



lynn hurry

Evaluation of the NQF Level 3 SSACI funded course in Poultry Management : KwaZulu-Natal Poultry Industry (1st July 2007 to 31st August 2008)

Lynn Hurry ¹

1. The Research

In September 2008 SSACI appointed Dr Lynn Hurry (Hurry) to evaluate a 2007–2008 (10 month) vocational training project on behalf of the KwaZulu-Natal Poultry Institute (KZNPI).

1.1 The objectives

According to SSACI, it is expected that this evaluation will be summative and largely for the purpose of accountability. Its intention is to produce information that could serve a future developmental purpose, e.g. 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 SSACI on whether and to what extent its support for KZNPI should be continued beyond 2008
- to inform decisions by SSACI and KZNPI regarding the nature of the scholarship and student support programme
- to support future proposals by FoM to other potential funders and government departments
- to improve the quality of planning and implementation of similar projects in future

1.2 Key Questions

The Research is framed by SSACI in terms of the Objectives set for the KZNPI 207-208 Project, together with the **four** sets of key questions relating to these objectives, The approach used in answering to these questions is described in Section 2, and the responses are summarized in Section 6 : *The Findings of the Evaluation*.

2. Historical perspectives

2.1 Overview

Management : The KZNPI is the only institute for poultry training in KZN (and one of only a few in South Africa), The Institute was established in 1992 as an initiative aimed at promoting the poultry industry in South Africa.² Its first director, Dr Alan Bowmaker held office until 1998 when Dr Ed Wethli was

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² The Institute is registered under Section 21 of the Companies Act.

appointed with the new designation of Training Director. At the same time Julie Nixon was appointed as Director of Administration. Since 1998 there have been a number of directors of training and administration, and today (October 2008) the Institute has but one head (Lorraine Giles) who manages both portfolios.

The Institute has a Council which guides its affairs. This is currently Chaired by Philip Bowmaker, son of the first director.

Curriculum : Curriculum materials were developed for KZNPI under the chairmanship of life-long poultry specialist, Prof James Hayes. (Originally lecturer and researcher in Poultry Science at the Univ of Stellenbosch .

Although a nutrition specialist was responsible for Environmental Management for poultry. Now consulting.)

Prof Hayes produced nine training booklets on the core unit standards and seven for the electives. Although the materials are freely used by the KZNPI the copyright is the property of Prof Hayes.

Contributors to the curriculum came from a variety of individuals and documents sourced by Prof Hayes, including Gerland Pereth (then Training Manager), Stoffel van Dyk (Broiler Manager for Rainbow Chickens), Danie Gerber (Breeder Manager for RC), G Strydom (Golden Lay Farms in Gauteng), Drs S Allwright and I Aspeling (poultry veterinarians).

The course consisted of 138 credits representing 1380 notional hours of training:

Core :	14 course	77 credits
Fundamentals	8 courses	36 credits
Electives	<u>9 courses</u>	<u>25 credits</u>
	31 courses	138 credits

Teaching : Teaching is undertaken by outside service providers who provided a focussed and committed service.

According to the learners there was a good blend of practical work with the theory.

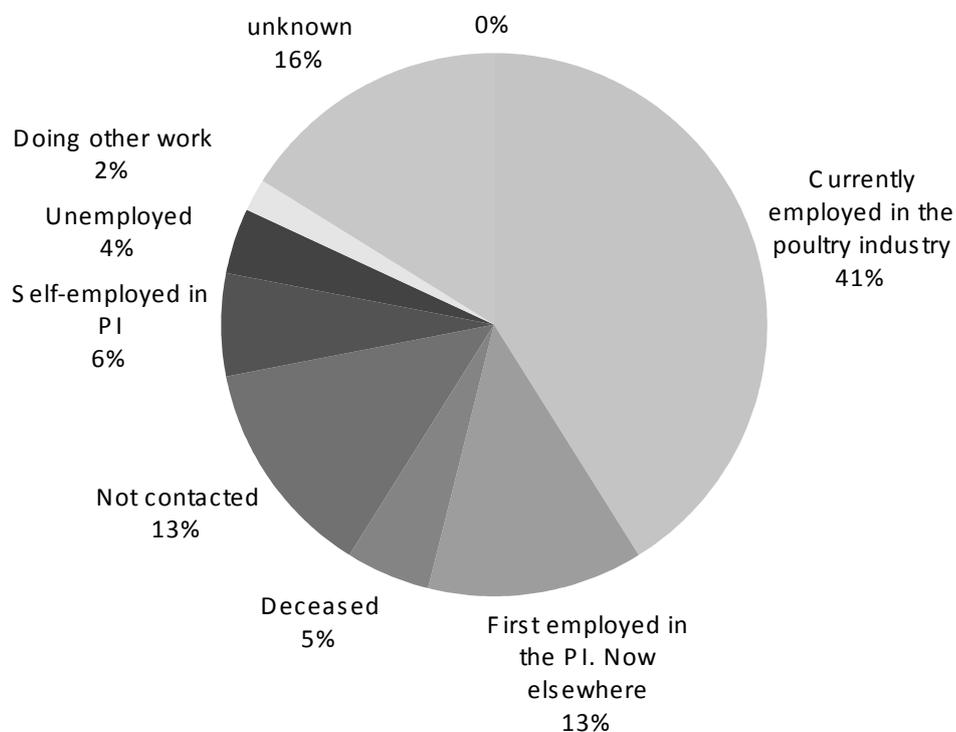
Financial support : Financial support (R1.5 million) for the Training programme came from four sources, namely

- Rainbow Chickens R 320 000
 - AgriSETA R 600 000
 - SSACI R 570 000
 - KZNPI members R 300 000
- R 1 500 000

2.2 Post-training employment

The pie-charts on the following pages are taken from the table in Appendix C. They reflect the outcomes of training and post-training employment for two periods, namely the period 1995 to 2007 (149 trainees), and 2007-2008 (27 trainees).

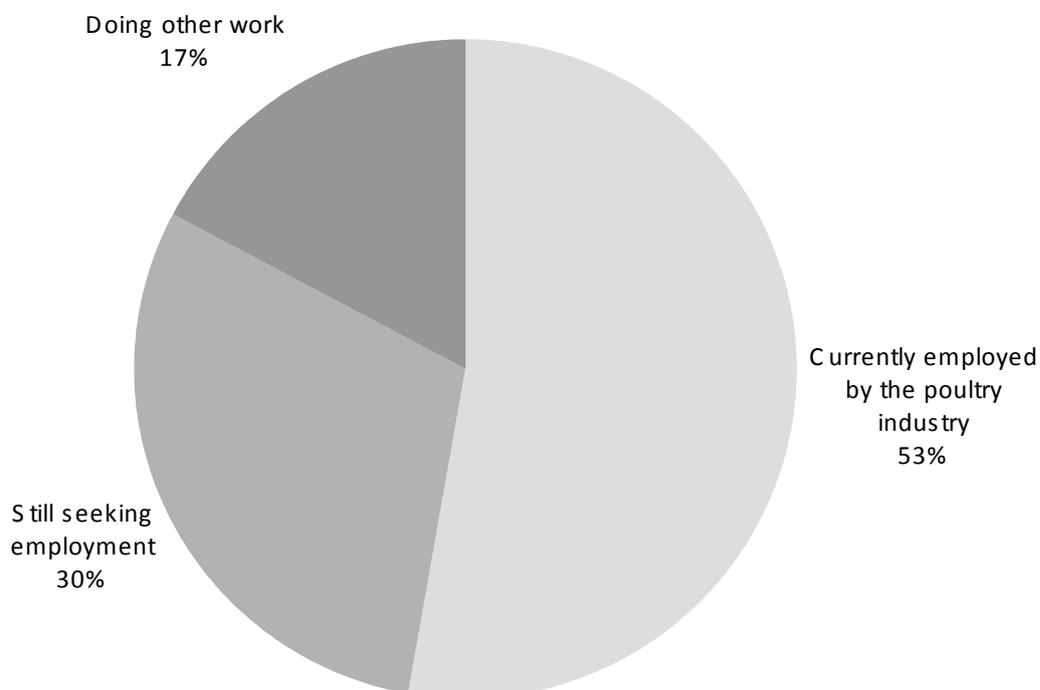
KZNPI POST-TRAINING EMPLOYMENT (1995 TO 2007 - 149 LEARNERS)



The figures reflect that of the 149 learners in the period 195 to 2007 61 (41%) are currently working in the poultry industry, whilst in 2007 to 2008 (the most recent training) the figure for employment was 13 (53%).

Whilst the total number for the latter period is relatively small, a significant portion of these trainees have been ear-marked for management training, with three (Nompumeleo Kunene, Msimango Thabani and Skhumbuzo Mlaba) already serving as managers on their farms, and a further six being trained to manage sections (Skhubuzo Mlaba, Mkhombiseni Ngubane, Xolani Dlamini, Muziwakhe Mdletshe, Senzo Gumede and Pilane Mkhize.)

KZNPI POST-TRAINING EMPLOYMENT (2007-2008 - 27 LEARNERS)



3. The Respondents

Information on the respondents for this research may be found in Appendix
The respondents for this research came from three groups:

3.1 The Learners

Of the 25 learners who entered the programme, 20 completed the course. Of these 19 were interviewed personally (one-on-one meetings) and 1 was interviewed by telephone. (For details, see Appendix C.)

3.2 The facilitators

The particulars of course developers and presenters may be found in Appendix A. With the exception of one or two people (e.g. Prof Hayes who lives in Cape Town and who was contacted by phone) most were interviewed personally

3.3 Other interested or affected parties

This group included the current Chair of the KZNP (Philip Bowmaker), past course presenters and local KZNPI management staff

4. The Curriculum

4.1 The Programme of Learning

The Unit Standards : The Programme was developed under the chairmanship of Prof James Hayes, an acknowledged poultry specialist of many years of experience. Unit Standards were developed in accordance with SAQA regulations, and outcomes for each developed and rigorously applied.

Course notes : Were provided by the teaching staff (see below) and these notes, together with all practical and assignment work was kept in the learners' portfolios. Hurry the POE files and gained the impression that they were well set out, contained clearly stated information, well maintained by the learners and assessed by the course presenters.

Portfolios of Evidence : Were kept by all learners. An examination was written at the end of the course.

Assessment and Moderation : Assessment was in-house and made in strict accordance with the outcomes listed in each Unit Standard. Moderation was by Prof Hayes who selected for his moderation learners from all parts of the achievement spectrum.

Additional teaching : was provided by outside facilitators (e.g SSACI (HV/AIDS and Interview techniques), Royal Metro Services (First Aid) and Chicken Shack (Retailing poultry products).

4.2 The teaching staff

Rod Simpson and Dr Shelley Johnson dealt with most of the teaching. Simpson is from Durban and he usually taught in one-day sessions over a few days. Johnson is from Howick and it suited her best to teach short sessions on particular days. Other teaching was dealt with in short courses by providers such as SSACI (Jayesh Bhana), Chicken Shack (Jaques Griessel) and Royal Metro Services. (For details please see Appendix D.)

4.3 Strengths, Weaknesses, Opportunities, Threats and Things to Change

- Strengths and Opportunities: The Plus Factors
- Weaknesses and Threats : The Challenges
- Things to change : Turning issues into opportunities
Mentoring NB Learners from far away (Samkele Manzini (Jozini))

5. The Learners

5.1 The learners

Details of the learners for the 2007-08 year may be found in Appendix B. The 25 learners who were chosen for the KZNPI Programme (see Appendix B) were selected from an application pool of about 250 people.

5.2 The selection process

The selection process was outsourced to Rainbow Chickens, who appointed a consultant to review the applications. A shortlist of 35 candidates with potential were selected and invited to an interview at the KZNPI. This interview was conducted by a panel of three (Roy Ramsden and Lindi Kelly of (KZNPI) and Sam (?) of Rainbow Chickens.)

5.3 The selection process and confidence levels

Every effort was made to apply reliable selection methods to the selection process. A consultant, Lisa Drew supplied a competence test focussing mainly on literacy and numeracy.

6. The Findings of the Evaluation

The findings of this evaluation are recorded via the four key questions posed by SSACI in its brief to the evaluator. (Numbered 6.1 to 6.4 below). In this section the names of respondents are only provided when deemed important to the objectives of the evaluation. (See Section 1.)

6.1 Did the implementer (KZNPI) do what it said it was going to?

Overall summary: Discussions with all interested and affected parties clearly indicate that the training programme was a success in that it provided well trained, motivated people for the industry. (See Section 6.2 below.)

Section 2.1.6 : Section 2 of the SSACI Project Description gives the “Planned activities and Expected Results” and section 2.1 (2.1.1 to 2.1.6) describes the trainees. All conditions of this section appear to have been met by KZNPI with the possible exception of section 2.1.6 relating to the “necessary aptitude for the work they will be require to undertake.” Discussions with trainers Rod Simpson and Dr Shelley Johnson, as well as with the moderator Prof James Hayes, suggests that the selection process did not pick up weaknesses in potential learners, particularly with regard to use of the English language. An additional (possibly unseen) issue was that learner Hlengiwe Hlengwe has a weight problem which is making it difficult for her to gain employment.

Visits by mentors to work-place experiences. In terms of Section 2.3 of the SSACI KZNPI Project Description, mentors were expected to visit or to telephone students while they were working. This appears not to have been done.

6.2 Did the implementer do it well?

Industry response : In a written response Bowmaker (Chairman of KZNPI) reports that all students who stayed to complete the course (22 of the original 27) were successful and the 13 who have been placed have all been well received by the industry.

Rod Simpson (course facilitator) agrees with Bowmaker.

Budget management : Bowmaker also points out that the budget was meticulously managed, claiming that “every cent of that budget was used in the education of the students.”

Preparation for the workplace : According to the trainees, as well as evidenced by the Portfolio’s of Evidence (POE’s) by others, all aspects of the preparation were well covered and appreciated .

In particular Section 2.4 of the Project Description (the introductory section to the programme) was thoroughly dealt with (by, amongst others, Jayesh Bhana of SSACI) and provided a solid foundation for the work that was to follow. In addition to the work on HIV/AIDS the advice given re team-building, CV preparation and preparation for job interviews was invaluable and much appreciated.

Post-training placement : Section 2.4 of the KZNPI Project Description (PD) gives the conditions for post-training employment. Bowmaker reports that positive feedback from Rainbow Chickens indicates that the learners “have been given a solid background that is of a high standard and most importantly, most relevant”. He also reports no negative feedback from any source regarding the quality of the employed learners. Rod Simpson (lecturer) agrees saying that that KZNPI “did it very well”.

6.3 Have these inputs led to the desired outputs ?

Bowmaker’s comments in this regard are quoted here verbatim .

Has SSACI’s money been well spent? (i.e. have the desired outputs been achieved?) Unquestionably YES. 23 people with no jobs have received education of a high standard in a growing sector of industry and now have the raw material to really achieve. Whether they appreciate it or not, they have been given directly applicable skills that put them head and shoulders above other matriculants when it comes to getting a job. This is evidenced in the fact that Rainbow filled nearly all of their current vacancies with our graduates. Future prospects for funding are constantly being explored, but we are still providing a valuable service to a community which will probably never be able to fund itself.

All respondents are of the view that the training is of the best quality possible, and that a major output of trained personnel has been achieved. However, in terms of the size of the group trained, there is room for improvement. Of the original 25 you entered the programme, 5 fell away just before or during the training, whilst only 13 were in employment at the time of this report.

6.4 What can (a) SSACI, (b) KZNPI and (c) AgriSETA learn from this experience?

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

- The principal objective was given as : :”to help KZNPI develop its training programme to the point where it can be sustained without donor funding through the sale of its training courses, materials and services to the AgriSETA, the commercial poultry-farming industry, government department and other procurement agencies.”
- The second objective was given as “on a pilot basis, to put 25 disadvantaged youth through an NQF level 3 learnership comprising the necessary skills to obtain employment within the commercial poultry industry, and to assist them to find jobs thereafter.”

According to the evidence:

- the first objective has not yet been achieved. Discussions with key

respondents (e.g. Philip Bowmaker, Meryl Bowker, Julie Kent, Tessa de Carle) suggest that, while this is still a realisable goal, it will not be achieved in the short term because of the development work that must still take place. (See further discussion on this point in the sections that follow.)

- the second objective has been well met. Evidence in the form of curriculum materials, learner portfolios, discussions with key KZNPI people and, most importantly, the employers of recently graduated learners, leads to the conclusion that the course was of the highest possible standard. (See also the discussions that follow.)

(ii) What were the strengths and successes of the project?

The Curriculum : The curriculum is highly thought of by both trainers as well as by the industry.

Levels of confidence: Trainees who are placed in the Industry have all been well received by their new managers. Respondents described the trainees as “confident” and “well informed” and were impressed with their ability to settle down in the work.

Whilst the interviewer encouraged the respondents to report back on any weaknesses either in the training or in the learners themselves, In the main most comments were of a positive nature.³

As a rider to the above it should be said that that trainees have only recently been placed in employment (some only days before the on-site visits), so that the level of reliability of comments should be re-tested once they are settled in to the jobs.

Table 2 below summarises the comments of interested and involved parties, curriculum developers, trainers, current employees and others. These were recorded either at face-to-face interviews (the majority), or by telephone, fax or Email. (A complete record of comments may be seen in Appendix D.)

CV Booklet The KZNPI produced a “Learner Profile” booklet which provides full details of each learner, including a full colour photograph . This useful resource enabled employers to make short lists of candidates whom they could invite for interviews.

(iii) What were the weaknesses or failures? How can we account for them?

The candidate selection process : Prof Hayes, who acted as moderator for the 2008 programme, suggests that, despite every effort in the development of selection tools the selection process itself was flawed. He mentions in particular ability levels with regard to the use of English and mathematics, as well as the selection of the overweight candidate (Hlengiwe Hlengwa). The issue of English was also highlighted by course presenters (e.g. Jayesh Bhana, Rod Simpson,

³ In fact the researcher was struck by the high level of dedication and enthusiasm amongst the various service providers. This was reflected in the positive attitude to the programme of all the learners interviewed. There is no doubt that the teaching success of the KZNPI is a function of ALL who are/ were involved in its work, at ALL levels.

Shelley Johnston) who felt, not only that some learners were disadvantaged by their poor English, but that valuable tuition time was taken up by language issues with the weaker learners. (This suggests that either the initial competence tests were flawed or that the people who conducted the tests did not pick up issues such as these.)

In-Training Mentorships Although the contract (section 2.3) called for staff (or a nominated alternate) to visit or telephone the learners whilst they were on practical experience, this was apparently not done. Learners all expressed the view that they would have appreciated this contact with KZNPI mentors. (See also the discussion on in-service mentorships in section (iv) below.)

Contact with the AgriSETA. : Shaun Starr, the AgriSETA Training Manager (contacted by telephone) reports that his SETA has recently not been as involved with the poultry industry as it might have been. Starr accepted that, apart from the AgriSETA grant for the NQF L3 programme (the focus of this evaluation), the AgriSETA might now consider the funding of short-courses. Starr stated that the AgriSETA had not been “contacted that much in recent times” by the poultry industry, and in the light of the Evaluator’s contact with him he agreed to visit KZNPI in November to look into improved funding for the KZNPI. (The Evaluator has asked Bowmaker to set this up.)

Assessor practices: In her moderating of candidates at both ends of the achievement scale, Dr Shelley Johnson has pointed out that with some assessment work assignments were only marked competent at the end of the assignment, suggesting that the assessor “skipped the validation of information because of the perceived intelligence of learners...” This is an in-house matter that should be dealt with in the future training programmes.

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

The length of the course : Some respondents (especially amongst the learners) felt that the overall length of the course was “too long”. During discussion on this, some learners felt that the two practical sessions could be reduced to one. On probing this idea, it appears that the real problem was not the length of the practical, but that either the same work was repeated between practicals, or that the trainee was not kept busy while on the practical.

Funding. : Bowmaker points out that the original membership (i.e. support base) for the KZNPI is dwindling, and that providing funding for training has become a challenge. In response to this he (along with a number of other respondents) sees one solution in widening the KZNPI network, taking in learners from a wider geographic area and facilitating employment for graduates in all parts of South Africa. Bowmaker’s comments regarding future funding (and general support) from SSACI (or from other funding agencies) are also relevant in addressing the question of “lessons learned”. In doing so he adapts Ken Duncan’s (SSACI) use of a “ships to sail metaphor” where Duncan perceives SSACI’s role to be one of catalyst in getting “ships

to sail". In this regard Bowmaker says : *Perhaps we have to redefine the ship. The ship KZNPI will probably never sail on its own if we are to continue to educate people who cannot afford to pay for it. We can exert influence on the SETA to increase their funding to an acceptable level, but we have no means of guaranteeing that outcome. Perhaps the ship that sails is the disadvantaged individual who arrives at the KZNPI with no knowledge of poultry production and leaves 8 months later with a job in a poultry company and a career prospect that wasn't there before. If it is within the SSACI constitution to see it that way, then they have been responsible for many ships that have sailed.* However with respect to the funding of KZNPI courses comments from Bowmaker and from other respondents (e.g. Hayes and Johnston) suggest that the AgriSETA should be supporting the training work of the KZNPI. Bowmaker *et al* consider that the level of funding the AgriSETA offers is "wholly inadequate to do a proper job." In a recent discussion with Bowmaker (5th November) he commented further that, in his opinion, the AgriaSETA should be collaborating with the National Department of Agriculture with regard to the funding of training such as the L3 KZNPI courses as well as with the short courses.

Fund-raising : A number of respondents (e.g. Tessa Leitch) suggested alternative ways of supplementing part of the training costs through fund-raising. The sale of chicken manure as an unexplored business opportunity was mentioned as a possibility.

Broadening the training field : Several respondents, notably Chairman Bowmaker and presenter Prof Hayes, see the work of the KZNPI as being relevant to all of South Africa, not just KZN. Accordingly it is suggested that, either the KZNPI run training courses at various locations using local staff and KZNPI curriculum materials, or that the training operation at Bizley be geared to accommodate more learners, with the rider that teaching facilities (e.g. a library) be provided to meet the needs of the programme.

The positive spin-off effects of short courses. Bowmaker considers that the N3 learnership would benefit in different ways from the running of short-courses (e.g. 5-day courses for 20 learners at a time) at the KZNPI. Short courses could:

- Help to offset the costs of running the farm and employing farm and teaching staff
- a. Be used to inform the curriculum development process of the N3 learnership.

In-Service mentoring : Although learners are mentored by managers where they are employed (in most cases well mentored and appreciated by the employees), some suggested that an outside mentor, appointed by KZNPI, be allocated to each learner (group of learners) for at least the first 6 months of employment so that individuals could contact them when they need to. A number of employed trainees said that they would appreciate some sort of regular contact with a mentoring individual. (See also next section as well as Section 8 below, a discussion on in-service mentoring.)

(v) **Are there any illuminating case studies or vignettes?**

On the positive side :

The programme as a whole : In a sense the entire operation is case study of a successful operation. By following sound management practices the KZNPI has created a working model of an efficient, well organised training unit.

Specific case studies

Inevitably the personality of trainees has a bearing on the way in which the progress in the workplace. In at least two cases job satisfaction relates to the positive way in which the trainees view life and the opportunities it offers. Nompumelo Kunene and Muziwakhe Mdletshe and are two good examples of this.

Mdletshe is currently employed as a Poultryman with Ross Poultry. He is happily doing menial work, and is confident that he will proceed. In his one-on-one interview Mdletshe emphasised then fact that he is grasping the opportunity that KZNPI has given him with both hands, and was pains to clarify that he saw so-called problems (raised by the others during the plenary discussion) as part and parcel of his experience.

Kunene is already an appointed manager and confident in her work. She has an ongoing no-nonsense approach to life and has accepted the roughs of the work (having to manage her training colleagues) with the smooth. (Working to improve production processes through good human resource management.)

Some challenges

Mentoring : Despite the efficiencies of the system there are programme development issues which should be considered if the end result of the training, i.e. well trained personnel with a degree of job satisfaction, are to be realised. An example of this relates (once again) to mentoring, in this case mentoring at the in-service level :

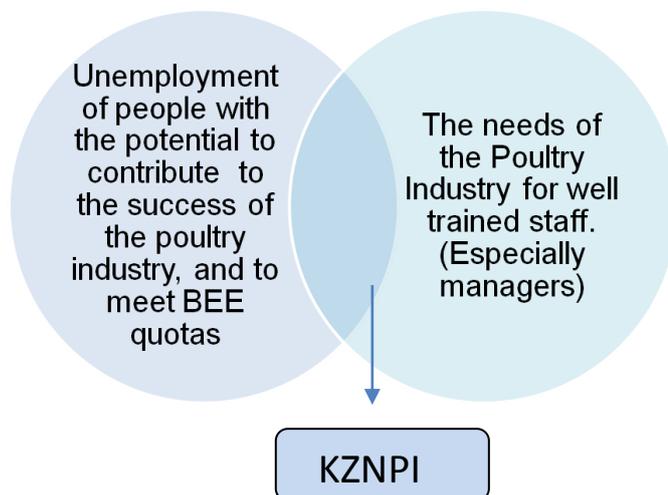
A learner with a good academic (training) record (name with-held by request) who is being trained as a supervisor is having “problems” with his immediate manager. He has phoned a ex-employee of KZNPI for advice, and while this person was happy to discuss the issue, could not do anything about it. If a mentoring system is set up that will allow non-threatening communication between the mentor and the employer, this might alleviate this kind of a problem. In particular, with today’s approach to the workplace being much more employee orientated than in the past, there are structured opportunities for this kind of problem-solving that should reduce the risk of backlash for the employee.

7. Overview : What does the big picture suggest ?

7.1 The need for training vis-a-vis the needs of the poultry industry

(See following page....)

FIGURE 3 : MATCHING THE NEEDS OF THE INDUSTRY WITH THE PROVISIONS OF TRAINING



The above figure reflects the tension between the need for trained producers / managers for the poultry industry and the availability of training from the KZNPI. Discussions with stake-holders suggests that the issue of training for the poultry industry is at a tipping point. On the one hand :

- There is a growing need for poultry products
- There is a concomitant need for poultry managers
- Pressure from government is demanding an increased BEE component in the poultry industry – at all levels of employment

7.2 Potential for stream-lining the SSACI Management

In giving thought to the current management of KZNPI, chairman Bowmaker suggest an alternative model that would not only streamline the Institute's day to day operations, but would open the door for increasing the training capacity of the Institute, not only for the NQF3 course, but also for an increased range of short courses.

8. Final Observations, Comments and Recommendations

Observations : The essence of the research can be encapsulated in two focus fields : The first is that of the SA poultry industry itself which is in need of (especially BEE) managers, and the second is that of the KZNPI with its proven competency in delivering training products of a consistently high standard. (Refer again to Figure 3 above.)

The influence of the KZNPI appears to be growing, particularly in KZN. And there is every potential for this growing awareness is to be used as a wave to catch by the KZNPI in spreading its influence beyond the KZN border (and indeed beyond our national borders).

Comments : The Evaluation Project opened a window for the researcher on the world of food production, particularly with regard to the relatively cheap protein products of the poultry industry.

In terms of service provision the KZNPI, despite disruptions in terms of senior staff, and despite the constant threat of funding shortages has not only consistently delivered quality training, but it has does its best, in trying economic conditions, to find placements for its successful learners.

In terms of the role played by the poultry industry, local (KZN) poultry houses appear to be starting to realise the value of the KZNPI learnership, and there is a growing awareness of the KZNPI as a source of valuable BEE management material. At the same time the project has highlighted the need for placement support from the industry, and there is evidence to show that this support is growing.

Recommendations

Overview : This Research has shown that, while the KZNPI is well on its way to achieving a greater degree of independence, it will be some time before it achieves this. And in this there is the realisation that in fact the KZNPI would always be dependent for core funding support from a regular source. (For example the AgriSETA and/or the Department of Agriculture.)

The Research has also thrown up in sharp relief the fact that the KZNPI training facility is the only one of its kind in South Africa (If not southern Africa). And because the Institute occupies this niche in a critically important industry, at a critically important time in its operation, funders will have to be found (particularly from the private sector) to tide it over whilst it develops its programmes towards a greater degree of self-sufficiency. The recommendations that flow from this evaluation are short and focussed:

Recommendation One : It is recommended that KZNPI continue to seek funding for the growth and development of its facility and learnership programmes.

In particular it is recommended that the Institute re-activate discussions with government funding agencies such as then AgriSETA.

Recommendation Two : It is recommended that SSACI considers giving support to the the KZNPI work for a further two years, (or give advice or assistance to the KZNPI re accessing other sources of support-funding) during which time the Institute would be expected to develop business plans that will wean it away from such funding.

Recommendation Three : As a way forward for growing a measure of independence from funders, the KZNPI should continue to seek ways of running more short-courses (such as production house management) in addition to its long-courses (such as the L3 Learnership).

This recommendation is supported by Chairman Philip Bowmaker in a letter to the Researcher. In this letter Bowmaker airs the view that the KZNPI should be looking for ways of extending its training support beyond KZN, either by providing its training materials for other areas (under Prof Hayes' copyright) or by running courses for trainees from other areas. (In a telephone conversation with Prof Hayes, the researcher raised Bowmaker's suggestion with him and commented that this matter should be further investigated.)

Since Bowmaker is the driver behind this aspect of the KZNPI's development it is recommended that he be asked to facilitate discussions around this Recommendation.

Recommendation Four : The KZNPI should look for ways of advertising its training products in poultry journals such as *Poultry Professional* and *Pluimvee / Poultry*. At the same time KZNPI should consider submitting articles to journals of this kind with the view of encouraging networking amongst producers around issues such as training and employment.

Recommendation Five : As part of its existing learnership programme the KZNPI should look for ways of providing mentoring support for their programme graduates for suitable lengths of time, (possibly for six to 12 months) both for those in employment and those not.

Mentoring was suggested by many of the employed graduates as a way of consolidating their positions in the poultry industry. (See also Sections (iv) and (v) in Section 6.4.) While on the one hand they recognised the value of being forced to "learn on the job" – having to work productively in whatever circumstances they found themselves in - on the other hand they also recognised that having an "available" mentor, with whom they could converse on a regular basis, would make for steady on-the-job development.

The suggestion from the Evaluator is that one mentor could be appointed (in a voluntary capacity) to look after 2-3 trainees. An occasional phone call (or visit) from the mentor could provide the trainees with both security and an additional source of beneficial information and ideas.

Last word : Finally this research has shown that KZNPI recognises its dept of gratitude to funders such as SSACI, and because of this recognition will undoubtedly remain committed to delivering of its best at all times. However in doing so KZNPI will have to remain active in finding funding for all of the phases of its growth and development.

Bibliography of Documents referred to

1. Bhana J : *Report on training of SSACI's HIV/Aids programme: KwaZulu-Natal Poultry Institute (KZNPI) 1-3 October 2007* SSACI Johannesburg.(Undated)
2. Hayes JP : *Moderator's report on learner files for the National Certificate Poultry Production SAQA ID 49578* Report to the Manager KZNPI 23rd October 2008
3. Bowmaker P : Letter to the Evaluator written in response to a request for information and ideas. 13th October 2008
4. Training materials from KZNPI
5. Various letters, reports etc from the KZNIPI archives

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APPENDIXES

Appendix A:

Administration & Training Network : Record of meetings / other contacts planned for and concluded.

(* Indicates face-to-face meeting. ** indicates telephone or Email communication.) Comments etc included in the final Report.)

NAME	POSITION	TELEPHONE	EMAIL	DATE / TIME OF MEETING	NOTES
KZNPI Council					
Philip Bowmaker *	Chair KZNPI	082 579 5759	philbow@mweb.co.za	10 th Oct 08h00	Chairman KZNPI
Kevin Barnsley **	Past chair. Current Vice Chair Dargle area	033 234 4592 083 473 9621	kenivb@worldonline.co.za	27 th Oct 10h00	
Administration					
Lorraine Giles *	Newly appointed Training Director : KZNPI.	033 346 0049 082 775 0292	training@kznpi.co.za	23 rd Sept 11h00	Supplied variety of docs
Tessa de Carle *	Finance Officer	082 559 8482 03 347 2099	tcdc@telkomsa.net	30 th Sept 09h00	Useful contact. Willing to assist further.

NAME	POSITION	TELEPHONE	EMAIL	DATE / TIME OF MEETING	NOTES
Tessa Leitch *	Secretary of KZNPI	033 346 0049 033 386 3600 (F)	kznpi@mweb.co.za	23 rd Sept 11h00	Very useful contact
Julie Kent Merrievale *	Ex-Director of Administration 27 Birnham Wod	033 330 2359 or 033 330 3793 082 566 4398	nixons@3i.co.za	23 rd Sept 14h30	Willing to assist further
Meryl Bowker *	Ex-Training Director : KZNPI. Discussion on Programme	084 514 7326	m/bowker@hotmail.com	23 rd Sept 09h00	Moving to Gauteng. Will keep in touch
Edward Wethli	Poultry specialist. First Director of KZNPI	083 758 1510			Produces Poultry Bulletin
Curriculum development, Teaching and Facilitating					
Prof James Hayes **	Moderator. Also worked with national curriculum (Unit Standard development)	072 202 4613 021 887 1552	jameshayes@dreamsurf.co.za jph@sun.ac.za	Telephone conversation and Email follow-ups	Compiled history of al graduates to date.

NAME	POSITION	TELEPHONE	EMAIL	DATE / TIME OF MEETING	NOTES
Rod Simpson **	Lecturer (Consultant)	082 853 5701 031 765 3290	rod@poultryinfo.co.za	Email sent (12 th) ahead of telephone cha.	Poultry specialist. Edits monthly newsletter Teaches all day.
Dr Shelley Johnston *	Lecturer & Council Member	033 330 5296 (H) 073 143 3625	sajohnston@netfocus.co.za	29 th Sept 14h15	Teaches for short periods at a time.
Jaque Griessel Wayne Skews	The Chicken Shack	084 518 2446 082 574 9569	Contacted by phone	24 th October	Ran a short (3 hour) course
Shaun Starr	AgriSeta	012 325 1655 082 926 9607	shaun@agriseta.co.za	Spoke at length on the telephone. Willing to support training developments at KZNPI	Learnership Manager
Lindy Kelly	Past teacher (fundamentals) and person responsible for liaison with learners.	072 202 4613	Contacted by phone	27 th October	Left in Feb 2008
Roy Ramsden	Lecturer (Introduction)		Not contacted. Overseas		Left 2007

Farm management					
Gavin Forrester	Farm Manager	033 346 0049	kznpi@mweb.co.za	23 rd Sept 11h00	On-site assistance with learners. Helpful contact
SSACI Management & Facilitators					
Ken Duncan	SSACI CEO	011 642 2110			
Jayesh Bhana	SSACI Facilitator	08 222 666 36	info@ssaci.org.za		5-day Training Supplied training notes and comments on learners
Thanthsi Masitara	SSACI Manager	011 642 2110	projects@ssaci.org.za		

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Appendix B : The Learners

This Table includes comments on each individual by Jayesh Bhana, trainer from SSACI.

No	Location	Name 💡 = Learner's final result was moderated	Telephone	Date / Time of Meeting ✓ Meeting OK	Notes	Comments from Jayesh Bhana (SSACI)
						Comments on learners selected for moderation
1	Rainbow Chicks Hammersdale Reuben Mohapi 031 736 8200	DLAMINI (M) Xolani Russel	073 183 8738 031 785 1163	Telephone Interview ✓ 23 rd October	☆ Rainbow Chicks Mooi River	Keen learner but will need to improve expression in English. More comfortable with group situation.
2	Ross Poultry Br Mooi River Warren Vinson 082 824 4986	GUMEDE (F) Sebenzile Eunice	073 895 5228	14 th October ✓	☆ Ross Poultry Br Mooi River	Sebenzile Gumede – tendency to be reserved, but has potential. Gained in confidence as training progressed. Willing to learn.
3	Egon Eggers 082 896 4481	GUMEDE (M) Senzo Mlugisi	072 890 1283	14 October ✓	☆ Egon Eggers	A mature individual, thoughtful and with great potential.
4	The learner was brought to KZNPI for the interview. NO job offer as yet	HLENGWA (F) Hlengiwe Pretty	076 592 9952	13 October ✓	⊗ Not yet employed	Is more comfortable participating in a group. She has potential and will realize it once her level of confidence improves.

No	Location	Name	Telephone	Date / Time of Meeting ✓ Meeting OK	Notes	Comments from Jayesh Bhana (SSACI)
						Comments on learners selected for moderation
5	Ross Poultry Br Mount West Moorriver Warren Vinson 082 824 4986	KHANYILE (M) Velemseni Mishack	076 155 6065	14 th October ✓	☆ Ross Poultry	Quiet and more comfortable participating as a team member.
6	Rainbow Chicks Hammersdale Reuben Mohapi 031 736 8200	KUNENE (M) Nompumelelc	031 785 1163	1th October ✓	☆ Rainbow Chicks	Nompumelo Kunene – confident, articulate and participative. With more confidence could take on a leadership role. An intelligent worker and confident in all that she does.
7	The learner was brought to KZNPI for the interview. NO job offer as yet	MANZINI (M) Samkele Jimmy 	0780204400	13 October ✓	⊗ Not yet employed	More confident in the group context. Struggled with conceptual understanding. May be influenced easily the dominant personalities in the group. This learner has language problems Had to redo assignments in order to be found competent
8	The learner was brought to KZNPI for the interview. NO job offer as yet	MBATHA (M) Bongani Cyprian	073 769 6076	13 October ✓	⊗ Not yet employed	Gained in confidence towards the latter part of the training and participated well.
9	Ross Poultry Br Mooi River Warren Vinson 082 824 4986	MDLETSHE (M) Muziwakhe Stevens	073 158 7959	14 th October ✓	☆ Ross Poultry Br Mooi River	Improved in confidence as workshop progressed. Worked well in his group.

No	Location	Name	Telephone	Date / Time of Meeting ✓ Meeting OK	Notes	Comments from Jayesh Bhana (SSACI)
						Comments on learners selected for moderation
10	Egon Egers PF Wartburg Egon Egers 082 896 4481	MKHIZE (M) Branden Philani	073 550 3736	14 th October ✓	☆ Egon Eggers	Participation improved as his confidence grew. Good team-player.
11	Ross Poultry Br Moorriver Warren Vinson 082 824 4986	MLABA (M) Skhumbuzo Joachim	076 2511545	14 th October ✓	☆ Ross Poultry Br Mooi River	Skhumbuzo Mlaba – participated well, but needs to improve elocution.
12	Ross Poultry Br Moorriver Warren Vinson 082 824 4986	MSIMANGO (M) Thabani Edwell	0738396851	14 th October ✓	☆ Ross Poultry Br Mooi River	Enthusiasm waxes and wanes. Loses concentration after lunch. He is assertive and confident. Also shows leadership in the group situation and contributes to plenary discussions.
	National Chicks Hamardale Dave Stock 031 785 9100	NDEBELE (M) Sibusiso Selby	0763784893	Absconded to join the army.	☆	
13	Rainbow Chicks Hammersdale Reuben Mohapi 031 736 8200	NDLELA ☆ (F) Nomzamo Nomcebo	0787415158	13 th October ✓	☆ Rainbow Chicks	Contributed sporadically to plenary discussions. In a quiet assertive way, showed leadership in the group context. Makes insightful contributions.

No	Location	Name	Telephone	Date / Time of Meeting ✓ Meeting OK	Notes	Comments from Jayesh Bhana (SSACI)
14	The learner was brought to KZNPI for the interview. NO job offer as yet	NGEMA (M) Mnqobi	0743189311	13 October ✓	☹ Not yet employed	Struggled with some concepts but showed a willingness to learn participated in plenary discussions.
15	The learner was brought to KZNPI for the interview. NO job offer as yet	NGEMA (M) Xolani Sydney	076 828 5689	13 October ✓	☹ Not yet employed	Rarely participated in the plenary discussions. Also tended to be quiet in the group context.
16	Rainbow Chicks Hammersdale Reuben Mohapi 031 736 8200	NGUBANE (M) Mkhombiseni Protas	076 397 0864	13 th October ✓	☆ Rainbow Chicks	Keen participant throughout and was only hampered by the medium of instruction of the workshop which was conducted in English. Otherwise knowledgeable.
17	Ross Poultry Br Moorriver Warren Vinson 082 824 4986	NJOKO (M) Nkosinathi Emmanuel	079 103 0848	14 th October ✓	☆ Ross Poultry Br Moorriver	Occasionally contributed to general discussions, but better within the group. Insightful.
18	The learner was brought to KZNPI for the interview. NO job offer as yet	NTETHA (M) Thamsanqa Sandiso	073 198 8371	13 October ✓	☹ Not yet employed	Very comfortable in a group setting, but rarely contributed to plenary discussion. Will improve with increasing self-confidence.

No	Location	Name	Telephone	Date / Time of Meeting ✓ Meeting OK	Notes	Comments from Jayesh Bhana (SSACI)
						Comments on learners selected for moderation
19	Ross Poultry Br Moorriver Warren Vinson 082 824 4986	SEME (M) Thulani Bhekuyise	076 397 0864	14 th October ✓	☆ Ross Poultry Br Moorriver	Quiet but not lacking in confidence. Preferred group over plenary discussions.
20	The learner was brought to KZNPI for the interview. NO job offer as yet	ZUNGU (F) Nothando Vuyiswa	073 665 5100	23 rd October ✓	☹ Not yet employed	Comments on learners selected for moderation
TOTALS						☆ (13) ☹ (7) 20

Learners who left the programme early			
LEARNER			REASON WHY LEFT
21	DUBE	Thandeka	Offered a position as an instrument technician at Hulamin
22	BIYELA	Mcabango	Offered a bursary with the SA Weather Bureau

23	MLABA	Sifiso	Working as a driver
24	KHUMALO	Ndumiso	Studying for Mechanical Engineer
25	NDEBELE	Sibusiso Selby	Absconded to join the army.

APPENDIX C :

Summary of employment / other activities of the 176 trainees who entered the KZNPI training programme from the start of the programme to in 1995 to 2008. (Includes deceased people and people for whom there is no information.)⁴

LEARNER DETAILS	RECORDS PRIOR TO 2007						THE CLASS OF 2007-2008		TOTALS (ALL YEARS)	
	1995-2002 SSACI 2003	SSACI 2004	SSACI 2005/ 2006	Total (Pre-2007)	% Of Total (Pre-2007)	SSACI 2007-08	% TOTAL 2007-08	TOTALS	%S	
Currently deriving income from the poultry industry (employment, farming, training, community work)	26	9	17	17	61	41%	13	58	74	42.0%
Gainfully employed in other industries or currently studying but did secure poultry industry employment after the course.	10	4	3	3	20	13%	0	0	20	11.3%
Deceased	6		1		7	5%	0	0	7	3.8%
Out of contact. Third-hand information suggests they are working in the poultry industry.	17	1	1		19	13%	0	0	19	10.7%
Unemployed but deriving some income from poultry activities	6	1	1	1	9	6%	0	0	9	5.1%
Still seeking employment				5	5	3%	9	33	14	9.5%

⁴ Statistics obtained from the KZNPI 2006 report on the Wethli research and from the 2008 research by Hurry for this Evaluation.

Unemployed and never involved in poultry activities	1				1	1%		0	0	1	0.5%
Doing other work. Never involved in poultry industry	3				3	2%		5	19	8	4.5%
Unknown					24	16%		0	0	24	13.5%
TOTALS	93	15	15	26	149	100%		27	100	176	100%

Overview : Prior to 2007 61 people (41%) were gainfully employed in the poultry industry, whilst in the 2007-8 year the figure rose to 58%. . Those that are studying further and/or doing work other than poultry felt that their poultry qualification gave them an advantage in securing work and further study opportunities.

APPENDIX D :

SUMMARY OF DISCUSSIONS / COMMUNICATIONS WITH KEY SERVICE PROVIDERS, KZNPI STAFF AND OTHER INTERESTED PEOPLE

☆ Indicates personal interviews. ☎ Indicates telephone interviews

✍ Indicates written evidence (Submissions, Reports etc)

NAME & QUALIFICATIONS AND LINKS TO KZNPI	PROGRAMME EVALUATION : POINTS RAISED / INPUTS PROVIDED
CURRICULUM SPECIALISTS AND TRAINERS	
Philip Bowmaker ☆ Current Chairman of the KZNPI Council	<p>The KZNPI provides a training service that is unique in South Africa.</p> <p>KZNPI provides training for Entry Level and NQF L3. If to need the needs of the industry, need to offer NQF Level 4</p> <p>Dept of Agriculture not able to offer courses at this time</p> <p>Rainbow Chickens (largest poultry producer) considering using KZNPI for all of their recruitment</p> <p>Bowmaker's answers to the 4 Questions raised by SSACI may be found in the relevant section.</p> <p>Overall assessment : The training work is being thoroughly done by the best service providers in the industry (Hayes, Johnson,etc)</p>
Prof James Hayes ☎ Specialist poultry consultant. Curriculum specialist. Co-developer of the Unit Standards for the Training Programme	<p>The SA Poultry industry the biggest meat protein industry. More than beef, pork and lamb combined.</p> <p>Suppliers to the industry from all branches of science, commerce and industry</p> <p>KZNPI the only private training institute in SA. Of invaluable service. (Agricultural colleges do not provide this service to the extent that KZNPI does.) Vitaly important that it continue.</p> <p>Buildings, range of poultry houses all provide holistic understandings of the industry.</p> <p>Curriculum rigorously developed and Unit Standards registered</p> <p>Presenters the best in South Africa</p> <p>The programme of work was moderated by me, by examining the portfolios of evidence of a selected number of learners, from the top, median and lower scores. I was left with the impression that, while the overall work was of acceptable standard, some candidates with the lower scores were handicapped by poor communication skills in English as well as by low literacy levels.</p> <p>Hayes answers to the 4 Questions raised by SSACI may be found in the relevant section.</p>
Dr Shelley Johnston ☆ Consultant / Lecturer in Poultry Science	<p>Provided useful insights into the teaching material and the ways in which the learning situation was managed</p> <p>Dr Johnson is a stickler for correctness and demanded the highest possible achievement from each learner.</p> <p>Spent much time in helping learners with the development of their POE's. Provided precise details of all Unit Standards and Expected Outcomes linked to each.</p> <p>Used a wide variety of assessment methods</p> <p>Expressed doubts about the selection process, in that some learners (e.g Xolani Ngema) had problems in communicating in English.</p> <p>Johnston's answers to the four questions raised by SSACI may be found in the relevant section</p>

NAME & QUALIFICATIONS AND LINKS TO KZNPI	PROGRAMME EVALUATION : POINTS RAISED / INPUTS PROVIDED
Rod Simpson. ☎ Consultant / Lecturer in Poultry Science	<p>Course facilitator at NQF Level 3 course. Presented much of the course-work in association with Dr Johnston and other presenters</p> <p>Strongly in favour of the KZNPI programme. From his knowledge of the programme learners would leave with a sound knowledge of the industry. (And practical experience to back it up)</p> <p>Were the learners visited at least twice during their practicals ? Doubtful</p> <p>In terms of employment, suggests that the service be considerably improved – assisting with placements in other provinces. (Not just KZN.)</p> <p>Simpson’s answers to the four questions raised by SSACI can be found in the relevant section.</p>
Jayesh Bhana ☎ Facilitator provided by SSACI	<p>Prepared and presented a 3-day programme on HIV/AIDS during October 2007</p> <p>Also gave invaluable advice re CV preparations and how to prepare oneself for job interviews</p> <p>Provided the only reported comments on each of the learners. (See Appendix B)</p>
Jacques Griessel ☎ Chicken Shack trainer	<p>Prepared and presented a 3 hour section on marketing from a small production perspective.</p> <p>Spoke highly of the KZNPI way of working.</p>
Shaun Starr ☎	<p>Spoke at length about AgriSETA’s role in poultry training</p> <p>AgriSETA has not funded much in the poultry industry in the past. Willing to investigate further</p> <p>Offered to visit KZNPI when in KZN in November.</p>
Royal Metro Services (Not contacted)	<p>Provided a short course (3 hours) on Occupational Health and Safety.</p>
KZNPI EMPLOYEES OR EX-EMPLOYEES	
Lorraine Giles ☆ Training Director	<p>Although newly appointed (September 2008) and therefore not familiar with the programme, already familiar with routines and enthusiastic about her work. .</p> <p>Provided much of the evidence for this Evaluation (POE’s, letters etc)</p> <p>A helpful person with experience in administration, Giles is set to interact well with the leaners</p>
Tessa de Carle ☆ Finance Manager	<p>Discussed the management of finances at the KZNPI.</p> <p>Budget tightly controlled. Al admin work correctly dealt with. Gave credit to Philip Bowmaker for his assistance.</p>
Julie Kent ☆ Ex-Director of KZNPI	<p>Another poultry enthusiast whom trainees held in great regard.</p> <p>Willing to meet with trainees and to guide them in their learning</p>
Julie Kent ☆ Ex-Director of KZNPI	<p>Another poultry enthusiast whom trainees held in great regard.</p> <p>Willing to meet with trainees and to guide them in their learning. Popular with the trainees</p>
Lindi Kelly ☎ Ex HR Manager	<p>Responsible for contacting trainees whilst on practical experience work</p> <p>Mainly by telephon. Spoke to each individual 3 or 4 times over the 2 month period.</p>

NAME & QUALIFICATIONS AND LINKS TO KZNPI	PROGRAMME EVALUATION : POINTS RAISED / INPUTS PROVIDED
Sandile Nxumalo ☆ Training Manager	Was involved with learner assessments and with practical demonstrations, for example vaccinations.
	Assisted with the development and production of POE's
	Popular with learners because of his availability on campus after hours and because of his willingness to assist when asked.
	Nxumalo's answers to the 4 Questions raised by SSACI may be found in the relevant section.
Tessa Leitch ☆ Administrative assistant	Supplied useful information on the administration, particular budget items
	Was very positive about the programme and (genuinely) complimentary about management and teaching staff
	A focussed individual whose presence adds value to the programme
Gavin Forrester ☆ Farm Manager	An experienced farmer who works well with all levels of KZNPI employees and consultants.
	Popular with the learners because of his willingness to help wherever necessary. (Resident on property.)
POULTRY INDUSTRY	
Reuben Mohapi ☆ HRM @ Rainbow Chickens. Hammersdale.	Relatively new to HRM in the poultry industry
	Sees the Programme as an important (the only) vehicle for training in KZN, particularly for the training of managers..
	KZNPI highly regarded by the industry. Very satisfied with the standards of the six people employed by Rainbow.
Warren Vinson ☆ Ross Poultry. Mt West & Rathmines Rearing Units Quality control manager	An informed individual with an obvious interest in the employees.
	Has regular meetings with the new appointees. And is convinced of their standards of training.
	Commented highly of training. Learners well grounded in the PI
	Appreciated the application process. (Learner biographies, provided in a "Learner Profile" booklet, useful in deciding whom to employ.)
Egon Eggers ☆ Owner/ Manager of breeder egg production house.	A stickler for efficiency, Mr Eggers is continuing where KZNPI left of.
	Very impressed with the level of training as well as with the dedication of the two learners he has employed
	Observed that, although the trainees had had experience with egg production, they were relatively inexperienced with this. Not a problem, since they were well versed in poultry management
	The learners themselves are appreciative of Mr Eggers' management.