Framework for a National Network of
Khetha Centres

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Framework for a National Network of Khetha Centres

1. INTRODUCTION

1.1 Background

Since 2010 a number of government initiatives have been undertaken to address the fragmentation that exists in the delivery of career development services in South Africa. In the ‘Framework for Cooperation in the provision of Career Development (Information, Advice and Guidance) Services in South Africa’ (2013)\(^1\) greater collaboration between all stakeholders, especially between government departments, institutions and agencies, was encouraged. It furthermore called for the development of a framework for and the piloting of walk-in centres (page 31).

The ‘National Policy on an Integrated Career Development System for South Africa’ (2017)\(^2\) prioritises, amongst other issues, access to career development services for all citizens. This is only possible if citizens have access to services close to where they are and at times when they need the services. It is therefore essential to take career development services to local communities.

The policy furthermore directs government departments, institutions, organisations and agencies to cooperate and collaborate in providing coordinated career development services to avoid costly duplication, address gaps, and ensure that people have access to career development services. Cooperation and collaboration will be formalised through systemic and formalised agreements. This is to ensure that career development services and information are consistent, reliable and accessible to all citizens.

One of the implementation strategies is to provide career development services through a national network of shared centres such as teacher centres (Department of Basic Education (DBE)), labour centres (Department of Labour (DoL)), youth offices (National Youth Development Agency (NYDA)), local institutions such as universities, Technical and Vocational Education and Training (TVET) and Community Education and Training (CET) colleges, local municipalities, libraries, community centres, etc. Private sector will also play a significant role in the network of centres providing career development services.

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The concept of Khetha Centres has been developed as the nucleus of career development services in local communities and this ‘Framework for a National Network of Khetha Centres’ offers a conceptual basis for the establishment of a national network of Khetha Centres and provides guidelines to stakeholders and partners in the establishment and implementation of career development services.

1.2 What is a Khetha Centre?

A Khetha Centre is decentralised local facility where citizens can access career development services which are readily available where and when they need to access such services.

Khetha Centres can have different forms and are not dedicated entities/facilities in its own right, but rather an identity/trusted brand that any institutional formation/facility carries that signals that it provides standardised career development services of quality.

A collaborative approach which will augment existing career development services is therefore adopted. The network of Khetha Centres will operate in existing facilities and supplement existing multi-channel career development services provided by multitude different types of providers.

1.3 Current Situation

Numerous localised facilities/centres exist in different departments, provincial and local governments, institutions, organisations and agencies. Examples include:

- 147 teacher centres of the DBE, especially the 104 that are connected;
- 15 branches and 127 local youth offices of the NYDA;
- 126 labour centres of the DoL;
- 90 youth centres of the Department of Social Development (DSD) Mpumalanga;
- 34 science centres of the Department of Science and Technology (DST);
- Thusong Services Centres;
- other community centres;
- municipality libraries;
- Student Support Services (SSS) centres in TVET colleges;
- Career Centres in universities;
- kiosks in shopping malls for example those sponsored by the TISO Foundation; and
- 9 Information and Communication Technology (ICT) resource centres (partnership between DBE and Vodacom).
These centres offer a diverse range of services from one-stop integrated community services, teacher training and support, career development, study support and information to students, youth development and employment services, to name a few.

These facilities are funded and resourced, including their human resources, within the different mandates of each department, organisation, institution or agency.

It is envisaged that these facilities, in order to become part of the network of Khetha Centres, will additional to its mandate, provide career development services to its clients.

2. CAREER DEVELOPMENT SERVICES, QUALITY STANDARDS AND MODELS

As outlined in section 1, it is envisaged that Khetha Centres be realised through collaboration agreements with the DHET and provide as a minimum career development information and further specific career development services by Career Development Practitioners (CDPs) based on the specific model (see 2.3) adopted. For the purpose of this framework, it is necessary to first define career development services that can be offered in Khetha Centres. The different models that can be adopted and implemented, as well as quality standards for Khetha Centres will further be deliberated on.

2.1 Career Development Services

Based on the model adopted (see 2.3), Khetha Centres will provide a selection of a range of career development services including information, advice, guidance, counselling, outreach, training and support.

Information services refer to the provision of career, subject/learning choice, course/programme, qualification, institution, occupation, career path and labour market information necessary to make informed career decisions throughout a person's life. These can be provided by CDPs (face-to-face or through the use of technologies such as a telephone) or through self-help services in print, electronic or web-based applications.

Advice, guidance and counselling refer to services and activities that are intended to assist individuals to make educational, training and occupational choices and to manage their careers. These services include one-on-one interactions, workshops and specialist services such as the administration of standardised psychometric assessments provided by CDPs or self-help services in print, electronic or web-based applications. It also includes the centre giving access (email and telephone) to clients to the National Career Helpline system.
Outreach services refer to taking career development information, advice and guidance outside of the physical centre into communities through information sessions, career exhibitions and/or outreach events.

Training services refer to training sessions on a range of life skills, career and decision making topics and are focusing on different audiences and on different stages of career decision-making.

Support Services refers to supporting individuals, groups of individuals, institutions or stakeholders in career development, including the professionalisation of CDPs. It furthermore refers to supportive technology systems and the consolidation of career information and tools enhancing career development services.

These systems include the National Career Advice Portal (NCAP) a national, integrated self-help resource for career development; the integration with other systems such as the Employment System of South Africa (ESSA) system of the DoL; the Information Hub and Case Database (for CDPs); the National Career Helpline system (SMS, email and telephone services); and social networks.

2.2 Career Development Practitioners

The ‘Competency Framework for Career Development Practitioners in South Africa’ (2016)\(^3\) identifies three levels of CDPs; namely Entry Level CDP, Advanced Level CDP and Specialist CDP. CDPs will form an integral part of the Khetha Centres.

Depending on the model adopted (see 2.3), CDPs can be employed at the Khetha Centres, or can visit Khetha Centres. At a minimum CDPs are available through different platforms (SMS, email and telephone services) or social media to service Khetha Centres.

2.3 Khetha Centre Models

Three models of Khetha Centres have been identified, viz. full-service centres, multi-service centres and information kiosks. These models fit into the range of existing centres and the range of available infrastructure and resources at centres.

Information kiosks refer to a facility (computer/terminal) providing access to the NCAP, CareerHelp website and other electronic information resources. These services are largely run periphery to the core services of the centre within which they are located. For

example, in the NYDA, whose centres exist to provide youth information and services, the kiosks will allow for people to additionally gain access to career information. Although not ideal, if computers/terminals are not available, information kiosks can provide printed resources to clients as a minimum.

Multi-service centres refers to offering a suite of career development services (see 2.2) alongside the core services of the centre.

Most of the Khetha Centres identified in 1.3 will function within this model. For example, the DoL labour centres were established to:

- provide employment services for workers, employers and training providers, including improvement of such services to rural communities;
- register work-seekers;
- register vacancies and work opportunities;
- assist prescribed categories of persons to enter special education and training programmes; find employment; start income-generating projects; and participate in special employment programmes.

They have fulltime staff and Career Counsellors (Specialist CDPs) who are already offering a range of career development and support services as stipulated above. In support of these services, it is envisaged that they will also provide access to the NCAP and the CareerHelp website through their kiosks. DoL labour centres therefore are offering a range of career development services and non-career development services to their clients and can therefore be classified as a multi-service Khetha Centre.

Another example is the 9 ICT resource centres of the DBE/Vodacom that will, in addition to specific training and support services provided to teachers and access to training and community services for the community, provide:

- access to the NCAP and CareerHelp website to teachers and the community;
- provide training facilities for Life Orientation Teachers and other groups in career development; and
- give access to the National Career Helpline system through email and telephone facilities.

Full-service centres’ mandate and primary function is offering career development services. They are therefore resourced to offer a range of career development services. Examples are the Khetha walk-in Centre established at the DHET at 123 Francis Baard Street, Pretoria, the Career Centre established in the Es’kia Mphahlele Library, Sammy

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4 Skills Development Act (No 97 of 1998) as amended
Marks Square, Pretoria established by the City of Tshwane and Career Centres established at Universities.

2.4 Quality Standards

Quality standards for Khetha Centres, which will guide the delivery and provide measures for delivery of career development services, will be developed in consultation with relevant partners and stakeholders. The Matrix Standard (used in the United Kingdom) provides a relevant and feasible approach to developing quality standards. This will be aligned with Batho Pele principles. The customisation of the Matrix Standard to reflect a South African context and ensure coherence with the ‘Competency Framework for Career Development Practitioners’ and other relevant quality standards will be undertaken.

3. GUIDELINES IN ESTABLISHING A NATIONAL NETWORK OF KHETHA CENTRES

3.1 Partnership Initiation

The establishment and implementation of Khetha Centres are collaborative efforts between the DHET and partners. The DHET is taking a lead in building partnerships in the establishment of the Khetha Centres and providing guidance on the setting up of Khetha Centres.

Bi-lateral discussions on the needs and appropriate model will result in a cooperation agreement between the DHET and the relevant partner. The cooperation agreement will include a work plan stipulating interventions and responsibilities for both the DHET and the partner. Issues of funding, training and support, monitoring and evaluation, infrastructure and reporting will be agreed by the relevant parties.

3.2 Roles and Responsibilities

Establishment of Khetha Centres is a collective responsibility between the DHET and partners.

Within its national coordinating, monitoring and evaluating role of career development services, the DHET has a specific role of supporting the implementation of career development services in Khetha Centres by:

a. providing guidance and support to partners in setting up Khetha Centres;
b. providing support to Khetha Centres to ensure quality and effective service delivery;
c. maintaining, further developing and updating the NCAP and the CareerHelp website as national career development services systems for the country;
d. developing and updating a central Information Hub to ensure consistency of content provided to CDPs in Khetha Centres;
e. providing a direct support link from the cloud based National Career Helpline to CDPs working at the Khetha Centres;
f. developing and providing CDPs access to a Case Database;
g. providing access to print-ready promotional materials for career development;
h. providing customised training and induction to new Khetha Centres;
i. advocating and marketing Khetha Centres at a national level;
j. developing consolidated monitoring reports; and
k. taking a lead in developing systems for the professionalisation of CDPs.

The partners are responsible for:

a. identifying and conceptualising a Khetha Centre model that suits its mandate, the needs of its target group/s or clients, community and resources;
b. providing space, infrastructure and budget for the centre. This includes but not limited to furniture, equipment, ICT and connectivity infrastructure;
c. appointing staff to support career development services (depending on the model chosen);
d. providing means for training and development of staff in providing career development services;
e. managing the day-to-day operations of the centre;
f. building the Khetha Centre into their departmental or organisational strategy and plans; and

g. providing reports on the use of the Khetha Centre to the DHET for monitoring and evaluation.

3.3 Access to Quality Information

Access to quality, reliable and consistent information is a critical feature of the network of Khetha Centres. DHET through its Career Development Services will be responsible for researching and quality assuring shared CDS information before uploading it onto a shared knowledge base to be used by relevant staff in Khetha Centres. These include the NCAP, Information Hub, Career Help website and shared printed resources. The DHET will make print-ready copies of printed resources available to the Khetha Centres for them to duplicate and distribute it.

3.4 Human Resources Recruitment and Development

Partners will determine the number of CDPs and other staff required to provide an efficient service based on the model and/or size of the Khetha Centre. Centres should be guided by the ‘Competency Framework for Career Development Practitioners in South Africa’. Ideally, CDPs should at least possess the Entry Level (information officer) CDP qualification.
The DHET working with partners have developed an induction programme for CDPs that will be customised each time for a specific centre. Periodically, the DHET will facilitate a capacity building session that will be a platform for experience and learning exchange and information sessions to equip CDPs. These can be held provincially or nationally.

### 3.5 Advocacy and Communication

Advocacy and communication of Khetha Centres are included in the national advocacy and communication strategy for career development services. In addition, the DHET developed a communication plan to promote the national network of Khetha Centres. Each partner will promote its Khetha Centre/s and services in their respective, local communities. Advocacy and marketing of the Khetha Centres and services are core functions across all Khetha Centres.

### 3.6 Branding

Branding for the Khetha Centres will be uniform, outlined in the advocacy and communications strategy and agreed upon in the partnership agreements. The branding will be applied within the requirements of the various partners and the agreement reached by both parties.

### 3.7 Funding

Funding of Khetha Centres are in line with the responsibilities of partners outlined in 3.2. This is consistent with the ‘National Policy for an Integrated Career Development System for South Africa’ which is premised on a “commitment to be non-disruptive of existing efficient and effective career development practices and budgets that are congruent with constitutional values and government priorities” (page 31). The policy further confirms that career development services are funded through existing allocations within respective mandates and that this will continue with any need for further funding being accommodated within current budgets and through respective national treasury bidding processes.

### 3.8 Monitoring and Evaluation

Performance management is the responsibility of partners and must be aligned with the Department of Public Service and Administration (DPSA) and policies of specific departments/institutions/organisations/agencies (where applicable).

Client intake and feedback platforms (electronic and paper based) are being made available by the DHET and partners must encourage clients to give feedback. Each site is required to report on the paper feedback it receives from clients. Electronic feedback will
be gathered through a relevant computerised system. The DHET will provide feedback and support to Khetha Centres utilising developed channels.

On-site support visits will be conducted as needed to relevant Khetha Centres to provide feedback, support and capacity building.

4. CONCLUSION

The ‘Framework for a National Network of Khetha Centres’ introduces the background, career development services, models and quality standards envisaged for Khetha Centres and highlights core issues for the implementation of the framework.

Pilot centres will be deployed and lessons learnt from the different sites will be shared and used in implementation.

Sound monitoring and evaluation will ensure that the network of Khetha Centres is indeed enhancing access to quality career development services for all.