

**SIYB
TRAINING BUZZ**

SEPTEMBER 2009



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DID YOU KNOW?

New Director General at the Department of Labour: The vocal efforts of Jimmy Manyi to promote the Employment Equity Act have seen him chosen to be the new Director General of the Department of Labour. The post has been vacant since the departure of Dr Vanguard Mkosana two years ago.

Manyi is currently employed at Tiger Brands as Group Executive for Corporate Affairs but also holds the part-time positions of head of the Commission for Employment Equity and the Black Management Forum.

The Labour Department has been criticised for many years for its lack of success in enforcing its own laws. Manyi is likely to move quickly to strengthen the labour inspectorate and expand the Director General's review of employment equity compliance to more employers.

The challenge for Manyi will be to bring some private sector efficiency and drive to the civil service environment. But if he brings just a portion of the dynamism that he has shown as EE head to his new position he is likely to shake up the Labour Department. Employers who flout labour laws will be in for a tough time over the next few years.

Source: www.skillsportal.co.za

Basic Conditions of Employment Act – Exemption from paying overtime: It must be remembered that when an employee earns in excess of R149,736 per annum or in excess of R12,478 a month, that employee will not qualify for overtime payment. If however, there is an agreement to pay overtime for employees earning in excess of the threshold then they would be entitled to same. Employees earning in excess of the threshold are exempted from Sections 9, 10, 11, 12, 13, 14, 15, 16, 17, and 18.3 of the BCEA.

Overtime becomes a real issue. Nobody can be forced to do overtime unless there is an agreement in the terms and conditions of employment or the letter of appointment. If however, an employee earning beyond the threshold agrees to do overtime this does not necessarily mean that that employee would be paid.

Source: Michael Bagraim

Business Ideas Directory: Get inspired by over 900 business ideas that span numerous disciplines and industries.

<http://www.entrepreneurmag.co.za/entrepreneur/view/entrepreneur/en/page13614>

All successful businesses start with a bright idea. This directory showcases hundreds of business ideas and low cost business ideas, many suitable for stay at home businesses. If you have decided to start your own business, but you are unsure of what type of business to start - this directory will help you to narrow down your choice.

There are many factors to consider and lots of hard work required to make a business work so it is critical that the concept you settle on is one that you love and one that fits your strengths and abilities.

Taking the financial implications into consideration is another important aspect. This directory is filled with a variety of low cost business ideas and opportunities to inspire you. Each listing will provide you with a brief background on the business idea and the cost estimations of starting such a venture so that you have the basic facts on hand before pursuing further research in preparation for making a final decision.

Please note: This Start-up Business Guide was developed in the USA. It is to be used as a guideline only. Aspiring business owners must conduct their own business research based on the local South African market in preparation for starting their own business.

Source: Entrepreneur Magazine, September 2009

TRANSFORMATION IN THE WORKPLACE REMAINS SLOW

Transformation in the workplace remains slow and still has a long way to go before it reflects South Africa's demographics, says Labour Minister Membathisi Mdladlana. Minister Mdladlana was speaking at the launch of the ninth Annual Report of the Commission for Employment Equity at the department's offices.



The report, covering the period 1 April 2008 to 31 March 2009, was handed to the minister on Monday by Commission Chairperson Jimmy Manyi. According to the report, Whites - who represent 12.1 percent of the country's Economically Active Population (EAP) - occupy 72.8 percent of top managers in the workforce profile compared to Africans, Coloureds, Indians and Foreigners, who represent 13.6, 4.7, 5.9 and 3.1 percent of the workforce profile respectively.

"What the report shows is that the battle for leveling the workforce is far from being won," said Minister Mdladlana.

Mr Manyi shared the same sentiments as the minister, saying that although progress has been made in achieving equity, not enough has been done.

"We are making progress but the pace is too slow. Although prosecutions of companies had been made in the past; this has not been enough. There are going to be a lot more prosecutions, he said.

Based on 10 580 submissions received from employers covering about three million employees focused on four upper occupational levels in terms of measuring diversity in the country's workforce, the pace of transformation in the workplace was lagging behind.

The report showed that white men accounted for 44.7 percent of promotions and 48.2 percent of recruitments. This was followed by 12.7 percent of black men receiving promotions in top management posts and 12.6 percent of them being employed.

Black women on the other hand, occupied 7 percent of recruitment while only 5.8 percent received promotions in top management. This was followed by white women occupying 17.3 percent of promotions and Indian and coloured women coming in at 3 and 2.4 percent respectively.

Regarding income differentiation, the report showed that Whites and Indians on average earn more money at nearly every level while Africans and Coloureds tended to earn the lowest at nearly every level.

"It (Government) is triumphing the private sector at every corner," said Mr Manyi.

The chairman further said the report showed that the majority of skilled people in terms of technical and academic skills were African people. However, despite their skills, many African people remain unemployed because they are not given the opportunity to prove their worth.

Meanwhile, the minister was concerned of the drop in employment of people with disabilities, which for the 2008-2009 year accounted for 0.7 percent of the workforce in comparison to the previous years' representation of 1 percent.

"I am more concerned about the representation of people with disabilities. Attitudes have to change and barriers must be removed," said the minister, adding that both government and the private sectors needed to employ more black people with disabilities.

The Committee recommends that there be greater collaboration between itself and the National Economic Development and Labour Council (Nedlac) as well as big business.

The report also recommends that there be zero tolerance on defaulting companies that must result in prosecutions. It also said that fines imposed on companies for flouting the law must be escalated to 10 percent of a company's turnover.

Source: Buanews, 25 August 2009

**THE TEN STEP, ONE DAY STRATEGY PLAN:
THE SIMPLE WAY TO KEEP YOUR BUSINESS ON TRACK
By Erica Olsen**

You don't have to kill a tree or shut down the office for a week to create a successful strategic plan. In fact, you can create a successful plan for your business in just one day. It doesn't have to be an overwhelming or a monumental task. It doesn't have to be perfect or fancy. Just grab a few key people in your organization, turn off the phones and let's get started.

Step One – Be the best.

The result of a well-developed and executed strategic plan is to develop a competitive advantage. Just what is a competitive advantage? Business lingo aside, it is simply the answer to: What can your company potentially do better than any other company?

Understanding your competitive advantage is critical. It is the reason you are in business. It is what you do best that draws customers to buy your product/service instead of your competitor's. Extremely successful companies deliberately make choices to be unique and different in activities that they are really, really good at and they focus all of their energy in these areas. You may decide to incorporate your competitive advantage into your mission and/or vision statements.

Step Two – State your purpose.

A mission statement is a statement of the company's purpose. It is useful for putting the spotlight on what business a company is presently in and the customer needs it is presently endeavoring to serve. It also serves as a guide for day-to-day operations and as the foundation for future decision-making. To write a mission statement, answer the questions: What is our business? What are we trying to accomplish for our customers? What is our company's reason for existing?

Step Three – Visualize the future.

A strategic vision is the image of a company's future – the direction it is headed, the customer focus it should have, the market position it should try to occupy, the business activities to be pursued, and the capabilities it plans to develop. Forming a strategic vision should delineate what kind of enterprise the company is trying to become and infuse the organization with a sense of purposeful action. Think big! To write a vision statement, answer this question: What will our business look like in 5 to ten years from now?

Step Four – Take an inventory.

The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis helps you look critically at your organization. It is a tool to help produce a good fit between a company's strengths and its opportunities.

Assess your strengths and weaknesses by answering these questions: What do we do best? What do we not do best? What are our company resources – assets, intellectual property, and people? What are our company capabilities (functions)?

Assess your opportunities and threats by answering these questions: What is happening externally that will affect our company? What are the strengths and weaknesses of each competitor? What are the driving forces behind sales trends? What are important and potentially important markets? What is happening in the world that might affect our company?

Step Five – Profile your customers.

If you want to move your company from being successful to wildly profitable, you need to meet your customers' needs and wants better than your competitors do. Develop a customer profile by answering: What are our customers needs, motivations, and characteristics? How do we uniquely provide value to our customers? What should we improve to grow our customer base?

Step Six – Write your goals and objectives.

Goals and objectives are like stair steps to your mission and vision. Realistic goals and objectives are developed from the SWOT analysis and customer profile. Objectives set the agenda, are broad, and global in nature. Write two to five objectives that give action to your mission/vision and will take a few years to achieve. Then, develop goals to achieve each objective. Goals should be measurable, quantifiable, and support your objectives. Think about achieving them in a one-year timeframe. Effective goals must state how much of what kind of performance by when is to be accomplished and by whom. Make sure both your goals and objectives build on your strengths; shore up your weaknesses; capitalize on your opportunities; and recognize your threats.

Step Seven – Assess your resources.

Now that you have completed your goals and objectives, it is time to do a resource assessment. One of the biggest stumbling blocks to all well laid strategic plans is time and money. As with every business, budgets are never big enough to do everything you want to do. Prioritize key goals by asking: Do implementing the goals make financial sense? Do you have the human resources to achieve your plan?

Step Eight – Take action.

Tactics set specific actions/action plans that lead to implementing your goals and objectives. Basically write a to-do list for each goal. A quick way to develop your tactics is to answer this question: What roadblocks exist to achieving my goal? Use the answer to develop action items for each goal. Assign responsibilities and deadlines to ensure implementation. A great method to get buy-in from your staff is to assign a goal to each employee. Ask him/her to write the action plan and be responsible for making sure each task is accomplished.

Step Nine – Keep score.

In step six, you wrote goals that were measurable. Put these measurements and targets on a scorecard (in Excel), which acts as an instrument panel guiding your company towards achieving your vision. With the scorecard, you can actively track your progress on a monthly basis.

Step Ten – Make strategy a habit.

A leader devoted to the successful implementation of the strategy and plan is key. The plan needs to be supported with people, money, time, systems, and above all communication. Communicate the plan to everyone in your organization. Hold a monthly or quarterly strategy meeting to report on the progress toward achieving the goal. Don't forget to take corrective actions when needed and adapt as the environment changes.

Conclusion

My last word of advice is a plan is a living document. It does not have to be perfect or 100 percent complete to start using your strategic plan. A business without a plan is like a car without a steering wheel. A rough draft is better than no plan at all. Put your plan on paper so you can look back on 2004 and celebrate your well-earned success. Happy Planning!

Erica Olsen (Erica@m3planning.com) is a principal of M3 Planning, a business development firm that helps companies understand who they are, where they are going, and how they will get there. She is also an instructor and a writer.

Source: www.about.com

INTERNATIONAL CONFERENCE ON “ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT IN MARGINALISED COMMUNITIES”, SOWETO, 26 – 28 JANUARY 2010

INVITATION

The Organising Committee of the Entrepreneurship and Small Business Development Conference 2010 invites entrepreneurs, policy makers, academics and other interested persons to Soweto Johannesburg, South Africa, 26 January – 28 January 2010 for the first international conference on small business development in marginalised communities which will be hosted by the University of Johannesburg and the University of the Witwatersrand. The theme of the conference is:

“Transforming townships into economic powerhouses”

BACKGROUND

South Africa is pockmarked by numerous townships in which the country’s black majority stays. The new democratic government led by the ANC has made great strides in improving the lot of these previously deprived areas, marginalised for decades through the country’s previous policy of apartheid. A lot must still be done in terms of local economic development which, as accepted, must be community-led. This conference will thus discuss, deliberate and build knowledge on entrepreneurship, small business development and growth in Gauteng’s black townships. Discussions will centre on the theme of the conference.

CONFERENCE THEMES

The conference will comprise the following themes:

- Determinants of successful entrepreneurship in townships and disadvantaged communities
- ICT enhancing entrepreneurship in townships and for disadvantaged communities
- Tourism stimulants in townships and other disadvantaged communities
- Retailing to advance entrepreneurship among disadvantaged communities
- Business cooperatives and incubation in townships and disadvantaged communities

The following will be cross-cutters:

- Entrepreneurship and local economic development in communities
- Women and enterprise development in marginalised communities
- Entrepreneurship and the participation of youth in economic development
- The participation of people with disabilities in the small business activities

FORMAT FOR SUBMISSION OF ABSTRACTS

Working languages for the conference will be English. Abstracts should be submitted in English and are limited to 600 words, including keywords. Abstracts must include title of paper, full name of presenter, organisational affiliation. Also included in the paper should be postal address, e-mail address and contact telephone number.

DEADLINES

- Submission of abstracts: 10 October 2009
- Notification of accepted abstracts: 23 October 2009
- Submission of presentations and conference papers: 10 November 2009

Abstracts and papers and presentations must be received by the Conference Secretariat by **10 October 2009**: enjiro@uj.ac.za.

HOW TO REGISTER FOR THE CONFERENCE

To register for the Entrepreneurship and Small Business Development Conference, you need to fill in the Registration Form and submit to info@valiantinnovativecreations.co.za. This form will be available before the end of September 2009.

With your registration form, please make sure you include all your details.

Everyone must register with the Conference Event Manager to receive further communications regarding logistics and attendance.

ACCOMMODATION, MEALS AND TRANSPORT

Accommodation: All international delegates will be accommodated in a local hotel and guest houses in Soweto. All meals, except breakfast and supper will be provided at the conference venue.

Travel: Transport to and from OR Tambo International Airport, and between conference centre and residences, is included in registration fee for guests who come from outside South Africa. Attendance of conference is at own cost and unfortunately no subsidy or assistance is available.

Conference packages:

Cost for international and continental guests:

- 400 USD (includes registration, travel to and from OR Tambo International Airport, shuttle service between conference venue and hotels or guest houses)
- 550 USD (include registration, travel to and from OR Tambo International Airport, shuttle service between conference venue and hotels or guest houses and visit to Soweto tourist spots on 26 January 2010 at 2pm after registration)

Cost for local delegates: R1,500.00

DATES & VENUE

Registration: 26 January 2010

Conference: 27 – 28 January 2010

Departure Dates: 29 January 2010

Venue: University of Johannesburg (Soweto Campus)

For submission and further inquiries, please contact the Conference Organising Committee: Dr Ester Njiro, enjiro@uj.ac.za, Private Bag X09, Berthsham, 2013, Johannesburg or University of Johannesburg: +27 11 559 5662

For conference booking and enquiries, please contact the Conference Event Management Company: Ms Nonhlanhla Mthethwa, Valiant Innovative Creations, Dube Village, Soweto, Tel +27 11 982 6057 / 011 448-1372, fax +27 11 982 5831 / 011 444 7455, info@valiantinnovativecreations.co.za.

DIVIDENDS VERSUS SALARY – THE BEST WAY TO DISTRIBUTE PROFIT DEPENDS ON HOW MUCH YOU EARN

QUESTION: I'm the sole owner and employee of a CC, what is the best way to distribute profit to myself? Would it be through dividends or paying myself a salary? (Question posted on 2 September 2009 by Bjorn, Paarl, South Africa)

ANSWERED BY: Entrepreneur Staff Writer

Address the situation by creating two scenarios for comparison purposes.

Scenario 1: Work out the tax you would pay if you worked on the basis of a salary paying PAYE monthly. The amount of tax (percentage to be deducted) that you would pay would be determined by your monthly salary.

Scenario 2: Do a second calculation declaring a dividend. The tax on a dividend is 10%, but you must also include tax on any profit in the CC which is calculated at 28%.

Compare the two answers and you would then be able to decide which route would work best for you. Without details with regard to turnover and profit it isn't possible to provide a more accurate answer. There are many solutions which can be applied to this situation.

What does it mean to declare a dividend?

Dividend tax is paid when a company or close corporation transfers any amount to its shareholders or members. Any distribution from a company to its shareholders must be either a dividend, or repayment of capital. When Dividend Tax is implemented the tax burden shifts from the company paying out the dividend to the shareholder who receives it. The rate is 10% for both STC (Secondary Tax on Companies) and Dividend Tax.

Secondary Tax on Companies (STC)

STC is a tax on dividends declared by companies that are resident in South Africa. It is imposed on companies or close corporations and not on shareholders. STC was introduced in 1993 to encourage the reinvestment of profits and is governed by Sections 64B and 64C read with the definition of "dividend" in section I of the Income Tax Act 58 of 1962.

What is Assessed Loss?

Assessed loss can be a valuable asset. If a CC makes a tax loss in a single tax year, the tax payer is allowed to carry the loss into the following tax year and the years that follow until the loss has been absorbed. But, if the CC is dormant the assessed loss is totally forfeited.

Professional advice is a good idea

It is highly recommended that you seek the services of a tax professional, or accounting officer who can assess your tax situation and make the most cost effective recommendations based on your actual circumstances. For information visit the [SARS website](#).

Source: Entrepreneur Magazine, September 2009

BOOSTING YOUTH EMPLOYMENT THROUGH ENTREPRENEURSHIP: A RESPONSE TO THE NATIONAL YOUTH DEVELOPMENT AGENCY

South Africa faces an enormous unemployment challenge. The problem is particularly concentrated among the country's youth, for whom lack of experience is all too often compounded by lack of skills. The result is a growing cohort of young people with severely limited access to formal sector employment, and limited means to do anything about it.

The government has put the issue high on its agenda. New policy and institutional frameworks have been introduced. But the scope of the problem is vast. Government cannot tackle it alone. Nor can it do it all at once. If the recently launched National Youth Development Agency (NYDA) is going to demonstrate that it is truly different from its predecessors and is able to make a visible impact, it will have to prioritise its interventions based on a careful review of how best it can target its resources. SBP's extensive experience in the field of enterprise development suggests to us that a strong focus on entrepreneurship should be among the Agency's top priorities. We believe that the NYDA has the potential to play a critical role as a facilitator and catalyst, enabling social partners – from community groups to corporations – to develop and implement practical and effective programmes to build the culture, skills, operating environment and networks necessary to support entrepreneurial growth.

This SBP Alert makes a suggestion about how this might be achieved, through creation of a dedicated grant mechanism, managed by the NYDA, on the basis of competitive tendering and clear, outcome-focused selection criteria.

The challenge

Africa's population of young people is growing exponentially. While Africa's youth currently comprise 37 percent of the continent's working age population, they account for 60 percent of the total unemployed. (World Bank, *Youth and Employment in Africa: The Potential, The Problem, The Promise*, 2008)

South Africa reflects the continental pattern. In March 2006, the Labour Force Survey estimated the country's youth unemployment rate at 50 percent among 14 to 24 years olds – almost double the general unemployment rate. Thirty percent of 25 to 35 year olds were unemployed. Among young people who had left secondary school before completing senior secondary education, unemployment is as high as 59 percent.

The chances of these young people finding employment through networks or further education are minimal – the majority of them live in poverty-stricken households where older family members are also likely to be unemployed. According to the Labour Force Survey, almost two thirds of South Africa's young people aged 15 to 24 live in households with expenditure of less than R1 200 per month, as do 60 percent of youth aged 25 to 34. (Labour Force Survey March 2007)

The policy context

The problem is well recognised and well researched. Over the past decade, the South African policy discourse has included a dedicated focus on the issue of youth unemployment, and the importance of targeted strategies and interventions to address the marginalisation of young people, support skills development, and create mechanisms to encourage youth employability.

An early initiative was the National Youth Commission, created in 1996, although it largely failed to live up to expectations. In 2000, a National Youth Policy was developed, but was never formally adopted by government. It did give momentum to further policy initiatives, however. The Umsobomvu Youth Fund was established in 2001, tasked with promoting entrepreneurship, job creation and skills development among young people; and in 2002 a National Youth Policy Framework, covering the next five years, was launched.

Institutional mechanisms such as the Youth Commission and the Umsobomvu Youth Fund were criticised for under-delivering, however, while the numbers of unemployed young people continued to grow. In June 2006 a multi-stakeholder National Youth Convention was convened, to review the policies and institutional arrangements created to advance the youth agenda. The result was an agreement on the need for an integrated and holistic approach to youth development, and a call for the creation of an integrated youth development strategy, to be developed by a new national youth development agency.

Following two years of extensive consultation across government, the private sector and civil society, the structures and institutions envisaged by the June 2006 Convention are now coming into play.

In March 2009, the Presidency published the second generation National Youth Policy 2009-2014. The Policy describes a variety of interventions and services that need to be rolled out in order to ensure effective and efficient mainstreaming of youth development. The body tasked with translating the policy into action, the NYDA, was established by Act of Parliament at the end of 2008. The Agency was formally launched by President Zuma on Youth Day, 16 June 2009. In his State of the Nation Address on 3 June 2009, the President promised that the Agency will among other things link unemployed young graduates with economic opportunities, strengthen efforts to expand the National Youth Service Programme and support young entrepreneurs.

The **mandate** of the NYDA is enormous (see below). The development and implementation of a youth development plan and strategy for the country, based on the very wide-ranging National Youth Policy, is a daunting task. In the specific area of youth unemployment, a diverse array of stakeholders, from the Alliance partners to business and opposition parties, will be looking to the Agency to tackle the problem energetically and demonstrate tangible, convincing and speedy impacts.

A vast and potentially overwhelming mandate:

According to the National Youth Development Agency Act 2008, the objects of the Agency are to:

- Develop an integrated youth development plan and strategy for South Africa
- Develop guidelines for the implementation of an integrated national youth development policy and make recommendations to the President
- Initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society in general
- Guide efforts and facilitate economic participation and empowerment, and achievement of education and training
- Partner and assist organs of state, the private sector, and NGOs and community-based organisations on initiatives directed at attainment of employment and skills development
- Initiate programmes directed at poverty alleviation, urban and rural development and the combating of crime, substance abuse and social decay amongst youth
- Establish annual national priority programmes in respect of youth development
- Promote a uniform approach by all organs of state, the private sector and NGOs to matters relating to or involving youth
- Endeavour to promote the interest generally of the youth, particularly young people with disabilities

The Agency takes on the functions and responsibilities of the Umsobomvu Fund and the National Youth Commission. Its tasks include the management and administration of the Umsobomvu Fund, provision of direct financial support to individuals and youth owned businesses, provision of mentoring and training programmes, and the creation and administration of databases of employment opportunities.

Given the Agency's potentially overwhelming scope of work, it is critical that it establishes a defined set of priorities, in areas where it can make a real impact. It is to this end that SBP recommends entrepreneurship as a core priority for the Agency. By focusing on building a culture of entrepreneurship among young people in the country, and providing them with the necessary skills and networks to pursue an entrepreneurial path, the Agency has the potential to support a medium term programme of enterprise development and job creation led by young people themselves. This ties in directly with the vision of the National Youth Policy, which insists that "young people should be considered as beneficiaries and as agents of change and not as passive recipients of government services."

Priority 1: Growing entrepreneurship

The second generation National Youth Policy defines youth development as “an intentional comprehensive approach that provides space, opportunities and support for young people to maximise their individual and collective creative energies for personal development as well as development of the broader society of which they are an integral part.” This approach, that sees young South Africans as an integral part of the solution, is to be welcomed.

The Policy deals explicitly with the need to promote entrepreneurship – although it approaches this particular issue with some caution – perhaps even trepidation. Self-employment and entrepreneurship are described as “challenging strategies” fraught with “a variety of barriers,” including lack of appropriate education, limited access to capital and lack of social networks, which “prevent entrepreneurship from becoming a solution to youth unemployment.” The Policy argues for “appropriate qualification and support” to help address these challenges. (National Youth Policy 2009 – 2014, March 2009 p.25)

Entrepreneurship in South Africa

South Africa’s performance in international comparisons of entrepreneurial activity tends to be rather poor. The Global Entrepreneurship Monitor (GEM) has developed a systematic approach, which enables comparison of entrepreneurship across almost 50 different countries. GEM’s most recent South Africa data show a considerable increase in entrepreneurial levels, but from a very low base. The 2008 figures show that almost eight in 100 adult South Africans own a business less than 3.5 years old. This is significantly behind other low to middle income countries, where, on average, 13 out of 100 adults are building new businesses. The GEM study also reports that only 2.3 percent of South Africans own businesses that have been established for over 3.5 years, indicating a high failure rate among start up businesses.

On the upside, however, it appears that the proportion of opportunity driven entrepreneurs – individuals who have established a new business because they have recognised an opportunity that makes self-employment more attractive – is up from 55 percent of total respondents in 2004 to 79 percent in 2008. Only 21 percent of 2008 respondents said they were running their own businesses because they lacked other options. This is excellent news in terms of job creation potential. The mean number of jobs created by opportunity driven firms is 4.4 per business, compared to just 1.6 for necessity firms. (Global Entrepreneurship Monitor South Africa, 2008 Report, www.gemconsortium.org)

Opportunity driven entrepreneurs drive new business ideas, mobilise resources and ultimately create jobs. A culture of entrepreneurship can unleash the economic potential of young people. As the World Bank puts it, “societies that appreciate entrepreneurship and promote its values and norms can create a dynamic and vibrant class of young entrepreneurs”. (World Bank, Youth and Employment in Africa: The Potential, The Problem, The Promise, 2008)

A commitment to working with social partners

SBP strongly welcomes the emphasis on partnership with business and civil society evident in the new policy framework. A major objective of the NYDA as established by the Act is to “partner and assist organs of state, the private sector and non-governmental organisations and community based organisations on initiatives directed at attainment of employment and skills development.”

In the same vein, the National Youth Policy calls for extensive participation and support from the private sector and civil society, noting that “a multi-sectoral approach involving stakeholders in the public sector, civil society and the private sector where all these key role players work together in promoting youth development and providing youth services is essential.” The policy also calls for key role players such as government, civil society and business “to coordinate their efforts to ensure greater impact in developing young people.”

If the NYDA is able to foster genuine partnerships and networks across a range of interest groups, it has the potential to create a genuinely supportive and nurturing environment for young entrepreneurs.

However, we would caution the Agency to recognise that simply calling on the private sector and civil society to share accountability and deliver the goods is not enough. Practical mechanisms are needed to enable social partners to provide support in ways that draw upon their particular strengths and competencies, and dovetail with their own priorities and objectives. One possible mechanism is discussed below.

A dedicated resource to facilitate interventions

SBP suggests that the National Youth Fund, created under the NYDA Act, presents one useful mechanism to provide this support. According to the provisions of the Act, the NYDA must manage and administer the Umsobomvu Fund, provide financial assistance to youths to help them further their careers, and provide financial assistance to SMMEs owned by youth.

As currently envisaged, this doesn't differ very much from what Umsobomvu was supposed to do. We would like to see the new National Youth Fund doing something more. Funding to individuals and small business is undoubtedly a useful mechanism for support. However, given the NYDA's strong commitment to working with social partners, and the importance of maximising the scale of impact, it's not sufficient.

SBP recommends that the National Youth Fund should be structured to include a new component for competitive grant funding, dedicated to developing entrepreneurship through project specific allocations to social partners. This component would provide support not to individuals, but to initiatives that develop and support entrepreneurship among young people in South Africa.

The mechanism is a tried and tested one, used by development agencies in a variety of contexts, and, where applied correctly, with much success. NYDA would make available a specific pool of money, to be allocated to fund project/programme proposals submitted by external organisations. The Agency would operate regular application rounds (on a half yearly basis, for example). Each application round would see the NYDA publishing an open invitation to submit bids, together with a clear description of selection criteria and relevant qualification requirements.

The process would be open to a diverse range of bidders, from community groups and NGOs, to research institutions, business associations, multi-sector partnerships and individual companies. Selection would be based on a process of competitive bidding. All proposals would be assessed against transparent and specific selection criteria. These would include the extent to which the project is likely to deliver on the objective of promoting entrepreneurship among young people, and the extent to which it is able to provide measurable impacts within a reasonable time period. Financing thresholds could be specified for different types of activities, as appropriate. A premium could also be placed on highly desirable attributes such as medium to long term sustainability and the potential for replication and/or scaling up if the project proves a success. Successful projects would be required to incorporate a strong monitoring and evaluation component.

The NYDA would play an active role in collating and reporting on monitoring and evaluation data, analysing success factors and pitfalls, and feeding this information into broader policy discussions and strategy design.

Particular types of projects that could potentially be supported by the proposed mechanism are in fact outlined in the National Youth Policy. They include “training regarding the concepts and principles of entrepreneurship and business to youths” and the promotion of “a wider and more flexible range of learning pathways,” through further education and vocational training, and the development of business skills, incubation and mentoring of budding entrepreneurs in high growth industries. They potentially extend to working with schools to “provide young people with the knowledge and skills that foster an entrepreneurial culture,” and to companies taking the initiative to “actively develop business linkages with youth owned small businesses,” very likely with built in systems for knowledge sharing and capacity building.

It is important to stress that the types of activities identified by the Youth Policy are not exhaustive. The core objective of promoting young entrepreneurs requires a diverse array of creative, out of the ordinary approaches. The NYDA must be a catalyst to unlock and support new ideas and to nurture creative partnerships.

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Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

SEPTEMBER 2009 – WEEK 5

<i>Monday (28/09)</i>	<i>Tuesday (29/09)</i>	<i>Wednesday (30/09)</i>	<i>Thursday (01/10)</i>	<i>Friday (02/10)</i>
Implementing the Law of Attraction, Durban, (011) 678-2443	An Introductory Course on Development TOR's for an Evaluation, Cape Town, (012) 997-6059	Effective Use of the Telephone, Johannesburg, (011) 485-2150	More Hours in Your Day, Johannesburg, (011) 485-2150	Minute Taking for Meetings, Pretoria, (011) 704-0720/4
Recruitment & Selection, Durban, (011) 678-2443	Communication & Presentation Skills, Durban, (011) 678-2443	An Introductory Course on Evaluating an Evaluation – Meta-Evaluation, Cape Town, (012) 997-6059	English Communication Skills, Johannesburg, (011) 431-1533	Designmer Excel, Johannesburg, (011) 887-8885
Mastering Time & Self Management: Become a High Achiever, Johannesburg, 0861 BIZTECH		Bridging the Gape: From Technical Person to Manager, Johannesburg, 0861 ASTROT (278 768)	Mentoring & Coaching, Cape Town, (011) 678-2443	
Finance for Non-Financial Managers, Johannesburg, (011) 678-2443			Internal Communication, Bryanston, (011) 880-8540	
Supervisory Management, Cape Town, (011) 678-2443			Professional Sales Skills, Cape Town, (011) 787-6781	
Personal Assistant, Johannesburg, (011) 678-2443			HR Survey 2009 Report Roadshow, Durban, (011) 880-8540	
Principles of Professional Project Management, Cape Town, (021) 683-4506	Quality Customer Service, Cape Town, (011) 704-0720/4			
	Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4			
Skills Development Facilitator, Johannesburg, (011) 771-7000				
			Assessor Training, Cape Town, (021) 957-6823	
	Project Management, Midrand, (011) 468-1320			
Leadership, Influence and Delegation Skills, Cape Town, 086 111 VETTA (83882)	Interpersonal Skills, Cape Town, 086 111 VETTA (83882)		Disaster Management and Recovery, Johannesburg, 0861 ASTROT (278 768)	
			Integrated Brand Strategy, Johannesburg, (011) 880-8540	
Leadership, Influence and Delegation Skills, Johannesburg, 086 111 VETTA (83882)	Interpersonal Skills, Johannesburg, 086 111 VETTA (83882)	HR Survey 2009 Report Roadshow, Port Elizabeth, (011) 880-8540	Internal Communication, Johannesburg, (011) 880-8540	
Excellent Reception Skills, Johannesburg, (011) 865-0523	Remuneration Strategy and Salary Structuring, Johannesburg, (011) 726-3040			
	De Bono's Lateral Thinking Workshop, Johannesburg, (011) 865-0523			
Presentation Skills, Port Elizabeth, (011) 461-6453			Performance Management, Johannesburg, (011) 865-0523	
Presentation Skills, Polokwane, (011) 461-6453	HR Survey 2009 Report Roadshow, Cape Town, (011) 880-8540		Internal Communication, Johannesburg, (011) 880-8540	
	Customer Service Skills, Johannesburg, (011) 865-0523			
	Getting things done with Microsoft Outlook and other Productivity Tools, Johannesburg, (011) 726-3040			

SEPTEMBER 2009 – WEEK 5 (continued)

<i>Monday (28/09)</i>	<i>Tuesday (29/09)</i>	<i>Wednesday (30/09)</i>	<i>Thursday (01/10)</i>	<i>Friday (02/10)</i>
	Presentation Skills, Nelspruit, (011) 461-6453			
	Confident Communication – Presentation Skills Workshop, Durban, 0861 11 61 21			

OCTOBER 2009 – WEEK 1

<i>Monday (05/10)</i>	<i>Tuesday (06/10)</i>	<i>Wednesday (07/10)</i>	<i>Thursday (08/10)</i>	<i>Friday (09/10)</i>
Issues in Leadership, Cape Town, (021) 462-7902			Performance Management – Unlocking Productivity, Johannesburg, (011) 485-2150	Succeeding as a first time Supervisor, Cape Town, (011) 485-2150
HIV/AIDS Peer Educator, Johannesburg, (011) 678-2443				
Supervisory Management, Durban, (011) 678-2443			English Communication Skills, Cape Town, (011) 431-1533	
Management & Leadership Development, Johannesburg, (011) 678-2443			Perfect Presentation Skills, Cape Town, (011) 704-0720/4	
People Management & Leadership, Johannesburg, (011) 704-0720/4			Telephone Excellence, Pretoria, (011) 704-0720/4	
Effective Business Writing Skills, Cape Town, (011) 678-2443			Quality & Customer Service, Cape Town, (011) 678-2443	
Managing Your Time, Durban, (011) 442-4334	Understanding and Using Financial Statements, Cape Town, (021) 685-7726	Planning & Managing a Budget, Cape Town, (021) 685-7726	Performance Management, Johannesburg, (011) 678-2443	
Effective Minutes Taking and Meeting Procedures, Johannesburg, (011) 865-0523		Mastering Leadership & Management Skills, Johannesburg, 0861 ASTROT (278 768)		Equip Your Sales Team for Success, Cape Town, (011) 787- 6781
	Brilliant Business Writing Skills, Durban, (011) 704-0720/4		The Nuts and Bolts of a Performance Management Program / Short Term Incentive Scheme aligned to Organisation Targets, Johannesburg, (011) 453-0080	Project Management Fundamentals, Pretoria, (011) 461-6453
	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4			
Selling with Confidence, Cape Town, 086 111 6121		The Nuts and Bolts of a Performance Management Program / Short Term Incentive Scheme aligned to Organisation Targets, Johannesburg, (011) 453-0080	Mentoring & Coaching, Durban, (011) 678-2443	
	HR Survey 2009 Report Roadshow, Johannesburg, (011) 880-8540		Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172	
Supervisory Skills Programme, Cape Town, (011) 865-0523		Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150	BEE for Human Resource Professionals, Johannesburg, (011) 442-2433	
	Reception and E-mail Correspondence, Cape Town, 086 111 VETTA (83882)		Advanced Excel for Financial Managers, Johannesburg, (011) 454-5505	
	Reception and E-mail Correspondence, Johannesburg, 086 111 VETTA (83882)	Advanced Problem Solving, Johannesburg, 0861 ASTROT (278 768)		
	Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443			
	3 rd Annual BEE Conference, Johannesburg, (011) 726-3040			
	Situational Leadership, Durban, (011) 442-4334		The Accounts Assistant, Johannesburg, (011) 454-5505	

OCTOBER 2009 – WEEK 1 (continued)

<i>Monday (05/10)</i>	<i>Tuesday (06/10)</i>	<i>Wednesday (07/10)</i>	<i>Thursday (08/10)</i>	<i>Friday (09/10)</i>
	Competency-based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Cape Town, (021) 979-5172		Frontline Skills Training, Cape Town, (011) 787-6781	
			Highly Professional Business Writing Skills for Secretaries and PA's, Pretoria, (011) 454-5505	
	Report Writing Skills, Johannesburg, (011) 865-0523	Preferential Procurement, Johannesburg, (011) 442-2433		The Accounts Assistant, Johannesburg, (011) 454-5505
	B-BBEE Champions Course, Johannesburg, (011) 442-2433			
	Project Management Essentials, Johannesburg, (011) 726-3040			
	Reception and E-mail Correspondence, Durban, 086 111 VETTA (83882)	Management Conference 2009, Johannesburg, 083 651 1664		
		HR Survey 2009 Report Roadshow, Pretoria, (011) 880-8540	Advanced Excel for Financial Managers – Improved Consolidation Techniques, Johannesburg, (011) 454-5505	
	Strategic Talent Management, Johannesburg, (011) 880-8540		Project Management Fundamentals, Sandton, (011) 461-6453	
	Integrating Needs Analysis, Assessment & Evaluation of Training, Johannesburg, (011) 880-8540			
		Strategic Architect (HR Competencies), Johannesburg, (011) 880-8540		
Building and Sustaining Great Teams: A Workshop for Team Leaders, Durban, (031) 304-9305				
	Telephone Etiquette and Frontline Reception Skills, Cape Town, (011) 454-5505	The Art of Participatory Leadership, Johannesburg, ndlanzi@reospartners.com		
		The Manager, Cape Town, 086 111 VETTA (83882)		
	Project Management Fundamentals, Durban, (011) 461-6453	The Manager, Johannesburg, 086 111 VETTA (83882)		
		The Manager, Durban, 086 111 VETTA (83882)		
		Business Etiquette & Personal Branding, Johannesburg, (011) 865-0523		
		Confident Communication – Presentation Skills Workshop, Cape Town, 0861 11 61 21		
	Finance, Accounts and Budgets for Secretaries and PA's, Johannesburg, (011) 454-5505			
	Professional Presentation Skills – Learn to present with Power and Confidence, Johannesburg, (011) 454-5505			
		The Effective Executive Secretary/PA, Cape Town, (011) 454-5505		
		Event Management – The Office Professional's Essential Toolkit, Durban, (011) 454-5505		
		Mastering Excel for the Office Professional, Bloemfontein, (011) 454-5505		
		Tools and Techniques for Outstanding Professional Telephone Communication, Johannesburg, (011) 454-5505		
		Professional Business Writing Skills, Cape Town, (011) 454-5505		

OCTOBER 2009 – WEEK 1 (continued)

<i>Monday (05/10)</i>	<i>Tuesday (06/10)</i>	<i>Wednesday (07/10)</i>	<i>Thursday (08/10)</i>	<i>Friday (09/10)</i>
		Project Management Fundamentals, Cape Town, (011) 461-6453		
	Women in Management, Johannesburg, (011) 678-2443			
	Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Cape Town, (021) 979-5172			

OCTOBER 2009 – WEEK 2

<i>Monday (12/10)</i>	<i>Tuesday (13/10)</i>	<i>Wednesday (14/10)</i>	<i>Thursday (15/10)</i>	<i>Friday (16/10)</i>
Becoming the Best Customer Service Professional, Johannesburg, 0861 BIZTECH		The Psychology of Customer Service, Johannesburg, (011) 485-2150	The Professional Receptionist, Johannesburg, (011) 431-1533	Professional Minute Writing, Johannesburg, (016) 986-3888
Negotiating for Results, Cape Town, (011) 704-0720/4		Minute Taking for Meetings, Cape Town, (011) 704-0720/4	Team Building, Cape Town, (011) 678-2443	Time Management Workshop, Cape Town, (021) 906-0320
Performance Management, Durban, (011) 678-2443			Perfect Presentation Skills, Pretoria, (011) 704-0720/4	
Finance 101 for PA's and Administrators, Johannesburg, 0861 BIZTECH		Corporate Budgeting for Managers, Johannesburg, 0861 ASTROT (278 768)		
	Project Management, Cape Town, (011) 678-2443		Talent Management & Succession Planning, Johannesburg, (021) 979-5172	
	The Art & Science of Negotiation, Cape Town, (021) 462-7902			
VAT Workshop, Midrand, (011) 312-4176	Manager's Mistakes, Johannesburg, (011) 485-2150	Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
		Effective Business Writing Skills, Johannesburg, (011) 678-2443		
Free Small Business Seminar, Sandton, 0860 763 000	Team Building, Johannesburg, (011) 678-2443	Bridging the Gap: From Technical Person to Successful Salesperson, Johannesburg, 0861 ASTROT (278 768)		
Project Management Fundamentals, Polokwane, (011) 461-6453	Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533	Project Management for Non-Project Managers, Durban, (011) 704-0720/4		
	Quality Customer Service, Johannesburg, (011) 704-0720/4	Dealing with Incapacity, Cape Town, (021) 685-7726	Frontline Skills Training, Durban, (011) 787-6781	
	Diversity Management, Cape Town, (011) 678-2443			
Situational Leadership, Benoni, (011) 442-4334		Selling with Confidence, Johannesburg, 086 111 6121	Workshop for New Business Owners, Cape Town, 086 111 VETTA (83882)	
	Project Management – Preparation for Success, Cape Town, (016) 986-3888			
Managing Customer Service, Benoni, (011) 442-4334		Competency-Based Recruitment and Selection, Johannesburg, (011) 726-3040		
Basic Principles of Accounting, Cape Town, (016) 986-3888				
	Innovative Retention Strategies for Generation X and Y, Johannesburg, (021) 979-5172		Job Design and Evaluation, Johannesburg, (011) 726-3040	
			Business Ally (HR Competencies), Johannesburg, (011) 880-8540	

OCTOBER 2009 – WEEK 2 (continued)

<i>Monday (12/10)</i>	<i>Tuesday (13/10)</i>	<i>Wednesday (14/10)</i>	<i>Thursday (15/10)</i>	<i>Friday (16/10)</i>
	Customer Service Workshop, Cape Town, (021) 906-0320	Corporate Budgeting for Managers, Johannesburg, 0861 ASTROT (278 768)		
	Change Management, Bellville, (021) 957-6823	A Practical Approach to Rolling Forecasts, Johannesburg, (011) 454-5505	Leadership Workshop, Cape Town, (021) 906-0320	Designmer Excel, Johannesburg, (011) 887-8885
Problem Solving & Decision Making, Cape Town, (011) 865-0523		Telephonist/Receptionist Workshop, Cape Town, (021) 906-0320	Problem Solving & Decision Making, Johannesburg, (011) 865-0523	
	Presentation Skills, Cape Town, 086 111 VETTA (83882)		Frontline Skills Training, Johannesburg, (011) 787-6781	Workshop for New Business Owners, Johannesburg, 086 111 VETTA (83882)
	Benchmarking, Cape Town, 086 111 VETTA (83882)	Developing and Managing High Performance Teams, Bryanston, (011) 880-8540	Personal Assistant and Basic Project Management, Cape Town, 086 111 VETTA (83882)	Workshop for New Business Owners, Durban, 086 111 VETTA (83882)
			Stock Control, Durban, 086 111 VETTA (83882)	
	Writing & Implementing HR Policies and Procedures, Johannesburg, (011) 880-8540			Free Small Business Seminar, Bloemfontein, 0860 763 000
	Presentation Skills, Johannesburg, 086 111 VETTA (83882)	Supervisory Skills Programme, Equip Your Sales Team for Success, Johannesburg, (011) 787-6781	Johannesburg, (011) 865-0523	Key Administrative & Business Skills for Secretaries and PA's, Pretoria, (011) 454-5505
			Personal Assistant and Basic Project Management, Durban, 086 111 VETTA (83882)	
		Manager as Coach and Mentor, Johannesburg, (011) 880-8540		
	Benchmarking, Johannesburg, 086 111 VETTA (83882)	Negotiating Skills and Problem Solving, Cape Town, 086 111 VETTA (83882)	Certificate Course in Office Management, Pretoria, 0861 123 779 (0861 1 BERRY)	
	Training and Presentation Skills, Durban, 086 111 VETTA (83882)	Assertiveness and Time Management, Durban, 086 111 VETTA (83882)	Report Writing, Johannesburg, (011) 887-8885	
	Quality Management, Durban, 086 111 VETTA (83882)	Stress and Anger Management, Durban, 086 111 VETTA (83882)	Free Small Business Seminar, Pretoria, 0860 763 000	
	Free Small Business Seminar, Randburg, 0860 763 000			
		The Orientation to Management Programme, Durban, (011) 454-5505		
	Debt Collection - The Legal Aspects, Johannesburg, (011) 454-5505	Unravelling Pivot Tables, Johannesburg, (011) 887-8885	A Secretary's Guide to Meetings and Minute Taking, Durban, (011) 454-5505	
		Free Small Business Seminar, Kempton Park, 0860 763 000		
	Using Excel for Financial Managers, Cape Town, (011) 454-5505			
	Finance for Non-Financial Managers, Durban, (011) 454-5505	The Accounts Assistant, Cape Town, (011) 454-5505		
		Professional Purchasing & Procurement Skills and Practices, Johannesburg, (011) 454-5505		
	Project Management Fundamentals, Port Elizabeth, (011) 461-6453	A Practical Approach to Rolling Forecasts, Johannesburg, (011) 454-5505	Key Skills for Effective Managers, Cape Town,, (011) 454-5505	

OCTOBER 2009 – WEEK 3

<i>Monday (19/10)</i>	<i>Tuesday (20/10)</i>	<i>Wednesday (21/10)</i>	<i>Thursday (22/10)</i>	<i>Friday (23/10)</i>
Office Management, Johannesburg, (011) 678-2443		Conflict Management, Johannesburg, (011) 485-2150	Quality & Customer Service, Durban, (011) 678-2443	
Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4			The Secret to Success, Pretoria, (011) 704-0720/4	
Performance Management, Cape Town, (011) 678-2443		Strategic Management, Johannesburg, 0861 ASTROT (278 768)		
Complete Guide to Meetings and Minute Taking, Cape Town, (011) 431-1533			EE Transformation Master Class Module 3, Johannesburg, (011) 726-3040	EE Transformation Master Class Module 4, Johannesburg, (011) 726-3040
Supervisory Management, Johannesburg, (011) 678-2443				
HIV/AIDS Peer Educator, Durban, (011) 678-2443				
Finance for Non-Financial Managers, Cape Town, (021) 462-7902				
Developmental Planning, Monitoring, Evaluation and Reporting: Enabling clarity, direction and support, Cape Town, (021) 462-3902				
EE Transformation Master Class Module 1, Johannesburg, (011) 726-3040	Sell – Don't Tell, Johannesburg, (011) 485-2150	Business Image & Corporate Etiquette, Pretoria, (011) 704-0720/4	Business Turnaround, Pretoria, 073 291 0450	
Equip Your Sales Team for Success, Durban, (011) 787-6781	Change Management for System Implementations: A Project Management Perspective, Johannesburg, (011) 447-7077	The Professional Receptionist, Cape Town, (011) 431-1533	BEE for Human Resource Professionals, Durban, (011) 442-2433	Free Small Business Seminar, Soweto, 0860 763 000
Free Small Business Seminar, Cape Town, 0860 763 000		Managing Time for Results, Johannesburg, (011) 704-0720/4	Management & Leadership Development, Cape Town, (011) 678-2443	
	Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533	Conflict Management & Negotiation Skills, Durban, (011) 678-2443		Getting Everything Done – Time Management Made Easy, Johannesburg, (011) 454-5505
	Working with Emotional Intelligence, Cape Town, (021) 685-7726	Positive Selling, Cape Town, 086 111 VETTA (83882)		
	Finance for Non-Financial Managers, Cape Town, (016) 986-3888	Positive Selling, Johannesburg, 086 111 VETTA (83882)		
Situational Selling, Durban, (011) 442-4334		Strategic Management, Johannesburg, (011) 582-3200		
		Strategic Planning, Benoni, (011) 442-4334		
	EE Transformation Master Class Module 2, Johannesburg, (011) 726-3040			
Company Tax for Small to Medium Size Businesses, Cape Town, (016) 986-3888		How to Win at the CCMA, Johannesburg, (011) 726-3040	Personal Assistant & Basic Project Management, Johannesburg, 086 111 VETTA (83882)	
	Management Development, Johannesburg, (011) 887-8885			
	Business Turnaround, Midrand, 073 291 0450	Storytelling for Leaders Workshop, Johannesburg, (011) 880-8540		
Trouble-free Travel Planning for PA's, Johannesburg, (011) 582-3300		Preferential Procurement, Durban, (011) 442-2433	Positive Selling, Durban, 086 111 VETTA (83882)	
	Practical PowerPoint for the Office Professional, Irene, (011) 454-5505	Confident Communication – Presentation Skills Workshop, Port Elizabeth, 0861 11 61 21		
	19 th Annual Company Secretary Symposium, Johannesburg, (011) 476-8264/0			
The Balanced Scorecard, Johannesburg, (011) 726-3040		Be an Emotional Intelligent Leader, Johannesburg, (011) 865-0523		
	B-BBEE Champions Course, Durban, (011) 442-2433			

OCTOBER 2009 – WEEK 4

<i>Monday (26/10)</i>	<i>Tuesday (27/10)</i>	<i>Wednesday (28/10)</i>	<i>Thursday (29/10)</i>	<i>Friday (30/10)</i>
Chairing & Managing Business Meetings, Pretoria, (011) 704-0720/4	EQ – Street Smarts, Johannesburg, (011) 485-2150	Stress Management, Johannesburg, (011) 678-2443	Stress Management, Cape Town, (011) 678-2443	Minute Taking for Meetings, Durban, (011) 704-0720/4
Great Organisational Skills: Organise Yourself to Success, Johannesburg, 0861 BIZTECH	Presenting with Confidence, Johannesburg, (011) 431-1533	An Introductory Course on Development TOR's for an Evaluation, Johannesburg, (012) 997-6059	Quality & Customer Service, Johannesburg, (011) 678-2443	Supervisory Skills, Cape Town, (011) 704-0720/4
Practical Skills for Office Managers/Team Leaders, Johannesburg, 0861 BIZTECH			Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	An Introductory Course on Evaluating an Evaluation – Meta Evaluation, Johannesburg, (012) 997-6059
Mentoring & Coaching, Johannesburg, (011) 678-2443			Project Management, Johannesburg, (011) 678-2443	
Management & Leadership Development, Durban, (011) 678-2443			HIV/AIDS Workplace Management, Durban, (011) 678-2443	
Project Management, Cape Town, (021) 462-7902				
A Secretary's Guide to Meetings and Minute Taking, Irene, (011) 454-5505	Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4		Finance for Non-Financial Managers, Cape Town, (016) 986-0267	Succeeding as a First Time Supervisor, Durban, (011) 485-2150
Business Turnaround, Cape Town, 073 291 0450	Supervisory Skills, Johannesburg, (011) 704-0720/4	Communicate for Success, Johannesburg, (011) 485-2150	Marketing Legislation Seminar, Johannesburg, (011) 880-8540	
Meeting Point Angola, Johannesburg, (011) 771-7235			The Supervisor, East London, 086 111 VETTA (83882)	
Free Small Business Seminar, Durban, 0860 763 000	Employee Absenteeism & Grievance Procedures, Cape Town, 086 111 VETTA (83882)		The PA MBA, Johannesburg, 0861 BIZTECH	
A Secretary's Guide to Meetings and Minute Taking, Pretoria, (011) 454-5505	Employee Absenteeism & Grievance Procedures, Johannesburg, 086 111 VETTA	Mastering Broad-Based Black Economic Empowerment, Johannesburg, 0861 ASTROT (278 768)	Managing Your Time, Benoni, (011) 442-4334	De Bono's Lateral Thinking Workshop, Johannesburg, (011) 865-0523
			HWSETA Conference & AGM, Strand, (011) 607-6900	
			Monitoring and Evaluation, Johannesburg, (011) 678-2443	
	Innovative Coaching and Mentoring Practices for Managers, Johannesburg, (021) 979-5172		Finance and Budgeting – Using Excel, Johannesburg, (011a) 726-3040	
	Dynamic Writing Skills, Johannesburg, (011) 442-2433		Free Small Business Seminar, Mthatha, 0860 763 000	
	Risk Management, Johannesburg, (011) 865-0523			
	Reception and E-mail Correspondence, East London, 086 111 VETTA (83882)	Stock Control, East London, 086 111 VETTA (83882)	Managing with Intent, Cape Town, (011) 454-5505	
		Confident Communication – Presentation Skills Workshop, Midrand, 0861 11 61 21		
	Free Small Business Seminar, Umlazi, 0860 763 000	Dealing with Difficult People, Durban, (011) 454-5505	Getting Everything Done – Time Management Made Easy, Durban, (011) 454-5505	
Compiling, Issuing and Evaluating Tenders, Johannesburg, (011) 454-5505				
Using Excel for Public Sector Financial Management, Johannesburg, (011) 454-5505				
	The Effective Executive Secretary/PA, Johannesburg, (011) 454-5505			
	Quick, easy to learn, Speed Writing for Secretaries using the EasyScript method, Cape Town, (011) 454-5505			

OCTOBER 2009 – WEEK 4 (continued)

<i>Monday (26/10)</i>	<i>Tuesday (27/10)</i>	<i>Wednesday (28/10)</i>	<i>Thursday (29/10)</i>	<i>Friday (30/10)</i>
		Advanced Collection Skills and Receivables Management, Johannesburg, (011) 454-5505		
		Job/Role Evaluation, Johannesburg, (011) 880-8540		
	Essential Financial Management for Office Professional NQF5, Durban, 074 442 9948			

NOVEMBER 2009 – WEEK 1

<i>Monday (02/11)</i>	<i>Tuesday (03/11)</i>	<i>Wednesday (04/11)</i>	<i>Thursday (05/11)</i>	<i>Friday (06/11)</i>
Introduction to ISO 9001, Johannesburg, (021) 872-7322	The Art of Facilitating Groups, Cape Town, (021) 685-7726	Implementing and Maintaining ISO 9001, Cape Town, (021) 872-7322	Interviewing and Selecting for Results, Johannesburg, (011) 485-2150	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150
	Negotiating for Results, Pretoria, (011) 704-0720/4			
TV & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Integrating Strategy, Budgeting & Reporting 2, Cape Town, (021) 462-7902		Telephone Excellence, Johannesburg, (011) 704-0720/4	Recruitment & Selection, Johannesburg, (011) 678-2443
	More Hours in Your Day, Cape Town, (011) 485-2150	Telephone Etiquette, Durban, (011) 678-2443	Time Management, Johannesburg, (011) 678-2443	
Time Management, Johannesburg, (011) 678-2443		Introduction to ISO 9001, Cape Town, 082 454 5817	EQ in Leadership, Johannesburg, (011) 704-0720/4	
Business Writing for Office Professionals, Cape Town, (011) 431-1533		Business Writing for Office Professionals, Johannesburg, (011) 431-1533		Sell – Don't Tell!, Cape Town, (011) 485-2150
Perfect Presentation Skills, Durban, (011) 704-0720/4		Difficult Discussions: The Right Way, the Right Time, the Right Result, Johannesburg, 0861 ASTROT (278 768)		
Communication & Presentation Skills, Durban, (011) 678-2443		Business Communication & Report Writing, Johannesburg, 0861 ASTROT (278 768)		
Situational Leadership, Benoni, (011) 442-4334		Finance for Non-Financial Managers, Johannesburg, (011) 678-2443		
Risk Management, Cape Town, (011) 865-0523			Implementing and Maintaining ISO 9001, Johannesburg, 082 454 5817	
Conflict Management, Cape Town, (011) 485-2150			Supervisory Management, Johannesburg, (011) 678-2443	
Our World, Our Responsibility: Re-energising Civil Society, Cape Town, (021) 465-6981				
	Getting Everything Done – Time Management Made Easy, Cape Town, (011) 454-5505	The Psychology of Customer Service, Cape Town, (011) 485-2150	Manager's Mistakes, Cape Town, (011) 485-2150	
			Telephone Excellence, Johannesburg, (011) 704-0720/4	
	Key Administrative & Business Skills for Secretaries and PA's, Johannesburg, (011) 454-5505	The Office Professional's Essential Toolkit, Cape Town, (011) 454-5505		
			Monitoring and Evaluation, Cape Town, (011) 678-2443	
	Conducting Meaningful EE Audits and Development of Effective EE Plans, Johannesburg, (011) 726-3040		Writing Financial Reports, Johannesburg, (011) 454-5505	
	Winning by Delivering 'World Class' Customer Service, Johannesburg, (011) 454-5505	Professional Office Management for the forward-thinking Secretary, PA or Administrative Professional, Johannesburg, (011) 454-5505		
		Talent Management Seminar, Johannesburg, (011) 880-8540	Diversity Seminar, Stellenbosch, (021) 762-5742	

NOVEMBER 2009 – WEEK 1 (continued)

<i>Monday (02/11)</i>	<i>Tuesday (03/11)</i>	<i>Wednesday (04/11)</i>	<i>Thursday (05/11)</i>	<i>Friday (06/11)</i>
Fundraising Training for Non-Profit Organisations, Cape Town, 076 112 5384				
	The Legal Aspects of Management – A Practical Guide to South African Commercial and Labour Law Issues, Johannesburg, (011) 454-5505	Managing Projects with MS Projects, Johannesburg, (011) 454-5505		
		Writing Financial Reports, Johannesburg, (011) 454-5505		
		Event Management – The Office Professional’s Essential Toolkit, Cape Town, (011) 454-5505		
		Implementing Practical Confidence and Assertiveness Skills, Durban, (011) 454-5505		
		Key Skills for Effective Managers, Pretoria, (011) 454-5505		

NOVEMBER 2009 – WEEK 2

<i>Monday (09/11)</i>	<i>Tuesday (10/11)</i>	<i>Wednesday (11/11)</i>	<i>Thursday (12/11)</i>	<i>Friday (13/11)</i>
Assertiveness Skills, Johannesburg, (011) 678-2443	Skills, Techniques & Strategies for Successful Debt Collection, Johannesburg, (011) 454-5505	An Introductory Course on Development TOR’s for an Evaluation, Durban, (012) 997-6059	Stress Management, Johannesburg, (011) 485-2150	Effective Use of the Telephone, Johannesburg, (011) 485-2150
Telephone Etiquette, Johannesburg, (011) 678-2443			An Introductory Course on Evaluating and Evaluation – Meta-Evaluation, Durban, (012) 997-6059	
Communication & Presentation Skills, Cape Town, (011) 678-2443		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	
Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTECH		Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443		
The Secret to Success, Cape Town, (011) 704-0720/4		People Management for New Managers, Johannesburg, 0861 ASTROT (278 768)		
Managing Customer Service, Cape Town, (011) 442-4334		Emotional Intelligence: The Key to Personal Excellence and Effective Leadership, Johannesburg, 0861 ASTROT (278 768)		
Internal Quality Auditing, Johannesburg, 082 454 5817			HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443	
Project Management, Johannesburg, (011) 678-2443			Using Excel for Financial Managers, Johannesburg, (011) 454-5505	
Internal Quality Auditing, Cape Town, (021) 872-7322				Service Advantage Seminar, Cape Town, (021) 762-2844
Personal Effectiveness – Emotional Intelligence, Cape Town, (021) 462-7902				
Advanced Facilitation: Facilitating emergence, Cape Town, (021) 462-3902				
	The Professional Office Administrator, Johannesburg, (011) 431-1533	Assertiveness and Confidence at Work, Cape Town, (011) 431-1533		
		Using Excel for Financial Managers, Johannesburg, (011) 454-5505		
Scenarios as a Tool for Addressing Complex Social Challenges, Johannesburg, ndlanzi@reospartners.com		Crystal Report Development, Johannesburg, 0861 ASTROT (278 768)		
		Supervisory Management, Cape Town, (011) 678-2443		
Management 1, Johannesburg, (011) 442-4334				
Project Management, Midrand, (011) 468-1320				
Succeeding as a first time Supervisor, Cape Town, (011) 485-2150		Key Administrative & Business Skills for Secretaries and PA’s, Cape Town, (011) 454-5505		

NOVEMBER 2009 – WEEK 2 (continued)

<i>Monday (09/11)</i>	<i>Tuesday (10/11)</i>	<i>Wednesday (11/11)</i>	<i>Thursday (12/11)</i>	<i>Friday (13/11)</i>
		Mastering Excel for the Office Professional, Johannesburg, (011) 454-5505		
Start and Improve Your Business (SIYB) Training of Trainers seminar (8 – 20 November 2009), Johannesburg, (011) 781-1852/7263				
	Working with Finances, Accounts & Budgets for Non-Financial Managers, Durban, (011) 454-5505			
	Master the Art of Negotiation To Win & Close Deals, Johannesburg, (011) 454-5505			
		The Effective Executive Secretary/PA, Durban, (011) 454-5505		
		Mastering Excel for the Office Professional, Johannesburg, (011) 454-5505		
	Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Randburg, (021) 979-5172			

NOVEMBER 2009 – WEEK 3

<i>Monday (16/11)</i>	<i>Tuesday (17/11)</i>	<i>Wednesday (18/11)</i>	<i>Thursday (19/11)</i>	<i>Friday (20/11)</i>
Implementing and Maintaining PRPs, Cape Town, (021) 872-7322		Introduction to ISO 22000, Cape Town, (021) 872-7322	The Psychology of Customer Service, Johannesburg, (011) 485-2150	Manager's Mistake, Johannesburg, (011) 485-2150
Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH		Managing Time for Results, Durban, (011) 704-0720/4	HACCP Team Training, Cape Town, (021) 872-7322	
The National Credit Act, Johannesburg, 0861 BIZTECH			Being Assertive!, Cape Town, (021) 685-7726	Business Image & Corporate Etiquette, Cape Town, (011) 704-0720/4
Professional Report Writing Skills, Durban, (011) 704-0720/4			EQ in Leadership, Cape Town, (011) 704-0720/4	
Presentations that Work, Benoni, (011) 442-4334				
	Finance for Non-Financial Managers, Cape Town, (011) 678-2443			
	People Management & Leadership, Pretoria, (011) 704-0720/4		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
	HR Strategic Management Planning, Johannesburg, (011) 865-0523		HIV/AIDS Workplace Management, Cape Town, (011) 678-2443	
	Advanced Project Management, Johannesburg, (011) 678-2443			
	Assertiveness and Confidence at Work, Johannesburg, (011) 431-1533		The Balanced Scorecard, Johannesburg, (011) 726-3040	
	Management Change in Project Environments, Johannesburg, (011) 447-7077		Submitting Winning Tenders, Johannesburg, (011) 454-5505	
Successfully Managing Contracts and Supplier Relationships, Johannesburg, (011) 454-5505			Effective Business Writing Skills, Johannesburg, (011) 678-2443	
			The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (278 768)	
	A Secretary's Guide to Meetings and Minute Taking, Cape Town, (011) 454-5505		Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (278 768)	
			Risk Management, Johannesburg, 0861 ASTROT (278 768)	
			Monitoring and Evaluation, Durban, (011) 678-2443	
		Change Management, Bellville, (021) 957-6823	Implementing Practical Confidence and Assertiveness Skills, Johannesburg, (011) 454-5505	
Start and Improve Your Business (SIYB) Training of Trainers seminar (8 – 20 November 2009), Johannesburg, (011) 781-1852/7263				

NOVEMBER 2009 – WEEK 3 (continued)

<i>Monday (16/11)</i>	<i>Tuesday (17/11)</i>	<i>Wednesday (18/11)</i>	<i>Thursday (19/11)</i>	<i>Friday (20/11)</i>
	Telephone Etiquette and Frontline Reception Skills, Bloemfontein, (011) 454-5505	The Effective Executive Secretary/PA, Pretoria, (011) 454-5505		
		Professional Office Management for the forward thinking PA or Administrative Professional, Durban, (011) 454-5505		
		Using Excel for Financial Managers, Durban, (011) 454-5505		
		Advanced Collection Skills and Receivables Management, Cape Town, (011) 454-5505	The National Credit Act Workshop, Cape Town, (011) 454-5505	
		Winning by Delivering 'World Class' Customer Service, Johannesburg, (011) 454-5505		
	Practical Financial Modeling Techniques Using Excel, Johannesburg, (011) 726-3040			

NOVEMBER 2009 – WEEK 4

<i>Monday (23/11)</i>	<i>Tuesday (24/11)</i>	<i>Wednesday (25/11)</i>	<i>Thursday (26/11)</i>	<i>Friday (27/11)</i>
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		More Hours in Your Day, Johannesburg, (011) 485-2150	Time Management, Durban, (011) 678-2443	Customer Service, Johannesburg, (011) 678-2443
Implementing and Maintaining BRC, Cape Town, (021) 872-7322		Chairing & Managing Business Meetings, Cape Town, (011) 704-0720/4	Communication & Presentation Skills, Johannesburg, (011) 678-2443	
Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533			Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
	Effective Business Writing Skills, Durban, (011) 678-2443			
	Project Management, Durban, (011) 678-2443			
	Sell – Don't Tell, Johannesburg, (011) 485-2150	Auditing Food Safety Systems, Cape Town, (021) 872-7322		
		Mastering the Art of Training, Johannesburg, 0861 ASTROT (278 768)		
Using Excel for Financial Managers, Bloemfontein, (011) 454-5505		Corporate Governance – Complying with King, Johannesburg, 0861 ASTROT (278 768)		
	Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4		Key Skills for Effective Managers, Durban, (011) 454-5505	
	Quality Customer Service, Pretoria, (011) 704-0720/4			
Becoming the Best Team Secretary/Administrator, Johannesburg, 0861 BIZTECH		Build and Execute Your BEE Strategy with the Transcend BEE Masters Course, Johannesburg, (011) 442-2433		
Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH		Highly Professional Business Writing Skills for Secretaries and PA's, Johannesburg, (011) 454-5505		
	Strategic Planning, Benoni, (011) 442-4334			
Mastering Minutes and Meeting Protocol, Johannesburg, 0861 BIZTECH		Working with Finances, Accounts & Budgets for Non-Financial Managers, Johannesburg, (011) 454-5505		
Becoming the Best Customer Service Professional, Johannesburg, 0861 BIZTECH		Implementing Practical Confidence and Assertiveness Skills, Cape Town, (011) 454-5505		
	Quick, easy to learn Speed Writing for Secretaries and PA's using the EasyScript method, Durban, (011) 454-5505			

NOVEMBER 2009 – WEEK 4 (continued)

<i>Monday (23/11)</i>	<i>Tuesday (24/11)</i>	<i>Wednesday (25/11)</i>	<i>Thursday (26/11)</i>	<i>Friday (27/11)</i>
	Mastering Excel for the Office Professional, Cape Town, (011) 454-5505			
	Effective People Management Skills, Johannesburg, (011) 454-5505			
	Practical Credit Assessment and Credit Management, Johannesburg, (011) 454-5505			

DECEMBER 2009 – WEEK 1

<i>Monday (30/11)</i>	<i>Tuesday (01/12)</i>	<i>Wednesday (02/12)</i>	<i>Thursday (03/12)</i>	<i>Friday (04/12)</i>
Managing Time for Results, Pretoria, (011) 704-0720/4	English Communication Skills, Johannesburg, (011) 431-1533		Team Building, Johannesburg, (011) 678-2443	The National Credit Act, Johannesburg, (011) 454-5505
	Professional Report Writing Skills, Pretoria, (011) 704-0720/4			
English Communication Skills, Johannesburg, (011) 431-1533	Writing Effective Reports, Johannesburg, (011) 431-1533		Diversity Management Durban, (011) 678-2443	
Succeeding as a first time Supervisor, Durban, (011) 485-2150	Succeeding as a First Time Supervisor, Johannesburg, (011) 485-2150		Supervisory Skills, Pretoria, (011) 704-0720/4	
		Effective Business Writing Skills, Cape Town, (011) 678-2443		
	Diversity Management, Johannesburg, (011) 678-2443		Time Management for Office Professionals, Johannesburg, (011) 431-1533	
Business Writing: The Unwritten Rules, Johannesburg, 0861 BIZTECH	Customer Service, Durban, (011) 678-2443		The Secret to Success, Johannesburg, (011) 704-0720/4	
The Complete PA: Step Up and Stand Out, Johannesburg, 0861 BIZTECH	Business Image & Corporate Etiquette, Johannesburg, (011) 704-0720/4		Key Skills for Effective Managers, Cape Town, (011) 454-5505	
The Total Team Leader, Johannesburg, 0861 BIZTECH	Business Professionalism and Competency, Johannesburg, (011) 485-2150			
		Assessor Training, Cape Town, (021) 957-6823		
		The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)		
		Project Management, Cape Town, (011) 678-2443		
		Supervisory Management, Johannesburg, (011) 678-2443		
		Project Management, Johannesburg, (011) 678-2443		
		Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (278 768)		
		The 3-day MBA, Johannesburg, 0861 ASTROT (278 768)		
Afrinead Symposium 2009, Cape Town, (028) 316-2525				

DECEMBER 2009 – WEEK 2

<i>Monday (07/12)</i>	<i>Tuesday (08/12)</i>	<i>Wednesday (09/12)</i>	<i>Thursday (10/12)</i>	<i>Friday (11/12)</i>
Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533		The Professional Receptionist, Johannesburg, (011) 431-1533	Stress Management, Johannesburg, (011) 678-2443	Implementing the Law of Attraction, Johannesburg, (011) 678-2443
Diversity Management, Cape Town, (011) 678-2443				
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
		Effective Business Writing Skills, Johannesburg, (011) 678-2443		
Strategic Planning & Change Management, Johannesburg, (011) 678-2443			Managing Time for Results, Cape Town, (011) 704-0720/4	Key Administrative & Business Skills for Secretaries and PA's, Cape Town, (011) 454-5505
People Management & Leadership, Cape Town, (011) 704-0720/4				
Supervisory Management, Durban, (011) 678-2443			Stress Management, Durban, (011) 678-2443	
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443			Negotiating for Result, Johannesburg, (011) 704-0720/4	
Mastering Confidence, Influence and Assertiveness, Johannesburg, 0861 BIZTECH			Project Management, Midrand, (011) 468-1320	
Graphs, Statistics and Numerical Reporting, Johannesburg, 0861 BIZTECH			Bridging the Gape: From Technical Person to Manager, Johannesburg, 0861 ASTROT (278 768)	
			Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)	
Practical Project Management for PA's and Administrators, Johannesburg, 0861 BIZTECH		Change Management, Bellville, (021) 957-6823	Dealing with Difficult People, Johannesburg, (011) 454-5505	
King III, Cape Town, (011) 771-7000	Professional Office Management for the forward thinking Secretary, PA or Administrative Professional, Cape Town, (011) 454-5505			
		Mastering Excel for the Office Professional, Pretoria, (011) 454-5505		
			Telephone Etiquette and Frontline Reception Skills, Johannesburg, (011) 454-5505	

DECEMBER 2009 – WEEK 3

<i>Monday (14/12)</i>	<i>Tuesday (15/12)</i>	<i>Wednesday (16/12)</i>	<i>Thursday (17/12)</i>	<i>Friday (18/12)</i>
			Telephone Etiquette and Frontline Reception Skills, Durban, (011) 454-5505	