeni	Boniwe	2003, 11 1-12	Ifundi	2	Services SETA	18'290	4'680	13'610	
21	Mabaso	Sipho	2003, 11 1-12	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
22	Mageba	Themba	2003, 11 1-12	Southern Sun	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
23	Makhale	Tiro	2003, 11 1-12	Dimension	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
24	Malahlela	Dikeledi Precious	2003, 11 1-12	12	2	Services SETA	18'290	4'680	13'610	
25	Matobako	Keneuwe	2003, 11 1-12	Nedcor	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
26	Ngubeni	Sibusiso	2003, 11 1-12	IEC	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
27	Nhlapo	Lungile	2003, 11 1-12	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
28	Nkosi	Mduduzi	2003, 11 1-12	Self employed	2	Services SETA	18'290	4'680	13'610	
29	Sehlogo	Tshidiso	2003, 11 1-12	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
30	Sejamoholo	Patrick	2003, 11 1-12	Nedcor	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
31	Tshoga	Mpho	2003, 11 1-12	IEC	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
32	Xanywa	Lizo	2003, 11 1-12	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
33	Hill	Gerrit	2003, 12 8-19	IEC	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
34	Koeberg	Lenise	2003, 12 8-19	Unemployed	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
35	Lebea	Precious	2003, 12 8-19	MTN	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
36	Mabunda	Nyiko	2003, 12 8-19	Unemployed	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
37	Mafalala	Zanele	2003, 12 8-19	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
38	Magcai	Sibongile	2003, 12 8-19	Dimension	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
39	Mapheto	Tebogo	2003, 12 8-19	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
40	Mhlongo	Siphiwe	2003, 12 8-19	Nedbank	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
41	Mkhwanazi	Sibusiso	2003, 12 8-19	FNB Homeloans	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
42	Mokoena	Selinah	2003, 12 8-19	Ifundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
43	Molete	Matshidiso	2003, 12 8-19	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
44	Monoheng	Hope	2003, 12 8-19	ADT Security	2	Services SETA	12'960	10'400	2'560	
45	Motaung	Gail Thembillhe	2003, 12 8-19	PDI Learning	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
46	Mphaho	Shirley	2003, 12 8-19	Nedcor	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
47	Msweli	Nomathandazo	2003, 12 8-19	Unemployed	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
48	Naidoo	Lerusha	2003, 12 8-19	I-Fundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
49	Ngcezu	Thandeka	2003, 12 8-19	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
50	Ngwenya	Vusimuzi	2003, 12 8-19	Umsobomvu	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
51	Phali	Ntsoaki	2003, 12 8-19	I-Fundi	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
52	Phangalela	Phumzile	2003, 12 8-19	Unemployed	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
53	Ramakhetheng	Haremakale	2003, 12 8-19	I-Fundi	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
54	Sarawan	Quintus	2003, 12 8-19	Unemployed	2	Services SETA	36'580	28'080	8'500	25% of grant outstanding
55	Sibeka	Galina	2003, 12 8-19	FNB	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
56	Weliso	Vangile	2003, 12 8-19	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
57	Wolmarans	Rodney	2003, 12 8-19	Nedcor	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
58	Zondo	Eullanda	2003, 12 8-19	ADT Security	4	Services SETA	36'580	28'080	8'500	25% of grant outstanding
59	Bodibe	Talita	2004, 02 2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding
60	Diamond	Amanda	2004, 02 2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding
61	Jackals	Dimakatso	2004, 02 2-16	Didata	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding
62	July	Lydia	2004, 02 2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding
63	Khoza	Zanele	2004, 02 2-16	ADT Security	2	Services SETA	17'280	12'480	4'800	25% of grant outstanding
64	Lebeoana	Dimakatso	2004, 02 2-16	Ifundi	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding
65	Mabena	Debbie	2004, 02 2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding
66	Makwa	Collen	2004, 02 2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding
67	Malindi	Lindiwe	2004, 02 2-16	Baragwanath Hospital	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding

	Surname	First Name	Date of training	Name of the active call-centre business for the placement in intern	NQF Level	Funding			Total received	Comments	
						Wich SETA ?	Amount received from the SETA (stipend incl.)	Amount given back (stipend)			Amount received from the employer for the training
68	Mbatha	Lindiwe	2004.02.2-16	Unemployed	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding	
69	Mekoa	Mpho	2004.02.2-16	Unemployed	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding	
70	Moyo	Godfrey	2004.02.2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding	
71	Norman	Dean	2004.02.2-16	Resigned	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding	
72	Pather	Ryan	2004.02.2-16	MBD Attorneys	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding	
73	Wasa	Siviwe	2004.02.2-16	ADT Security	2	Services SETA	20'000	6'000	14'000	25% of grant outstanding	
74	Zaukane	Emmanuel	2004.02.2-16	ADT Security	2	Services SETA	20'000	5'200	14'800	25% of grant outstanding	
75	Ngwenya	Bongani	2004.02.2-16	Joshua Door	2	Services SETA	20'000	12'480	7'520	25% of grant outstanding	
76	Majika	Senzo	2004.02.2-16	Unemployed	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
77	Mamuthamani	Gideon	2004.02.2-16	Unemployed	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
78	May	Nosisa	2004.02.2-16	Maxi Security	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
79	Mendu	Mpendulo	2004.02.2-16	SA Council for disabled	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
80	Ngwagamobe	Louiza	2004.02.2-16	Maxi Security	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
81	Zulu	Nosipho	2004.02.2-16	Maxi Security	2	POSLEC SETA	13'951	0	13'951	Stipend paid by SETA	
82	Goncalves	Sandra	2004.05.6-19	FNB Homeloans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
83	Kubheka	Zinhle	2004.05.6-19	FNB Homeloans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
84	Mabe	Kingsley	2004.05.6-19	FNB	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
85	Mahlatsi	Thabang	2004.05.6-19	FNB Home Loans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
86	Mokoka	Sharon	2004.05.6-19	FNB	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
87	Rasenyalo	Lerato	2004.05.6-19	FNB Home Loans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
88	Shezi	Ntokozi	2004.05.6-19	FNB Home Loans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
89	Bhana	Janine	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
90	Hlatswayo	Nokukhanya	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
91	Kleynhans	Shane	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
92	Lekola	Poppy	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
93	Mabitsela	Johanna Mothoane	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
94	Makumbila	Lancelot	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
95	Monyai	Lesego	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
96	Ndebele	Joshua	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
97	Ndebele	Yahya	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
98	Rapabi	Jaqueline	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
99	Segage	Elenia	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
100	Segage	Elenia	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
101	Sekati	Kabelo	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
102	Siziba	Gabriel	2004.05.6-19	WesBank	2	Bank SETA		0	15'960	15'960	Stipend paid by employer
103	Apollos	Yulandi	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
104	Bokaba	Caroline	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
105	Daniels	Maxine Pat-Lee	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
106	Johnson	Samantha	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
107	Kgoale	Josephine Mathlo	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
108	Makhuvha	Tsilambilu Desiree	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
109	Mamburu	Nathaniel Tshumba	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
110	Matlaila	Debra Kgoroshi	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
111	Mkhabela	Patrick	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
112	Mokale	Thabo Innocent	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
113	Molefi	Louisa Mmakwenji	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
114	Morata	Morris	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
115	Moumakwe	Lorna	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
116	Mthembu	Nkosana	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
117	Nemaungani	Brenda	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
118	Oersen	Raphael	2004.06.01-18	Absa	2	PSETA		0	14'800	14'800	Stipend paid by employer
119	Ohlson	Jonathan	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
120	Phaahlamonhla	Phillimon	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
121	Phukubye	Roni	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
122	Rabaloi	Pinky Sibanyoni	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
123	Raselabe	Ntiseni Jeoffrey	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
124	Ratshivhanda	Ndanganeni	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
125	Sawa	Josiya Nkosinathi	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
126	Seakamela	Petronella	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
127	September	Tyronne	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
128	Sono	Kgomotso Robert	2004.06.01-18	Unemployment Insuranc	2	PSETA		0	14'800	14'800	Stipend paid by employer
129	Tshitamba	Alusani Clive	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
130	Tsoari	Daniel Molefi	2004.06.01-18	Compensation Commiss	2	PSETA		0	14'800	14'800	Stipend paid by employer
131	Shezi	Zombuso	2004.08.4-18	FNB Homeloans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
132	Skonsana	Katlego	2004.08.4-18	FNB	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
133	Tshelane	Neo	2004.08.4-18	FNB Homeloans	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
134	Adams	Igsaan	2004.10.18-29	Exclusive Health	2	Services SETA	31'000	12'480	18'520	10% of grant outstanding	
135	Dhlamini	Velibanti	2004.10.18-29	Exclusive Health	2	Services SETA	31'000	12'480	18'520	10% of grant outstanding	
136	Dikola	Phillip	2004.10.18-29	MTN	2	Services SETA	31'000	12'480	18'520	10% of grant outstanding	
137	Haskins	Jonathane	2004.10.18-29	Cell C	2	Services SETA	31'000	0	31'000	10% of grant outstanding	
138	Khondowe	Deliwe	2004.10.18-29	ADT Security	2	Services SETA	31'000	12'480	18'520	10% of grant outstanding	
139	Letsoalo	Kgomotso	2004.10.18-29	Exclusive Health	2	Services SETA	31'000	12'480	18'520	10% of grant outstanding	

	Surname	First Name	Date of training	Name of the active call-centre business for the placement in intern	NQF Level	Funding				Total received	Comments
						Wich SETA ?	Amount received from the SETA (stipend incl.)	Amount given back (stipend)	Amount received from the employer for the training		
140	Madihlaba	Keditswaletswe	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
141	Mbonani	Ellen	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
142	Mhlambi	Nobuhle	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
143	Molefe	Karabo	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
144	Molotsane	Charlotte	2004, 10 18- 29	Cell C	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
145	Monaheng	Tebogo	2004, 10 18- 29	Computershare	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
146	Monyatsi	Moses	2004, 10 18- 29	Cell C	2	Services SETA	31'000	0		31'000	10% of grant outstanding
147	Motloung	Joseph	2004, 10 18- 29	MBD Attorneys	2	Services SETA	31'000	4'000		27'000	10% of grant outstanding
148	Mvelase	Nonkululeko	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
149	Ncombo	Zukelwa	2004, 10 18- 29	MBD Attorneys	2	Services SETA	31'000	4'000		27'000	10% of grant outstanding
150	Nkosi	Arnold	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
151	Nkosi	Thembekile	2004, 10 18- 29	Exclusive Health	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
152	Podile	Veronica	2004, 10 18- 29	Exclusive Health	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
153	Ramatswi	Tebogo	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
154	Sekgobela	Pauline	2004, 10 18- 29	Exclusive Health	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
155	Sekgothe	Sandi	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	0		31'000	10% of grant outstanding
156	Singh	Darell	2004, 10 18- 29	Exclusive Health	2	Services SETA	31'000	10'400		20'600	10% of grant outstanding
157	Smith	Enoch	2004, 10 18- 29	Multichoice	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
158	Sopete	Malibongwe	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
159	Sthole	Fannie	2004, 10 18- 29	ADT Security	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
160	Tshabalala	Pearl	2004, 10 18- 29	Cell C	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
161	Xaba	Sabelo	2004, 10 18- 29	Multichoice	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
162	Zonke	Thandile	2004, 10 18- 29	Multichoice	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
163	Khulakade	Zanele	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
164	Makhanya	Nduduzo	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
165	Mhlongo	Nomkhosi	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
166	Mokoto	Kealeboga Marcia	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
167	Mweli	Thulani Penuel	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
168	Nekhudzhiga	Azwindini	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
169	Shongwe	Nonhlanhla	2004, 11.29 - 12.10	Golola Consultancy	2	Services SETA	31'000	0		31'000	10% of grant outstanding
170	Baloyi	Nomthandazo	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
171	Davids	Angela	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
172	Gaba	Sibusiso	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
173	Kubhaka	Buhle	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
174	Langa	Sandile	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
175	Makhale	Nompumelelo	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
176	Mankga	Sello	2005, 02 7-18	Computershare	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
177	Mashela	Gugulethu	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
178	Masio	Malwetse	2005, 02 7-18	Computershare	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
179	Matshaba	Nelly	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
180	Matshisi	Innocent	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
181	Mazibuko	Lebogang	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
182	Mnguni	Lindiwe	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
183	Modiehe	Daniel	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
184	Mohoje	Tshoana	2005, 02 7-18	Computershare	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
185	Mokgathe	Lerato	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
186	Nthabiseng	Aphane	2005, 02 7-18	Computershare	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
187	Nxumalo	Zandile	2005, 02 7-18	Computershare	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
188	Phefo	Daniel	2005, 02 7-18	Imperial Car	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
189	Shabalala	Sihle	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
190	Tantij	Glenda	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
191	Thanjekwayo	Lifa	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
192	Ukwanda	Mposula	2005, 02 7-18	MTN	2	Services SETA	31'000	12'480		18'520	10% of grant outstanding
193	Moletsane	Thabang	2005, 04 4-15	MBD Attorneys	2	Services SETA	31'000	4'000		27'000	10% of grant outstanding
194	Mputle	Lesley	2005, 04 4-15	Imperial Car	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
195	Msengane	Thembisile	2005, 04 4-15	MBD Attorneys	2	Services SETA	31'000	7'280		23'720	10% of grant outstanding
196	Mtongana	Nolusizo	2005, 04 4-15	Imperial Car	2	Services SETA	31'000	7'280		23'720	10% of grant outstanding
197	Nyalela	Emmanuel	2005, 04 4-15	Sony SA	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
198	Steyn	Shaun	2005, 04 4-15	Teljoy	2	Services SETA	31'000	6'000		25'000	10% of grant outstanding
199	Dudula	Lulama	2005, 08 8-26	Vodacom	2	ISETT		0	14440	14'440	Stipend paid by employer
200	Mathebula	Petronella	2005, 08 8-26	Vodacom	2	ISETT		0	14440	14'440	Stipend paid by employer
201	Molefe	Sharon	2005, 08 8-26	Vodacom	2	ISETT		0	14440	14'440	Stipend paid by employer
202	Ramotloenya	Beauty	2005, 08 8-26	Vodacom	2	ISETT		0	14440	14'440	Stipend paid by employer
203	Dube	Phumlane	Absconded	I-Fundi	2	Services SETA	12'400	0		12'400	
204	Kaekae	Katlego	Absconded	I-Fundi	2	Services SETA	12'400	0		12'400	
205	Mafarasi	Gift	Absconded	Unemployed	2	Services SETA	12'400	500		11'900	
206	Makokwe	Boitumelo	Absconded	I-Fundi	2	Services SETA	12'400	0		12'400	
207	Modiselle	Thato	Absconded	I-Fundi	2	Services SETA	12'400	0		12'400	
208	Ngwane	Jacob	Absconded	I-Fundi	2	Services SETA	31'000	2'000		29'000	
209	Paul	Genevieve	Resigned	Nedcor	2	Services SETA	12'400	0		12'400	
210	Patel	Leaveil	Resigned (sure)	MTN	2	Services SETA	12'400	0		12'400	
							3'995'741	1'521'620	695'600	3'169'721	

Annexe 4 : Assessment, Moderation and Verification

Surname	First Name	Assessment 1	Moderation 1	Assessment 2	Moderation 2	Verification
Moodley	Nish	Not assessed				
Moodley	Terence	Not assessed				
Motshweni	Thando	Not assessed				
De Klerk	Bronwin	Competent	Not yet competent			
Brink	Jermaine	Not assessed				
Bungane	Patridge	Competent	Not yet competent			
Somta	Nomawethu	Competent	Not yet competent			
Dlamini	Themba	Competent	Not yet competent			
Scheepers	Bongani	Not assessed				
Molefe	Dineo	Not assessed				
Motubatsi	Kedibone	Not assessed				
Moloi	Nada	Not assessed				
Moagi	Nonhlaha	Not assessed				
Malahlela	Dikeledi Precious	Not assessed				
Makhale	Tiro	Competent	Not yet competent			
Ngubeni	Sibusiso	Competent	Not yet competent			
Tshoga	Mpho	Competent	Not yet competent			
Koatale	Tamara	Competent	Not yet competent			
Langeni	Boniwe	Not assessed				
Nhlapo	Lungile	Not yet competent				
Mabaso	Sipho	Competent	Not yet competent	Competent	Pending	
Xanywa	Lizo	Competent	Not yet competent			
Fortoen	Lee Anne	Competent	Not yet competent			
Sehlogo	Tshidiso	Competent	Not yet competent			
Cimmers	Cindy	Competent	Not yet competent			
Gare	Kekeletso	Competent	Not yet competent			
Adolf	Yolandi	Competent	Not yet competent			
Bopape	Neo	NYC				
Matobako	Keneuwe	Competent	Not yet competent			
Sejamoholo	Patrick	Competent	Not yet competent			
Nkosi	Mduduzi	Not assessed				
Mageba	Themba	Not assessed				
Ngcezu	Thandeka	Not assessed				
Mhlongo	Siphiwe	Competent	Not yet competent			
Msweli	Nomathandazo	Not assessed				
Mabunda	Nyiko	Not assessed				
Phangalela	Phumzile	Not assessed				
Mkhwanazi	Sibusiso	Competent	Not yet competent			
Mapheto	Tebogo	Competent	Not yet competent	Competent	Pending	
Ramaketheng	Haremakale	Not assessed				
Phali	Ntsoaki	Not yet competent				
Sarawan	Quintus	Not assessed				
Koeberg	Lenise	Not assessed				
Monoheng	Hope					
Mafalala	Zanele	Not assessed				
Zondo	Eullanda	Not yet competent				
Molete	Matshidiso	Not yet competent				
Weliso	Vangile	Not yet competent				
Magcai	Sibongile	Competent	Not yet competent			
Sibeka	Galina	Competent	Not yet competent			
Hill	Gerrit	Competent	Not yet competent			
Mokoena	Selinah	Competent	Not yet competent			
Naidoo	Lerusha	Competent	Not yet competent			
Lebea	Precious	Not assessed				
Wolmarans	Rodney	Competent	Not yet competent			
Mphaho	Shirley	Competent	Not yet competent			
Motaung	Gail Thembililhe	Competent	Not yet competent			
Khoza	Zanele					
May	Nosisa	Competent	Not yet competent			
Ngwagamobe	Louiza	Competent	Not yet competent			
Zulu	Nosipho	Competent	Not yet competent			
Mendu	Mpendulo	Competent	Not yet competent			
Mamuthamani	Gideon	Competent	Not yet competent			

Surname	First Name	Assessment 1	Moderation 1	Assessment 2	Moderation 2	Verification
Majika	Senzo	Competent	Not yet competent			
Mekoa	Mpho	Not assessed				
Mbatha	Lindiwe	Competent	Not yet competent			
Moyo	Godfrey	Not assessed				
Wasa	Siviwe	Competent	Pending			
Norman	Dean	Not assessed				
Makwa	Collen	Not assessed				
Mabena	Debbie	Not assessed				
Bodibe	Talita	Competent	Not yet competent			
Diamond	Amanda	Competent	Not yet competent			
July	Lydia	Competent	Not yet competent			
Malindi	Lindiwe	Not assessed				
Jackals	Dimakatso	Competent	Not yet competent			
Lebeoana	Dimakatso	Competent	Not yet competent			
Ngwenya	Bongani	Competent	Not yet competent			
Pather	Ryan	Competent	Not yet competent			
Segage	Elenia	Competent	Competent			Pending ???
Siziba	Gabriel	Competent	Competent			Pending ???
Rapabi	Jacqueline	Competent	Competent			Pending ???
Bhana	Janine	Competent	Competent			Pending ???
Mabitsela	Johanna Mothloare	Competent	Competent			Pending ???
Ndebele	Joshua	Competent	Competent			Pending ???
Sekati	Kabelo	Competent	Competent			Pending ???
Makumbila	Lancelot	Competent	Competent			Pending ???
Monyai	Lesego	Competent	Competent			Pending ???
Zaukane	Nkosinathi	Competent	Competent			Pending ???
Hlatswayo	Nokukhanya	Competent	Competent			Pending ???
Lekola	Poppy	Competent	Competent			Pending ???
Kleynhans	Shane	Competent	Competent			Pending ???
Segage	Elenia	Competent	Competent			Pending ???
Ndebele	Yahya	Competent	Competent			Pending ???
Mokoka	Sharon	Competent	Not yet competent			
Rasenyalo	Lerato	Competent	Not yet competent			
Shezi	Ntokozi	Competent	Not yet competent			
Mahlatsi	Thabang	Not assessed				
Mabe	Kingsley	Not assessed				
Goncalves	Sandra	Competent	Competent			
Kubheka	Zinhle	Competent	Competent			
Ratshivhanda	Ndanganeni	Competent	Not yet competent			
Kgoale	Josephine Mathlodi	Competent	Not yet competent			
Sono	Kgomotso Robert	Competent	Not yet competent	Competent	Pending	
Moumakwe	Lorna	Competent	Not yet competent			
Molefi	Louisa Mmakwentja	Competent	Not yet competent			
Seakamela	Petronella	Competent	Not yet competent			
Rabaloi	Pinky Sibanyoni/	Competent	Not yet competent			
Phaahlamonhlaka	Phillimon	Competent	Not yet competent			
Phukubye	Roni	Competent	Not yet competent			
Tshitamba	Alusani Clive	Competent	Not yet competent			
Nemaungani	Brenda	Competent	Not yet competent			
Mkhabela	Patrick	Competent	Not yet competent			
Apollos	Yulandi	Competent	Not yet competent			
Mamburu	Nathaniel Tshumbedzo	Competent	Not yet competent	Competent	Pending	
Matlaila	Debra Kgoroshi	Competent	Not yet competent			
Ohlson	Jonathan	Competent	Not yet competent			
Tsoari	Daniel Molefi	Competent	Not yet competent			
Mthembu	Nkosana	Competent	Not yet competent			
Raselabe	Ntiseni Jeoffrey	Competent	Not yet competent	Competent	Pending	
Daniels	Maxine Pat-Lee	Competent	Not yet competent	Competent	Pending	
Johnson	Samantha	Competent	Not yet competent	Competent	Pending	
Makhuvha	Tsilambilu Desiree	Competent	Not yet competent	Competent	Pending	
September	Tyronne	Competent	Not yet competent	Competent	Pending	
Oersen	Raphael	Competent	Not yet competent			
Bokaba	Caroline	Competent	Not yet competent			
Sawa	Josiya Nkosinathi	Competent	Not yet competent			
Morata	Morris	Competent	Not yet competent			
Mokale	Thabo Innocent	Competent	Not yet competent			
Skonsana	Katlego	Competent	Not yet competent			
Tshelane	Neo	Competent	Not yet competent			
Shezi	Zombuso	Competent	Not yet competent			
Singh	Darell	Not yet competent				
Smith	Enoch	Not yet competent				
Xaba	Sabelo	Not yet competent				

Surname	First Name	Assessment 1	Moderation 1	Assessment 2	Moderation 2	Verification
Zonke	Thandile	Not yet competent				
Letsoalo	Kgomotso	Competent	Pending			
Podile	Veronica	Not yet competent				
Nkosi	Arnold	Competent	Pending			
Khondowe	Deliwe	Not yet competent				
Molefe	Karabo	Not yet competent				
Sopete	Malibongwe	Not yet competent				
Mhlambi	Nobuhle	Not yet competent				
Ramatswi	Tebogo	Not yet competent				
Mbonani	Ellen	Competent	Not yet competent			
Stihole	Fannie	Competent	Not yet competent			
Mvelase	Nonkululeko	Competent	Pending			
Madihlaba	Keditswaletswe	Competent	Not yet competent			
Molotsane	Charlotte	Not yet competent				
Tshabalala	Pearl	Not yet competent				
Monaheng	Tebogo	Not yet competent				
Adams	Igsaan	Competent	Pending			
Sekgobela	Pauline	Competent	Pending			
Nkosi	Thembekile	Competent	Pending			
Dhlamini	Velibanti	Competent	Not yet competent			
Dikola	Phillip	Competent	Pending			
Haskins	Jonathene	Not assessed				
Monyatsi	Moses	Competent	Pending			
Sekgothe	Sandi	Competent	Not yet competent			
Motlounq	Joseph	Not yet assessed				
Ncombo	Zukelwa	Not yet assessed				
Nekhudzhiga	Azwindini	Not yet competent				
Mokoto	Kealeboga Marcia	Not yet competent				
Makhanya	Nduduzo	Not yet competent				
Mhlongo	Nomkhosi	Not yet competent				
Shongwe	Nonhlanhla	Not yet competent				
Mweli	Thulani Penuel	Not yet competent				
Khulakade	Zanele	Not yet competent				
Davids	Angela	Not yet assessed				
Kubhaka	Buhle	Competent	Pending			
Modiehe	Daniel	Competent	Pending			
Tantij	Glenda	Not assessed				
Mashela	Gugulethu	Competent	Pending			
Matshisi	Innocent	Competent	Pending			
Mazibuko	Lebogang	Competent	Pending			
Mokgathe	Lerato	Competent	Pending			
Thanjekwayo	Lifa	Competent	Pending			
Mnguni	Lindiwe	Competent	Pending			
Ukwanda	Mposula					
Matshaba	Nelly	Competent	Pending			
Makhale	Nompumelelo	Competent	Pending			
Baloyi	Nomthandazo	Competent	Pending			
Langa	Sandile	Competent	Pending			
Gaba	Sibusiso	Not assessed				
Shabalala	Sihle	Not yet assessed				
Ngwenya	Vusimuzi	Not assessed				
Phefo	Daniel	Not yet assessed				
Masiilo	Malwetse	Competent	Pending			
Nthabiseng	Aphane					
Mankga	Sello	Competent	Pending			
Mohoje	Tshoana	Competent	Pending			
Nxumalo	Zandile	Competent	Pending			
Mputle	Lesley	Not yet assessed				
Nyalela	Emmanuel	Competent	Pending			
Mtongana	Nolusizo	Not yet assessed				
Moletsane	Thabang	Not yet assessed				
Msengane	Thembisile					
Steyn	Shaun	Competent	Pending			
Ngwane	Jacob	Competent	Pending			
Makokwe	Boitumelo					
Kaekae	Katlego	Not assessed				
Dube	Phumlane					
Modiselle	Thato	Not yet assessed				
Mafarasi	Gift	Not assessed				
Patel	Leaveil	Not assessed				
Paul	Genevieve	Not assessed				