

TRAINING AND DEVELOPMENT PLAN

IMASA

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1. INTRODUCTION

One of the main aims of the Institute is to develop its membership capacity to a level that enables members to

- perform their functions and powers in terms of membership, and those serving on the NIC and Management Committee of the Institute in an economical, effective, efficient and accountable way; and,
- to improve and enhance the skills of Administrative staff in Corporate Services Departments and related departments of municipalities so that service delivery is attained optimally.

This document therefore endeavours to constitute a training and development plan for the Institute, as per the guidelines issued by the Local Government Sector and Education Authority (LGSETA), in accordance with the Skills Development Regulations.

It is vital during the development of the plan to align it with the vision and mission statements of the Institute as those powerful declarations ensure progress and enhanced service delivery for the Institute as well as for local government in general.

This plan presents an overview of the current membership development activities of the Institute, skills capacity, as well as implementation of continuous monitoring and evaluation processes.

a) An overview of the Institute's membership infrastructure

The Institute represents Municipal Administration in Southern Africa and consists of Provincial Branches which reports to the National Institute Council.

The National Institute Council is made up of the President, Deputy President, Secretary General, Treasurer General, two representatives of each Branch and a number of co-opted members. The Office Bearers above are elected at the Annual General Meeting each year, by the members. The Branch representatives are elected on Branch level by the members.

Since 2006 the Institute has appointed a full-time Administrator who is paid a small honorarium annually. All other office-bearers are employed by the various municipalities and serve on the National Institute Council as members of the Institute.

The membership numbers are currently

The Institute's main income is from membership fees and income derived from annual Conferences.

(Include membership categories and qualifications.

b) Qualitative information - Guiding Principles of the Training and Development Plan

The Training and Development plan defines and describes the knowledge and skills which the members need to apply in their service on the National Institute Council and Branch Management Committees in the first instance, and in their work at the municipalities in the second instance in order to deliver quality services. It provides a single, consistent and comprehensive framework on which to base review and development for all members, to foster a culture of life-long learning.

The plan will form the basis of a development review process. This should be a continuous cycle of review, planning, development and evaluation of all members, linking organizational and individual development needs – a commitment to the development all members of the Institute.

c) Achieving the Institute's Goals

The training and development plan focuses on the areas of strategic skills priorities as identified by the LG Seta and municipalities. Although this plan must concentrate on training of members in general, it must demonstrate an element of parity in the training initiatives.

3. TRAINING AND DEVELOPMENT INFORMING MEMBERSHIP DEVELOPMENT

Institute will be able to use the Training and Development Plan to inform membership and management development and training.

It will enable the Institute to:

- Make informed decisions regarding the utilization of members.
- Identify skills and knowledge gaps within the various provinces and regions representing the Institute, and assist the Institute in planning on how to address these gaps.
- Organise learning and development across membership groups.
- Develop effective membership recruitment processes as there will be clarity regarding the knowledge and skills required by members as well as by municipalities in general.
- Improve service delivery by the National Institute Council to members through consistent and effective membership development.

- Contribute towards Improved service delivery by municipalities through consistent and effective membership development and training.
- Develop administration and governance across the municipalities through the provision of clear information on individual roles, responsibilities and development of members.
- Meet policies, targets and priorities as these are embedded in the Institute's mission and vision statements and linked to the relevant parts of the framework.

4. SKILLS AUDIT

Skills Audits and development reviews are a critical component when developing a comprehensive and effective Training and Development Plan. Consequently the development of a skills development plan must be preceded by a skills audit survey conducted among all the members. The survey must be developed to measure the skills capacity and skills shortages amongst the members of the Institute thereby also assisting in identifying prevalent skills capacities and skills shortages in municipalities as a whole. The findings will be documented to enable the Institute to realize and address the shortage and gaps in the Institute specifically and municipalities in general.

4.1 Summary of Findings from a Skills Audit. (Do analysis of national skills audit forms/ skills audits from branches to confirm or contradict info below)

1. More than% of members have less than/more than 5 years service in Local Government. The Provinces/Regions have a number of members with more than ten years working experience in a) Management, b) Administrative/functional levels.
2.% Members have qualifications of NQF less than 4 and are concentrated in the following Provinces/Regions or the following sections or divisions of Corporate Services or other departments in municipalities.
3.% of members have qualifications of NQF 4 – 6.
4. Less than ...% of members have qualifications of NQF 7 and higher. These members are concentrated mostly in the following regions,,,, or following sections/ post levels of Corporate Services or relevant departments in municipalities.
5. In all about% of the Institute members lack the necessary skills/qualifications essential to perform service on the NIC/ and/or to perform their jobs in municipalities....

6. More than ...% of members presently engaged in Interventions (from municipalities or on their own initiative) to fill gaps are in the following sections/divisions/posts.

TABLE ...
