



Education, Training and Development Practices Sector Education and Training Authority

**ETDP SETA**

**POLITICAL PARTIES**

**SECTOR SKILLS PLAN**

**2013/14 UPDATE**

**FINAL SUBMISSION: 17/10/2012**

## Acknowledgements

The Electoral Institute for Sustainable Democracy in Africa (EISA) was commissioned by the ETDP SETA to conduct the Political Parties Sector Skills Plan external research. The ETDP SETA wishes to extend sincere gratitude to Ebrahim Fakir and Waseem Holland who compiled this report.

The full version of this report will be available on the ETDP SETA Website: [www.etdpseta.org.za](http://www.etdpseta.org.za)

## Table of Contents

<b>List of Acronyms</b> .....	<b>5</b>
<b>Chapter 1.: Overview of Political Parties as Employers</b> .....	<b>6</b>
1.1 Introduction.....	6
1.2 Research design.....	8
1.3 Limitations.....	9
<b>Chapter 2: Sector Profile for Political Parties as Employers</b> .....	<b>11</b>
2.1 Institutional Profile .....	11
2.2 Policy Framework.....	12
<b>3.ETD Skills Supply and Demand</b> .....	<b>14</b>
3.1 Drivers of Change for Political Parties .....	14
3.2 Overview of Current Challenges for Political Parties .....	15
3.3 Employment Profile .....	16
3.3.1 Employee Demographic Profile .....	16
3.3.2 Employment Patterns and Trends (National/provincial) .....	19
3.4 Skills Supply .....	20
3.4.1 Occupational routes into the specific sector labour market .....	20
3.4.2 Availability of Training Providers and gap areas .....	20
3.4.3 Skills Supply Analysis .....	21
3.5 Skills Demand .....	21
3.5.1 Factors Impacting on Demand.....	21
3.5.2 Scarce and Critical Skills Priorities.....	21
3.5.3 Demand and Supply Analysis .....	24
<b>Chapter 4: Sector Strategy</b> .....	<b>25</b>

<b>4.1</b>	<b>Priority Areas and Alignment with National Strategies/Imperatives .....</b>	<b>25</b>
<b>4.2</b>	<b>New/Emerging sector challenges regarding Skills Development.....</b>	<b>25</b>
<b>4.3</b>	<b>Proposed ETDP SETA Intervention (Short, Medium and Long-Term recommendations.....</b>	<b>25</b>
 <b>Chapter 5: Way Forward Regarding SSP Research .....</b>		<b>28</b>
<b>5.1</b>	<b>Challenges regarding Research Process .....</b>	<b>28</b>
<b>5.2</b>	<b>Gaps regarding Research Update Process .....</b>	<b>28</b>
<b>5.3</b>	<b>Recommendations in terms of Gaps (Short, Medium and Long-Term) .....</b>	<b>28</b>

**List of Figures and Tables**

**Chapter 2**

**Figure 2.1: Political parties and their Representation in the National Assembly – 2009 Elections.....11**

**Chapter 3**

**Figure 3.1: ANC Caucus employee breakdown by race and gender in percentage .....17**

**Figure 3.2: DA employee breakdown by race and gender in percentage.....18**

**Table 3.1: List of Scarce Skills for Political Parties .....22**

**Table 3.2: List of Critical Skills for Political Parties .....24**

**Chapter 4**

**Table 4.1. Proposed skills development interventions.....26**

## Political Parties SSP Update 2013-2014

### List of Acronyms

IEC	-	Electoral Commission of South Africa
NEC	-	National Executive Committee
NGO	-	Non Governmental Organisation
ANC	-	African National Congress
COPE	-	Congress of the People
IFP	-	Inkatha Freedom Party
ID	-	Independent Democrats
FF +	-	Freedom Front Plus
UDMU	-	United Democratic Movement
ACDP	-	African Christian Democratic Party
UCDP	-	United Christian Democratic Party
APC	-	African People's Convention
AZAPO	-	Azania People's Organisation
MF	-	Minority Front
PAC	-	Pan- Africanist Congress of Azania
DA	-	Democratic Alliance
PEC	-	Provincial Executive Committee

## **Chapter 1: Overview of Political Parties as Employers**

### **1.1 Introduction**

A Political Party is essentially a private organisation of a group of people banded together with shared interests and similar political aims, that seek to influence public policy through exercising influence in society at large through the media and other social structures, as well as exercising power in government or in opposition to government through getting elected into public office. Its main aim is the seizure of power in the public sphere, and where it is unable to control the levers of public power, political parties lobby and act as opposition, it is, in general the pursuit of power and control that distinguishes political parties from an NGO or other advocacy groups. However, political parties also perform a number of other important functions. The functions of a political party are divided into two broad categories. A political party has the function of translating the ideological underpinnings of its philosophy into clear policy that drives the party's activities. This is the function that relates directly to the party actively expressing the philosophy that its members all subscribe to. This is the party's function as it pertains to its own membership and supporters. The Political party also has a public role to play. The party must articulate and ultimately represent the will of its members and supporters (that is, its public) in general - especially if the party is elected to public-office. If elected into public office in Majority, and therefore as a Party in Government, then its obligations ought to be wider in relation to the broader general public, since a Party in Government is supposed to govern in the interests of all of society rather than particular sections or interest groups within it.

Since parties are essentially private organisations of a group of people with roughly similar political aims that seeks to influence public policy by getting its candidates elected to public office or maintaining oversight over them, they simultaneously play a public role by performing key societal tasks such as aggregating and articulating interests, recruiting leaders, presenting election candidates and developing competing policy proposals that provide a voice and a choice of different proposals for the processes and procedures through which society is governed, to a country's citizens. It aggregates and articulates needs and problems as identified by members and supporters, socializes voters, and educates voters and citizens in the functioning of the political and electoral system and the generation of general political values. At the same time, it must run an organisation – with significant professional, management and administration functions that need to be fulfilled. Parties will be assessed on all these criteria with regard to the skills they require and currently have, or may in future demand, in order to function both as effective institutions as well as efficient organisations.

For the party to fulfil either its institutional or organisational roles, it must be able to function with the correct management and administration processes and structures in place, particularly with regard to the recruitment and retention of staff with technical skills and abilities matched with an understanding of what a party might wish to achieve and an allegiance to the party's vision.

South Africa's Constitution creates the space for a multi party democracy with a plethora of different views and ideologies with any kind of organisational structure and form. This diversity however, means

that in terms of compliance to public rules and order – all are subjected to the same set of public laws and regulations, and with respect to parties as employers - this regulation is manifested in South Africa's current Labour relations and labour regulatory regime. Therefore, while the Constitution offers Parties a platform to subscribe to a wide-spectrum of different political ideologies, they remain equally bound by the same statutory considerations and requirements.

All organisations, irrespective of their goal and purpose or the strategies used to achieve those goals and purposes - need to fulfill certain basic roles and functions in order to remain a coherent and cohesive, well managed and efficiently administered organization - irrespective of the nature of their business or the reason for their existence. These basic roles would include professional, technical, managerial, clerical and administrative roles and functions. The extent to which each of these roles are defined through job descriptions and occupational grades differ for political parties. Generally, organizations in the private or the public sector, follow a structure and create occupational roles depending on their goal and purpose, and the objectives they might wish to pursue as well as the strategies by which they will pursue them. They would have a general formation structured into grouping employees into professional, technical, managerial, clerical and administrative roles. The political party as an organizational entity is peculiar in varied and different ways. In political parties, generic roles do not apply as it may in other social and economic sectors, since given the rationale for existence and the core functions of a party, some staff in Parties are paid by a party whilst performing a purely political function; while others are employed on the basis purely of the skills they offer or the functions they may need to fulfill, as in an ordinary employer - employee relationship. This research is therefore, tailored for the specificity of roles that parties play and the peculiar organizational form that they assume. In order to attempt to deal with this peculiarity, we have developed new categories specifically for parties. These are outlined in section 1.3 Limitations. The categories we developed will assist in gaining a more accurate picture of the nature of this peculiar sector in the future so that there may be a stronger sector profile development in the future with specific categories created which are relevant for political parties.

Currently there are thirteen different parties that are represented in South Africa's National Assembly. These parties are vastly different in political ideology, amount of representation, size and organisational structure. The current climate in the sphere that political parties operate is currently characterised by firstly the anticipation of the ANC elective conference in Mangaung. Due to the ANC's overarching influence on South African politics in general, what happens within the ANC and the tripartite alliance is of concern for all parties and indeed the whole of the society. Secondly, there is also a national election taking place in the year 2014 and therefore parties begin executing election campaign strategies as well as allocate funds in the execution of campaigns. The election period is one of the most important periods to a political party. During this period large recruitment (primarily of existing party members) takes place along with large scale training of poll watchers or Party agents through the Electoral Commission of South Africa (IEC) and NGO's (like the Electoral Institute for Sustainable Democracy in Africa), focused on the minutiae of electoral administration and management and on the electoral process as a whole. This is to ensure the integrity of the electoral process and ensure a legitimate and credible outcome. The upshot is that the specific purposive training that takes place on poll watching for party agents is episodic and large scale, but is usually insufficient.

The 13 Parties represented in Parliament are assessed as employers with a view to contribute to the EDTP SETA's update of the Sector Skills Plan for 2013/2014 – with a specific focus on Political Parties as Employers. This will be done in order to aid the SETA to develop mechanisms for skills planning to gauge the level of supply and shortages, as well as anticipated demand of skills among political parties as

employers. This information and research, will also allow Political Parties to develop appropriate skills requirements forecasts and make plans for skills training and staff development for the future.

## **1.2 Research Design**

In order to fulfil this mandate we used the following approach:

### Data Collection

1. Conduct a desk top document review survey to ascertain what information is available regarding political parties as employers.
2. Conduct first line telephonic interview with party head quarters in order to get first line information.  
- Develop a telephonic questionnaire guide and arrange interviews. (Appendix One)
3. Conduct in depth surveys with party Head Quarters or designated office, with a Party Manager, Human Resource Officials or other designated Party officials on recruitment procedures and practices, current requirements of the party, identified skills shortages – Design In depth survey (Appendix Two)
4. Conduct in depth interviews with party Head Quarters or designated officer, on recruitment procedures and practices, current requirements of the party, identified skills shortages and other challenges with regard to employment. Develop a Discussion Guide (Appendix Three)
5. Conduct interviews with Development aid donors and international political party foundations who may be active in providing resource and other support to political parties to gauge whether any of this support is dedicated towards party organisational costs as well as staff recruitment and training (Appendix Four)

### Data Collation and Analysis

Data was collated on the following basis:

1. Number of Staff in each of the ten identified categories, per Party and in what capacity / grade/ job title and brief job description. In addition this matrix will include Qualifications of staff, brief Job Specifications and brief Job Requirements. The matrix will also include demographic information such as to race, gender, age, disability and other data.
2. Number of staff in each of the categories who have been sent on a training or skills development programme separated by demographic profiles - separated in to SAQA accredited or not.
3. The current and future demand for skills separated into the ten identified categories, as well as current vacancy rates in the party and in which areas vacancies exist?

## Report drafting and finalisation

1. First draft of report produced from data collation and analysed.
2. Contextual background and Sector Specific Report (including sector analysis, supply and demand factors as well as sector strategy integrated into report)
3. Report Finalised and Edited
4. Consultation and Feedback with ETDP SETA on Report
5. Integration of post consultation review comments and feedback and finalisation of report

### 1.3 Limitations

At present there is scant information about the precise organisational and internal functioning and working routines of political parties. Though there is some research and scholarship of the public role and function as well as institutional establishment of Political Parties, there is scant information regarding the internal policy and decision making processes within parties and almost non-existent information regarding internal organisational matters such as administration, staff recruitment, staff deployment, work allocation, staff training and professional development and training. Though research and scholarship focuses on the deployment, training and skilling of party cadres within policy making and communications roles either within the Party or in public office, almost nothing is known about practices within parties regarding other staff and employees that fulfil critical management and administrative functions. It may be worth noting at this stage that, distinctions drawn between deployed party cadres and the functions they fulfil, distinct from the roles and functions of other professional, management and administrative staff may vary, since the distinctions between them in some parties, may not be as strictly delineated as may be suggested here. For purposes of this specific fact finding and research exercise for the ETDP SETA- ten critical distinctions may need to be made:

1. A political/ decision making/policy role within the Party
2. A political /decision making/ policy role in support of the Party in Public Office
3. A professional (but non-political role) role within the party
4. A professional (but non –political role) supporting the party in public office
5. A management role within the Party
6. A management role supporting the Party in Public Office
7. An administrative role within the Party
8. An administrative role supporting the Party in Public Office
9. A professional political role in Constituency offices
10. A professional, management or administrative role in a Constituency offices.

Even these distinctions may not apply in the case of all Parties, since parties adopt various different internal practices. In some cases elected office bearers are full time positions in the party, attracting a salary and full range of benefits, in effect making the party a full time employer. Each party will have to

be assessed on a case by case basis- with the above ten point categorisation serving as a generic guide to categories which should fit each party – applicable or not, on a case by case basis.

Often, workers at Constituency offices double up in dual roles, and in many instances in multiple roles varying simultaneously in the functions of:

- Office management and administration as well as clerical duties
- Financial management
- Secretarial duties
- Outreach, organising and campaigning
- Communications with the community and stakeholders
- Communications with the Party Headquarters of a Member of Parliament's Parliamentary office
- Facilitation and problem solving of cases brought to a Member of Parliament's constituency office

All of these may be organised into four conceptual categories:

- i. Political and ideological outreach and communications,
- ii. Management, Finance and Administration and
- iii. Political Problem solving and Trouble Shooting
- iv. Political Management and Policy Development

Fifteen Research Questionnaires were sent out to Political Parties. Of those we received responses from the three parties. One of the parties, the UDM refused to co-operate until they were able to be convinced that the ETDP SETA was able to prove of use and relevance to the Political Parties sector, specifically (see Appendix four). The two main parties in South African politics, the ANC and the DA responded to the questionnaire and discussion guide. The ANC divides its employment practice into two distinct parts – one based at Parliament (which recruits through a Caucus fund which funds research and other support services to elected Members; and secondly through a Constituency Fund which funds the Constituency/Outreach and associated support workers at ANC constituency offices ). The ANC caucus at Parliament responded to the questionnaire and the discussion guide (see Appendix three). The second employment practice hub of the ANC, the party's headquarters at Luthuli House did not return the questionnaire, nor responded to the invitation for a discussion meeting. The DA responded to the questionnaire and provided responses to the discussion questions – albeit inconsistently and incompletely.

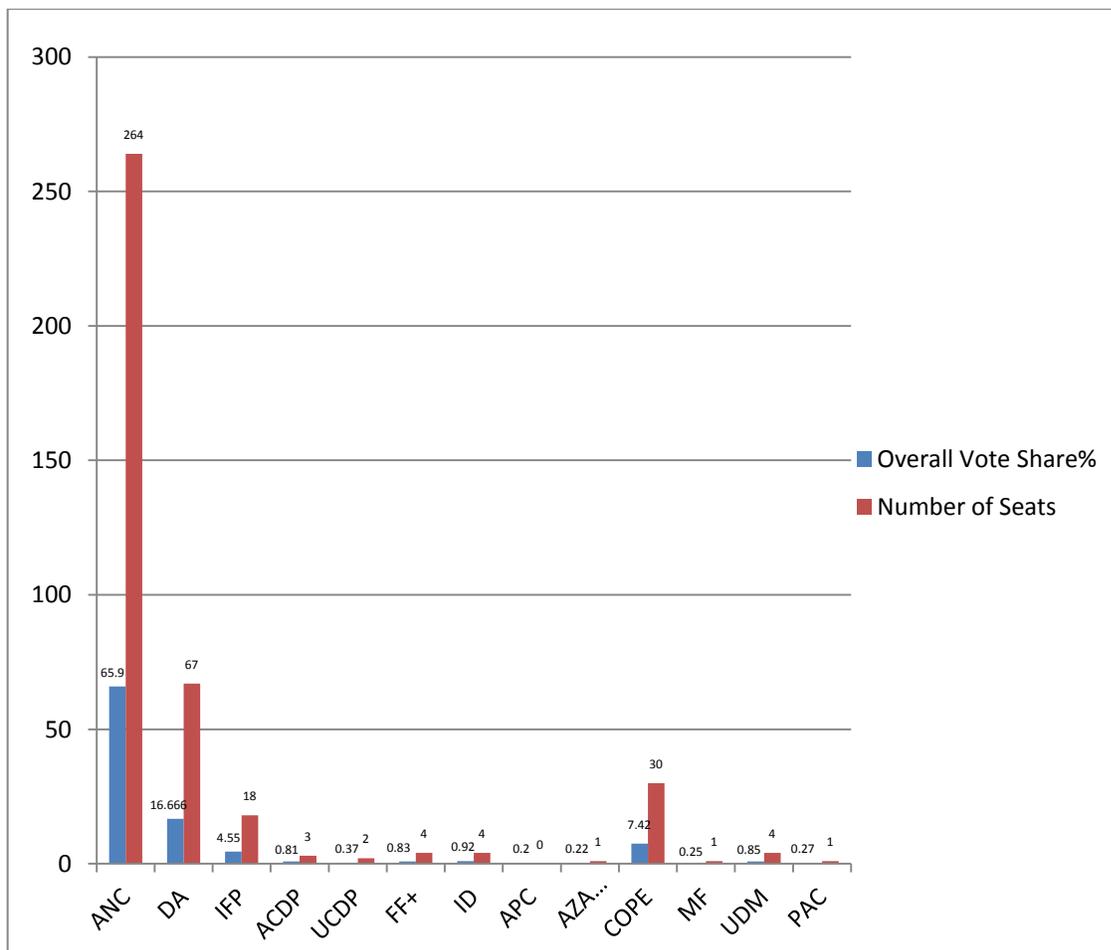
In terms of the data that is gleaned from the responses to the questionnaire and the context discussion guide that we present below, the data and the conclusions generated from them have some integrity, though the data is not statistically reliable or valid across the entire sector because of the lack of adequate responses from political parties. Even where parties responded to the research instrument and questionnaire, these responses were incomplete and inconsistent.

## Chapter 2: Sector Profile for Political Parties as Employers

### 2.1 Institutional Profile

As of 24 August 2012, there are two hundred and seven (207) registered political parties in South Africa. These parties are spread throughout the country and differ in size and scope. Most are, insignificant and inactive in the broader political scheme of public political life and there are only thirteen (13) parties represented in the South African National Legislature, with most of these having Representation at Provincial Legislatures and Local Councils. Parties, other than these thirteen, that have representation in a provincial legislature or local council exclusively are negligible, and certainly negligible as a significant employer. The thirteen Political Parties that are represented at the national Parliament are:

**Figure 2.1: Political parties and their Representation in the National Assembly – 2009 Elections**



Source: Data collated from election results, 2009 and State of the Parties in the NA  
[http://www.parliament.gov.za/live/content.php?Category\\_ID=148](http://www.parliament.gov.za/live/content.php?Category_ID=148)

Of the thirteen Parties, only three submitted information that was usable for this research. From the data available, only two Parties could be considered large organisations, employing in excess of a hundred (100) people. Most other Parties, and certainly the IFP which did not complete the research questionnaire but who submitted a WSP, would be considered either medium [employing between fifty (50) and one hundred and forty-nine (149) employees] while the larger number of Parties are in fact small organisations, employing between one (1) and forty-nine (49) people.

With data from three political parties who responded to research questionnaires the size of the sector is pegged at eight hundred and eighty four (884) employees, across all categories.

## **2.2 Policy Framework**

The political and legislative framework is governed primarily by the Constitution, and three Acts, the Electoral Act; 73, 1998; Electoral Commission Act; 51, 1996 and the Public Funding of Represented Political Parties Act; 103, 1997.

A political party is given the platform to contest in elections under the auspices of Electoral Act , 73 OF 1998. Under Part 3: Parties contesting election, and lists of candidates, section 26 stipulates the requirements for parties to contest an election.-A party may contest an election only if that party- (a) is a registered party; and (b) has submitted a list of candidates. Parties are able to choose whether or not to register at a municipal (local) or National level. For the purposes of this research we will outline the party registration procedures for National level:

The registration of a political party is conducted in accordance with the guidelines set-out in the Electoral Commission Act, 51, 1996. To register a party to contest all elections: An application for registration, The name (not more than 60 letters) and abbreviated name (not more than eight letters) of the party; A Copy of the party's Constitution; Deed of Foundation signed by 500 registered voters who support the founding of the party, Two sets of party logo/symbol in colour and a R500 registration fee; as well as a copy of the Government Gazette in which a Notice of founding of the party appears, must be submitted to the IEC.

For a party to contest an election, it has to be a registered party, submit a list of candidates and pay an election deposit of R180 000 for elections for the National Assembly and R40 000 for elections for each provincial legislature. All these requirements have to be fulfilled by a date and time stipulated in an Election Timetable.<sup>1</sup>

The Public Funding of Represented Political Parties Act 103 of 1997, in section 10 (1) of the Act as amended by amended by proclamation: R47 GG 27986 31/8/2005, prescribes the allocation of funding to Political Parties stipulating that the total amount of funding available for allocations from the Fund during a particular financial year must be announced by the Electoral Commission at the beginning of

---

<sup>1</sup>2009 Elections Report, National and Provincial Elections, 22 April 2009, Electoral Commission of South Africa.

the financial year. The allocations from the Fund are distributed to the political parties on the formula of ninety (90) per cent of the total amount of funding available, allocated proportionate to the support Parties enjoy (in terms of the number of seats held in the National Assembly and Provincial legislatures jointly) and ten (10) per cent of the total amount of funding available, allocated equitably where the 10% is allocated to a province in proportion to the number of members of the provincial legislature and is then divided equally among the participating parties in the legislature of that province. Funds are paid to Parties in four equal installments, quarterly. It is significant that, in the legislation, the purposes in connection with which amounts are spent show the amounts spent to be classifiable under the three categories, the most significant for purposes of this research which would be (a) personnel expenditure. The other categories include (b) accommodation and (c) travel expenses.

Whilst the Constitution of the Republic of South Africa offers all Parties a platform to subscribe to a wide-spectrum of different political ideologies, they remain equally bound by the same statutory and regulatory frameworks. The same labour laws and regulatory framework apply to each Party, but there significant differences and diversities in the manner in which Political parties engage in employment practices. These diversities are a direct consequence of the nature and character of political parties. The most significant curiosity is that the general labour regulatory framework may not apply in all cases to elected office bearers in political parties, even though they are paid and have full time duties, roles and responsibilities usually defined in parties Constitution rather than through an employment contract and job description. In some parties instances, political office bearers in the party may be considered employees of the Party by virtue of receiving a salary and benefits which might ordinarily accrue to contracted employees who are employed by a party but who hold no elected office. There is at the same time, diversity amongst the practices of Political Parties in this regard, where in some cases all elected office bearers are treated as employees, and in others where they are not. Some parties may treat some elected office bearers as employees, but not all do so. This is but one of the complexities germane to practices within political parties.

Political Parties are in any event, by definition, curious creatures. It is worth noting that elected office bearers are in the curious position of not ordinarily and originally being governed by contract, apart from the electoral covenant of being elected to a specific position for a specific duration of time. After election into a position, an employment contract may, or may not subsequently come into force. Practices amongst parties vary considerably, and while this may not always affect the general employment practices and training and skills needs of parties, it is a point worth noting for its own sake - since while it may not always affect recruitment and training, it may sometimes point to the scarce and critical skills needed in parties at this level. It is also worth noting, since it draws attention to the curious nature and character of political parties as both institutional formations, as well organisational establishments. By way of example – The ANC's Secretary General, Deputy Secretary General and Treasurer General are full-time paid officials, akin to being employed by the party, but are in fact elected into these positions. Thus - no job advertisement or other general employee recruitment routines are followed, nor are other practices related to training, capacity building and upskilling – in relation to these positions. Other elected National Executive Committee (NEC) members are not paid full-timers unless they belong to the ANC's national or provincial bureaucracies, some of which positions are full

time paid positions. The ANC maintains a 'Presidency' office at its headquarters and the head of this unit is a fulltime paid official, usually someone with senior status in the organisation and probably a NEC member. Similarly, the salaried head of the ANC's International Affairs Division is also drawn from among the senior leadership. Provincial Executive Committees (PEC's) of 20 members (plus *ex-officio* members) are elected at provincial conferences every three years; these committees are chosen and constituted in a similar fashion to the NEC. In the provinces, the provincial secretary is a paid official, thus constituting a corp of a further nine elected officials (corresponding to the Nine Provinces) who are not employees recruited by a party, but who are after being elected into a position, enter into a form of employment relationship<sup>2</sup>.

Not much is yet known of practices in this regard with respect to almost all of the other Parties – except that the Democratic Alliance (DA) appoints a Chief Executive Officer in a management and administrative role as an operational head. Though the appointment at this level appears to be purely a professional one, it is unstated that overt political allegiance, if not membership, is an unstated but significant requirement for appointment at this level.

### **3. ETD Skills Supply and Demand**

#### **3.1 Drivers of Change for Political Parties**

While the general political economy may not directly affect employment practices in Political Parties, except in the sense of the scale of salaries and benefits that Parties are able to offer. The Public funding of political parties (and party funding in general of either the private or public funding variety) profoundly affects employment practices within Parties since in a quite obvious sense, the more financial resources a party has at its disposal, the more staff it may be able to hire, or the better scale of salaries and benefits it may be able to offer.

Public Funding is undertaken in accordance with the Public Funding of Represented Political Parties Act 1997, 5(1)(b), which provides proportional funding to parties represented in Parliament. The more representation a party has, the more money a party will receive. There is currently no regulation or disclosure requirements of the funding that political parties receive from private sources, which renders any effort to understand purposive resource concentration, resource mobilisation and resource allocation within parties, especially for employment profiles and skills development, entirely opaque. Though political parties are not in the business of making profits, they remain unbridled with regard to both the pursuit of funds, and the methods by which funds are pursued. The Party funding regime (both public and private) is crucial to understanding parties as employers, since it shapes the way that parties are able to generate resources used to recruit and hire staff, the categories and positions staff occupy, the roles and functions they might need to fulfill, where and how they might be concentrated or spread in terms of the party hierarchy as well in geographic location. In addition, greater information disclosure

---

<sup>2</sup> Lodge, T. & Scheidegger, U. (2006) *South Africa, Country Report - Political Parties*, EISA and IDEA

regarding Party funding may provide information about what proportion of resources are used for the enhancement of their organizational staff complement and structure, including for training and capacity building.

In absence of the general societal economic performance and outlook affecting recruitment practices within parties generally, other factors matter to a greater extent. Amongst these factors are the Parties performance in an election and therefore proliferation in Institutions of representation (or power profile). In other words the more votes a party has, the greater its representation and therefore the greater its need to hire staff in order to fulfil its political representational role and also fulfil its organisational functions. As is demonstrated this electoral support profile also affects the parties ability to source revenue from the public fiscus through the Represented Political Parties Act. Because the Represented Political Parties Act makes provision for the distribution of resources to parties on an overwhelmingly proportionate basis in relation to the proportion of that parties support<sup>3</sup>, smaller parties face significant challenges and feel prejudiced in being able to employ a greater number of people to fulfil basic administrative functions - but more importantly – the political functions of outreach, communications and constituency relations. While there is no consensus amongst the parties about the regulation of private political funding, there is consensus amongst the opposition parties that the formula used to allocate public funding must be revised to be more fair and equitable, whilst retaining the principle of proportionality.

### **3.2 Overview of Current Challenges for Political Parties**

Though political parties are not in the business of making profits, they remain unbridled with regard to both the pursuit of funds, and the methods by which funds are pursued. The Party funding regime (both public and private) is crucial to understanding parties as employers, since it shapes the way that parties are able to generate resources used to recruit and hire staff, the categories and positions staff occupy, the roles and functions they might need to fulfill, where and how they might be concentrated or spread in terms of the party hierarchy or geographic location, as well as the resources used for the enhancement of their organisational staff complement and structure, including staff training.

The pool of labour from which political parties recruit is narrow, because though they recruit from amongst the labour market individuals with the appropriate skills, the pool from which they recruit is narrowed by the fact that they recruit from amongst those who have sympathy and in most cases, for most positions outside 'neutral' professions like auditing and accounting and some administrative and clerical duties, outright support or membership of the party is required.

---

<sup>3</sup> The allocations from the Fund are distributed to the political parties on the formula of ninety (90) per cent of the total amount of funding available, allocated proportionate to the support Parties enjoy (in terms of the number of seats held in the National Assembly and Provincial legislatures jointly) and ten (10) per cent of the total amount of funding available, allocated equitably where the 10% is allocated to a province in proportion to the number of members of the provincial legislature and is then divided equally among the participating parties in the legislature of that province

In many cases staff recruited into working in political parties double up in roles – playing both a professional function and a political one. Thus a stark difficulty for supply from the labour market of a pool of labour from which parties can recruit, affects professional positions that require political insight. So, Parties recruit from the general labour-market, and not only choose those with the relevant skills but also match that with potential candidates that have the necessary political insight into the party's aims and objectives, which must be attuned to the philosophical and ideological underpinnings of the party in particular.

Societies general economic performance does not affect the number of people that parties employ, but it does affect working conditions, pay scales and benefits that parties can offer. The number of people a party employs is dependent on three factors:

1. electoral performance and size of support
2. resource generation from the State ( Constituency fund allocations made by Parliament, through Parliaments own budget for Constituency Allowances and Caucus Support to the different Parties, as well as Government. Funds allocated proportionately through the Represented Political Parties Act, as well as sources of private funding raised through membership fees, donations, bequests, aid or investment vehicles)
3. the spread of representation across the country. Where support is concentrated geographically, both staff recruitment is geographically concentrated and the number of staff recruited might be limited.

### **3.3 Employment Profile**

Researchers, media and communications personnel, party organisers are common occupations across parties. Archivists, policy advisors, political education officers and international relations officers are core occupations in parties. To varying degrees, support occupations within this constituency comprises financial management personnel managers, professional (auditor, legal officer, statistician), semi professional (bookkeeper) and administrative and logistics support personnel (secretaries, PAs, drivers, travel officers).

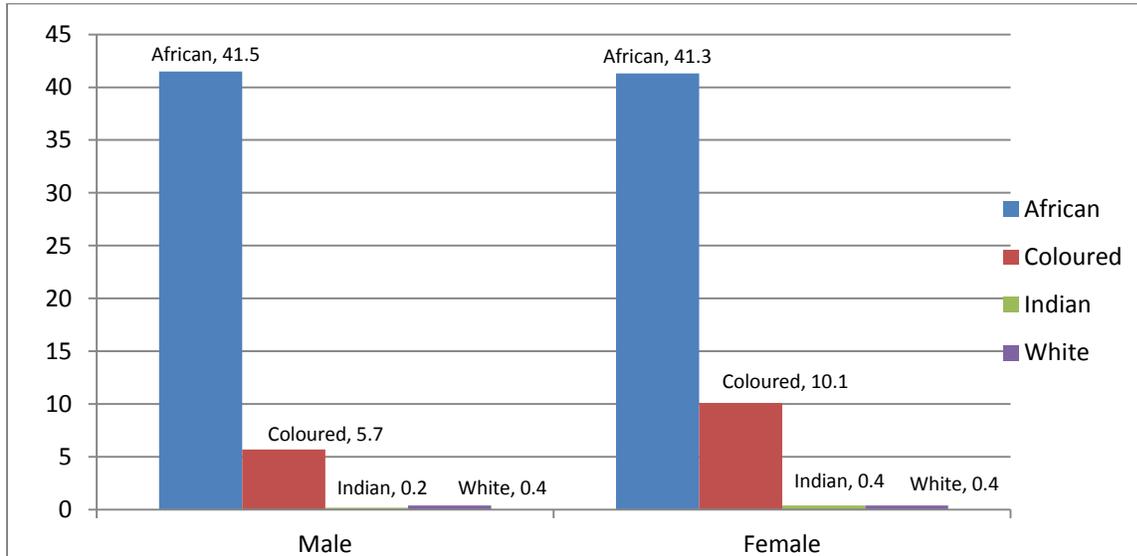
#### **3.3.1 Employee Demographic Profile**

Below, the data is presented in disaggregated form, on the basis of demographics per party. This is presented on the basis of Race, Age and Gender. Disaggregating the data on the basis of qualifications, and disability as well as occupational categories – was not possible because of the inconsistent and incomplete submission of data. **See Appedix3**

However, sound conclusions about all the demographic detail, including conclusions about occupational categories, to the extent possible, have been generated, in spite of the sketchy and incomplete data submitted by Political Parties. (See tables and analysis below and Appendix 3)

**Race**

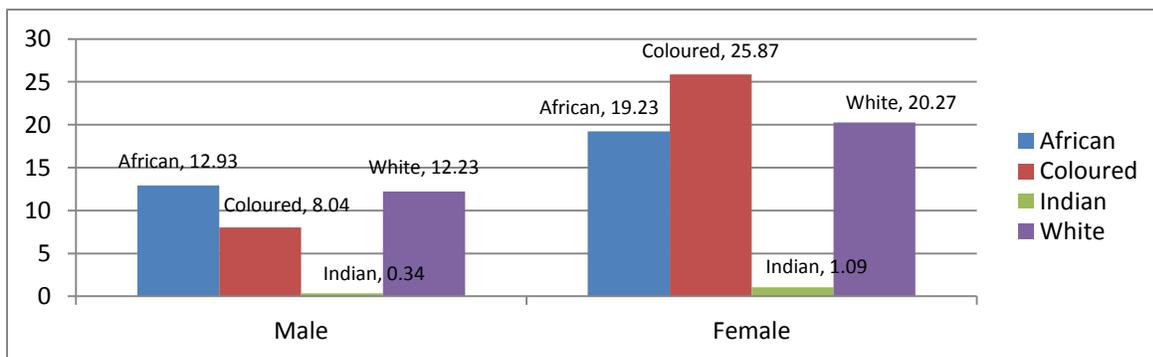
**Figure 3.1: ANC Caucus Employee Breakdown by Race and Gender in %**



Source: Data collated from WSP submission and Research Questionnaire (Appendix 3)

The ANC Caucus and the IFP do not conform to statistical patterns of racial demographic distribution within their physical location, but accord to a greater degree to the nature of the racially defined support base of the party. As an example, the ANC Caucus has 417 African employees out of a total of 503 total number of employees. This would be 83% of the total number of employees. Though the ANC Caucus is located in Cape Town where statistics indicate that the African population for the Cape Town metro only totals 34%<sup>4</sup>(2007 stats), the African percentage proportion of employees in the ANC is therefore greater than double the average of the area it is located in.

**Figure 3.2: DA Employee Breakdown by Race and Gender in %**



Source: Data collated from WSP submission and Research Questionnaire (Appendix 3)

<sup>4</sup> Western Cape Government Provincial Treasury (2011) Working Paper, Regional Development Profile, City of Cape Town, [www.westerncape.gov.za](http://www.westerncape.gov.za)

A noteworthy aspect of the racial make-up of party employees is that it seems to directly reflect the racial proportion of the electoral support for the particular party. The DA for example, have a much higher percentage of white employees (32.51%) compared to the broader proportion of the white racial demographic of people who live in Cape Town (19.3%) which is where the DA head-office is located.

### ***Age***

The dominant age-group in the sector overall is the 35-55 group. This age group is dominant across all occupational categories. The under 35 age group do not feature significantly at professional and management levels.

In the ANC Caucus, the under 35 age demographic is concentrated amongst the occupational category of Constituency/Outreach officers/ administrators. The overall number of employees in the under 35 group in the ANC is 30.01% of the total number of employees and the 35-55 age group account for 64.9%.

The DA does not have employees over the age of 55. The under 35 age-group and the 35-55 age-group are split almost equally with even representation across those two age cohorts.

The IFP have 33 employees under 35 which is 34.3% of the total number of 96 employees.

### ***Gender***

From the information received, it is notable that the female representation in the employee profile of the DA is 66.4% of the total number of employees.

The ANC Caucus gender breakdown is male 47.9% and female 52.1%. The IFP breakdown is male 57.8% and female 42.1%.

The information received from the 3 parties indicates that females tend to predominantly occupy the administrative occupational category.

### ***Occupation***

From the information received, Outreach administrators make-up 70.9% of the total number of employees in the ANC Caucus.

The DA did not use a format consistent with the research questionnaire submitted, and thus appropriate comparisons are not possible since the occupational categories used in their returned submission differ from that of the others. However, from interview discussions, it appears as if the employment category the DA refer to as "Community Operations Managers" make up 33.5% of the total number of employees. This is by far the occupational category that has the largest amount of employees. From discussions with the DA it was made clear that Community Operations Managers are similar positions to what is generally termed Outreach Administrators.

Therefore, it is clear from the available data, that what we refer to as Constituency/Outreach administrators is the most dominant occupational category in the sector.

### 3.3.2 Employment Patterns and Trends (National/provincial)

From the electoral support patterns, it is clear that only two of the parties, the ANC and the DA, have representation across the country, and therefore have employees in both political and management/administrative roles spread across all nine provinces. All parties have staff concentrated at national Parliament.

Where support is concentrated geographically both staff recruitment is geographically concentrated and the number of staff recruited might be limited.

The overall employment patterns and trends are influenced by the following factors:

- **Performance in Elections** - The Public Funding of Represented Political Parties Act; 103, 1997 governing the distribution of public funding ensures that the National parliament is allocated a greater proportion of money allocated to the Provincial Legislatures. The complicated formula prescribes that the total amount of money available for distributions to Political Parties, ninety (90) per cent of the total amount of funding available, allocated proportionate to the support Parties enjoy (in terms of the number of seats held in the National Assembly and Provincial legislatures jointly) and ten (10) per cent of the total amount of funding available, allocated equitably where the 10% is allocated to a province in proportion to the number of members of the provincial legislature and is then divided equally among the participating parties in the legislature of that province. As may be evident, the bulk (90% of total money) is allocated to parties proportionate to their support at the National level and is distributed through Parliaments administration. This allows for more support staff for Members of Parliament and therefore a greater number of staff are employed in Cape Town and concentrated at National Parliament.
- **Limited Sources of Funding** - Parties in Parliament are not allowed to raise funds for their day to day needs that are specific to their Parliamentary Caucuses. This inhibits the parliamentary caucuses' ability to recruit specific advisory and technical support for their Parliamentary caucuses'.
- **Location and Cost of Living** - Because the majority of the recruited employees would need to be located at Parliament in Cape Town to service the Parliamentary caucuses, the location of parliament affects the ability of parties to recruit people with suitable skills that may be located in other parts of the country, to relocate to Cape Town, where the higher average costs of living proves a significant disincentive to potential employees motivation to relocate. In addition, limited budgets make it a challenge to pay market related or competitive salaries to these personnel thus making the political parties less attractive to work for.
- **Mixing Ideology and Technical Skill** - There is a lack of familiarity amongst the potential pool of employees about the parties' political philosophies and ideological dispositions. Applicants with no knowledge about the party's orientation would not make suitable employees, though they may be competent in another organisational context. This point does not merely emphasise the importance of political support for a party but relates to the ability of the employee to use their technical knowledge and skills in a strategic and tactical sense to achieve a party's strategic political outcome.
- **Contract Nature of Work** - The durability and permanence of employment contracts and conditions impact on the party's ability to recruit suitable staff. Parties are only able to offer employment contracts that are linked to their political term in parliament. Hence, marketable employees would

naturally gravitate towards more secure and permanent job offers which political parties are rarely able to provide.

- **Electoral performance and Institutional representation** - Positive performance in elections is thus a significant driver of skills demand because the more Members of Parliament a party has, the greater the number of staff that will be needed to provide services to them.
- **Salary and benefits** - Because parties are constrained by the fact that they are not business ventures, their ability to provide attractive salary and benefits packages is limited, and this hinders their ability to recruit the most suitable skills.

### **3.4 Skills Supply**

#### **3.4.1 Occupational routes into the specific sector labour market**

Since parties recruit largely from amongst active members, the most typical route into this specific sector labour market is through party membership at tertiary education institutions, or through youth, women, branch or community level party structures. No specific job or training routes are specified.

#### **3.4.2 Availability of Training Providers and gap areas**

There are no accredited training providers specifically catering for training personnel in political parties. For professional skills such as accountants, auditors, clerks, administrators, financial managers and the like, parties rely on recruits trained at existing educational, commercial and technical training providers. There are no registered qualifications on the NQF for political party training because parties mostly require general professional skills.

There are limited NGO capacity-building and training programmes and these are generally under-funded and over-subscribed. The Electoral Institute for Sustainable Democracy in Africa (EISA) through a project entitled “strengthening of political parties’ internal organisation and capacity in the SADC region” provided some training and capacity building for elected officials (and in rare instances staff of political parties). This programme has been generally over-subscribed. The programme content is generic and focuses on issues such as policy making, dealing with the media, party regulatory systems, constituency and community relations. The programme though beneficial to parties, is not accredited. Increasingly, parties want the programme to be provided on an individualised basis, exclusively to that party, since parties are competitive entities and rival each other for public support.

Since the special skills and requirements that political parties have are ideologically and politically oriented some of the parties conduct their own in-house ideological and political training programmes either through a political school (the ANC) or a leadership academy (the DA). This in-house training, however, is for only a small number of paid party employees but focuses, predominantly on elected office holders.

### **3.4.3 Skills Supply Analysis**

The dominant factor driving the difficulty to recruit prospective employees is the lack of competitive market-related salaries. Other difficulties relating to recruitment are hinged on political considerations. . Parties appear to experience serious difficulty in finding prospective employees who are both skilled and who subscribe to the party's political ideology. It appears that there are many prospective employees who either possess the skills but may not be overt party supporters or are party supporters but have a limited array of the skills required for a particular occupational category within the party.

The difficulty that all the parties face is finding people who possess both the requisite array of skills and abilities and the desired conviction in the party's political philosophy. These individuals are expected to use their skills towards achieving the political outcomes that a party is pursuing.

Generally the peculiar consideration for recruitment in this sector is political ideology. Candidates must be able to prove their allegiance to or support for the party for any of the occupations in the party, whether they are politically-oriented or not.

## **3.5 Skills Demand**

### **3.5.1 Factors Impacting on Demand**

The DA, in its response to the Research Questionnaire did not complete this section though made remarks on it in the discussion, and responses to this question can be found in appendix three, discussion record. The ANC Caucus identifies factors affecting future skills demands in the organisation. The factors identified are:

- Political Party Funding - this needs to increase exponentially, at the least with increases in the rate of inflation.
- The number of Parliamentary seats won or lost in an election. In the case of the ANC, seats lost by the party during the 2009 elections resulted in a decrease in the allocation of public funds to it and an increase in the allocation for the DA – though this increase cannot be tied to increased numbers of people employed.
- The failure to develop and implement skilling and re-skilling programmes for current employees.

### **3.5.2 Scarce and Critical Skills Priorities**

#### **Scarce skills**

With respect to scarce skills, the majority of the parties seek knowledge and information workers, primarily with respect to:

- Political Researchers (OFO Code 263304), and
- Political Communications Officers (OFO Code 243203).
  
- There is some expressed need for more generic scarce skills in term of financial management and general management. The most pronounced need, however, remains the scarcity of available researchers and communications officers who combine technical professional attributes with a deep

understanding of a party's ideological orientation. Political researchers, communications officers, financial managers and general managers have all been identified as scarce skills. The ANC Caucus has indicated that the major occupational category where there are scarce skills is in the categories of political Communications and Research in which an individual is expected to combine technical skill with the political and strategic orientation of the party. The scarce skills needs within research occupations within the party are economics as well as governance and legal/ constitutional researchers. The reason given for scarcity for these is the unavailability of qualified and experienced candidates, as well as unattractive salaries. In addition, for both occupational categories (political researchers and political communications officers) party membership is a prerequisite.

The ANC has indicated that a graduate internship would be the most appropriate intervention to address the scarce skills needs in the organisation. The next and most appropriate intervention, in order of importance, is a learnership/apprenticeship and, thirdly, coaching/monitoring.

**Table 3.1: List of Scarce Skills for Political Parties from WSP Submission 2012**

OFO Codes	Occupation	Job Specification	Demand
243203	Communications Manager		50
122301	Research Development Manager		30
121905	Technical Writer		15
121905	Programme & Project Manager		6
121101	Finance Manager		6
263304	Political Science Researcher	Research on Governance, Constitutional Affairs, Research on Macro and Micro Economics	6
412101	Secretary (General )		5
351401	Webmaster	Webmaster	3
111202	General Manager		1
351301	Computer Technician	IT Technician	1
<b>Total</b>			<b>123</b>

Source: ETDP SETA WSP, 2012, Research Questionnaire and Discussion Record

### Critical skills

The DA have once again chosen not to indicate the most important critical skills needs for employees within their organisation.

The ANC indicates that political management and strategic planning (OFO Code 242202) are their most critical skills needs. Within Research, it was highlighted that the critical skills needs are budget analysis and political writing skills. Within Finance, asset management is the critical skill need. Finally, in the area of Secretarial and administration, the critical skills needs that have been identified are business writing skills, basic research and project management skills.

The ANC have not indicated the key competency gaps within the areas identified and of those skills needs identified, the only type of intervention that has been suggested is credit bearing skills programmes or work place based skills development, since no courses or programmes would be able to

develop the specific mix of technical skills with the political attitude and aptitude required to achieve the Parties political objectives. This is largely true for all the critical skills needs identified, except for office administrators, and financial managers.

While the narrative above makes specific reference to parties critical skills requirements, the table below aggregates the critical skills within the entire sector, consolidating data from the WSP submissions for 2012, with the information supplemented from the returned research questionnaire administered from the SSP update for the DA and the ANC as well as from information sourced from in depth interviews with the political parties. These are found in appendix 3.

**Table 3.2: List of Critical Skills for Political Parties**

OFO Codes	Occupation	Skills Required	Demand
242202	Policy Analysts (Political management and strategic planning)	Policy Analysis skills to determine whether it achieves the parties political objectives through policy analysis, Planning and managing Political campaigns to achieve strategic political outcomes within government institutions, within the party and within society. Drafting discussion, policy and position papers.	12
133103	Data Management	Data capturing, information storage and knowledge management	10
243203	Political Communications Managers	Political writing, Media Liaison, Public Relations and Political Communications	50
263304	Political Science Researcher	Macro Economics, quantitative research and Budget Analysis, knowledge of Treasury regulations, Qualitative research, Constitutional and legal research, drafting policy and position papers	6
334102	Office Administrators (Secretarial)	Computer skills, administration and clerical systems design, project management, business writing and basic information gathering	6
243201	Communication Co-ordinator	Visual Recording, Filming and Video Editing	2
334302	Personal Assistant	Diary management, logistics and planning , scheduling, some political writing and basic research	6
121101	Financial Managers	Financial management, Asset management and use of specific accounting packages such as PASCAL accounting	3
<b>Total</b>			<b>95</b>

Source: data collated from WSP Submission 2012 and Research Questionnaire and Discussion Record (appendix 3)

### 3.5.3 Demand and Supply Analysis

There are four factors that impact on the demand and supply of particular skills in political parties.

1. The parties electoral performance drives demand. Where support and Institutional representation increases, the number of staff required will correspondingly increase.
2. Apex or high-level political communications is a standard skill required irrespective of electoral performance and is required for the purposes of political communication, campaigning and building a constituency.
3. Political management is a specific requirement which combines general management with deep political understanding of the party and its institutional processes. This is a significant challenge; it is one of the areas with the highest level of demand and lowest level of supply.
4. Creating a synergy which matches a potential employee's qualifications with required skills for the job, particularly in the areas of policy, communications and research, requires matching the technical job skills with ideological and political compatibility with the thinking of the party. This has seen parties face difficulties in recruitment.

In recruiting and retaining scarce skills, the strategies used to attract scarce and critical skills are the same for both parties. These are:

- Promising an attractive, exciting and dynamic workplace.
- Learning and development opportunities related to prospects for career advancement and opportunities for career growth.
- Projecting the Party as an organisation pursuing a worthwhile cause that is a viable, reputable and high profile organisation to work for. In this instance, appealing to a potential recruits political sympathy to the political party and its cause is used as a strategy

In collating the strategies employed by parties to retain scarce skills are similar. These are aggregated from the returned questionnaire and the discussion record with the parties. The common strategies identified are:

- Fair, and where possible competitive salaries, compensation and benefits (which all parties note as a significant limitation due the narrow resource base)
- Promotions within the organisation or the prospect of holding political office within the party or a public Institution
- An incentive reward structure possibly related to deployments into state or other party positions as the party captures a greater amount of political power
- The organisation's reputation as a preferred employer to work for because they pursue a worthwhile cause. Parties do this because they are unable to offer competitive, market related salaries and benefits.

## **Chapter 4: Sector Strategy**

### **4.1 Priority Areas and Alignment with National Strategies/Imperatives**

For political parties the issue of aligning priority areas with national strategies and imperatives is irrelevant and would not apply.

### **4.2 New/Emerging sector challenges regarding Skills Development**

The real problems facing parties are less about new and emergent challenges. The primary challenge for political parties is matching the development of skills to the ideology and political philosophy of the political parties. Parties have repeatedly claimed that they could easily recruit staff and employees if technical skills were the only requirement, which it is not. Cultivating a strategic understanding of the ideological and political objectives of political parties, and using technical skills in the service of achieving these goals and objectives are the challenge that parties face in recruiting staff. This can only be achieved through party schools and party specific ideological and political training programmes.

### **4.3 Proposed ETDP SETA Intervention (Short, Medium and Long-Term recommendations)**

The ETDP SETA may be able to play a meaningful role in providing training and skills development in generic administration, management, clerical work, financial administration and financial management functions. Generic financial management may be useful – though specific budgeting of resources will be determined and managed on the basis of parties' priorities, goals and objectives.

**Table 4.1 Proposed Skills Development Interventions for Political Parties**

Occupation	Skills Training	Proposed Intervention	Term	Scarce or Critical skill
OFO Code:121101 Finance Manager	Financial Management, Asset management, PASCAL Accounting	Specific training programme or tertiary Degree or Diploma	Short/ Medium and Long	Scarce
OFO Code:351401 Webmaster	Web Development, Web Design	Technical or Certificate Qualification	Short	Scarce
OFO Code:351301 Computer Technician	Computer Networking, system administration	Technical or Certificate Qualification	Short	Scarce
OFO Code:111202 General Manager	General management	Tertiary Degree or Diploma	Medium / Long	Scarce
OFO Code 133103 Data Management	Data capture, Information storage and knowledge management	Tertiary Degree or Diploma	Short/ Medium	Critical
OFO Code: 334102 Office Administration	Computer Skills, administration and clerical system design, project management	Business College diploma, or project management course	Short	Critical
OFO Code: Personal Assistant	Logistics and planning, basic research and information gathering	Tertiary Diploma or Degree	Medium/ Long	Critical

**Source: ETDP SETA WSPs, 2012 and Research Questionnaire and Discussion Record**

There may also be some space for the ETDP SETA to provide some, though a limited set of interventions, with regard to training in outreach and communication. Here however, political considerations – such as a parties’ specific policies and ideology will matter and can only be provided within the parties from a politico-ideological perspective since messages will need to be politically tailored and specific.

With respect to skilling activists and outreach staff, the SETA may have no or a severely limited role to play as these are overtly political functions.

Administrative, logistics and planning skills in a generic sense can be provided through skills development interventions as a priority for the ETDP SETA to focus on. These however, are general skills required by all parties and all organisations, which parties suggest can be provided through existing training service providers or through the routes of existing qualifications, but this will not address the scarce and critical skills identified by parties, where administrative, logistics and planning skills are identified as neither scarce nor critical skills in Parties. Ultimately here, the nature of responses to problem-solving will depend entirely on the nature of the problems brought to the constituencies of political parties for resolution. Governance related problems can be addressed by providing training on the structures, processes and institutions of Government; this is knowledge which is lacking in many of the staff at Constituency offices, and no such training currently exists.

Attending training programmes within Parties is differentially incentivised and driven by different interests. Among the primary considerations are individual and specific Party needs. Second would be the desire for personal growth and advancement for aspirational purposes; staff within a Party may decide to re-skill in certain areas. Individual aspirations, however, may not always match the needs of the party or make the party machinery more effective and efficient – and as such individuals may eschew and forgo the opportunity for tailored and specific training and skills development programmes in favour of part-time academic degrees since many recruits into a party view jobs within the party, especially at Constituency office level, as a stepping stone to other positions or as an available job within the context of job scarcity from which they will hope to move on. In order to advance within the party, or to move on to a better job elsewhere, an academic degree is viewed as more personally beneficial and individuals may opt for an academic degree rather than specific skills development training course.

Since Parties play varied roles and fulfil various different functions, even at lower constituency office level, time and staff resources are limited. Having staff attend training programmes, takes away scarce and valuable resources away from the large volume of work that may ordinarily need to be done. Thus, training and skills programmes are viewed not as an opportunity – but rather as an opportunity cost to fulfilling what are viewed as more urgent and basic roles and functions.

There is, however, an opportunity to provide process thinking skills in terms of clerical, record keeping, minute taking, logistics and basic planning and scheduling, diary keeping and management. A dearth of these skills is experienced across political parties in all domains of their existence and can be addressed through existing commercial and secretarial skills training providers.

With respect to the kind of interventions that may be required by ETDP SETA, the two parties (ANC Caucus and DA caucus) who completed the survey did not share the same views with respect to strategic interventions they would most like to see the ETPD SETA institute. In fact, for the most part, both parties were uncertain about what role the SETA could play given the very specific challenges faced by political parties. There were, however, four interventions that both parties felt were of some importance. These are

- Learnerships for core occupations within Political Parties
- Internships
- Working with universities on programmes to improve the work readiness of HEI graduates
- Funding for existing workers to engage in training to improve their qualifications

The ANC Caucus and the DA of course differ in their political considerations, organisational structures and emphasis on outputs. Therefore, there is a difference in the type of interventions that they would like to see materialise in the political parties' sub-sector. The DA for instance has a high percentage of young people employed and, therefore, they place a higher priority in interventions that involve young people than other parties might. The interventions highlighted above could reasonably be placed as a high priority for all parties in general in the sub-sector.

One party, as per Appendix five, saw no relevance of the SETA to the political party sector.

There are no training providers that address the specific need to inculcate an ideological induction into the Parties' political programmes. Though skills can be addressed through existing and current training and education providers – skills and qualifications are not sufficient for filling the gaps with respect to

scarce and critical skills within parties. Inculcating a mix of technical skill with the ability to instrumentalise the skill to achieve Parties' political outcomes may be achieved most appropriately through in-house training programmes offered by either a political school (the ANC) or a leadership academy (the DA).

## **Chapter 5: Way Forward Regarding SSP Research**

### **5.1 Challenges regarding Research Process**

The Research began much too late and does not anticipate sufficiently the difficulties that may arise from a logistical perspective. Future research in this area may need to leave ample room for anticipating difficulties especially in light of the legislated due date the SETA must submit its drafts.

Incomplete information and inconsistent use of research instruments in filling in detail poses significant problems in completing an analysis of the sector. Even in the instance of information provided by a party, problems have been evident. For instance, the ANC effectively recruits staff under two different streams. The first, through a Parliamentary Constituency and Caucus fund, and separately, through other processes at its headquarters. Information from the Parliamentary Caucus and Constituency fund are available but not any other staff recruitment or skills training processes. We thus do not have complete information. This may be a function of the fact that the ANC retains two different (but related identities). The first as a political party and the second as a broad social movement. As such, all the functions of the political party are fulfilled in terms of staff recruitment and training through the caucus and constituency fund. We cannot however be sure that this is the case and our information and analysis may therefore be incomplete.

### **5.2 Gaps regarding Research Update**

The quantitative information that is crucial to the research is unable to be received as parties are unresponsive to numerous requests to complete the survey instrument despite electronic and telephonic appeals. It seems that parties are much more keen to discuss (in person) general observations and key findings rather than complete tables and surveys. This however, would require many meetings with all the parties to glean the appropriate level of information required, and would require advanced preparation of statistics from their basic records of the number of employees as disaggregated on the basis of race, age, gender, qualifications, the occupational categories they occupy and so forth. What the research has revealed in part is the poor record keeping ethos, within parties which are related to weaknesses in the bureaucratic-administrative function within Political Parties.

### **5.3 Recommendations in terms of Gaps (Short, Medium and Long-Term)**

It may be worth considering, as was indeed noted by many parties, whether Political parties should be included within this SETA or any SETA at all, considering that they are not atypical employers and whose profile as an employer is dependent on far too many variables, the most unpredictable of which – is the

amount of political power they are able to amass. The vagaries of levels of political support a party enjoys, also affects the nature of investments parties are prepared to make in skilling, training and capacity building programmes for staff, since from one electoral cycle to another the number of staff and the nature of the functions they actually carry out may not be durable over time. As such investing in training and capacity building for staff is not seen as worthwhile exercise, especially where recruitment into professional positions are governed by specific duration employment contracts – usually from one election period to the next.