



**ANNUAL PERFORMANCE PLAN
2021-2022**



ENABLING SKILLS DEVELOPMENT IN THE BANKING AND MICROFINANCE SECTOR



List of Acronyms

AET	Adult education and training
CBDA	Co-operative Bank Development Agency
FAIS	Financial Advisory and Intermediary Services Act
FET	Further Education and Training
FSCA	Financial Sector Conduct Authority
HEI	Higher Education Institutions
HET	Higher Education and Training
AB	Alternative Banking
IT	Information technology
JV	Joint Venture
MFI/s	Micro Finance Institution/s
MFSA	Micro Finance South Africa
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
NEET	Not in Employment, Education or Training
NGO	Non-Government Organisations
NQF	National Qualifications Framework
NSDS	National Skills Development Strategy
NSF	National Skills Fund
NVC	New Venture Creation
PIVOTAL	Professional, Vocational, Technical and Academic Learning
RE	Regulatory Exam
RPL	Recognition of prior learning
QCTO	Quality Council for Trade and Occupations
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
SMEs	Small and Micro Enterprises
SSP	Sector Skills Plan
TVET	Technical and Vocational Education and Training
WSP	Workplace Skills Plan

FOREWORD

The Sector Skills Plan and Strategic Plan inform the development of the Annual Performance Plan to ensure that interventions aimed at addressing the skills needs in the sector are met and are in alignment with national and sector priorities. The following three National documents were identified to provide guidelines to BANKSETA in ensuring the alignment: the National Skills Development Plan, the National Development Plan and the State of the Nation Address while the 4th Industrial Revolution has been identified as one of the key drivers to leverage on the interventions.

The key objective of the Annual Performance Plan is to reflect specific performance targets that the institution aims to achieve in the relevant financial year (2021/2022) in alignment with the BANKSETA Strategic Plan 2020/2021 – 2024/2025. The APP responds to National Skills Development Plan (NSDP) outcomes and outputs as well as the management of performance thereof (inclusive of monitoring and evaluation).

The BANKSETA has identified the following five strategic focus priorities to which relevant projects are implemented:

- Technology, Digitisation and Innovation
- Compliance and Risk Management
- Management and Leadership Development
- Markets, Products and Services
- Customer Centricity

The APP presents four programmes through which BANKSETA will deliver interventions against and these are Administration, Skills Planning, Learning Programmes and Quality Assurance. The Programmes have within them measurable indicators and targets in response to the achievement of goals within the National Skills Development Plan as well as the sector skills needs as outlined in the SSP and the SP. It also provides the baselines from previous years to use as measurements for programme success. The targets set in each of the programmes are against budget allocations to ensure that BANKSETA programmes are resourced and are set to be delivered leading to the achievement of the set outcomes.

I am confident that once again for the 2021/22 year, BANKSETA will strive to utilise resources efficiently and perform above the targets set and will continue to create innovative programmes to meet the demands of the sector.



Nosipho Mia Makhanya Ms.
BANKSETA Board (Chairperson)

Chief Executive Officer Statement

The COVID-19 pandemic has affected the entire globe and continues to alter life as we know it. But as COVID-19 cases soar in Europe, the United States, Brazil, and India, confirmed COVID-19 cases in Africa remain comparatively low. With a population of 1.2 billion and weak health infrastructure, experts feared that COVID-19 would severely impact the entire continent of Africa. Speculation was rife that Africa's youth bulge and warmer climate could help spare most African countries from the worst of the health pandemic. The 2020/2021 Strategic Plan (SP) touches on the BANKSETA's response to the Covid-19.

The Strategic Plan outlines the strategic direction and priorities of the BANKSETA per its mandate as defined in the Skills Development Act and all associated national imperatives. Strategic Plan demonstrates the integration of the BANKSETA's primary responsibilities in its endeavour to progressively realise the objectives of the National Skills Development Plan (NSDP).

The strategic plan covers a five-year period (from 2020/21 to 2024/25) even though the current SETA license period is until March 2030.

Strategic Plans identify strategically important outcomes, goals and objectives against which the institutions' medium-term results can be measured and its impact evaluated. Annual Performance Plans identify the output indicators and targets that the institution will seek to achieve in the upcoming financial year.

The BANKSETA recognises the need to be proactive in developing a clear skills planning strategy to determine how skills development interventions cohesively respond to the current and future needs of the sector as determined by the SSP and to manage the risks it might face. In the development of the strategy, the BANKSETA was also cognisant of aligning governance and organisational capacity to meet the SETA needs as well as balancing the priorities from a national and sectoral basis with the priorities prevalent in the economy.

As part of its strategic planning process, BANKSETA ensures accurate alignment of the Sector Skills Plan, Strategic Plan and Annual Performance Plan encapsulated in the development of a Strategy Alignment Matrix. The programmes in support of the strategies are outlined within the 2021/2022 Annual Performance Plan. Further to the programmes in the Annual Performance Plan, the BANKSETA has compiled a formal research strategy to support the organisational strategy. Strategic planning is also supported by continuously engaging with our stakeholder base to ensure a collaborative approach as outlined in the BANKSETA Stakeholder Engagement Plan.

With a positive team and a constructive Board, we do not doubt that we shall achieve our strategic objectives as articulated in the Strategic Plan.



Lefaso Motsoeneng
Chief Executive Officer (Acting)

Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of BANKSETA under the guidance of the BANKSETA Board
- Takes into account all relevant policies, legislation and other mandates for which the BANKSETA is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the BANKSETA will endeavour to achieve over the period 2021/2022.

Vuyani Ntanjana

Head: Strategy and Research

(Representing the Head of Planning)

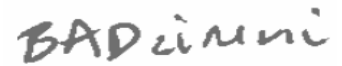
Signature:



Beaula Dziruni

Chief Financial Officer

Signature:



Lefaso Motsoeneng

Chief Executive Officer (Acting)

Signature: _____



Nosipho Mia Makhanya

BANKSETA Board (Chairperson)

Signature: _____



Approved by:

Dr Blade Nzimande

Executive Authority

Signature: _____

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Part A: Our Mandate

1. Legislative and policy mandates

The Banking Sector Education and Training Authority (BANKSETA) is a statutory body established through the Skills Development Act of 1998 as amended by the Skills Development Act, 26 of 2011 to enable its stakeholders to advance the national and global position of the banking and alternative banking sector. In terms of the Skills Development Act, No 97 of 1998 as amended by the Skills Development Act, within the National Skills Development Plan (NSDP) framework; BANKSETA is mandated to develop skills in the banking and alternative banking sector. It does so by:

- Encouraging employers in its sector to develop an active learning environment in the workplace.
- Providing employees with opportunities to acquire new skills/progress their careers
- Increasing levels of investment in workplace education and training.
- Promoting transformation as guided by the NSDP equity targets of 85% Black, 54% Female and 4% disabled.

Ultimately this means that work-seekers find employment, retrenched workers re-enter the market and employers find qualified employees in a fair and equitable framework

The mandate of the BANKSETA is informed by the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

Constitutional applicability is based on the following sections:

- Section 22: Freedom of trade, occupation and profession

Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law.

- Section 29: Education

Everyone has the right to-

- 1) a basic education, including adult basic education; and
- 2) further education, which the state, through reasonable measures, must make progressively available and accessible

The BANKSETA is established in terms of the Skills Development Act, 1998 (Act No. 97 of 1998) and operates within the following legislative and policy mandates:

Legislation/ policy/ regulation	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
Skill Development Act 97 of 1998, (Act No. 97 of 1998)	Provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce;	The BANKSETA implements skills development programmes that equip the banking and alternative banking sector with relevant and appropriate skills and this is line with the SDA.
Skills Development Levies Act, 1999 (Act No 09 of 1999)	Provides for the imposition of a skills development levy, and matters connected therewith.	The BANKSETA uses the levies to fund skills development programmes as per the SDLA
South African Qualifications Authority Act, 1995 (Act No 58 of 1995)	Provides for the development and implementation of a National Qualifications Framework and for this purpose to establish the South African Qualifications Authority.	The BANKSETA makes sure that all qualifications funded are compliant with the SAQAA
The National Qualifications Framework Act, (Act No. 67 of 2008)	Provide for the responsibilities of the Minister of Higher Education and Training; to provide for the South African Qualifications Authority; to provide for Quality Councils; to provide for transitional arrangements; to repeal the South African Qualifications Authority Act, 1995	The BANKSETA makes sure that all qualifications funded are compliant with the NQFA.
Employment Equity Act, 1998 (Act No 55, 1998)	<ul style="list-style-type: none"> a. Promoting equal opportunity and fair treatment through the elimination of unfair discrimination. b. Implementing positive measures (affirmative action) to ensure the equitable representation of black people, women and the disabled at all levels in the workplace. 	The BANKSETA, through the Human Resources Policy, makes sure that it promotes equal opportunities, addresses the affirmative action prescripts and eliminate unfair discrimination.
Public Finance Management Act (Act No 29 of 1999)	Ensures that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government	The BANKSETA, through its Governance Structures and Policies, make sure that it complies with PFMA.

Legislation/ policy/ regulation	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
Supply Chain Management Policy	<ul style="list-style-type: none"> • Transform government procurement and provisioning practices into an integrated SCM function; • Introduce a systematic approach for the appointment of consultants; • Create a common understanding and interpretation of the preferential procurement policy; and • Promote the consistent application of 'best practices' throughout the government's supply chain. 	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.
Preferential Procurement Policy Framework (Act No. 5 of 2000)	This provision sets out basic principles and the regulations thereof and it provides detailed Supply Chain Management guidelines that shall be followed by all state institutions.	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.
Policy Framework for the Government-wide Monitoring and Evaluation System	This is an overarching policy framework for monitoring and evaluation in the South African Government.	The BANKSETA funded the development of the Monitoring and Evaluation Framework for SETAs. At the moment, the BANKSETA is busy developing its M&E system.
Broad-Based Black Economic Empowerment (Act No. 53 of 2003)	Promotes the participation of previously disadvantaged individuals within the landscape of the South African economy.	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.

2. Institutional Policies and Strategies

The BANKSETA also derives its skills development mandate from the following national strategies and policies:

Strategy/Policies	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
National Development Plan (NDP)	The National Development Plan commonly known (NDP), is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities, and enhance the capability of the state and leaders working together to solve complex problems.	All the BANKSETA strategies and plans are aligned to NDP and all our programmes are aligned to national priorities intending to strengthen the country's economy
White Paper for Post-School Education and Training	<ul style="list-style-type: none"> a post-school education and training system that is responsive to the needs of individual citizens, employers in both public and private sectors, as well as broader societal and developmental objectives. 	<p>Expanded access to PSET opportunities</p> <ul style="list-style-type: none"> To provide diverse students population with access to a comprehensive and multifaceted range of PSET opportunities Bursaries for Lecturer development Programme <p>Improved efficiency and success of the PSET system:</p> <ul style="list-style-type: none"> Bursaries for Masters and PhD Learnerships and Internships Programmes <p>Improved quality of PSET provision:</p> <ul style="list-style-type: none"> Bursaries for Lecturer development Programme <p>A responsive PSET system:</p> <ul style="list-style-type: none"> All qualifications programmes and curricula are in line with the SSP
National Skills Development Plan (NSDP)	The NSDP seeks to ensure that South Africa has adequate, appropriate and high-quality skills that contribute towards economic growth, employment creation and social development. The plan derives from the broader plan of government, namely the NDP, which aims to put in place the framework whereby, we 'build the capabilities of our citizens to make our future work'.	All the BANKSETA outcomes are aligned to the objectives and outcomes of the NSDP

Strategy/Policies	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
New Growth Path	This framework reflects the government's commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.	All the BANKSETA programmes are aligned to New Growth Path as they are focussing on skills meant for employment opportunities
National Skills Accord	<p>The National Skills Accord is based on the following commitments:</p> <ul style="list-style-type: none"> • To expand the level of training using existing facilities more fully • To make internship and placement opportunities available within workplaces. • To set guidelines of ratios of trainees: artisans as well as across the technical vocations, in order to improve the level of training • To improve the funding of training and the use of funds available for training and incentives on companies to train • To set annual targets for training in state-owned enterprises • To improve SETA governance and financial management as well as stakeholder involvement • To align training to the New Growth Path and improve Sector Skills Plans 	All the BANKSETA programmes are aligned to National Skills Accord as they are focussing on skills meant for employment opportunities and these include internship and learnership programmes

Strategy/Policies	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
	<ul style="list-style-type: none"> To improve the role and performance of FET Colleges 	
<p>7 priorities to take South Africa forward:</p> <ul style="list-style-type: none"> Economic transformation and job creation; Education, skills and health; Consolidating the social wage through reliable and quality basic services; Spatial integration, human settlements and local government; Social cohesion and safe communities; A capable, ethical and developmental state and A better Africa and World. 	<p>Applicable to the BANKSETA:</p> <ul style="list-style-type: none"> Education, skills and health; Economic transformation and job creation; 	<p>All the BANKSETA educations and skills programmes are aligned to the 7 Priorities to take South Africa forward and these include internship and learnership programmes</p>

3. Relevant Court Rulings

Regulations published in the Government Gazette, No.35940, 03 December 2012 regarding Monies Received by a SETA and Related Matters was updated by NT Circular 15 2017 which outlined the judgement of the Labour Appeals Court on Forfeiture on Uncommitted Surpluses and Mandatory Grants that set aside the Regulation 3(12) which pertained to uncommitted surpluses being forfeited and submitted to the NSF. Regulation 4(4) which pertains to mandatory grants is still in force and set at 20%.

Part B: Our Strategic Focus

4. Situational Analysis

The scope of coverage of the BANKSETA, as approved and set out in the Government Gazette Notice No. 265 of 20 March 2000 and the SETA re-establishment scope for the period 2020 – 2030 is as follows:

- Central Banking;
- Other Monetary Intermediation;
- Activities of holding companies;
- Trusts, funds and similar financial institutions;
- Financial leasing;
- Other credit granting and micro-lending;
- Other financial service activities, except insurance and pension funding activities

Environmental challenges associated with BANKSETA Performance

Covid-19

There is no doubt that COVID-19 has spread throughout the world at an unprecedented speed and has affected all sectors. As countries seek to recover, some of the more long-term economic, business, environmental, societal and technological challenges and opportunities are just beginning to become visible. The COVID-19 crisis has revealed the urgent need to shape a better world. As economies restart, there is a possibility to ensure greater societal equality and sustainability become part of the recovery. To ensure positive outcomes from the crisis, the immediate and longer-term emerging risks must be identified and managed effectively. The BANKSETA as organisation has included responses to Covid-19 to its strategic plan.

Fourth Industrial Revolution (4IR)

According to the World Economic Forum (WEF), the Fourth Industrial Revolution is changing the way we live, work and think. It is bringing with it the rapid advancement of technologies, especially those related to advanced robotics, artificial intelligence, and machine learning. As technology becomes invisible it shapes the lives of young adults and workers across the globe, erasing borders and allowing people to work from anywhere. Work is no longer a place you go and requires interdisciplinary thinkers that can be creative, think critically and solve problems as they arise. These are just some of the top 10 skills the World Economic Forum has identified as being essential for success over the next decade. The 4th industrial revolution is here to stay.

The Skills Gap

As the need for the future skills economy evolves to become more interdisciplinary with critical soft skills becoming essential, organizations will need to adopt a new approach to learning. The public sector needs to consider how to better prepare students for future work-integration based on skills-of-the-future today.

Higher education and organizations both need to prepare the next generation for the mindset of lifelong learning. Lifelong learning can take many forms including attending events such as conferences, team workshops, innovation challenges, as well as taking skills courses and certifications.

This shift also needs to take into account how we assess a prospective employee's qualifications. No longer is a degree sufficient, now the future employer will recognise the individual's portfolio of work, which may include start-up pitches, code projects or creative designs that can take on many forms from data visualizations to illustrations.

What happens with employment?

The characteristics of the fourth Industrial Revolution are destined to bring about different impacts on employment, which are no longer confined to one industry, but all industries. At the same time, a lot of jobs will disappear, but there will be a lot of new job requirements. It is expected that more than 65% of children entering primary school today will end up working in completely new jobs that currently do not exist when they enter the workplace 15 years from now. As the changes brought by social media, digital publications and e-commerce, the most in-demand occupations did not exist 10 or even five years ago. According to the Future of Employment report, around 47 per cent of total US employment is in the high-risk category. People may be more concerned about what types of jobs are at high risk? What jobs will be safe in the future?

Retrenchments by banks in South Africa

Major banks in South Africa have been retrenching employees due to the closure of branches. Banks have attributed their retrenchment process to the emergence of the Fourth Industrial Revolution (4IR).

Surprisingly, the major drivers of the retrenchment at the banks are digitalisation and automation which are key elements of the 3rd Industrial Revolution. Therefore, there is an argument that states that banks are using the 4IR as a scapegoat.

This argument further states that banks have been aware for years, if not decades, of the digitization trends in the banking industry around the world and how those impact certain jobs. As such, through partnership with organised labour, employers they could have prepared their employees for this long before it was necessary to retrench staff.

Sensitizing their staff in time could have facilitated exploring various re-skilling opportunities and in some cases, the employees could have made alternative plans and preparations being fully aware that their jobs are soon to be redundant.

Implications of retrenchment to the BANKSETA and mitigation mechanisms

The Retrenchment of employees by banks has serious implications for the BANKSETA as this may have serious implications on the amount of levy BANKSETA receives from the employers. As a mechanism to deal with this challenge, BANKSETA has ring-fenced R59.5 million for its reskilling programme that will particularly focus on retrenched employees.

Funding for 4IR related programmes

Appointment of BANKSETA Research Chairs

In 2018, the BANKSETA appointed three Research Chairs that are as follows:

- Durban University of Technology (DUT)
- University of Witwatersrand (Wits)
- Rhodes University

In appointing the Research Chairs, BANKSETA aimed to provide cutting-edge research that brought about feasible solutions to the challenges facing the banking and alternative banking sector

Durban University of Technology (DUT) Research Chair.

The main focus of the DUT as a Research Chair was to conduct the impact of the 4IR on skills development. So far, the Research Chair has produced the following research reports:

- Report 1: Drivers of Change Report
- Report 2: Aligning the Banking Sector to National and Sectoral Priorities
- Report 3: 4IR Skills Forecast Report
- Report 3: 4IR Skills Forecast Report

- Influences of the 4th Industrial Revolution on the Banking landscape in South Africa: Skills Forecast for the banking sector in South Africa
- Fintech Development in South Africa
- Post School Education and Training and 4IR
- GIS Mapping

Wits Research Chair

Wits has conducted the following 4IR projects for the BANKSETA:

- Occupational Analysis in Banking: Jobs for Occupations
- Develop a Set of Occupations in Cybersecurity
- Just Transitioning of the banking sector with a focus on digitalisation and sustainability on the nature of jobs
- Analytical and Conceptual Alignment of Skills, Jobs, Occupations, Knowledge and Work

Currently, the BANKSETA is procuring four Research Partners to implement its Research Agenda as part of deepening further on research that affects the banking and alternative banking sector.

4.1 External Environment

The Banking sector forms part of the financial services sector and is classified by Statistics South Africa as part of the “financial and business services” industry. The Financial Services sector consists of all entities that manage money in some way or form. Generally, it consists of the following institutions: Banks, Insurers, Asset Managers, Stock Brokerages, Credit Unions, Micro-financiers and any other private or public sector companies capable of extending credit or other financing activities. The banking sector as a sub-set of the financial services sector consists of banking, credit unions, cooperative financial institutions and micro-financiers. Financial Services refers to the economic activities undertaken by such entities, which fundamentally encompass the access to funding/finance or the creation of wealth for consumption purposes or further economic productivity. Banking, Savings, Investment, Insurance and Financing assist individuals to consume, save, mitigate risk and accumulate credit while enabling companies to start-up, expand and improve competitiveness both locally and internationally. Financial Services is therefore fundamental to economic development and growth and holds a linear relationship. The Financial Services sector may be categorised into three primary subsectors:

- Banking and Credit Services (Banks, Mutual Banks, Credit Unions, Microfinance institutions, etc.);
- Insurance (Long-term and Short-term Insurers covering a variety of risks); and
- Investment and Related Services (Exchanges, Security Broking companies, Asset Managers, etc.).

Banking constitutes a key component of the financial services system and the economy, as a whole. The Banking system is a key driver of the South African economy as it facilitates the liquidity (amount of capital available for investment and spending) required by household and firms for consumption and future investment. The credit and loans extended by financial institutions to the economy imply that households do not have to save up in order to make large purchases, while companies can also start hiring and making capital expenditure now, in anticipation of future demand and expansion. The banking sector can be separated into banking and non-banking services.

BANKSETA’s mandate is limited to all employers who fall within the scope of following Standard Industrial Classification Codes:

Table 1: SIC Code Classification

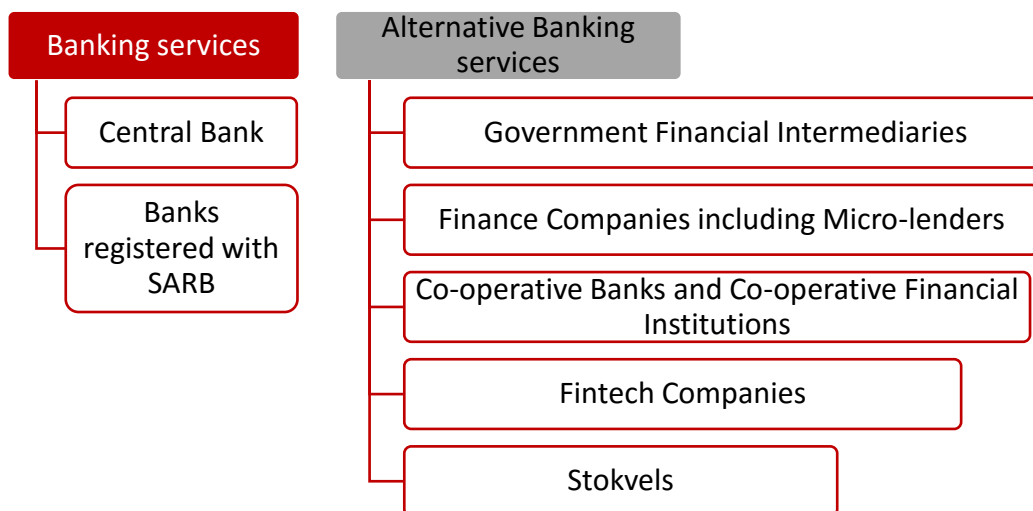
Code	Type	Description
64110	Central Banking	This class includes: <ul style="list-style-type: none"> • issuing and managing the country's currency, • monitoring and control of the money supply, • taking deposits that are used for clearance between financial institutions, • supervising banking operations, • holding the country's international reserves, and • acting as banker to the government.
64190	Other monetary intermediation	This class includes the receiving of deposits and/or close substitutes for deposits and extending of credit or lending funds. The granting of credit can take a variety of forms, such as loans, mortgages, credit cards, etc. These activities are generally carried out by monetary institutions other than central banks, such as: <ul style="list-style-type: none"> • banks, • savings banks, • credit unions, • postal giro and postal savings bank activities, • credit granting for house purchase by specialised deposit-taking institutions, and • money order activities.
64200	Activities of holding companies	This class includes the activities of holding companies, i.e. units that hold the assets (owning controlling-levels of equity) of a group of subsidiary corporations and whose principal activity owns the group. The holding companies in this class do not provide any other service to the businesses in which the equity is held, i.e. they do not administer or manage other units.
64300	Trusts, funds and similar financial entities	This class includes legal entities organised to pool securities or other financial assets, without managing, on behalf of shareholders or beneficiaries. The portfolios are customised to achieve specific investment characteristics, such as diversification, risk, rate of return and price volatility. These entities earn interest, dividends and other property income, but have little or no employment and no revenue from the sale of services. <p>This class includes:</p> <ul style="list-style-type: none"> • open-end investment funds, • closed-end investment funds, • trusts, estates or agency accounts, administered on behalf of the beneficiaries under the terms of a trust agreement, will or agency agreement, and • unit investment trust funds.
64910	Financial leasing	This class includes leasing where the term approximately covers the expected life of the asset and the lessee acquires substantially all the benefits of its use and takes all the risks associated with its ownership. The ownership of the asset may or may not eventually be transferred. Such leases cover all or virtually all costs including interest.
64920	Other credit granting	This class includes financial service activities primarily concerned with making loans by institutions not involved in monetary

Code	Type	Description
		<p>intermediation, where the granting of credit can take a variety of forms, such as loans, mortgages, credit cards etc., providing the following types of services:</p> <ul style="list-style-type: none"> • granting of consumer credit • international trade financing • provision of long-term finance to the industry by industrial banks • money lending outside the banking system • credit granting for house purchase by specialised non-depository institutions • pawnshops and pawnbrokers.
64990	Other financial service activities, except insurance and pension funding activities, NEC	<p>This class includes:</p> <ul style="list-style-type: none"> • other financial service activities primarily concerned with distributing funds other than by making loans including factoring activities, writing of swaps, options and other hedging arrangements and activities of viatical settlement companies • own-account investment activities, such as by venture capital companies, investment clubs, etc.

Source: BANKSETA SSP 2020

The monetary authority consists of the Reserve Bank which is the central bank of South Africa, governed in terms of the South African Reserve Bank Act 90 of 1989, as amended, and its subsidiary, the Corporation for Public Deposits, governed in terms of the Corporation for Public Deposits Act 46 of 1984. For the purposes of implementing skills development interventions, the BANKSETA adopts the following sub-sector categorisation within its scope of levy-paying employers according to SARS.

Figure 1: Sub-Sectors in Banking



Source: BANKSETA SSP 2020

The functions of the BANKSETA under the Skills Development Act as outlined in its Constitution include the following:

- Develop a sector skills plan within the framework of the National Skills Development Plan for the BANKSETA;
- Implement the sector skills plan by:

- approving workplace skills plans;
- establishing learning programmes;
- allocating grants in the prescribed manner to employers, education and training providers and employees; and
- monitoring education and training in the sector.
- Promote workplace-based learning by:
 - identifying workplaces for practical work experience;
 - support the development of learning materials;
 - improving the facilitation of learning; and
 - assisting in the conclusion of learning programme agreements.
- Disburse the skills development levies in the banking and alternative banking sector in terms of the Act and the Skills Development Levies Act;
- Liaise with the National Skills Authority as well as other SETAs
- Report to the Director-General on the implementation of its sector skills plan and its income and expenditure;
- Liaise with employment services of the Department of Labour and any educational body established in terms of educational laws of South Africa to improve the quality of information about employment opportunities; and between education and training providers and the labour market.
- Appoint office bearers and staff necessary for the performance of its functions;
- Facilitate the involvement of the relevant government departments in the activities of the Authority to:
 - address the competency requirements for social delivery;
 - address the learning needs of the most vulnerable segments of the sector;
 - promote training SMEs to enable them to qualify for public contracts.
- Perform any other duties imposed by the Act or any other function not specifically mentioned, to fulfil the objectives of the BANKSETA and the Act;
- Notwithstanding the above functions and objectives, the Authority must at all times give effect to the purposes of the Act, being:
 - to develop the skills of the South African workforce;
 - to increase the levels of investment in education and training in the labour market and to improve the return on that investment;
 - to encourage employers:
 - to use the workplace as an active learning environment;
 - to provide employees with opportunities to acquire new skills;
 - to provide opportunities for new entrants to the labour market to gain work experience; and
 - to encourage workers to participate in learning programmes and other training programmes;
- to improve the prospects of persons previously disadvantaged by discrimination and to redress those advantages through training and education; to ensure the quality of education and training in and for the workplace;
- to provide and regulate employment services;
- to assist:
 - work-seekers to find work;
 - retrenched workers to re-enter the labour market;
 - employers to find qualified employees.
- to forge links with stakeholders and bodies in the banking sector;
- account for the effective and efficient use of public monies received from levies collected from employers, in line with the provisions of the Public Finance Management Act; and
- Report to the Minister through the Director-General of the Department on matters related to the BANKSETA.

4.1.1 Key Role-players (Service Providers)

(a) Central Bank

In South Africa, the South African Reserve Bank (SARB) plays the role of the central bank. It fulfils both the functions of a monetary authority as well as a regulatory body. The central bank, among other things, issues banknotes and coin, conducts monetary policy, provides credit to banks, manages South Africa's foreign exchange reserves, supervises and regulates the banking sector, and acts as the lender of last resort to the banking system. The Corporation for Public Deposits accepts call deposits from the public sector and invests the funds in short-term money market instruments, including Treasury bills.

(b) Banks

A bank is a public company (Limited) registered as a bank in terms of the Banks Act 94 of 1990. The business of a bank is the solicitation and advertising for, and the acceptance of, deposits from the general public regularly and the utilisation of deposits accepted. Banks are classified as follows:

- South African Registered Banks: Locally Controlled
- South African Registered Banks: Foreign Controlled
- South African Registered Mutual Banks: A mutual bank is a juristic person that is registered as a mutual bank in terms of the Mutual Banks Act 124 of 1993.
- South African Branches of Foreign banks

The core banking services offered by most banks include:

- Retail banking services for individual clients in their personal capacity from current accounts, credit cards, personal loans, home loans, vehicle finance and savings and investments
- Business banking services assist businesses with business current accounts, business credit cards, business loans, tailored products and services, business relationship management, small business support including mentorship and network outreach
- Corporate banking supports large-scale organisations both locally and abroad with a range of banking services

(c) Government Financial Intermediaries

This classification includes any subsidiary or entity under the ownership or control of public entities that are engaged in financial intermediation. This classification includes any subsidiary or entity under the ownership or control of the national, provincial or local government that is engaged in financial intermediation. The Public Investment Corporation (PIC) as an example invests funds on behalf of public sector entities, including the Government Employees Pension Fund.

(d) Finance Companies including Micro-lenders

Finance companies are companies established in terms of the Companies Act 71 of 2008, with the specific purpose of obtaining funds in the form of loans, debentures or notes, and with the sole objective of lending or investing these funds again in the form of mortgage loans, hire-purchase and leasing finance. Microlenders (if incorporated) are included in this category.

(e) Co-Operative Banks and Co-operative Financial Institutions (CFIs)

Co-operative banks are member-owned banks based on the co-operative principles of voluntary and open membership, democratic member control, member’s economic participation, autonomy and independence, education, information and training, co-operation between co-operatives and concern for the community. The Prudential Authority is responsible for the supervision of all registered co-operative banks, whilst the CBDA is responsible for the training needs of the sector. The Co-operative Banks Act as amended by the Financial Services Regulatory Act 2017 provides that a “co-operative financial institution” means a co-operative that takes deposits and chooses to identify itself by use of the name Financial Co-operative, Financial Services Co-operative, Credit Union or Savings and Credit Co-operative.

(f) Fintech Companies

Financial technology companies, also known as FinTechs are companies that use new technology and innovation with available resources in order to compete in the marketplace of traditional financial institutions and intermediaries in the delivery of financial services. Financial technology companies consist of both start-ups and established financial and technology companies trying to replace or enhance the usage of financial services.

(g) Stokvels and Savings Clubs

Exemption Notice No. 2173 allows informal member-based groups to pool funds and utilise the funds for the benefit of their members on condition that a common bond exists between members within the group, relying on self-imposed regulation to protect the interests of their members. The focus of this exemption notice is on stokvels, CFIs, and employee savings clubs. Such deposit-taking institutions must be affiliated with NACFISA or the National Stokvel Association of South Africa (NASASA), being the self-regulating bodies of the deposit-taking financial institutions operating under this exemption notice. NASASA represents the interests of the stokvels movement in South Africa, and NACFISA is a registered co-operative that represents the interests of CFIs in South Africa.

4.1.2 Key Role-players Groupings

Role-players in the banking sector fall into one of the following groups: Regulatory, Employers, Associations, Professional Bodies and Trade Unions. The table below reflects the role each of these organisations plays in the banking sector.

Table 2: Role-player Groupings (Including other key stakeholders)

Groups	Key Role-players	Role they play
Monetary Authority and Regulatory	South African Reserve Bank	SARB is the central bank of South Africa. It is an organ of statute established by the SARB Act, and its mandate and independence are entrenched in the Constitution of the Republic of South Africa, 1996. In terms of its constitutional mandate, the Bank is required to protect the value of the currency in the interest of balanced and sustainable economic growth in South Africa. Price stability is a critical element of the foundation of an economy, contributing to economic growth, development and employment creation. The achievement of price stability is defined by government setting an inflation target that serves as a yardstick against which price stability is measured. The achievement

Groups	Key Role-players	Role they play
		of price stability is underpinned by the stability of the entire financial system.
Regulatory	Financial Services Conduct Authority (FSCA)	The FSCA is tasked with protecting financial customers through supervising market conduct.
Regulatory	National Credit Regulator	The NCR is responsible for regulating the South African credit industry, including the registration of credit providers, credit bureaux and debt counsellors. It is responsible for enforcing compliance with the National Credit Act and is focused on developing an accessible credit market to meet and promote the needs of people who are marginalised, especially economically.
Regulatory	Co-operative Banks Development Agency	The CBDA is responsible for the training and support of co-operative banks and co-operative financial institutions
Associations - Banking	Banking Association of South Africa (BASA)	<p>BASA is an industry body representing all registered banks in South Africa. It is the mandated representative of the sector and represents the industry through lobbying, engagement with stakeholders and political influence.</p> <p>BASA is the mandated representative of the banking sector and addresses industry issues through:</p> <ul style="list-style-type: none"> • Lobbying and advocacy • Policy influence • Guiding transformation in the sector • Acting as a catalyst for constructive and sustainable change in the sector • Research and development • Engagement with critical stakeholders
Associations - Banking	South African Banking Risk Information Centre (SABRIC)	SABRIC is a Not for Profit Company formed by the four major banks to assist the Banking and Cash in transit companies combat organised bank-related crimes. It serves as a financial crime risk information centre.
Alternative Banking Associations	Micro-Finance South Africa	MFSA is a representative body of registered and legal Microfinance Credit Providers in South Africa. MFSA represents almost 1700 Microfinance offices registered with the NCR and the majority of significant Service Providers in the Sector.
Alternative Banking Associations	NACFISA	NACFISA operates as a national representative body and support organisation for all CFIs in all nine Provinces of South Africa.
Alternative Banking Associations	DMASA/AMFISA	A non-profit organisation that supports the development of Micro-finance institutions in South Africa.
Alternative Banking Associations	National Stokvel Association of South Africa (NASASA)	NASASA represents the interests of the stokvels movement in South Africa.

Groups	Key Role-players	Role they play
Professional Bodies	Various	Professional Bodies provide members with professional designations, networking, educational, training and information opportunities.
Trade Unions	The South African Society of Bank Officials (SASBO)	SASBO is the Trade Union for the banking sector. The Finance Union represents employees in all the major banks and hence serves as the voice of labour within the finance sector.

Source: BANKSETA SSP 2020

4.1.3 Drivers of Change in the Banking Sector

The fourth industrial revolution is at the heart of five key drivers of change impacting the banking sector. The five major change drivers are Digitalisation and Technology; Changing Customer Expectations; Regulation, Risk and Cybercrime; Disruptors in banking and Political, Economic and Societal Shifts.

Digitalisation and Technology

Digital banking is the incorporation of new and developing technologies throughout the financial services sector to provide enhanced customer services and experiences effectively and efficiently. Digitisation in banking is driven by three major factors: Technology push, customer experience and economic benefits. Customers' adaptation to the digital environment, forces banks to relook their products and services. Digital technology is rapidly influencing the way customers engage in banking activities.

'Digital' is a collective term which refers to an integrated and collaborative platform that allows consumers, suppliers and organisations to transact using various electronic devices or technologies. It brings together emerging technologies which include social media, cloud, analytics and mobile to provide a cost-effective and convenient distribution channel for consumers to use. The use of technology to better interpret the complex and evolving needs of customers so as to better engage with them is an area that the banks are expected to continue to invest in with a view to strengthening their capabilities through smarter and deeper use of predictive data analytics and better harnessing the wealth of information that already exists within their systems.

Technological innovation is revolutionising the banking industry. There is no getting away from the fact that banks are under threat unless they can keep pace with technology. Some of these innovations are great for banks. Cloud computing, for example, can reduce costs and promote low-cost innovation. But some advances disrupt banking in a big way, like crypto-currency, which skips banks in the payment process. The four technological advances that are changing the face of banking, for better or for worse are social media, mobile banking, cloud technology and crypto-currency.

Banks traditionally operated in silo channels, with different business areas operating independently of each other. The introduction of open banking will see a new way of banking emerge. It will allow the industry to innovate and enhance customer service, and help new entrants (Fintechs) to gain a share of new financial products and services. Large banks have built their technology and data around individual products and channels, and are beholden to legacy systems. To overcome this, banks must invest in technological capabilities and incorporate the right architecture to respond quickly and drive an agile culture throughout the business. In South Africa, there are reports that some banks have reduced headcount and closed some of their branches this largely being influenced by the deployment of new technologies.

Changing Customer Expectations

In his article, 'Technology: Hunting the Big Four' (2019), Mark Brown argues that the global banking industry is evolving in response to economic pressures, digital innovation and most importantly the changing way their customers use banking and financial services. While their platforms are changing, banks remain relevant. Referring to Bill Gates's famous comment in which he stated, "We need banking not banks", Mark Brown suggested that Bill Gates should rather have said: "We need efficient, digital banking platforms that focus on clients, not expensive bureaucracies focused on products."

Today's connected consumers have embraced technology to such an extent that it has become an extension of them. Influence of mobile technology, social media, rising customer experience and service expectations and lower switching costs for customers to take their business elsewhere have dramatically changed the competitive landscape for banks. With ready access to information, the influence of online retail experiences and adoption of new technologies, customer expectations are rapidly changing. This is driving a shift in the market and forcing organisations to develop new interaction models that deliver deeper personalised service and improved customer care.

Banks need to put the customer at the heart of the design process and take new products to market quickly. They also need to be more attuned to their customers' needs, determine how they can better engage with their clients, know the products they want and predict what's needed rather than wait and react. This means embracing social media, giving customers more ways to interact with the business, rethinking traditional marketing tactics and mastering analytics. Tech-savvy customers are increasingly seeking a user experience that aligns to their individual needs.

Central to a bank's success in the digital economy is, therefore, the data they accumulate about customers and intelligent ways of processing it. Data is only useful if banks can use it effectively. Banks must ensure they have easily accessible, high-quality data. It is not about the volume of data but its application that will make banks successful. By gathering meaningful insights, they can create audience segmentation and deliver innovative, customised products in a way that appeals to customers. Banks need to reach a point where they understand the needs of the customer, without taking any direct feedback.

Regulatory Changes, Risk and Cybercrime

The 2019 Deloitte Report on Banking and Capital Markets Outlook that cites a growing divergence in global regulatory standards. With such a dynamic regulatory landscape, banks should buckle down and make compliance modernisation a priority focusing particularly on making regulatory systems already in place more efficient for business strategy. Throughout all compliance efforts, banks should prioritise soundness and safety. Regulatory divergence seems to be encouraging experimentation by fintechs and welcoming them to the fold. The OCC announced in July 2018 that it would begin accepting fintech bank charter applications. South Africa is also following the same path and the following regulatory bodies play a critical role in South Africa's regulatory system.

(a) The South African Reserve Bank

The South African Reserve Bank is the central bank of the Republic of South Africa. The primary purpose of the Bank is to achieve and maintain price stability in the interest of balanced and sustainable economic growth in South Africa. The primary function of the Reserve Bank is to protect the value of South Africa's currency. In discharging this role, it takes responsibility for:

- Ensuring that the South African money, banking and financial system as a whole is sound, meets the requirements of the community and keeps abreast of international developments;
- Assisting the South African government, as well as other members of the economic community of southern Africa, with data relevant to the formulation and implementation of macroeconomic policy; and
- Informing the South African community and all stakeholders abroad about monetary policy and the South African economic situation.

(b) Co-operative Banks Development Agency (CBDA)

The Co-operative Banks Development Agency was established to regulate, promote and develop co-operative banking, including deposit-taking and lending co-operatives

The institution was created for the following tasks:

- To register, regulate and supervise co-operative banks
- To promote, register and regulate representative bodies
- To facilitate, promote and fund education and training to enhance the work of co-operative financial institutions
- To accredit and regulate support organisations
- To provide liquidity support to registered co-operative banks through loans or grants, and
- To manage a deposit insurance fund

(c) National Credit Regulator

The National Credit Regulator (NCR) was established as the regulator under the National Credit Act No. 34 of 2005 (The Act) and is responsible for the regulation of the South African credit industry. It is tasked with carrying out education, research, policy development, registration of industry participants, investigation of complaints, and ensuring the enforcement of the Act. The Act requires the Regulator to promote the development of an accessible credit market, particularly to address the needs of historically disadvantaged persons, low-income persons, and remote, isolated or low-density communities. The NCR is also tasked with the registration of credit providers, credit bureaux and debt counsellors; and with the enforcement of compliance with the Act.

(d) The Financial Sector Conduct Authority (FSCA)

The FSCA is the market conduct regulator of financial institutions that provide financial products and financial services, financial institutions that are licensed in terms of a financial sector law, including banks, insurers, retirement funds and administrators, and market infrastructures. The FSCA is responsible for market conduct regulation and supervision. FSCA aims to enhance and support the efficiency and integrity of financial markets and to protect financial customers by promoting their fair treatment by financial institutions, as well as providing financial customers with financial education. The FSCA will further assist in maintaining financial stability.

Disruptors in Banking

Mark Brown (2019) revealed that new competitors in the banking sector have generally begun by targeting niche markets. More recently, competition has evolved from traditional competitors to Fintech disruptors to “big tech” disruptors. These disruptors are revolutionising the banking experience for clients and, if traditional players do not respond, they will continue to capture more of the banking value chain. Many Fintech players have found it difficult to scale up and are increasingly partnering with traditional banks. But “big tech” disruptors have both the financial muscle and ability to grow, presenting a greater threat to traditional banks that do not embrace change and innovation.

Political, Economic and Societal Shifts

The May 2019 election victory by African National Congress (ANC) under the leadership of President Cyril Ramaphosa brought about stability in South Africa and in the Southern African Development Community (SADC) as a whole. Many analysts and major corporations operating in SA’s financial services space have expressed positive reactions over the appointment of Cyril Ramaphosa as president of the ANC and the country. Ramaphosa’s election as President of the ANC came amidst a crisis in confidence in both the business and consumer sectors. Ramaphosa is well regarded by financial markets and has championed fighting corruption and enhancing policy certainty in a bid to revive economic growth. His personal interest is to secure a stabilising social compact akin to the one he negotiated in 1994 given developments that have left the country economically and socially weaker. Challenges for the new dispensation include allegations that parts of the state have been taken over by corrupt civil servants and some private sector interests, high levels of unemployment and increasingly fractious public debates. During his campaign trail, he moulded his image on the sanctity of the rule of law and on the dictum that social stability hinges on respect of the rule of law. His election as both a President of the ANC and the country was therefore viewed as positive by financial markets (Daily Maverick, 11 June 2019)

4.1.4 Implications for Skills Planning

The key skills change drivers have very serious implications for the skills demand. Drivers of change mean that the skills demanded will also change.

Digitisation and technology - The implications for skills planning are that the skills that will be in demand will be for high skills in computing technology, software development, artificial intelligence, robotics, etc. There will be a need for reskilling employees to meet the changes brought about by digitisation and technology.

Changing Customer Expectations - The implications for skills will focus on the appropriate ways to deal with customer queries and challenges. Customers are changing their expectations of banks and banking services and employees who work with customers must possess skills to communicate effectively with customers and resolve their queries in the shortest possible time.

Regulatory changes, risk and cyber-crime - The implications for skills planning is a greater focus on the new regulatory framework for prudential and conduct authorities, cyber security as a risk that all banks must address by ensuring they have the appropriate skills to manage these risks.

Disruptors in banking The implications for skills planning is that agility skills and skills to develop a multi-disciplinary employee is important. It is also important to develop skills for the fintechs within the banking sector in order for them to provide effective service to the banks.

Political, economic and societal shifts - The implications for skills is mostly within management and leadership ensuring that leaders possess skills to manage their teams in turbulent times ensuring they are capable of leading change within their work environments and to advance transformation in the banking sector.

The change drivers listed above indicate that a change in the occupational landscape is emerging. Many new occupations with a strong technological flair like data management, data analytics and data scientists are emerging in the sector. In addition, the soft skills required are changing to include skills like agility, innovation, creativity, problem-solving, etc. Career fit seems to be the focus in terms of the skills needed in the banking sector where re-skilling and upskilling for new job roles is currently underway.

Based on the change drivers and national priorities, BANKSETA identifies the following as the five key skills change drivers for the 2021/2022 to 2024/25 period:

- Technology, Digitisation and Innovation
- Regulation, Compliance and Risk Management
- Management and Leadership Development
- Markets, Products and services
- Customer centricity

4.1.5 Performance Environment

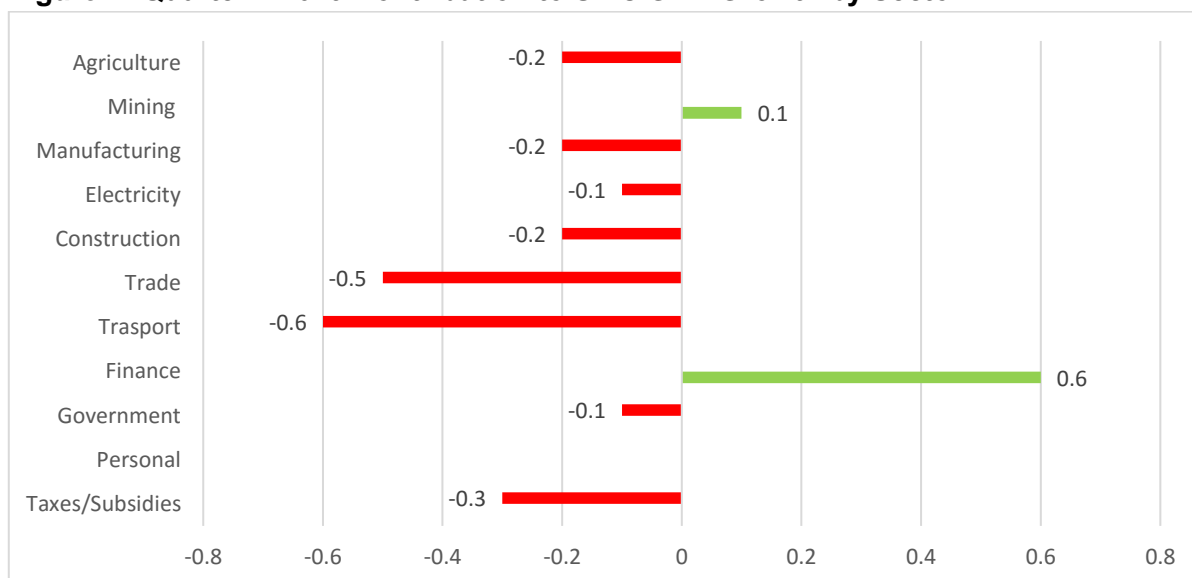
The South African economy fell by 1,4% in the fourth quarter of 2019, contributing to an overall growth rate of 0,2% for the entire year. The latest set of gross domestic product (GDP) figures released by Stats SA provides an overview of economic performance in 2019.

South Africa fell into a technical recession in the fourth quarter after experiencing two successive quarterly declines in the GDP in quarter three and quarter four of 2019.

The finance sector was a strong supporter of overall growth in 2019, adding 0,6 of a percentage point in quarter four growth. The second-largest contributor to positive growth was mining, which added 0,1 of a percentage point to the fourth quarter.

Agriculture, manufacturing and construction all showed negative growth. However, Agriculture, in particular, had a difficult period, registering a contraction of 7.6%. The decline was mainly due to a fall in the production of field crops and horticultural products.

Figure 2: Quarter 4 2019 Contribution to SA's GDP Growth by Sector



Source: Statistics SA 2019

Due to the outbreak of COVID-19 pandemic around the world, a state of disaster was declared in South Africa on 15 March 2020. The country was subsequently placed under lockdown starting from the 27 March 2020, effectively bringing the economy to a halt.

As a result of the lockdown that was imposed due to the pandemic, the SARB expects the economy to shrink by 7% in 2020. This decline is expected to be accompanied by massive job losses in most sectors of the economy. According to Melody Xaba, a member of The Media, Information, Communication and Technologies Sector for Education and Training Authority (MICT-SETA) Fourth Industrial Revolution (4IR) Committee, pre-Covid-19, about 35% of the workforce was at risk of losing jobs due to automation, and this situation is now worse because of the crisis. All sectors have been impacted by the crisis, and thousands of businesses will close. Some sectors remained open during the lockdown as their functions were classified as an essential service. Banking activities form part of the essential services and as a result, banks remained operational during the lockdown.

The South African Reserve Bank cut the repo rate by 2,75% between January and May 2020 in order to ease the burden on consumers. This will have a negative impact on banks' net interest margins. The expected massive job losses and business closures will also impact negatively on the banks as this will increase their bad debts books in the following year. Despite this, there is a general consensus that the banks will survive the shock. This is mainly because the banks are required to hold high levels of capital, own more high-quality liquid assets and carry higher levels of provisions than they did previously. These are some of the regulatory changes that were brought about by the lessons learned during the 2008 global financial crisis. Banks have also scaled down their exposures to the market risk carried on their balance sheets.

The total revenues generated by businesses operating under the micro-finance are expected to drop by about 65% this year (2020). This is according to the report by Micro-Finance South Africa (MFSA). This is mainly due to micro-finance function not been classified as an essential service under the lockdown regulations and as a result, remained mainly closed. The report also shows that about 90% of businesses in the sector are worried about cash flow, and other issues including a reduced customer base, payment of staff, business closure, and staff retrenchments. The report further states that only 15% of the businesses were receiving any form of government support.

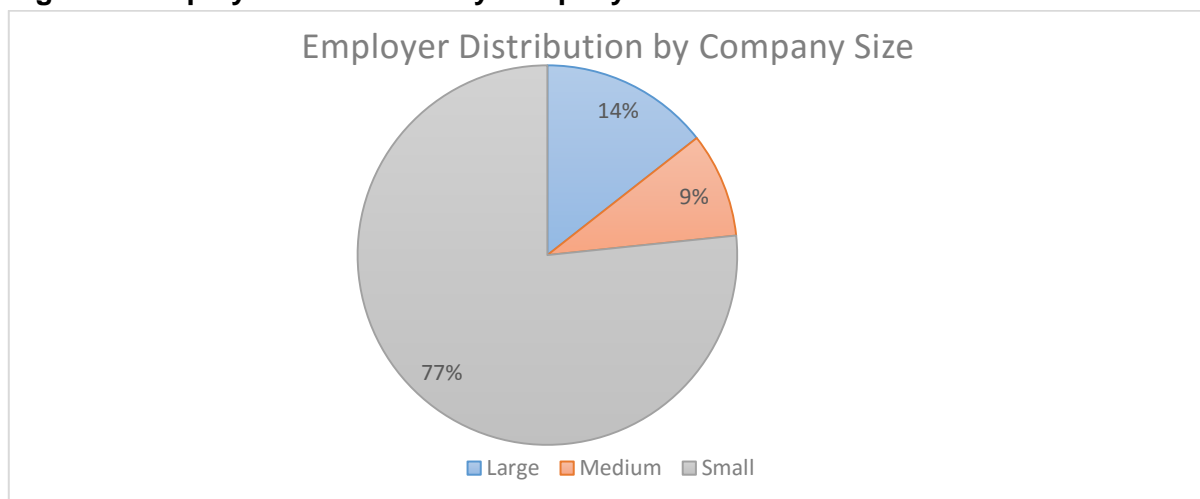
Fintech companies are also not immune to the current economic conditions. Many of them around the world face possibilities of takeover by banks and forced mergers in order to survive

the current economic slowdown. According to a report by Deloitte, other fintech companies have implemented cost-saving measures, including workforce reduction. Because revenues for many of them are transaction and volume-based, a priority strategy right now is making sure that as many expenses as possible are variable and fixed expenses are minimized. On the other hand, the social distancing, isolation and lockdowns created by the pandemic have triggered a surge in digital transformation. The COVID-19 resulted in tremendous growth in the use of digital financial services and fintech apps. This presents new opportunities for fintech companies. These opportunities include:

- Expanding partnership strategies,
- Advancing financial inclusion programs,
- Accelerating economic relief efforts,
- Empowering gig workers, and
- Harnessing the Internet of Things (IoT)

According to the SARS Levy data, 764 companies pay skills levy to the BANKSETA. The analysis below is based on the companies that submitted their WSP data for 2020, BANKSETA Workplace Skills Plans were received from 548 companies made up of 420 small companies (both levy paying and non-levy paying), 49 medium companies and 79 large companies. It must be noted that even though Figure 3 below shows that the majority of employers (75%) come from small companies but large companies (15%) still employ 96% of employees in the sector.

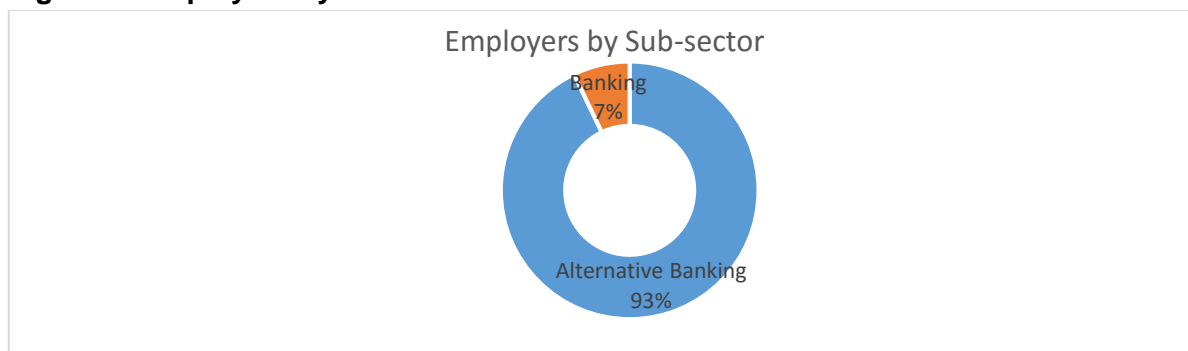
Figure 3: Employer Distribution by company size



Source: BANKSETA WSP 2020

Figure 4 below shows the distribution of employers in banking and alternative banking subsectors. It is evident that the majority of employers are in the alternative subsector with an estimated 93% of the employers. This is mainly because the alternative banking sector is dominated by a large number of small employers (levy payers and non-levy payers).

Figure 4: Employers by sub-sector

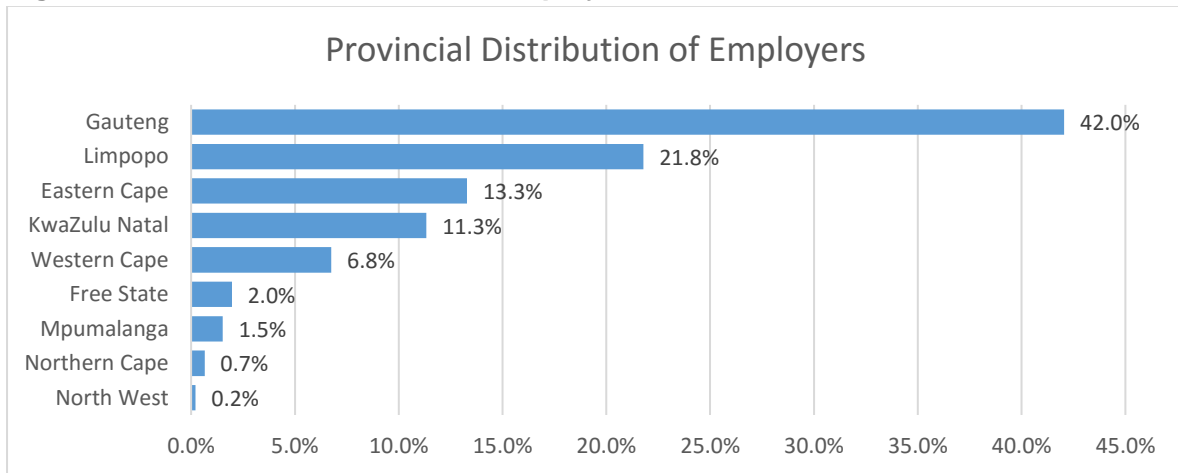


Source: BANKSETA WSP 2020

In terms of the geographic distribution of employers across the nine provinces, Figure 5 shows that most employers are based in Gauteng, which is 42% of the total employers. 21% are in

Limpopo while 13% are based in the Eastern Cape. The province with the least number of employers is the North West 0.2% of employers.

Figure 5: Provincial Distribution of Employers

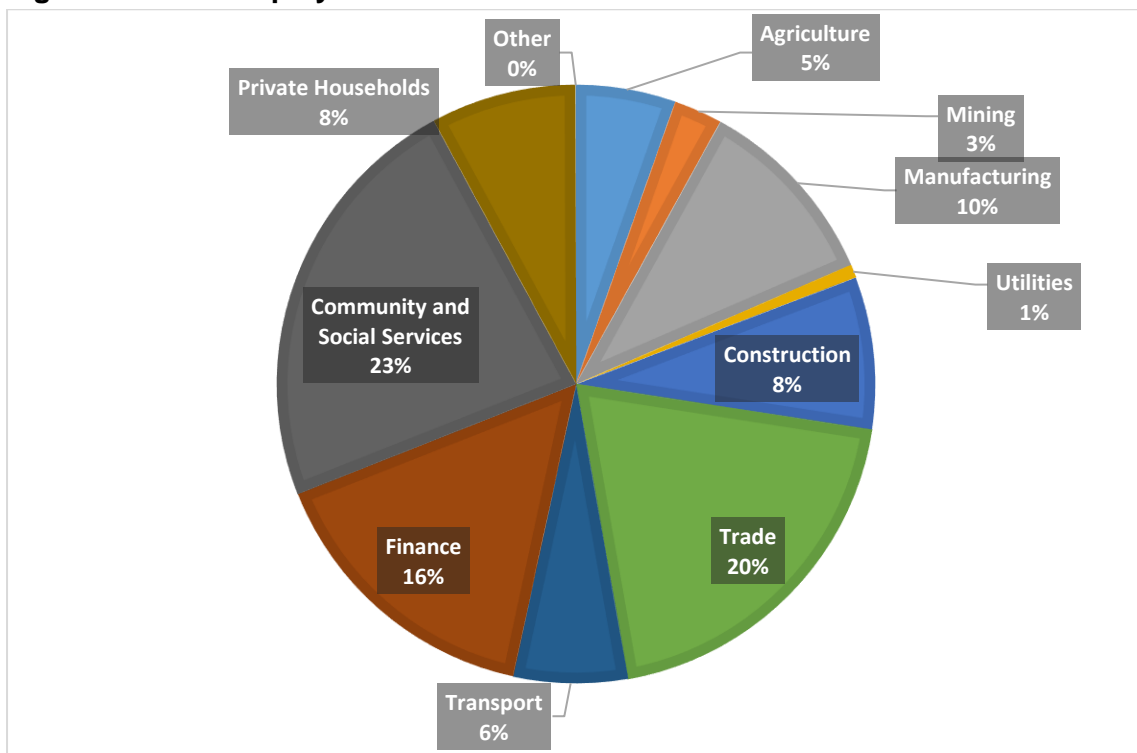


Source: BANKSETA WSP 2020

4.1.6 Labour market profile

In terms of employment on a national scale, the finance sector employed a total of 2,57 million employees as reported in the 2019 Q4 Quarterly Labour Force Survey (QLFS). The chart below shows that 16% were employed by the finance sector.

Figure 6: QLFS Employment Data Q4: 2019

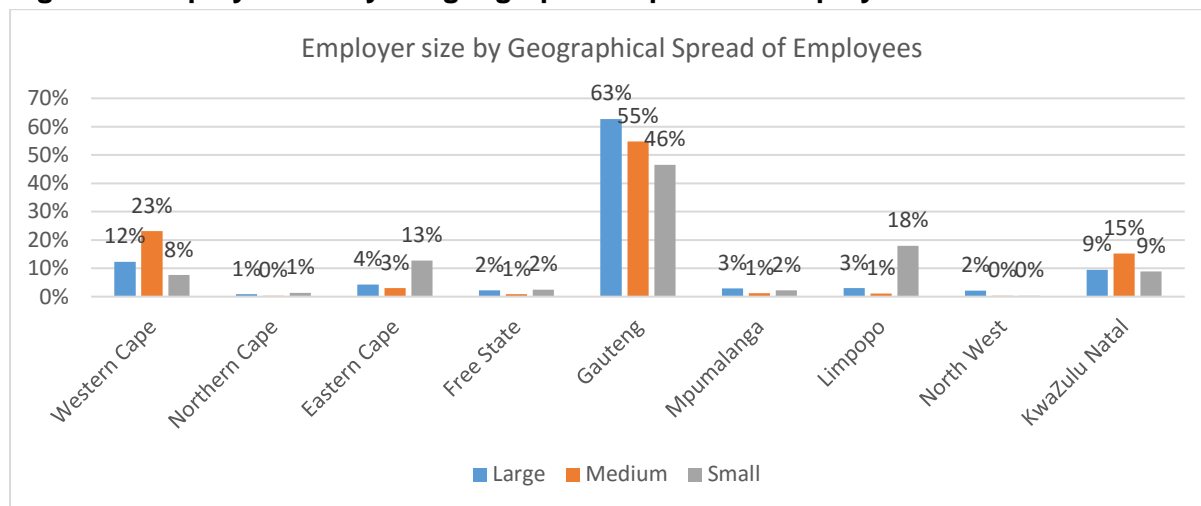


Source: StatsSA QLFS Q4 2019

Profiling of employment in the banking and alternative banking sector requires an analysis of the geographic spread of employees. The largest share of employees is found in Gauteng. This is particularly true for large companies (63%), medium (55%) and small (46%) which generally would comprise of a high concentration of employees in the head offices located in the large cities of Gauteng. Other provinces representing significant shares of employees include the Western Cape and KwaZulu-Natal provinces, with branch offices most likely concentrated around the large cities of Cape Town and Durban respectively. It is clear that a more even geographic spread occurs for smaller enterprises, as these companies often do not have a

number of branches, but rather operate as single office companies located close to the local customer base they serve. This is evidenced by the significant shares of employees reported for small companies located in Limpopo (18%). This may be attributed to the fact that BANKSETA has a regional office in Limpopo which made it easier for small companies to submit their WSPs. The 2020 WSP data show that 13% of employees of small companies located in the Eastern Cape provinces.

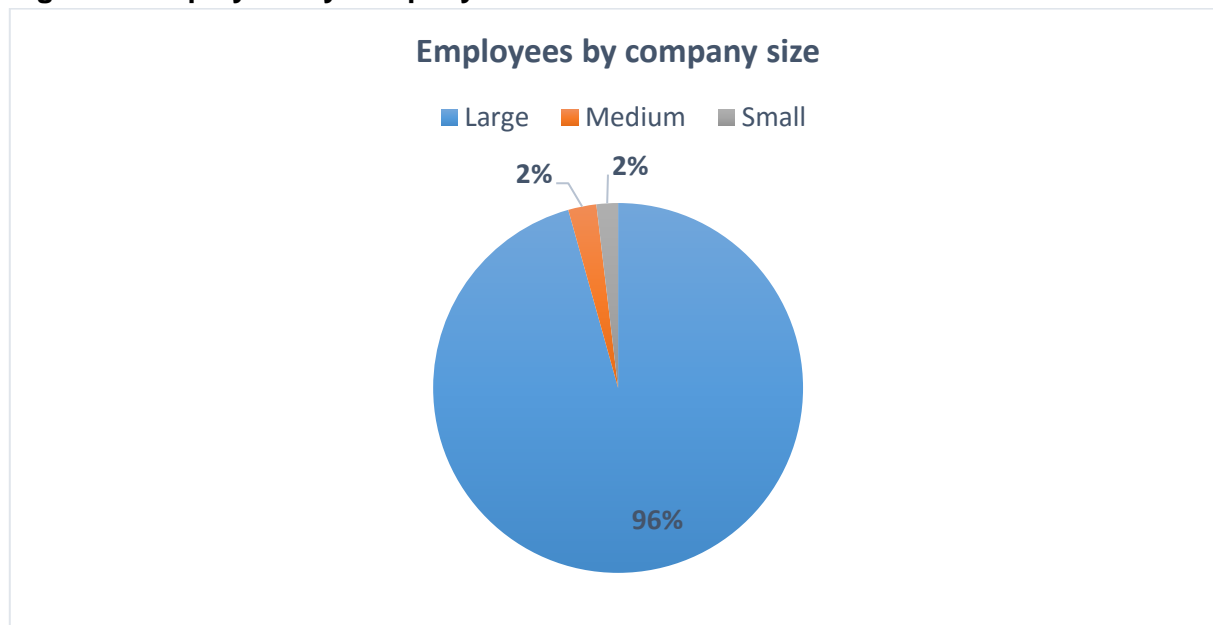
Figure 7: Employer size by the geographical spread of employees.



Source: BANKSETA WSP 2020

The Workplace Skills Plans (WSP) data received for the year 2020 reflect that the sector currently employs about 194 954 and this shows a decline compared to 197 288 reportedly in 2019. This is a decline of 1,2%. Large employers employ more than 96% of the labour force. While medium and smaller companies employ 2% respectively.

Figure 8: Employees by company sizes



Source: BANKSETA 2020

Table 3 shows the profile of employees in the sector by gender and equity for the different employers. The table shows that about 55% of the employees are Africans, followed by Whites at 18% of the employees.

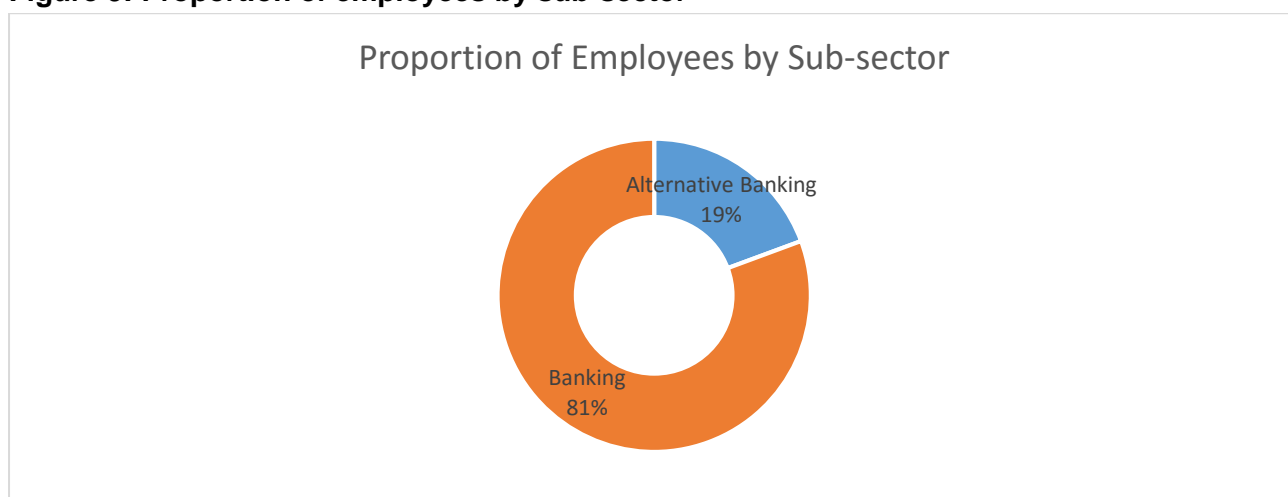
Table 3: Employment by employer company size, equity and gender

Employer Size	Equity and Gender										Total
	MA	MC	MI	MW	MO	FA	FC	FI	FW	FO	
Large	38	9	8	15		65	18	10	17		186
	823	675	574	343	927	256	684	731	908	633	554
Medium	636	276		516	69	1	539	299	474	39	4 435
			220			367					
Small	747	120		453	10	1	276	217	492	6	3 965
			161			483					
Total	40	10	8	16	1	68	19	11	18		194
	206	071	955	312	006	106	499	247	874	678	954
%	20.6 %	5.2%	4.6 %	8.4%	0.5 %	34.9 %	10.0 %	5.8%	9.7%	0.3 %	100%

Source: BANKSETA WSP 2020

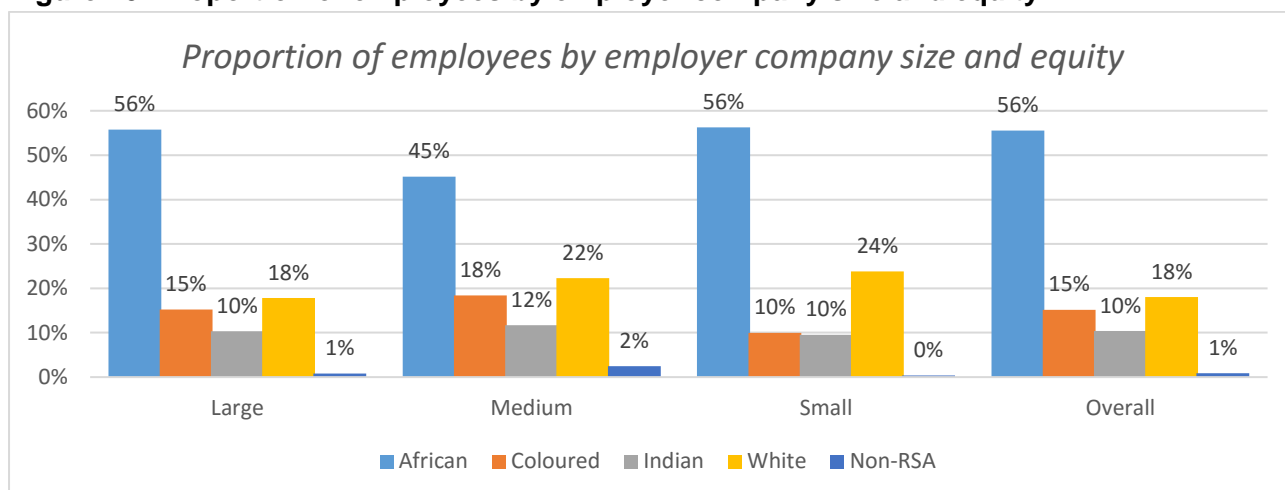
The information by subsector shows that although the majority of the employers are in alternative banking, the banking subsector employs about 81% of the employees in the sector. This can be seen in Figure 9 below. This shows that the alternative banking subsector is only a fraction of the sector with employees of about 37 000.

Figure 9: Proportion of employees by sub-sector



Source: BANKSETA SSP

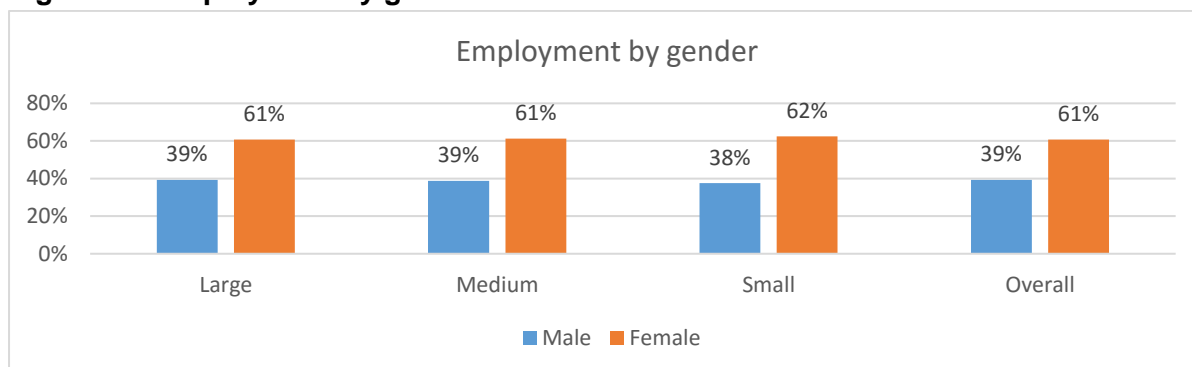
Figure 10: Proportion of employees by employer company size and equity



Source: BANKSETA WSP 2020

WSP submissions also allow for the profiling of employees with respect to race. For instance, the histogram above shows that large companies employ 56% Africans (males and females combined), while 15% is Coloured males and females, 10% Asian/Indian males and females and 18% White males and females. Statistics show that smaller companies also showed a significant decline in the number of African employees, from 62% in 2019 to 56% in 2020 while medium companies showed an increase in the number of Whites employed.

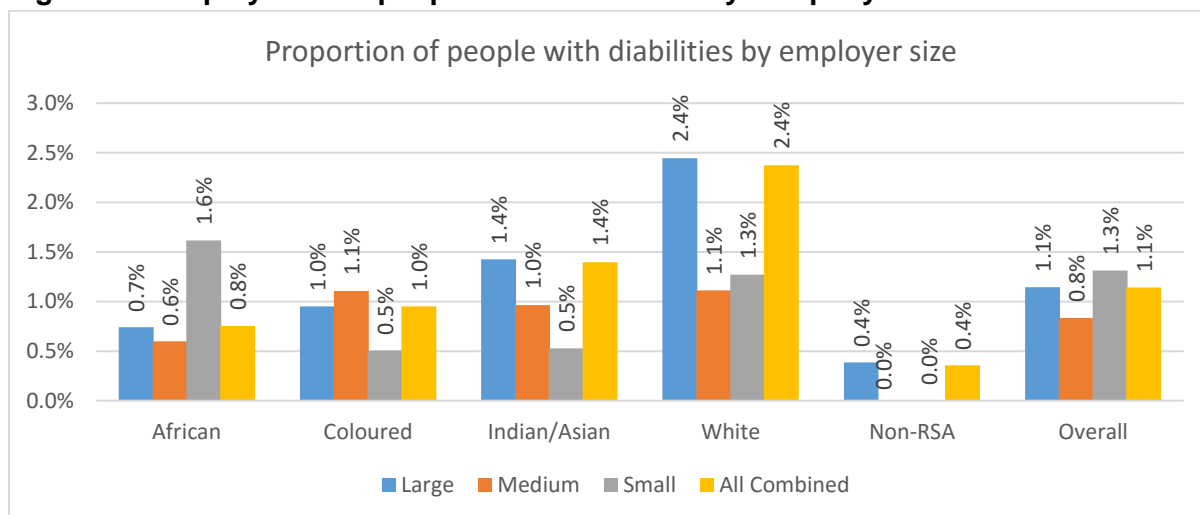
Figure 11: Employment by gender



Source: BANKSETA WSP 2020

WSP submissions also allow for the profiling of employees with respect to gender. Small companies reported significant levels of transformation with 62% females, while medium and large companies reported that 61% employed were females. This brings the number of females employed by all companies to 61% as opposed to 39% of males employed by all companies.

Figure 12: Employment of people with disabilities by company size



Source: BANKSETA 2020

The bar plot above depicts the employment status of people with disabilities by different company sizes. The figure for overall employed people living with disabilities stands at 1,1%. Small companies employ 1,3% of the people living with disabilities, followed by large companies which employ 1,1% of people living with disabilities. Medium companies employ less than one per cent of the people living with disabilities. The data also show that the proportion of employed White people living with disabilities is higher than the other groups (2,4%). This is also true for large companies. Africans with disabilities are employed in high proportions by small companies (1,6%).

4.1.7 Employment by occupational group

An analysis of employment by broad occupational groups is reflected in the table below. Approximately 70 229 (36%) employees are in the Clerical Support and this is slightly lower than the 71 431 reported in 2019. Technicians and Associate Professionals also comprise a large number of employees at approximately 40 125 (21%) and this is 10% higher than the 36 239

reported in 2019. The sector also employs a large number of Managers with a total number of 38 545 (19,8%) that cuts across the racial groups. The statistics depict that 36 499 professionals are employed by the sector. The statistics show 7 198 are employed at Services and Sales Workers and this demonstrates a huge decline compared to the 10 983 reported in 2019. The majority of people employed in the Services and Sales Workers are African males and females. Please see Table 4 and Figure 13 below on employment by occupational groups (based on international standards classification of occupations).

Table 4: Employment by occupational groups

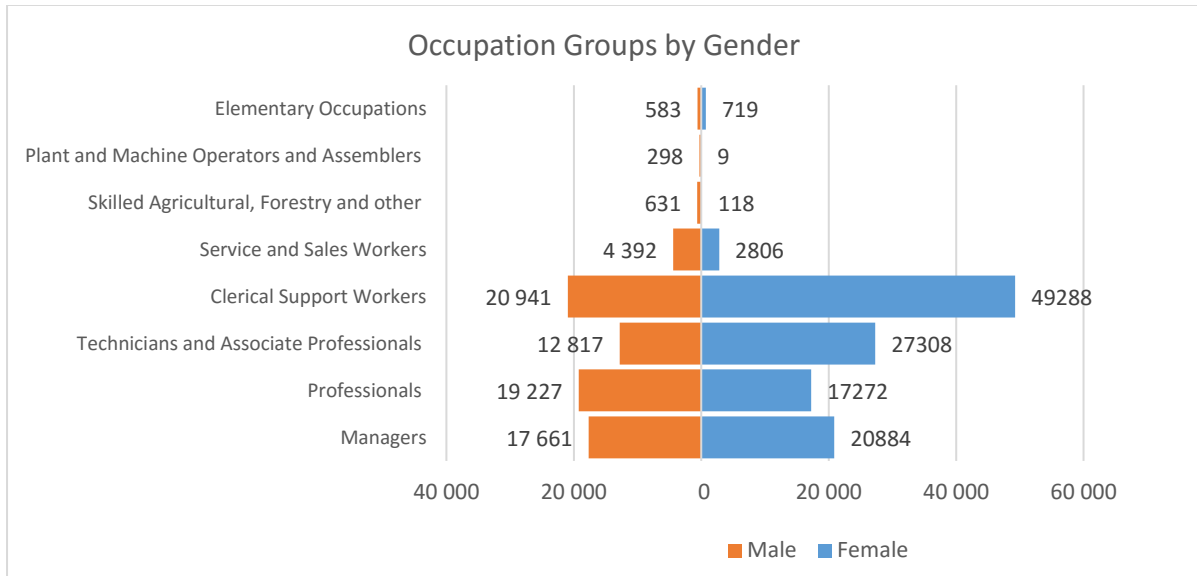
Major OFO Groups	Equity					Gender		Total
	African	Coloured	Indian	White	Other	Female	Male	
Managers	15 000	5 237	5 641	12 053	614	20 884	17 661	38 545
Professionals	15 623	4 335	5 443	10 367	731	17 272	19 227	36 499
Technicians and Associate Professionals	22 510	6 750	3 715	6 969	181	27 308	12 817	40 125
Clerical Support Workers	47 498	12 325	5 077	5 190	139	49 288	20 941	70 229
Service and Sales Workers	5 695	746	274	475	8	2 806	4 392	7 198
Skilled Agricultural, Forestry, Fishery, Craft and Related Trades Workers	602	60	18	63	6	118	631	749
Plant and Machine Operators and Assemblers	227	18	19	43	0	9	298	307
Elementary Occupations	1 157	99	15	26	5	719	583	1 302
Total	108 312	29 570	20 202	35 186	1 684	118 404	76 550	194 954

Source: BANKSETA WSP 2020

Figure 13 below illustrates the major occupational groups from a demographic perspective. Principle 3 of the National Development Plan, that is, advancing an equitable and integrated system put emphasis on contributing towards transformational and developmental imperatives such as gender, race, class, youth, disability and geography. The 2020 data depicts low levels of transformation that still evident within the banking sector. The data indicate that across occupations, 56% of Africans, 18% of Whites, 15% Coloureds and 15% Indian/Asians are employed by the sector in 2019. For instance, the occupational category of managers depicts Africans at 39% while Whites are at 31% out of the entire occupation population of managers. This requires further attention considering that out of the 194 954 employed in the sector 108 312 is Africans.

The gender discrepancies still exist in the banking sector as the data depicts that 54% women are in managerial positions. This is still low considering that the banking sector employed 118 404 (61%) women. But at least, there is gender 'locomotive' progression from a transformational perspective.

Figure 13: Occupations Groups by Gender



Source: BANKSETA WSP 2020

Out of 118 404 (61%) women employed by the sector, only 20 884 (12%) women across racial groups are in managerial positions. Out of the 20 884 women in managerial positions, only 8830 (42%) are African women, the other 58% cuts across the other races. This is concerning considering that 57,7% (68 106) of the women employed by the sector are African.

The data depicts that the sector employed 76 550 (40%) males out of 194 954 total population employed. The data also depicts that the sector employed 17 661 (9%) males across races in managerial positions. Out of 17 661 (9%) males in managerial positions only 6 170 (3%) African males are in managerial positions. This is very low considering that 40 206 (21%) African males are employed by the sector. About 6% of males in managerial positions cuts across Whites, Coloureds and Asians with white males holding 3% even though their entire population employed in the sector is 16 312 (8%). Out of the 8%, 40% of white males are in managerial positions. The WSP data reflects the levels of education amongst racial groups as follows: 99.6% Asians have a post-matric qualification, 98.8% Whites have a post-matric qualification, 98.7% Coloureds have a post-matric qualification and 97.9% Africans have a post-matric qualification. It is debatable whether the low level of post-matric education amongst Africans is a causal factor for the low number of Africans in managerial positions or whether this is a transformational dilemma.

4.1.8 Professionals

The data depicts that 12 321 (75%) of white males are managers or professionals in the entire banking sector. This means out of 16 312 (9%) of the entire white male population employed only 3 991 are non-professional nor managers and about half of those fall under technician and associate professionals. The data depicts male Indian/Asians at 31% at professional, 20% male coloureds and 19% male African.

The entire female population in the professional category is 17 212 (9%) with 4 393 (25.5%) Whites, (7808) 45% Africans, 2506 Indian/Asian (21%) and 2304 (13%) Coloureds.

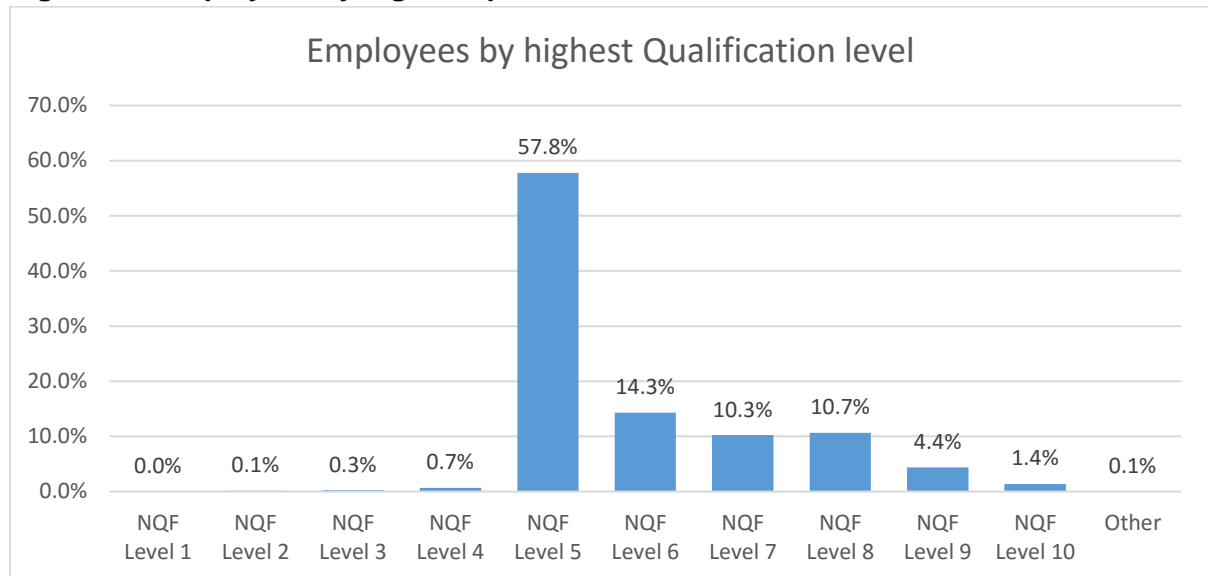
It is imperative that the BANKSETA encourages the skills development of these major groups to support the supply of skills in line with the demographic transformation targets laid down in the NSDP.

4.1.9 Education Levels of Employees

The figure below shows the educational levels of the employees in the sector. The majority of employees have an NQF Level 5 qualification. This category includes people with Higher Certificates and Advanced National (vocational) Certificates. The number of employees with

qualifications at NQF Level 4 and below stands at 1,2%. It is also interesting to notice that more than 40% of the employees have at least an NQF Level 6 qualification.

Figure 14: Employees by highest qualification level



Source: BANKSETA WSP 2020

4.2 Internal Environment

BANKSETA is located in Centurion in Gauteng with a regional footprint in Limpopo, Eastern Cape and Free State. It comprises the following core divisions: Strategy and Research; Finance incorporating Supply Chain Management and Internal Audit, Governance, Corporate Services incorporating Communications, Information Technology and Human Resources and the Operations Division that focuses primarily on the disbursement of discretionary grants and the Quality Assurance of training service provision. The BANKSETA Board provides strategic direction and guidance to the Executive Management Team.

(a) Service Level Agreement with DHET

On an annual basis, BANKSETA negotiates a set of targets and deliverables to be agreed with DHET. The Service Level Agreement forms the foundation for the development of the Annual Performance Plan as most activities within the SETA is aimed at the meeting/exceeding the targets set. The targets provide the benchmark for planning whilst the skills development needs/demands provide guidance in terms of the interventions/programmes/qualifications forming the basis for the PIVOTAL programmes. On a quarterly basis as mandated by the DHET, BANKSETA reports on the progress made towards the achievement of the targets set.

(b) Governance

Board members are appointed in terms of the BANKSETA Constitution, in line with the Skills Development Act (Act No. 97 of 1998) (and the Standard Constitution of SETA Regulations, Section 13 (1) of Skills Development Amendment Act, Act 26 of 2011). The Board represents organised labour, organised employers, and relevant community organisations as approved by the Minister. Organised labour and employers are equally represented on the Board. All members of Board are bound by the BANKSETA Code of Conduct. All Board members are aware of their fiduciary responsibilities and the need for fair, transparent and accountable decisions and actions. The Board monitors BANKSETA's strategic objectives. Currently, there are four Board committees in place to assist the Board in discharging its governance obligations.

These committees are the Audit and Risk Committee, the Finance and Remuneration Committee, Executive Committee and Governance and Strategy Committee which assists in the oversight and monitoring of BANKSETA operations, strategic planning and constitution requirements. The Risk Management Committee is also a sub-committee of the Audit and Risk Committee and monitors the performance of risk management.

(c) Establishment of Committees

In addition to Board Committees, several advisory committees exist to provide expert advice on various aspects to support the delivery mandate. The Sector Skills Planning is supported by the Skills Planning Committee comprising senior managers from the various employer organisations and provides human resource development expertise to inform skills planning. The Skills Development Sub-Committee comprises Skills Development Facilitators/Managers who serve as a link with the various employer organisations and advises on skills development interventions to meet the demands of occupational shortages and skills gaps. Various ad-hoc project-specific committees which are term specific are formed to guide the operational delivery of projects. These committees also play a key role in advising on the value of the interventions and whether they should be changed, continued, etc.

(d) Stakeholder Engagement and Partnerships

The Stakeholder Engagement Strategy provides a detailed guideline on engagements with various stakeholders who influence the strategic and operational mandate of BANKSETA. Engagements with stakeholders take place at various levels to ensure the participation of all relevant stakeholders at both strategic decision making and operational levels. Stakeholder input into the strategic planning and skills planning is imperative to ensure alignment of BANKSETA strategies to sectoral needs. On an annual basis, a stakeholder engagement plan is developed and reported on quarterly. The annual stakeholder satisfaction survey is conducted to evaluate and to ensure continuous improvement and to identify mechanisms to strengthen stakeholder participation and relations.

(e) Balanced Scorecard and Performance Management

To assist in strategy execution, the BANKSETA has introduced a Balanced Score Card, which is directly linked to the approved strategy and the annual performance plan. The Balanced Score Card is proving invaluable assistance in ensuring that all resources are mobilised towards achieving the strategic themes and targets set for the year.

The Balanced Score Card has a dashboard consisting of four key themes and specific measures to map progress. The themes are as follows:

- Stakeholder Perspective: A professional centre of excellence for skills development in the banking and alternative banking industry
- Financial Accountability and Governance Perspective: A cost-effective, well-governed and compliant organisation striving for an optimal return on investment in skills development
- Internal Business Processes Perspective: Seamless, best practice business processes that enable high-quality skills development and credibility
- Learning and Growth Perspective: Performance is driven through a capable and resilient BANKSETA

(f) Human Resources

The approved staff complement of the SETA is 64 persons (currently with 5 vacancies) The five vacant positions include that of the Chief Executive Officer and an Information and Communication Technology (ICT) manager. The vacuum created by the CEO vacancy brought about a certain level of uncertainty. As a mitigation strategy, the board appointed an acting CEO to keep the organisation afloat. The recruitment strategy and process ensures that the appropriate expertise is sourced in line with the approved Employment Equity Plan. The table below shows the demographic composition of the BANKSETA employees.

The BANKSETA employs 33 (56%) female and 26 (44%) male employees. The majority of staff members are at skilled level positions (31 or 53%). All three executive managers at the BANKSETA are female. Currently, there are no employees with disabilities. The BANKSETA plans to achieve a target of 83% black employees by March 2022. The current target for female employees is 52% and the BANKSETA is currently sitting at 56% for the female employees. BANKSETA management and staff support the principle of lifelong learning and continued professional development by providing opportunities for study and training. This leads to a workforce that is continuously up-skilled and capable to advise the sector on skills related matters. On an annual basis, BANKSETA implements a values assessment survey to measure the extent to which the staff upholds the values of the organisation.

Table 4: The BANKSETA Employment Equity

Level	Male				Female				Foreign national		Total		
	African	Coloured	Indian	White	African	Coloured	Indian	White	Female	Male	Male	Female	Total
Senior Management	0	0	0	0	1	0	0	1	1	0	0	3	3
Professionals	5	1	1	0	4	0	0	3	0	1	8	7	15
Skilled	13	0	1	0	14	0	1	1	1	0	14	17	31
Semi-Skilled	4	0	0	0	4	0	0	0	0	0	4	4	8
Unskilled	0	0	0	0	4	0	0	0	0	0	0	2	2
Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	22	1	2	0	27	0	1	5	2	1	26	33	59

The age profile of the BANKSETA employees shows that 32% of the employees are younger than 36 years with the youngest at age 26. Only 3% of the staff complement are older 55 years.

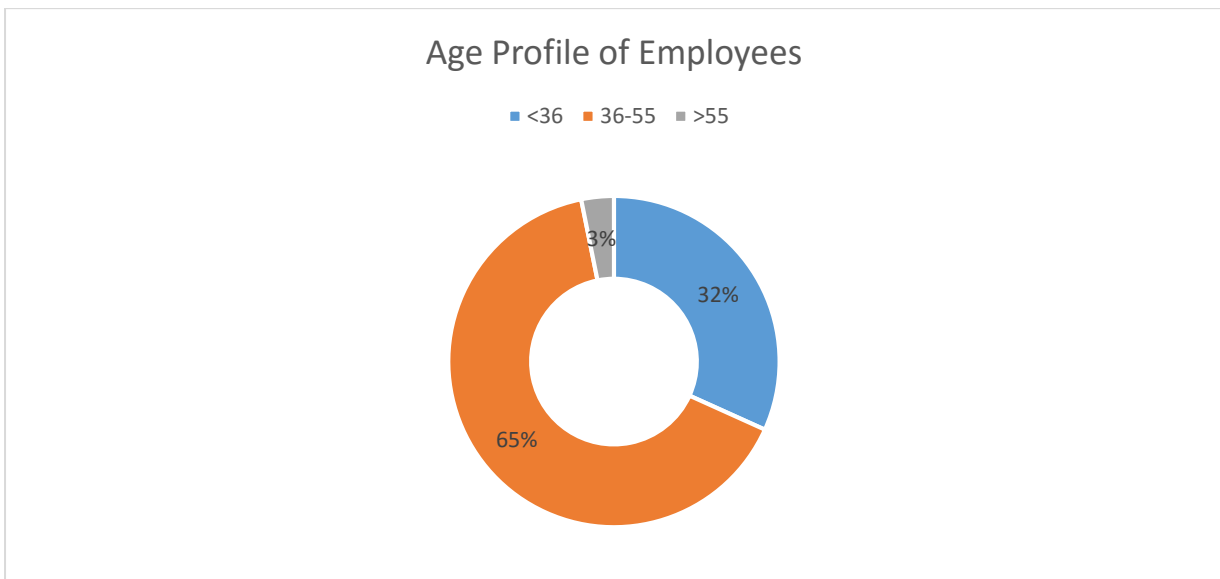


Figure 15: Ages of Employees

BANKSETA Gender-Based Violence (GBV) Status

Currently, BANKSETA does not have GBV Policy nor Framework. All GBV related challenges are addressed through Human Resources policies. The BANKSETA is currently leading a collaboration of SETAs in conducting an online GBV Campaign via the following platforms: Website, Social Media, New Flashes and Print Media. The BANKSETA is currently working on a process of partnering with a service provider that will implement the GBV programme. Terms of Reference in respect of this programme are available.

(g) Internal Business Processes and Systems

The BANKSETA has several systems to support its operations including a SETA Management System, a Finance and Purchase Order System, as well as HR and Payroll System. The SETA Management System is a comprehensive system that includes learner management, project management, and employer WSP/ATR management, amongst others. The HR and Payroll system allows the full human resource functions to be managed electronically. The Finance and Purchase Order System tracks all financial related transactions. The Knowledge Bank is an online knowledge portal within the BANKSETA website utilised for the dissemination of research and skills planning outputs.

(h) Internal Audit Function

The mission of the Internal Audit function, in accordance with the Institute of Internal Auditors (IIA) is to provide independent, objective assurance and consulting services designed to add value and improve the operations of BANKSETA. Internal Audit thus assists the BANKSETA to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes, as articulated in its Internal Audit Charter. In doing so, the Internal Audit function adheres to the standards as laid down by the Institute of Internal Auditors for the Professional Practice of Internal Auditing and Code of Ethics.

The BANKSETA has an in-house Internal Audit unit comprising of the Head of Internal Audit, who has overall responsibility for the function and is supported by two Internal Audit specialists, with sufficient knowledge, skills, experience, and professional certifications to carry out the

function's responsibilities. To ensure the independence of Internal Audit, the function reports functionally to the Audit & Risk Committee and has full and unrestricted access to the Chairperson of the Audit and Risk Committee, the Board and to the Chief Executive Officer.

(i) Materiality and Significance Framework

The Accounting Authority has prepared a materiality and significance framework in terms of the PFMA and Treasury Regulations. BANKSETA is of the view that criminal conduct should not be tolerated within the SETA environment and hence has not included any amount resulting from criminal conduct in the materiality and significance framework. In terms of fruitless and wasteful expenditure caused by gross negligence or any other circumstance, BANKSETA has taken a very strong view in that fruitless and wasteful expenditure of any kind should not be tolerated within SETA environment and hence BANKSETA has not included any amount arising from fruitless and wasteful expenditure in the materiality and significance framework. Based on the materiality and significance framework, BANKSETA has set its materiality and significance amount to 0.35% of gross revenue for the 2021/2022 Financial Year based on audited financial results for the previous year.

(j) ICT Governance

IT governance exists to inform and align decision making for Information Technology planning, policy and operations in order to meet business objectives, ascertain that risks are managed appropriately and verify that resources are being used responsibly and strategically. IT Governance continues to feature highly on the agenda within many organisations as Corporate Governance increasingly realises that IT touches every area of the organisation and contributes as an essential enabler of future business opportunities. IT Governance covers the culture, organisation delivery platforms, policies and practices that provide this kind of oversight and transparency of IT. BANKSETA adopted COBIT 5 as the governance framework for effective implementation of IT Governance, and the organisation culture and size are also drivers that need to be considered for governance. IT governance is not an isolated discipline but it is an integral part of overall corporate governance.

(k) Reporting

BANKSETA ensures that all reporting protocols are strictly adhered to and that all timelines set are met. BANKSETA undertakes quarterly performance reporting to the Department of Higher Education and Training and National Treasury in accordance with SETA performance management requirements. BANKSETA adheres to the annual compliance calendar requirements and timelines. On an annual basis, the Annual Report is prepared, submitted to Department of Higher Education, Training, Science and Technology, National Treasury and Parliament before it being tabled at the BANKSETA Annual General Meeting.

(l) Monitoring and Evaluation

BANKSETA monitors and evaluates on two levels: organisational effectiveness and efficiency as well as skills development programme performance. Organisational efficiency relates to the measurement of internal processes whilst the latter relates to the measurement of the impact of skills development interventions using tracking and tracer studies. Monitoring and evaluation at

a strategic level measure the impact and outcomes against the achievement of strategic objectives on a 3 – 5-year basis, whilst monitoring and evaluation at an operational level is largely measured annually against the achievement of targets/outputs set.

4.2.1 Financial Environment

Income

BANKSETA's operations and targets are driven by the financial resources available to achieve the training.

These resources are in two main categories

- a. Skills development levies (SDL) from sector companies paid during the year. This comprises 93,5% of the income of the year.
- b. Reserves – being accumulated funds from prior years which the BANKSETA has received approval from National Treasury to retain and use in future years for discretionary training programmes

A. Skills development Levies (SDL)

There are no changes expected in the funding framework and employers will continue to pay a 1% skills development levy on payrolls exceeding R500 000 p.a.

The collection method through which SARS collects the SDL monthly remains unchanged.

The main drivers to the level of SDL expected from the sector are:

- i. Financial performance Within the Banking Sector
Before the COVID 19 pandemic and lockdown, the banking sector was performing well with the main banks results from 2019 showing them to have good results.
The lockdown has had a huge negative impact on the economy with estimated job losses of up to 3 million and thousands of companies forced to downsize or close.
The economy is expected to contract by 7% in the next year.
The banks have been impacted negatively due to being forced to make pro-active provisions for bad debts as clients face economic hardship and some lose their sources of income and well as anticipating general contraction in demand for banking services.
Poor bank results normally lead to:
 - Reduction in banking bonuses and therefore SDL to the BANKSETA, and
 - Reduction in employment number

Employment in the banking sector was estimated to be 194,954 from data received in 2020 workplace skills plans.

The major banks have generally indicated that they would not start retrenchment in 2020 (except for those already planned due to digitalisation and branch closures) retrenchments from 2021 onwards will depend on the banks' performance as they rebalance cost to income ratios.

Estimates of job losses range from 2% to 20% and BANKSETA has taken a prudent estimate of at least 10% job losses in 2020/2021 year.

Once jobs are lost it becomes difficult to regain the numbers as banks innovate to operate with leaner staff structures.

Number of banking sector companies

Due to the economic downturn, it is unlikely there will be an increase in players and rather a consolidation of the existing major sector financial institutions and loss of the smaller players. This would not impact much on the SDL within the sector.

ii) Inflation scenario: banking employees normally expect at least a cost of living increase based on CPI on their salaries each year in about March.

As the banks' results have been impacted negatively by the lockdown, it is unlikely the employees will receive any increases higher than inflation. Inflation for July 2020 is at 3.2%

The SARB latest outlook is 3.95 for 2021. The inflationary adjustments increase employment costs and therefore SDL.

The assumptions made are summarised in the table below.

B. Availability of Reserves Accumulated from prior years.

The BANKSETA has reserves of R869 million at 31 March 2020 which will be utilised for discretionary training expenditure from 2020/21 onwards. Part of these reserves covers the R364 million DG commitments at year-end.

Out of this R530 million surplus is from 2019/20 and the BANKSETA is awaiting National Treasury approval to retain this and apply to 2020/21 discretionary expenditure.

The BANKSETA will utilise the reserves gradually at about R100 million a year to speed up its training interventions especially in light of the need for reskilling of the retrenched workers.

C. Investment income

BANKSETA makes about 7% of its income from short term investment of funds not required for operations within the next 3 months.

The main drivers of this investment income are:

- The amount of funds available. Most of the BANKSETA's training programmes are over 1 year therefore the funds are accumulated until all the training is completed. In addition, the BANKSETA has some accumulated funds from the prior year. The BANKSETA, therefore, has R800 million to invest short term which is expected to decrease over time.
- Investment rate. The investment rate is usually about 1% above the inflation rate.

D. Expenditure

The BANKSETA expects the levy will continue to be allocated as mandatory grants levies - 20%, discretionary grants - 49.5%, and admin at 10% levies and QCTO levies at 0.5% as per legislation.

- Mandatory grants

The BANKSETA is aware of the current uncertainty regarding the mandatory grant percentage which may lead to the mandatory grant level being raised from 20% and the discretionary level being reduced. Any such change will have a major impact on the BANKSETA learner targets.

The BANKSETA has not factored in any such changes as it is awaiting the Minister's direction and the sector consultation process required has not yet begun.

The budget is based on delivering of skills development mandate per the Skills Development Act using similar delivery methods as currently used. The BANKSETA has not budgeted for any special requests for contribution to infrastructure funds or any other initiatives.

The budget was prepared using a mixture of activity-based and traditional historic cost budgeting methods.

Generally, most increases would align with inflation except those which have different contractual arrangements like rent which is set at 6% and employee costs which will be negotiated.

In addition, the BANKSETA will implement an organisational design study in 2020/21 which may increase the employee numbers. The assumptions have kept the funded posts at 64. Any new posts would be funded from the administration with a reduction in another admin expense. Generally, cost inflation used in this budget has been set at 3.9% for 2020/21 and 4.1% thereafter.

Assumptions

The assumptions made are summarised in table xx below

Table 5: Assumptions used

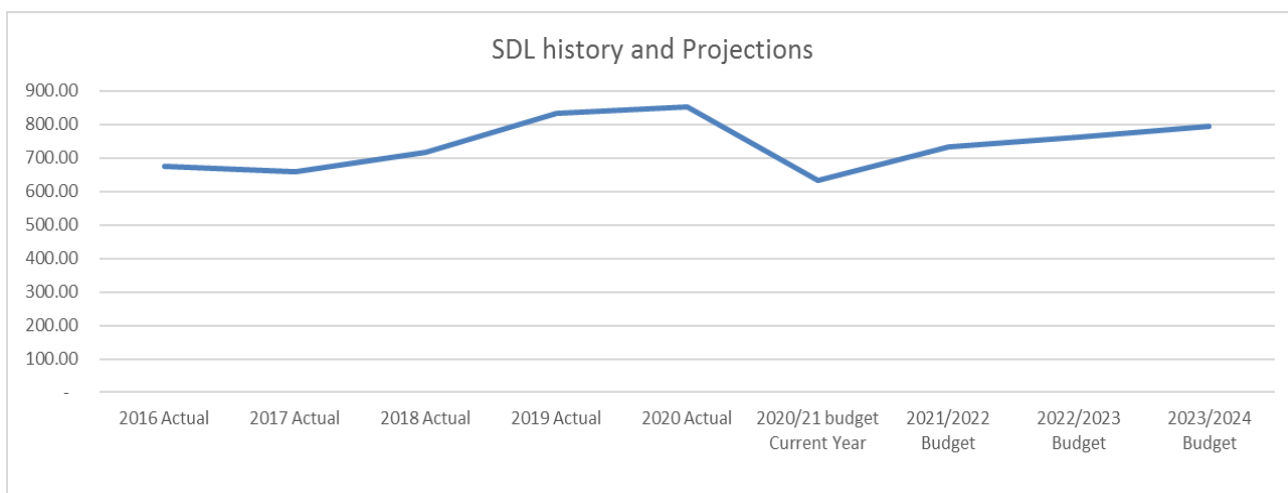
Assumptions Used	2019/20	2020/21	2021/22	2022/23 going forward	Comment
Employment					
Sector employment	196000	194000	174600	174600	estimate of employment reduction due to economic downturn linked to lockdown
Sector levy payers	4632	4632	4000	4000	estimate of smaller players closing
annual inflation as of 31 March	4.30%	4.30%	3.90%	4.10%	expected downward trend. July 2020 is 3.25. June 2020 is 2.2%.
Inflation guide per MTEF guidelines	4.30%	no guidance given			
General banking increases	5.00%	5.00%	3.90%	4.10%	
Banking bonuses	no information available				
Inflation will impact on investment rate on short term invest	4.20%	4.20%	4.50%	4.50%	used average for the year. Assumed at least 0.5 above inflation rate.
Surplus funds pool in r millions (impacted by DG expenditure)	750	900	800	750	unlikely to significantly decrease this in the next 3 years
Mandatory Grants					
Participation rate/ claim ratio	97.00%	97.00%	97.00%	97.00%	BANKSETA budgets for 97% as not all mandatory grants are claimed. Excess is utilised in the DG expenditure budget.
general increases -inflation used for admin costs except wh	5.00%	5.00%	3.90%	4.10%	inflation used for admin costs except where prices se
inflation used for admin costs - employee cost	6.50%	7.20%	5.00%	5.00%	
Number of funded positions	64	64	65	65	the OD study will look at the organisational study and may possibly increase no of positions
contractual rental increase	6.00%	6.00%	6.00%	6.00%	
Audit Fee increase	6.00%	6.00%	4.00%	4.00%	

SDL

Table 6: Nine-year levy trend is shown below.

Year Ended 31 March (Rm)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2020/21 budget Current Year	2021/20 22 Budget	2022/20 23 Budget	2023/20 24 Budget
SDL	674.00	660.01	716.99	832.99	853.54	632.55	733.37	763.44	794.74
Growth	13.0%	-2.1%	8.6%	16.2%	2.5%	-25.9%	15.9%	4.1%	4.1%
2020/21 is an unusual year due to the 4 month SDL holiday									

Figure 15:SDL history and projections



Penalties and interest

The BANKSETA does not traditionally budget for income from penalties

ii) Investment Income

The BANKSETA will continue to invest funds not immediately needed to settle liabilities in the short-term money market. Budgeted return is expected to be 4.5%. All investment income will be swept to the discretionary reserves for use in discretionary grant projects.

iii) Other income

The BANKSETA does actively search for co-funding for projects. Where opportunities arise for co-funding the SETA will explore such opportunities, especially where collaboration with other SETAs apply.

iv) Admin budget

The main driver is inflation pegged at 3.9% for 2020/21 and 4.1% thereafter except for salary and rental costs. All admin activity will be capped within the admin 10% budget allowed.

The QCTO budget is determined by DHET and currently exceed 0.5%.

The main element of the administration budget is salaries at 55.8% of the administration budget. Salary increases will be inflation-linked. The BANKSETA currently has 64 employees and plans to implement an organisational design study in 2020/21 which may increase the employee numbers. The assumptions have kept the funded posts at 64. Any new posts would be funded from the administration with a reduction in another admin expense.

A performance bonus is also payable.

While the full 10.5% including QCTO allocation has been allocated to administration expenditure the BANKSETA will strive to remain a lean admin structure and any unused admin budget will be swept into the discretionary grant pool.

v) Mandatory Grants

Mandatory grants expenditure budget is based on 20% of levies. Mandatory grants will continue to be paid quarterly and the claim ratio is expected to remain at 97%.

vi) Discretionary Grants

Discretionary budget is based on 49.5% of levies plus all other income including investment income and unused admin and mandatory grants levies.

vii) Capital Expenditure

As per the BANKSETA policy, computer equipment is replaced every three years and certain software licences are renewed on an annual or two-year rotation.

In addition, the BANKSETA is looking at embarking on the development of its own in house accounting ERP solution. The costs on this are currently high and the BANKSETA will have to work with other SETAs.

The 2020/2021 Capex costs will be R2 million and is expected to increase within inflation in the next year and to be reviewed regularly.

The budget presented will enable the SETA to implement its activities to enhance skills development in the banking sector.

viii) Cost-saving measure

Admin budget was prepared to be within the 10% legislated requirement. Cost containment measures were applied as per the National Treasury directives and the economy is exercised at all levels.

ix) Management of Financial Assets and Liabilities

The BANKSETA's main assets are cash and cash equivalents being mainly fixed deposits at the CPD and major South African banks. This cash basically represents the funds retained to cover discretionary grant commitments. The BANKSETA has an investment policy which covers how these investments are sought. It covers risk mitigation of such assets. It is envisaged that in 2021 -2026 period, cash and cash equivalents will continue to be the main assets. Other assets are other debtors due to non-exchange levy adjustments and sundry prepayments and receivables. All are raised in the normal SETA business.

Liabilities are mainly:

- non-exchange liabilities due to mandatory grant payables which would be settled within the quarter,
- non-exchange liabilities for under R500,000 levy payers
- exchange liabilities due to administration and discretionary grant payables settled within 30 days
- sundry short-term liabilities and staff related accruals

There is no planned acquisition of any other financial assets or capital transfers. Financial assets, which potentially subject the SETA to the risk of non-performance by counter-parties and thereby subject to credit concentrations of credit risk, consist mainly of cash and cash equivalents, investments and accounts receivable. The SETA limits its treasury counter-party exposure by only dealing with well-established financial institutions approved by the National Treasury and the Board. The BANKSETA has an approved investment policy which limits its exposure to any one counterparty. SETA's exposure is continuously monitored by the Accounting Authority.

Credit risk with respect to levy-paying employers is limited due to the nature of the income received. The SETA does not have any material exposure to any individual or counter-party. The SETA's concentration of credit risk is limited to the industry (Banking and Financial

Services) in which the SETA operates. Due to the negative economic climate, a number of the BANKSETA's stakeholders' credit status' have been downgraded by international rating agencies. BANKSETA will continue to monitor the effect of these developments on levy income and accounts receivables. The SETA is exposed to a concentration of credit risk, as significant amounts may be owed by SARS and the Department of Higher Education, Science and Technology. This concentration of risk is limited as SARS and the Department of Higher Education, Science and Technology are government entities with a sound reputation.

The SETA has adequate funds to settle all liabilities as they fall due. All creditors are settled within 30 days. The SETA manages liquidity risk through proper management of working capital, capital expenditure and actual vs forecasted cash flows and its cash management policy. Adequate reserves and liquid resources are maintained.

Table 7: BANKSETA summarised budget projects

Year Ended 31 March (Rm)	2020 Actual results	2021 Budget Original	2021 Revised Budget	2021/2022 proposed Budget	Variance 2020 Proposed budget vs 2021 Original	2022/23 proposed	2023/24 proposed	Assumptions, comments
Income								
Discretionary levies - 4%	519.75	510.81	391.37	453.77		472.38	491.75	
Mandatory levies - 20%	210.00	206.39	158.13	183.34		190.86	198.69	
Admin levies including QCTO -10.5%	110.25	108.35	83.01	96.26		100.20	104.31	
SDL	840.00	825.55	632.52	733.37	-13%	763.44	794.74	factored in 10% job losses and 3.5% inflationary increases
Interest & penalties	14.00	-	-	-		-	-	
Investment income	62.72	26.00	32.00	40.50	36%	36.00	33.75	R750 million fund at 4% for 2021/22
other income	-	-	-	-		-	-	
Total Income	916.72	851.55	664.52	773.87	-10%	799.44	828.49	
Expenditure								
Mandatory Grants	205.08	200.20	127.43	177.84	-13%	185.13	192.73	Maintained 20% as no decisions or sector consultation under way.
DG	423.74	573.00	770.32	599.77	4%	564.11	581.46	Utilised R100 million from expected reserves in 2021/22 and R50 million hereafter
Admin Expenditure	81.65	102.78	102.56	90.26	-14%	93.90	97.76	Limited to 10%. However note the constraints
QCTO Expenditure	-	5.57	5.79	6.00	7%	6.30	6.55	DHET has sent directive for amount above the legislated 0.5%
	-	-	-	-		-	-	
Total Expenditure	710.47	881.55	1,006.10	873.87		849.45	878.50	
Surplus/(Deficit)	206.25	-30.00	-341.58	-100.00		-50.00	-50.00	BANKSETA aims to utilise reserves
Employee Costs	41.64	50.15	50.15	52.66	5%	55.29	58.05	64 person establishment
Performance bonus	7.72	10.00	10.00	10.50	5%	11.03	11.58	
rentals	3.44	3.80	3.80	4.03	6%	4.27	4.53	per contract
Audit fees	3.10	3.13	3.13	3.25	4%	3.36	3.48	
Research	0.02	3.75	3.75	1.00	-275%	3.75	3.75	Budget constraints on expenditure
capex		5.89	5.89	2.00	-194%	2.00	2.00	Budget constraints on expenditure
QCTO	5.30	5.38	5.79	6.00	3%	6.21	6.43	
Marketing Costs	2.28	2.60	2.60	1.00	-160%	1.00	1.00	
Board fees	2.80	3.50	3.50	3.64	4%	3.76	3.90	
outsourced services	5.03	4.70	4.70	4.88	4%	5.05	5.23	
Other	10.42	15.46	15.05	8.30		5.44	5.30	Budget constraints on expenditure
Total	81.74	108.35	108.35	97.25		101.16	105.24	

x) BANKSETA Infrastructure Projects

Direct contribution to the Infrastructure programme is not applicable to the BANKSETA.

xi) BANKSETA Spatial Plan

The BANKETA Research Chair on Digitalisation and Technology, Durban University of Technology (DUT) has been commissioned to conduct research on a Geographical Information System (GIS). A geographic information system is a system designed to capture, store, manipulate, analyse, manage, and present all types of geographical data. The keyword to this technology is Geography – this means that some portion of the data is spatial. In other words, data that is in some way referenced to locations on the earth.

GIS can be used as a tool in both problems solving and decision-making processes, as well as for the visualization of data in a spatial environment. Geospatial data can be analysed to determine (1) the location of features and relationships to other features, (2) where the most and/or least of some feature exists, (3) the density of features in a given space, (4) what is happening inside an area of interest (AOI), (5) what is happening nearby some feature or phenomenon, and (6) and how a specific area has changed over time (and in what way).

GIS can do the following mapping:

- Mapping where things are: GIS is used to map the spatial location of real-world features and visualize the spatial relationships among them.
- Mapping quantities. GIS is used to map quantities, such as where the most and least are, to find places that meet their criteria or to see the relationships between places.
- Mapping densities. Sometimes it is more important to map concentrations, or a quantity normalized by area or total number.
- Finding what is inside. GIS is used to determine what is happening or what features are located inside a specific area/region. We can determine the characteristics of "inside" by creating specific criteria to define an area of interest (AOI).
- Finding what is nearby. GIS can find out what is happening within a set distance of a feature or event by mapping what is nearby using geoprocessing tools like BUFFER. The Buffer tool is often used in geoprocessing workflows. It is a tool that is particularly sensitive to the coordinate system. Buffer operates in two modes depending on whether the coordinate system is projected (defined by a flat, two-dimensional surface) or geographic (defined by a three-dimensional spherical surface).
- Mapping change. GIS can map the change in a specific geographic area to anticipate future conditions, decide on a course of action, or to evaluate the results of an action or policy.

Once the project is completed, DUT will submit the GIS data for input to the Remote-net, a BANKSETA Management Information System (MIS) that will be used for planning purposes to address transformational matters.

xii) Public Private Partnership

Currently, the BANKSETA does not have any Public Private Partnership as per the definition in the PFMA however, the BANKSETA has planned a number of partnerships for the purpose of delivering on its outcomes. Some of the partnerships include the following:

- Banking Association South Africa
- South African Banking Risk Information Centre
- Micro Finance South Africa
- National Association for Co-operative Financial Institutions of South Africa
- Co-operative Banks Development Agency
- TVET Colleges
- Universities of Technology
- Universities

4.3 Description of the Strategic Planning Process

BANKSETA views Strategic Planning as a process and not an event. The skills planning process undertaken for the development of the Sector Skills Plan forms the foundation for the Strategic Planning activities. A detailed research agenda informs the skills planning process. Research outputs form the structure and content for the development of the Sector Skills Plan. The findings from the skills planning process as reflected in the Sector Skills Plan guides the Strategic Planning Process. An analysis of the change drivers, national priorities and sectoral priorities are key to the development of strategies for BANKSETA. Research is conducted in full consultation with BANKSETA's stakeholder constituency. The consultation takes the form of one-on-one meetings, various committees, focus group workshops and information sharing sessions.

The Board plays a crucial role in providing strategic guidance to the BANKSETA management team during the development of the Strategy. A balance of both employer and employee representation ensures that a balanced view is achieved to manage both the demand and supply perspectives to developing the strategy.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

5.1 Programme 1: Administration

Purpose: The Administrative function provides leadership, strategic management and administrative support to all activities of the BANKSETA ensuring effective communication with all stakeholders.

It comprises three core activities of corporate services, finance and governance.

The programme is comprised of the following seven sub-programmes:

- *Strategic Management:* The purpose of the sub-programme is to provide executive support, strategic leadership and management to BANKSETA
- *Corporate Services:* The purpose of the sub-programme is to provide effective and efficient human resources, information technology and communication support services to BANKSETA.
- *Financial Services:* The purpose of the sub-programme is to manage all financial-related activities in line with the PFMA.
- *Governance, Compliance and Risk Management:* The purpose of the sub-programme is to provide Internal Audit and Enterprise Risk Management services to BANKSETA
- *Stakeholder and Partnership Engagement:* Key stakeholder/partnership relationships developed and strengthened, BANKSETA reach expanded and synergies capitalised on, for effective skills planning and implementation
- *Organisational Performance Evaluation:* This sub-programme aims at an overall evaluation of the performance of the organisation including measuring the effectiveness of Programme implementation
- *ICT Support:* The purpose of sub-programme is to provide ICT Infrastructure and business applications including disaster recovery to support business continuity of BANKSETA in order to deliver on its mandate

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets
- Adequate IT systems support
- Implementation/delivery of marketing and communication plan

Sub Programme 1.1	Strategic Management
Purpose	To co-ordinate the development of BANKSETA Strategic and Annual Performance Plans and co-ordinate monitoring of the implementation of plans and report progress on their implementation
Responsibility	Chief Executive Officer
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation,	Conduct annual review of SP and APP	Reviewed SP and APP	Strategic Plan and Annual Performance Plan approved	Strategic Plan and Annual Performance Plan approved	Strategic Plan and Annual Performance Plan approved	Conduct annual review of SP and APP	Conduct an annual review of Strategic Plans and APP as prescribed by the relevant planning frameworks and submit the plans for approval		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
policy and good corporate governance principles	Quarterly reports submitted to the Accounting Authority, DHET and, National Treasury on or before the set due dates	Number of quarterly implementation reports	Quarterly reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly Reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly reports submitted to the Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly reports submitted to the Accounting Authority, DHET and National Treasury on or before the set due dates		
	Produce and obtain Accounting Authority's approval of the AR and submit to AGSA for Audit and to NT and Parliament by due dates	Accounting Authority approved and Audited Annual Report	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Produce AR and submit to AGSA for Audit, obtain Accounting Authority approval and submit to DHET, NT and Parliament by due dates		

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
Reviewed SP and APP	Conduct an annual review of strategic plans and APP as prescribed by the relevant planning frameworks		Review and produce 1st draft of strategic plan and APP, obtain Accounting Authority approval and submit to DHET on or before the stipulated date	Review and produce 2nd draft of strategic plan and APP, obtain Accounting Authority approval and submit to DHET and NT on or before the stipulated date	Final strategic plan and APP tabled to Parliament by the due date set by Parliament
Number of quarterly implementation reports	Quarterly reports approved by Accounting Authority and submitted to DHET, and National Treasury within 30 days from the end of the quarter	4th quarter performance report for 2019/2020 produced and approved by Accounting Authority and submitted to DHET and NT within 30 days from the end of the quarter	1st quarter performance report for 2020/2021 produced and approved by Accounting Authority and submitted to DHET and NT within 30 days from the end of the quarter	2nd quarter performance report for 2020/2021 produced and approved by Accounting Authority and submitted to DHET and to NT within 30 days from the end of the quarter	3rd quarter performance report for 2020/2021 produced and approved by the Accounting Authority and submitted to DHET and to NT within 30 days from the end of the quarter

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
Audited Annual Report	Produce AR and submit AGSA for audit and to NT and Parliament by due dates		Audited Annual Report produced and approved by the Accounting Authority and submitted to DHET, National Treasury and Parliament by the due date		Audited Annual Report produced and approved by the Accounting Authority and submitted to DHET, National Treasury and Parliament by the due date

Sub Programme 1.2	Optimal human resource capacity
Purpose	To recruit, develop and retain the right people, in the right positions and implement an effective performance management system throughout the licensing period of the BANKSETA ensuring the retention of Investors in People Standards recognition
Responsibility	General Manager: Corporate Services
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Filling of funded posts which are vacant	Vacancies rate	8%	14.6%	A vacancy rate of less than 5% was maintained	Establish a vacancy rate of 5% or less annually	Maintain a vacancy rate of 5% or less annually		
	Submissions of performance agreements, reviews and assessments by due dates	Number of performance agreements and reports	100%	100%	100%	100%	Achieve 100% submissions of performance agreements, reviews and assessments by due dates		
	Assessment on "Investors in People"	"Investors in People" recognition retained	"Investors in People" recognition retained at "Developed" maturity level	"Investors in People" recognition retained at "Developed" maturity level	The IIP standard status was maintained	"Investors in People" recognition retained at "Developed" maturity level	"Investors in People" recognition retained at "Established" maturity level		
	Conducting Survey on employee satisfaction	Employee satisfaction index	Score of 3.1/5	Score of 3.5/5	Score of 3.77/5	Score of 3.5/5	Score of 3.5/5		

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2020/2021)	Annual Target	Q1	Q2	Q3	Q4
Vacancies rate	Maintain a vacancy rate of 5% or less annually	5% or less on average over the quarter	5% or less on average over the quarter	5% or less on average over the quarter	5% or less on average over the quarter
Number of performance agreements and reports	Achieve 100% of submissions of performance agreements, reviews and assessments by due dates	100% of previous year assessments moderated and results communicated by 31 July 2020 100% of draft agreements concluded and submitted to HR by 30 April 2020		100% of midterm performance reviews concluded by 31 October 2020	100% of performance agreements submitted to HR by 31 March 2021
“Investors in People” recognition retained	Established status achieved with recommendations for improvement				Established status achieved with recommendations for improvement
Employee satisfaction index	Achieve 3.5 score on employee satisfaction index				Rating of 3.5/5 achieved

Sub Programme 1.3	Communication and Brand Awareness
Purpose	Develop a marketing and communication strategy and plan for engagement, stakeholder liaison and communication with the public to increase brand awareness and ensuring increasing levels of stakeholder satisfaction
Responsibility	General Manager: Corporate Services
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Design of a marketing communication strategy and plan and production of quarterly progress reports for approval by the General Manager Corporate Services and Chief Executive Officer	Approved Annual Marketing and Communication strategy and Plan and quarterly implementation reports	Marketing and Communication Strategy and Plan approved by General Manager: Corporate Services and Chief Executive Officer and quarterly progress reports produced and provided to General Manager:	Marketing and Communication Strategy and plan approved by General Manager: Corporate Services and Chief Executive Officer and quarterly progress reports produced to the General Manager:	Marketing and Communication Strategy and plan approved by General Manager: Corporate Services and Chief Executive Officer and quarterly progress reports produced and provided to	Produce a Marketing and Communication Strategy and Plan annually to be approved by General Manager: Corporate Services and Chief Executive Officer and report on its implementation within 30 days of the end of each quarter of the financial year to the General Manager: Corporate Services	Produce a Marketing and Communication Strategy and Plan annually to be approved by General Manager: Corporate Services and Chief Executive Officer and report on its implementation within 30 days of the end of each quarter of the financial year to the General Manager: Corporate Services	Produce a Marketing and Communication Strategy and Plan annually to be approved by General Manager: Corporate Services and Chief Executive Officer and report on its implementation within 30 days of the end of each quarter of the financial year to the General Manager: Corporate Services	

			Corporate Services	Corporate Services	General Manager: Corporate Services	the financial year to the General Manager: Corporate Services	
	Conducting Stakeholder Satisfaction Survey	Annual Stakeholder satisfaction rating score	3.1/5	4.2/5	4.5/5	Establish stakeholder satisfaction rating tool and achieve a baseline of 3/5	3/5 Stakeholder Satisfaction rating maintained

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
Approved Annual Marketing and Communication strategy and Plan and quarterly implementation reports	Produce a communication plan annually and report on its implementation within 30 days of the end of each quarter of the financial year	Produce an annual communication plan and obtain General Manager: Corporate Services and Chief Executive Officer for Approval 20% of activities are implemented and produce a quarterly report	Implement 40% of activities and produce a quarterly report	Implement 60% of activities and produce a quarterly report	Implement 80% of activities and produce a quarterly report

Annual Stakeholder satisfaction rating score	3/5 Stakeholder Satisfaction rating maintained				stakeholder satisfaction rating of 3/5 maintained
--	--	--	--	--	---

Sub Programme 1.4	ICT Support				
Purpose	To provide ICT Infrastructure and business applications including disaster recovery to support business continuity of BANKSETA to deliver on its mandate				
Responsibility	General Manager: Corporate Services				
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles				

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Produce an annual report on indicating achievement of ICT standards	Percentage of ICT systems standards achieved	None	100%	80%	Produce annual report indicating 80% achievement of ICT systems standards	Produce annual reports indicating 80% achievement of ICT systems standards		
	Development of ICT systems	Percentage of systems availability	None	99.75%	50%	Upgrade/stabilise ICT environment. Implement ICT performance monitoring.	90% of systems availability		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
	Inculcate ICT compliance	Percentage of ICT compliance score	None	83%	85%	Implement ICT compliance framework	95% ICT compliance score		
	Implement ICT compliance framework	Achieve “medium” ICT residual risk rating	None	None	None	Implement ICT compliance framework	“Medium” ICT residual risk rating		
	Implement ICT innovation management	Number of successful innovations	None	None	None	Implement innovation management.	1 successful innovation		

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
Percentage of ICT systems standards achieved	80%	80%	80%	80%	80%
Percentage of systems availability	90%	90%	90%	90%	90%
Percentage of ICT compliance score	95%	95%	95%	95%	95%

Achieve “medium” ICT residual risk rating	“medium” ICT residual risk rating	Achieve “medium to low” ICT residual risk rating	Achieve “medium to low” ICT residual risk rating	Achieve “medium to low” ICT residual risk rating	Achieve “medium to low” ICT residual risk rating
Number of successful innovations	1	0	0	1	0

Sub Programme 1.5	Financial Management and Reporting
Purpose	To promote overall financial efficiency as measured by prudent financial management and compliance with prescripts and policies governing public finance by strengthening financial management practices in the areas of budgeting, expenditure monitoring and reporting
Responsibility	Chief Financial Officer
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Processing & Payment of invoices	% of valid invoices paid within 30 days	N/A	99.96%	85%	95% of valid invoices paid within 30 days or approval obtained and corrective action implemented where there is non-compliance	95% of valid invoices paid within 30 days or approval obtained and corrective action implemented where there is non-compliance		
	Control Admin costs within the regulated limit	Admin costs controlled within the regulated limit of less than	Admin costs controlled within the benchmarked	Admin costs controlled within benchmarked	Admin costs controlled within benchmarked	Admin costs controlled within benchmarked	Admin costs controlled within the regulated limit of less than 10% of levies income or approval sought to exceed threshold due to 4		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
		10% of levies income or approval sought to exceed threshold	limit of less than 10% of levies income	limit of less than 10% of levies income	limit of less than 10% of levies income	limit of less than 10.5% of levies income or approval sought to exceed threshold due to 4 month SDL holiday	month SDL holiday. Then BANKSETA will keep within the original admin budget.		
	Management and minimisation of irregular, Fruitless and Wasteful expenditure	Percentage of irregular, fruitless and wasteful expenditure	0% Wasteful and fruitless expenditure	0% Wasteful and fruitless expenditure	0% Wasteful and fruitless expenditure	1% Wasteful and fruitless expenditure	1% Irregular, Fruitless and Wasteful and expenditure		
	Processing/ payment of mandatory grants and discretionary grants in line with the Accounting Authority approved process and regulations	% of Mandatory grants claimed	>96%	>96%	97%	96%	96%		
	Accounting Authority Approval of the Procurement Plan for	Submitted procurement plan that is in compliance with	Submitted on time	Submitted on time	submitted on time	Procurement plan submitted on time	Submit procurement plan that is in compliance with NT and DHET prescripts		

Outcome	Output	Output Indicator	Annual Targets							
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period			
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024	
	submission to DHET and NT	NT and DHET prescripts								
	Adherence to procurement plan	Adherence to the procurement plan	80% adherence to Annual Procurement Plan including timelines	25% adherence to Annual Procurement Plan including timelines	32% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines			
	Implementation and Management of all the NT regulations and practice notes	% compliance to NT cost containment measures	100% compliance to NT cost containment measures	99.81% compliance to NT cost containment measures	99% compliance to NT cost containment measures	97% compliance to NT cost containment measures	97% compliance with NT cost containment regulations			
	100% adherence to approved audit processes, quality documents are submitted and the set timelines are met in order to Inculcate culture compliance for unqualified Audit	Approved audit process is 100% complied with, quality documents are submitted on time and an unqualified audit is achieved	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit			

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
% of valid invoices paid within 30 days	97% of valid invoices paid within 30 days	97% of valid invoices paid within 30 days	97% of valid invoices paid within 30 days	97% of valid invoices paid within 30 days	97% of valid invoices paid within 30 days
Admin costs controlled within the regulated limit of less than 10% of levies income or approval sought to exceed threshold	Admin costs controlled within the regulated benchmarked limit of less than 10% of levies income or approval sought to exceed threshold due to 4 month SDL holiday. Then BANKSETA will keep within the original admin budget.	Admin costs controlled within the benchmarked limit of less than 10% of levies income or approval sought to exceed threshold due to 4 month SDL holiday. Then BANKSETA will keep within the original admin budget.	Admin costs controlled within the benchmarked limit of less than 10% of levies income or approval sought to exceed threshold due to 4 month SDL holiday. Then BANKSETA will keep within the original admin budget.	Admin costs controlled within the benchmarked limit of less than 10% of levies income or approval sought to exceed threshold due to 4 month SDL holiday. Then BANKSETA will keep within the original admin budget.	Admin costs controlled within the regulated limit of less than 10% of levies income or approval sought to exceed threshold due to 4 month SDL holiday. Then BANKSETA will keep within the original admin budget.
Management and minimisation of irregular, Fruitless and Wasteful expenditure	1% irregular, fruitless and wasteful expenditure	1% irregular, fruitless and wasteful expenditure	1% irregular, fruitless and wasteful expenditure	1% irregular, fruitless and wasteful expenditure	1% of irregular and fruitless and wasteful expenditure
% of Mandatory grants claimed	96% of Mandatory and discretionary grants payments processed in line with the Accounting Authority approved process and regulations	96% of Mandatory and discretionary grants payments processed in line with the Accounting Authority approved process and regulations	96% of Mandatory and discretionary grants payments processed in line with the Accounting Authority approved process and regulations	96% of Mandatory and discretionary grants payments processed in line with the Accounting Authority approved process and regulations	96% of Mandatory and discretionary grants payments processed in line with the Accounting Authority approved process and regulations

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
Submitted procurement plan that is in compliance with NT and DHET prescripts	Submit procurement plan that is in compliance with NT and DHET prescripts				Submit procurement plan that is in compliance with NT and DHET prescripts
Adherence to the procurement plan	70% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines	70% adherence to Annual Procurement Plan including timelines
% compliance to NT cost containment measures	97% compliance with NT cost containment regulations	97% compliance with NT cost containment regulations	97% compliance with NT cost containment regulations	97% compliance with NT cost containment regulations	97% compliance with NT cost containment regulations
Approved audit process is 100% complied with, quality documents are submitted on time and an unqualified audit is achieved	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit	100% adherence to approved audit processes, quality documents are submitted and set timelines are met resulting in a culture of compliance leading to an unqualified audit

Sub Programme 1.6	Organisational Compliance, Internal Audit and Risk Management
Purpose	Periodic risk assessment and audits on compliance with laws and regulations to identify potential risks and governance weakness
Responsibility	Company Secretary and Head of Internal Audit
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Compliance with all applicable legislation, regulations and policies	% organisational compliance with all applicable legislation, regulations and policy	100%	99.81%	100%	100% organisational compliance with all applicable legislation, regulations and policy	100% organisational compliance with all applicable legislation, regulations and policy		
	Conduct Risk assessment, analysis and plan	Approved risk management plan and quarterly progress reports	Risk register updated and approved by Risk Management Committee	Risk register updated and approved by Risk Management Committee	Risk register reported on	Conduct annual risk assessment/review and produce annual risk implementation plan and quarterly progress reports	Conduct annual risk assessment/review and produce annual risk implementation plan and quarterly progress reports		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
	Design Audit Plan and its implementation	Approved internal audit plan and quarterly monitoring reports	None	A plan submitted, approved and reported on	Plan submitted and reported on	Produce a 3-year rolling strategic internal audit plan and submit to the Audit Committee for approval by 30 June of each year	Produce a 3-year rolling strategic internal audit plan and submit to the Audit and Risk Committee for approval by 30 June of each year	Quarterly audit implementation reports presented to Audit and Risk Committee	Quarterly audit implementation reports presented to Audit Committee and Management

Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
% organisational compliance with all applicable legislation, regulations and policy	100% organisational compliance with all applicable legislation, regulations and policy	100% organisational compliance with applicable legislation, regulations and policies	100% organisational compliance with applicable legislation, regulations and policies	100% organisational compliance with applicable legislation,	100% organisational compliance with all applicable legislation,

Output Indicator (Quarterly Targets 2021/2022)	Annual Target	Q1	Q2	Q3	Q4
				regulations and policies	regulations and policy
Approved risk management plan and quarterly progress reports	Conduct annual risk assessment/ review and produce risk management implementation plan Produce annual risk plan and quarterly progress reports	4th quarter risk progress report submitted to Audit and Risk Committee by 31 June 2020 Risk implementation plan for financial year 2020/2021	1st quarter risk progress report submitted to Risk and Audit and Risk Committee by 30 September 2020	2nd quarter risk progress report submitted to Audit and Risk Committee by 30 December 2020	3rd quarter risk progress report submitted to Audit and Risk Committee by March 2021 Updated risk register approved by 31 March 2021
Approved internal audit plan and quarterly monitoring reports	Produce a 3 year rolling strategic internal audit plans and approved by the Audit and Risk Committee for approval by 30 June 2020	Develop a 3-year strategic and annual plan and approved by the Audit and Risk Committee for	1st quarter internal audit progress report submitted to Audit and Risk Committee	2nd quarter internal audit progress report submitted to the Audit and Risk Committee	3rd quarter internal audit progress report submitted to the Audit and Risk Committee

Sub Programme 1.7	Monitoring and evaluation of BANKSETA effectiveness and impact measured
Purpose	Effectiveness and impact of outcomes of BANKSETA Strategy, Sector Skills Plan and APP evaluated and recommendations for improvements implemented. Tracing and tracking of beneficiaries to measure the effectiveness of skills development interventions (to measure impact and inform decision making regarding skills development interventions)
Responsibility	Head: Strategy and Research
Budget	None
Strategic Outcome	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Tracking and Tracer Study for WBL interventions	Report on WBL Tracking and Tracer Study	None	None	Report on WBL Tracking and Tracer Study completed	Tracking and Tracer Study for 1000 learners who completed in 2017 and 2018	Tracking of 80% of WBL learners who completed in 2017 and 2018		

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Report on WBL Tracking and Tracer Study	80% of WBL learners completed in 2017 and 2018				80% of WBL learners are tracked and reported on

5.2 Programme 2: Skills Planning

Purpose: To ensure that appropriate and relevant research and benchmarking studies are conducted to provide input into the development of high quality and credible Sector Skills Plan and the Strategic Plan for the banking and alternate banking sector. A Sector Skills Plan is developed for the banking and alternate banking sector that reflects the labour market demands.

The Programme consists of the following three sub-programmes:

- *Mandatory Grant Claims:* Evaluation and approval of Workplace Skills Plans and Annual Training Reports for mandatory grant claims
- *Research and Benchmarking:* The development of a research agenda and ensuring that all research including benchmark studies is conducted
- *Sector Skills Plan:* Development, updating and dissemination of the Sector Skills Plan

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets (administration budget)
- Implementation/delivery of research agenda (discretionary grant budget)

The budget for mandatory grants will be directly affected by the performance target of the number of WSP/ATR submissions approved.

Sub Programme 2.1	Mandatory Grants
Purpose	Develop a comprehensive system for the approval of employer WSP/ATR submissions for the approval of mandatory grants claims and the provision of valid labour market data ensuring that qualifying levy-paying employers receive their mandatory grants within regulated timelines
Responsibility	Manager: Skills Development
Strategic Outcome	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Encourage & simplify WSP submissions for employers	Increased participation rates of employers in WSP process	Large: 93 Medium: 51 Small: 272	Large: 76 Medium: 51 Small: 315	Large: 76 Medium: 50 Small: 372 of which 129 levy paying	Large: 76 Medium: 51 Small: 301	Large: 76 Medium: 45 Small: 301	Large: 76 Medium: 45 Small: 301	Large: 76 Medium: 45 Small: 301
		Payment of Mandatory grants	95% achieved	95% achieved	>95% achieved	95%	95%	95%	95%

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Increased participation rates of employers in WSP process	Large: 76 Medium: 45 Small: 301	Large: 76 Medium: 45 Small: 301			
Mandatory Grants Claims Ratio	At least 95% pay-out rate of mandatory grants				At least 95% pay-out rate of mandatory grants

Sub Programme 2.2	Research and Benchmarking
Purpose	Develop an annual research agenda in line with sector skills planning requirements and the DHET post-school research agenda. Establish research partnerships with public higher education institutions through the funding support of Research Partners who will be responsible for conducting research as outlined and approved in the research agenda in order to support skills planning and/or sector growth. The research conducted by the research partners aligns to the 5 Skills Priority Areas as outlined in the Sector Skills Plan.
Responsibility	Head: Strategy and Research
Budget	R20 000 000.00
Strategic Outcome	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Development of 3 year rolling research agenda	Board Approved 3 year rolling research agenda submitted to DHET by compliance due date	1	1	1	1	1	1	1
	Research partner sourcing	Number of research partners appointed	-	12	0	4	-	4	4

	Production of research deliverables	Number of research reports and /or working papers completed and publications placed on knowledge portal	3	15	17	5	5	5	5
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Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Board Approved 3 year rolling research agenda submitted to DHET by compliance due date	Board Approved 3-year rolling research agenda submitted to DHET by compliance due date		Board Approved 3-year rolling research agenda submitted to DHET by compliance due date		
Number of research partners appointed	4		4		
Number of research reports and /or working papers completed and publications placed on knowledge portal	5				5

Sub Programme 2.3	Annual Sector Skills Plan developed and approved by DHET
Purpose	Sector Skills Plan meets the requirements of DHET, and provides a sound analysis of the sector and articulates an agreed sector skills strategy to address the identified skills priorities for the sector.
Responsibility	Head: Strategy and Research
Budget	NIL
Strategic Outcome	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Develop/Review SSP,SP & APP	Annual SSP, SP and APP, approved by Board and submitted to DHET by compliance due date	Annual Board approved SSP, SP and APP	Annual Board approved SSP, SP and APP	Annual Board approved SSP, SP and APP	Annual Board approved SSP, SP and APP	Annual Board approved SSP, SP and APP for 2022/2023	Annual Board approved SSP, SP and APP for 2023/2024	Annual Board approved SSP, SP and APP for 2024/2025

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Annual SSP, SP and APP, approved by Board and submitted to DHET by compliance due date	Annual Board approved SSP	Draft Annual SSP, submitted to DHET by compliance due date	Final SSP, approved by Board and submitted to DHET by compliance due date		
	Annual Board approved SP and APP		Draft SP and APP approved by the Board and submitted to DHET by compliance due date	Final SP and APP, approved by Board and submitted to DHET by compliance due date	

5.3 Programme 3: Learning Programmes

Purpose: To implement a range of interventions by entering into agreements between SETAs, qualifying employers and skills development service providers to deliver appropriate interventions to support the provision of substantial-quality programmes for employed workers, unemployed youth, TVET and University students, Co-Ops, SMEs, NGOs resulting in the ability of the beneficiaries to adapt to changes in the labour market and measure and report on the impact of the interventions. All BANKSETA programmes are diverse, that is, they include women, men, youth and people with disabilities.

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets (administration budget)
- Implementation of marketing and communication plan (project administration budget)
- The number of beneficiaries supported by each sub-programme (discretionary grant budget)

Sub Programme 3.1	Sector Learnerships (Letsema & Kuyasa)
Purpose	The aim of this project is to register unemployed learners (graduates or matriculants) on an appropriate learnership programme with a further aim of achieving successful completions as per the annual targets listed below by the year 2023/2024. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Youth Development
Budget	R 72 413 750
Strategic Outcome	Linking education and the workplace

Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity
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Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Linking education and the workplace	Recruitment of learners for enrolment	Number of learners enrolled in the programme	724	720	700	0	482	650	650
	Feasible learner programme implementation	Number of learners completing the programme successfully	575	636	661	459	0	455	455

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of learners enrolled in the programme	482	0	0	482	0
Number of learners completing the programme	0	0	0	0	0

successfully					
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Sub Programme 3.2	PIVOTAL Grant Funding Window: Unemployed (Includes employer driven Learnerships, Internships, Skills Programmes, Bursaries)
Purpose	The aim of this programme is to register unemployed beneficiaries to meet sector demand that falls within the definition of PIVOTAL programmes as per the annual targets listed, by the year 2021/2022. The number of learners entering the programme annually is reflected in the table below.
Responsibility	Manager: Youth Development
Budget	R30 235 500.00
Strategic Outcome	Identify and increase the production of occupations in high demand
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Identify and increase the production	Recruitment of learners for enrolment	Number of learners enrolled in the programme of which: 760 Unemployed Learnerships enrolled	711	680	715	0	720	910	910

of occupations in high demand		150 Unemployed Internships enrolled							
	Feasible learner programme implementation	Number of learners completing the programme successfully of which: 339 Unemployed Learnerships Completed 70 Unemployed Internships Completed	587	477	561	0	0	409	409

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of learners enrolled in the programme of which: 760 Unemployed Learnerships enrolled 150 Unemployed Internships enrolled	720	0	0	360	360
Number of learners completing the programme successfully of which: 339 Unemployed Learnerships Completed 70 Unemployed Internships Completed	0	0	0	0	0

Sub Programme 3.3	Maths and Science Support
Purpose	The aim of this programme is to register unemployed learners on a programme to improve pass results for grade 10, 11 and 12 with a further aim of achieving successful completions. This programme has a rural skills development element.
Responsibility	Regional Offices
Budget	R15 000 000.00
Strategic Outcome	Support career development services
Skills Priorities	Not applicable
Scarce Skill / PIVOTAL Programme	This project is aligned with the Research needs of the sector

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Support career development services	Recruitment of learners for enrolment	Number of learners participating in the programme	1327	714	1072	2000	1575	1575	1575
	Feasible learner programme implementation	Number of learners Completing the programme	978	965	269	-	1300	1300	1300

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of learners participating in the programme	1575	1575	5	0	0
Number of learners Completing the programme	1300	0	1000	0	300

Sub Programme 3.4	Skills for the Future: Scholars
Purpose	The aim of this programme is to register unemployed learners on a programme to improve pass results for grade 4 - 12 with a further aim of achieving successful completions as per the annual targets listed.
Responsibility	Manager: Regional Managers
Budget	R20 000 000.00
Strategic Outcome	Support career development services

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Support career development services	Establishment of centres appropriate for the Programme	Number of Centres participating in the programme	-	-	-	4	4	4	4
	Recruitment of learners to the Programme	Number of learners participating in the programme	-	-	-	200	400	400	400

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of Centres participating in the programme	4	4	0	0	
Number of learners participating in the programme	400	0	0	0	400

Sub Programme 3.5	TVET Work Integrated Learning Funding Window
Purpose	The aim of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) as per the annual targets set by the year 2022/2023. The number of learners entering the programme annually is reflected in the table below.
Responsibility	Manager: Bursaries and Work Integrated Learning
Budget	R35 971 250.00
Strategic Outcome	Linking education and the workplace

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Linking education and the workplace	Create partnerships with TVET colleges	Number of MoUs signed with TVETs	11	14	19	0	10	10	10
	Implementation of the WIL programme	Number of learners accessing WIL opportunities	723	88	876	0	543	800	800
	Completion of the WIL programme	Number of learners completing WIL successfully	-	-	125	0	200	200	200

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of MoUs signed with TVETs	10	10	0	0	0
Number of learners accessing WIL opportunities	543	543	0	0	0
Number of learners completing WIL successfully	200	0	0	0	200

Sub Programme 3.6	Universities of Technology Work Integrated Funding Window
Description	The aim of this programme is to fund demand-driven skills development through collaborations with Universities of Technology and to register learners to access work-integrated learning (WIL) opportunities as per the annual targets listed by the year 2022/2023. The number of learners entering the programme annually is reflected in the table below.
Responsibility	Manager: Bursaries and Work Integrated Learning
Budget	R 35 000 000.00
Strategic Outcome	Linking education and the workplace
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Linking education and the workplace colleges for capacity building	Create partnerships with UOTs colleges	Number of MoUs signed with UoTs	5	11	5	0	5	5	5
	Implementation of the WIL programme	Number of learners accessing WIL opportunities	274	340	150	0	505	400	400

	Completion of the WIL programme	Number of learners completing WIL successfully	-	-	173	0	150	200	200
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Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of MoUs signed with UoTs	5	5	0	0	0
Number of learners accessing WIL opportunities	505	505	0	0	0
Number of learners completing WIL successfully	150	0	0	0	150

Sub Programme 3.7	Higher Education Funding Window
Purpose	The aim of this programme is to fund demand-driven skills through collaborations with Universities and Universities of Technology, with a focus on awarding bursaries in scarce and critical skills areas with a further aim of achieving successful completions as per the annual targets listed below by the year 2020/2021. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Bursaries and Work Integrated Learning
Budget	R 75 000 000.00
Strategic Outcome	Identify and increase the production of occupations in high demand
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Identify and increase the production of occupations in high demand	Create partnerships with HEIs	Number of MoUs signed with Higher Education Institutions	21	24	24	20	10	10	10
	Funding/ bursaries for demand driven skills	Number of learners enrolled in the programme	2630	946	1185	2000	600	600	600
	Completion of funding/bursary demand driven skills programmes	Number of learners completing the programme successfully	650	548	450	0	450	450	450
	Development of capacity building for Lecturers	Number of lecturer bursaries signed	61	112	130	50	50	50	50
	Completion of funding/bursary for lecturer programmes	Number of lecturers completing the programme successfully	-	-	5	0	25	25	25

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of MoUs signed with Higher Education Institutions	10	0	10	0	0
Number of learners enrolled in the programme	600	0	600	0	0
Number of learners completing the programme successfully	450	0	0	0	450
Number of lecturer bursaries signed	50	0	50	0	0
Number of lecturers completing the programme successfully	25	0	0	0	25

Sub Programme 3.8	NSFAS Support
Purpose	The aim of the programme is to increase access to Occupationally Directed Programmes by reimbursing learners who have successfully completed their qualifications (within scarce and critical skills scope of BANKSETA) with bursary funding through NSFAS as per the annual targets listed.
Responsibility	Manager: Bursaries and Work Integrated Learning
Budget	R4 000 000.00
Strategic Outcome	Increase access to occupationally directed programmes

Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity
Scarce Skill / PIVOTAL Programme	Aligned to the demands of the sector and in line with the five skills priority learning areas

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Increase access to occupationally directed programmes	Reimbursement of learners completing the programme	Number of learners reimbursed for completing the programme successfully	95	80	0	80	80	80	80

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of learners reimbursed for completing the programme successfully	80	0	0	0	80

Sub Programme 3.9	Career Awareness
Purpose	The aim of this programme is to build career and vocational guidance by funding the development and dissemination of a career guide to youth and the training of life orientation teachers as per the annual targets listed in the table below.
Responsibility	Manager: Marketing and Communication
Budget	R2 500 000.00
Strategic Outcome	Support career development services

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Support career development services	Conducting career awareness	Number of career awareness workshops conducted	40	27	45	0	40	40	40
	Training Life Orientation Teachers	Number of Life Orientation Teachers trained	938	1400	1248	0	500	500	500
	Distribution of career guides	Number of career guides distributed	7560	6500	5277	0	5000	5000	5000

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of career awareness workshops conducted	40	10	10	10	10
Number of Life Orientation Teachers trained	500	0	150	150	200
Number of career guides distributed	5000	1500	1500	1000	1000

Sub Programme 3.10	Leadership Development Programme
Purpose	The aim of this programme is to register learners on a leadership development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector with a further aim of achieving successful completions as per the annual targets listed below by the year 2021/2022. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Skills Development
Budget	R 25 000 000.00
Strategic Outcome	Improving the level of skills in the South African workforce
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Improving the level of skills in the South African workforce	Recruitment of programme participants	Number of learners enrolling for the programme	40	40	0	0	200	100	100
	Implementation of LDP	Number of learners completing the programme successfully	39	40	0	0	180	95	95

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of executives enrolling for the programme	200	0	200	0	0
Number of executives completing the programme successfully	180	0	0	0	180

Sub Programme 3.11	PIVOTAL Grant Funding Window
Purpose	The aim of this programme is to register employed beneficiaries on demand-driven skills development programmes in the sector which fall within the definition of PIVOTAL programmes, with a further aim of achieving successful completions as per the annual targets listed below by the year 2021/2022. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Skills Development
Budget	R 117 913 750.00
Strategic Outcome	Improving the level of skills in the South African workforce
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Improving the level of skills in the South African workforce	Recruitment of learners for the programme	Number of learners enrolled in the programme of which: 1250 employed Learnerships enrolled 1300 Bursaries entered 366 Skills Programmes	2590	4804	3607	3640	2916	3640	3640

	Implementation of the programme	Number of learners completing learnerships, bursaries, skills programmes and qualifications completed through RPL successfully	1141	1452	1747	1690	1740	1690	1690
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Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of learners enrolled in the programme of which: 1250 employed Learnerships enrolled 1300 Bursaries entered 366 Skills Programmes	2916	0	0	1458	1458
Number of learners completing learnerships, bursaries, skills programmes and qualifications completed through RPL successfully	1740	0	0	0	1740

Sub Programme 3.12	Reskilling of employees funding window
Purpose	The aim of this project is to provide funding to employers in order to upskill or re-skill workers whose positions have/will become redundant as a result of restructuring or retrenchment as a result of digitization or other reasons with a further aim of achieving successful completions as per the annual targets listed below by the year 2021/2022. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Skills Development
Budget	R60 000 000.00
Strategic Outcome	Improving the level of skills in the South African workforce

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Improving the level of skills in the South African workforce	Recruitment of Learners for the programme	Number of learners enrolling the programme	229	645	4642	800	1200	800	800
	Implementation of the reskilling programme	Number of learners completing the programme successfully	116	148	645	400	600	400	400

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of learners enrolling the programme	1200	300	300	300	300
Number of learners completing the programme successfully	600	0	0	0	600

Sub Programme 3.13	IT Funding Window
Purpose	The aim of this project is to fund demand-driven IT skills development initiatives that employers are not able to access through existing BANKSETA projects with the further aim of achieving successful completions as per the annual targets listed below by the year 2021/2022. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Skills Development
Budget	R10 000 000.00
Strategic Outcome	Improving the level of skills in the South African workforce

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Improving the level of	Recruitment of learners	Number of learners entering the programme	423	689	412	300	300	300	300

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
skills in the South African workforce	Implementation of the programme	Number of learners completing the programme successfully	342	383	283	150	150	150	150

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Success is measured by the number of learners entering the programme	300	0	150	150	0
Success is measured by the number of learners completing the programme successfully	150	0	0	75	75

Sub Programme 3.14	SME Funding Window
Purpose	The aim of this programme is to encourage and support small enterprises through funding scarce and critical skills as identified by skills planning and increase access to Occupationally Directed Programmes with a further aim of achieving successful completions as per the annual targets listed below by the year 2023/2024. The number of SMEs accessing funding and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Alternative Banking
Budget	R15 000 000.00
Strategic Outcome	Skills development support for entrepreneurship and cooperative development
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services Customer Centricity
Scarce Skill / PIVOTAL Programme	Aligned to the demands of the sector and in line with the five skills priority learning areas

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Skills development support for	Recruitment of programme participants	Number of SME Organisations accessing funding	108	156	141	100	100	100	100

entrepreneurship and cooperative development	Implementation of the programme	Number of SME Organisations completing the funded programme successfully	47	35	78	60	60	60	60
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Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of SME Organisations accessing funding	100	0	100	0	0
Number of SME Organisations completing the funded programme successfully	60	0	0	0	60

Sub Programme 3.15	Entrepreneurship Programme
Purpose	The aim of this project is to ensure that SME businesses have necessary business skills to sustain their business by registering learners on bursaries with a further aim of achieving successful completions as per the annual targets listed below by the year 2021/2021. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Alternative Banking
Budget	R25 000 000.00
Strategic Outcome	Skills development support for entrepreneurship and cooperative development

Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity
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Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Skills development support for entrepreneurship and cooperative development	Recruitment of programme participants	Number of participants enrolled to the programme	252	0	405	200	200	200	200
	Implementation of the programme	Number of learners completing the programme successfully	171	5	346	0	180	130	130

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of participants enrolled to the programme	200	0	200	0	0
Number of learners completing the programme successfully	180	0	0	0	180

Sub Programme 3.16	Co-operative Financial Institution Support
Purpose	The aim of this programme is to encourage and support co-operatives by funding training in Co-operative institutions and Co-operative members as per the annual targets listed by the year 2022/2023.
Responsibility	Manager: Alternative Banking
Budget	R5 000 000.00
Strategic Outcome	Skills development support for entrepreneurship and cooperative development
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity
Scarce Skill / PIVOTAL Programme	Aligned to the demands of the sector and in line with the five skills priority learning areas

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Skills development support for entrepreneurship and cooperative development	Recruitment of programme participants	Number of CFIs assisted with skills development.	30	30	33	30	30	30	30
	Implementation of the programme	Number of CFI members trained.	334	447	303	300	300	300	300

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of CFIs assisted with skills development.	30	0	10	10	10
Number of CFI members trained.	300	0	100	100	100

Sub Programme 3.17	Rural Areas focused Training
Purpose	The aim of the programme is to register learners in rural areas as per the annual targets listed by the year 2021/22
Responsibility	Manager: Alternative Banking
Budget	R 19 97 1250.00
Strategic Outcome	Support career development services
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services • Customer Centricity

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Support career	Identification of targeted rural areas	Number of rural areas receiving capacity building	18	37	21	10	10	10	10

development services	Implementation of the programme	Number of rural based learners attending training	1801	2510	1558	1500	1500	1500	1500
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Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of rural areas receiving capacity building	10	3	3	2	2
Number of rural based learners attending training	1500	500	500	250	250

Sub Programme 3.18	Executive Development Programme: Development Finance
Purpose	The aim of this programme is to register learners on a management development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector with a further aim of achieving successful completions as per the annual targets listed below by the year 2021/2022. The number of learners entering the programme and successfully completing the programme annually is reflected in the table below.
Responsibility	Manager: Alternative Banking
Budget	R10 000 000.00
Strategic Outcome	Improving the level of skills in the South African workforce
Skills Priorities	<ul style="list-style-type: none"> • Technology, Digitisation and Innovation • Compliance and Risk Management • Management and Leadership Development • Markets, Products and Services Customer Centricity
Scarce Skill / PIVOTAL Programme	Management and Leadership

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2022/2023
Improving the level of skills in the South African workforce	Recruitment of programme participants	Number of learners entering the programme	0	20	0	0	20	20	20
	Implementation of IEDP	Number of learners completing the programme successfully	0	0	0	0	18	18	18

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of learners entering the programme	20	20	0	0	0
Number of learners completing the programme successfully	18	0	0	0	18

Sub Programme 3.19	Doctoral and Post-Doctoral bursaries
Purpose	The aim of this programme is to register learners for bursaries for PhD and Post-doctoral studies, as per the annual targets listed by the year 2021/2022. It is a bursary programme targeting beneficiaries researching topics that will benefit the banking and microfinance sector. In addition, the project will support a university-approved programme aimed at developing the research supervisory skills of masters and Doctoral dissertation supervisors in support of doctoral studies.
Responsibility	Manager: Skills Development
Budget	R1 764 499.90
Strategic Outcome	Identify and increase the production of occupations in high demand
Skills Priorities	Not applicable
Scarce Skill / PIVOTAL Programme	This project is aligned with the Research needs of the sector

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Identify and increase production of occupations in high demand	Recruitment of programme participants	Number of bursaries awarded to Students	23	21	24	25	25	25	25
	Implementation of the programme	Number of Students completing successfully	-	-	1	8	7	15	15

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of bursaries awarded to Students	25	0	0	0	25
Number of Students completing successfully	7	0	0	0	7

Sub Programme 3.20	NEDLAC Partnership
Purpose	The aim of this programme is to make provision for Health and Safety training of workers in order to help mitigate the risk posed by COVID 19 in the workplace
Responsibility	Manager: Skills Development
Budget	R2 000 000.00
Strategic Outcome	Improving the level of skills in the South African workforce
Skills Priorities	Not applicable
Scarce Skill / PIVOTAL Programme	This project is aligned with the government's health response to COVID 19

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2019/2020	MTEF Period		
			2016/2017	2017/2018	2018/2019		2020/2021	2021/2022	2022/2023
Support career development services	Recruitment of learners to the Programme	Number of workers participating in the programme					TBA	TBA	TBA

Output Indicators, Annual and Quarter Targets

Output Indicator 2021/2022	Annual Target	Q1	Q2	Q3	Q4
Number of workers participating in the programme	TBA	0	TBA	0	0

5.4 Programme 4: Quality Assurance

Purpose: To develop relevant occupational based qualifications with support from the QCTO and quality assure training delivery towards legacy qualifications resulting in the certification of learners.

Sub Programme 4.1	Quality Management of training provision
Purpose	The QCTO is the custodian for the development and registration of occupation-based qualifications and the continuance of the legacy qualifications until the registration end date. BANKSETA works in partnership with the QCTO to develop new occupational qualifications, working with the relevant stakeholders i.e. SDPs and AQP while ensuring moderation and certification of the learners on the legacy qualifications. Through the Skills Development Providers (SDP) and Assessment Quality Partner the training and assessment of learners in preparation for the final EISA is ensured
Responsibility	Manager: Quality Management
Budget	R0.00
Strategic Outcome	Occupational qualifications for the banking and alternative banking sector

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2023/2024
Occupational qualifications for the banking and alternative banking sector	Identification and registration of occupations	Number of Curricula and Quality Assessment Specifications documentation submitted for registration.	2	2	2	1	1	1	1

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of Curricula and Quality Assessment Specifications documentation submitted for registration.	1	0	0	0	1

Sub Programme 4.2	Quality Management of training provision, assessment and certification of legacy qualifications
Purpose	BANKSETA has the delegated authority of the QCTO to accredit sectoral training providers thereby ensuring quality assurance in the facilitation of learning delivery and implementation and the validity of summative assessments conducted. The quality assurance is enabled through provider site audits and external moderation to ensure the compliance of assessments conducted according to an assessment strategy and implementation.
Responsibility	Manager: Quality Management
Budget	NIL
Strategic Outcome	Quality management of training provision against legacy qualifications to certify learners

Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2020/2021	MTEF Period		
			2017/2018	2018/2019	2019/2020		2021/2022	2022/2023	2022/2023
Quality management of training provision against legacy qualifications to certify learners	Processing of due learner certifications	Number of learners that are verified and certificated on BANKSETA qualifications.	2929	4230	5962	1000	1000	1000	1000
	Development of quarterly report	Timeous and accurate submission of the QCTO Quarterly Report.	4	54	4	4	4	4	4

Output Indicators, Annual and Quarter Targets

Output Indicator 2020/2021	Annual Target	Q1	Q2	Q3	Q4
Number of learners that are verified and certificated on BANKSETA qualifications.	1000	250	250	250	250
Timeous and accurate submission of the QCTO Quarterly report.	4	1	1	1	1

6. Explanation of Planned Performance Over the Medium Term Period

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
Programme 1: Administration	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> • Filling of funded posts which are vacant • Submissions of performance agreements, reviews and assessments by due dates • Assessment on “Investors in People” • Conducting Survey on employee satisfaction • Design of communication plan and production of quarterly progress reports for approval by EXCO • Conducting Stakeholder Satisfaction • Produce an annual report on indicating achievement of ICT standards • Development of ICT systems • Inculcate ICT compliance • Implement ICT compliance framework • Implement ICT innovation management • Processing & Payment of invoices • Control Admin costs within the regulated limit • Management and minimisation of irregular, Fruitless and Wasteful expenditure • Processing/ payment of mandatory grants and discretionary grants in line with the Accounting Authority approved process and regulations • Accounting Authority Approval of the Procurement Plan for submission to DHET and NT • Implementation and Management of all the NT regulations and practice notes • 100% adherence to approved audit processes, quality documents are submitted and the set timelines are met in order to Inculcate culture compliance for clean Audit • Compliance with all applicable legislation, regulations and policies • Conduct Risk assessment, analysis and plan • Design Audit Plan and its implementation • Tracking and Tracer Study for WBL interventions 	<p>Women: 52% Black: 83% Disabled: 3% Youth: N/A</p>	<p>Relevant sector skills development interventions that are aligned to identified skills priority actions designed to address occupational shortages and skills gaps</p>

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
	<ul style="list-style-type: none"> Report on WBL Tracking and Tracer Study 		
Programme 2: Skills Planning	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> Encourage & simplify WSP submissions for employers Development of 3 year rolling research agenda Production of research deliverables Develop/Review SSP, SP & APP 	N/A	
Programme 3: Learning Programmes	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> Recruitment of learners for enrolment Feasible learner programme implementation Create partnerships with TVET colleges Implementation of the WIL programme Completion of the WIL programme Create partnerships with UOTs colleges Implementation of the WIL programme Completion of the WIL programme Create partnerships with HEIs Funding/ bursaries for demand-driven skills Completion of funding/bursary demand-driven skills programmes Development of capacity building for Lecturers Completion of funding/bursary for lecturer programmes Reimbursement of learners completing the programme Conducting career awareness Training Life Orientation Teachers Distribution of career guides Recruitment of programme participants 	<p>Women: 54% Black: 85% Disabled: 4% Youth: 80%</p>	

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
	<ul style="list-style-type: none"> • Implementation of IEDP • Recruitment of learners for the programme • Identification of targeted rural areas • Implementation of the programme 		
Programme 4: Quality Assurance	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> • Identification and registration of occupations • Processing of due learner certifications • Development of quarterly report 	Women: 54% Black: 85% Disabled: 4% Youth: 80%	

7. Programme Resource Considerations

Overview Budget and Medium-Term Expenditure Framework (MTEF) Estimates

R 000s Year	2016/17	2017/18	2018/19	2019/20	2020/2021 Current year Budget	2021/2022 Budget	2022/2023 Forecast	2023/2024 Forecast
	Actual	Actual	Actual	Actual				
REVENUE								
Mandatory levies 20%	157,926	170,400	193,035	210,218	158,131	183,340	190,860	198,690
Discretionary levies 49.5%	415,345	453,914	504,029	519,422	391,370	453,770	472,380	491,750
Admin and QCTO levies 10.5%	86,745	92,605	105,457	110,231	83,014	96,260	100,200	104,310
Total Skills Development levies	660,015	716,919	802,521	839,871	632,515	733,370	763,440	794,750
SDL penalties and Interest	29,124	48,386	30,373	13,671	-	-	-	-
Investment Income	46,250	44,052	50,013	62,720	32,000	40,500	36,000	33,750
Other income	105	79	86	47	-	-	-	-
TOTAL REVENUE	735,494	809,436	882,993	916,309	664,515	773,870	799,440	828,500
EXPENDITURE								
Mandatory Grants Expenditure								
Programme 2- Mandatory Grants	151,170	165,651	187,921	205,057	127,430	177,840	185,130	192,730
Discretionary Grants Expenditure								
Programme 2 ; Direct Costs	885	1,034	879	968	997	1,137	1,137	1,137
Programme 2 ; Project Admin Costs	10	12	10	10	11	13	13	13
Total Programme 2 Discretionary C	895	1,046	889	978	1,008	1,150	1,150	1,150
Programme 3 ; Direct Costs	499,836	586,360	462,827	416,759	762,732	591,799	556,139	573,489
Programme 3 ; Project Admin Costs	5,604	6,642	5,624	6,215	6,404	6,672	6,672	6,672
Total Programme 3 Discretionary C	505,440	593,002	468,451	422,974	769,136	598,471	562,811	580,161
Programme 4 ; Direct Costs	111	107	111	101	170	147	147	147
Programme 4 ; Project Admin Costs	1	1	1	1	2	2	2	2
Total Programme 4 Discretionary C	112	108	112	102	172	149	149	149
Total Discretionary Expenditure	506,447	594,156	469,452	424,054	770,316	599,770	564,110	581,460
Administration Expenditure								
Admin Cost for Programme 1	40,335	45,890	56,384	58,796	61,150	64,208	67,418	70,789
Admin Cost for Programme 2 (research	4,992	13,525	2,537	20	19,173	1,000	3,750	4,470
Admin Cost for Programme 3 (Skills p	14,094	13,493	8,913	14,602	19,128	19,988	17,577	17,185
Admin Cost for Programme 4 (Quality	2,335	2,191	2,842	2,974	3,106	3,246	3,246	3,246
Programme 4 -QCTO Expenditure	3,579	3,842	4,885	5,300	5,793	7,819	8,210	8,620
Total Admin and QCTO Expenditure	65,335	78,941	75,561	81,692	108,350	96,260	100,200	104,310
TOTAL EXPENDITURE	722,952	838,748	732,934	710,803	1,006,096	873,870	849,440	878,500
NET SURPLUS/DEFICIT	12,542	(29,312)	150,059	205,506	(341,581)	(100,000)	(50,000)	(50,000)
ADMIN EXPENDITURE BY NATURE								
Employee related costs	39,429	44,450	36,320	45,140	57,679	60,563	63,591	66,135
Depreciation and amortisation	1,684	1,190	-	-	-	-	-	-
Repairs and maintenance	177	253	446	468	492	516	516	516
QCTO Expenses	3,579	3,842	4,885	5,300	5,793	7,819	8,210	8,620
General expenses	20,467	29,206	33,910	30,784	44,386	27,363	27,884	29,039
Total Admin Expenditure	65,336	78,941	75,561	81,692	108,350	96,261	100,201	104,310

8. Key Risks

Outcome	Key Risk	Risk Mitigation
To co-ordinate planning, monitoring and reporting on implementation of BANKSETA plans	Decline in levy revenue	<p>BANKSETA keeps constant contact with big employers to confirm payments declared.</p> <p>BANKSETA maintain a buffer for admin expenditure in case levies drop below the budgeted amount.</p> <p>Application to the National Treasury to carry over surplus funds received.</p> <p>Review shortfalls within programmes and re-allocate surplus funds.</p>
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Unstable leadership and management	
To promote internal and external communication on the work of BANKSETA	Inefficient positioning & aligning of BANKSETA with industry needs	
To implement and realize benefits from ICT solutions in doing the work of BANKSETA	Ineffective information security	
	Ineffective disaster recovery and business continuity(site, testing, DML)	
A credible sector skills planning mechanism that identifies relevant	Misaligned and delayed intervention which are relevant to sector needs	

skills priorities to meet the labour market demands for the banking and alternative banking sector	Misalignment of new occupational qualifications to the industry needs	
Identify and increase the production of occupations in high demand	BANKSETA not able to align delivery methodology to changing environment	
Support career development services		
Increase access to occupationally directed programmes		
Improving the level of skills in the South African workforce		
Linking education and the workplace		
Support career development services	Ineffective growth within the rural areas	

9. Public Entities

Not Applicable

10. Infrastructure Projects

Not Applicable

11. Public Private Partnerships

Not Applicable

Part D: Technical Indicator Descriptors

Programme 1: Administration

Indicator Title	To co-ordinate planning, monitoring and reporting on implementation of BANKSETA plans
Short Definition	Co-ordinate the development of the Strategic and Annual Performance Plans and co-ordinate monitoring of the implementation of plans and report progress on their implementation
Purpose/Importance	To manage good practices and corporate governance as fundamentals for efficient and effective service delivery
Source/Collection of data	Planning and M&E policies and TOR for management structures in place
Method of calculation	Verification of the compliance of Strategic Plan, Annual Performance Plan and Annual Report with NT guidelines, approval by EA and proof of submission to Parliament by the due date
Data limitations	The inability of programmes to keep and provide valid performance information by due date
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	2020-2025 Strategic Plan and 2020/21 APP developed according to National Treasury guidelines and submitted to Parliament by the due date Quarterly reports approved by Executing Authority and submitted to National Treasury within 30 days of the end of the quarter Produce AR and submit to AGSA for audit and to National Treasury and Parliament within stipulated time frames
Indicator Responsibility	Chief Executive Officer

Indicator Title	To promote internal and external communication on the work of the BANKSETA
Short Definition	Develop a communication strategy and plan for media engagement, and stakeholder liaison and communication with the public as well as internal staff
Purpose/Importance	To keep the public informed
Source/Collection of data	Communication plan and stakeholder engagement activities in place
Method of calculation	Simple count and verification of the presence of the plans
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	1 Communication plan and 4 implementation reports
Indicator Responsibility	GM: Corporate Services

Indicator Title	To achieve a clean audit opinion/outcome on financial statements
Short Definition	To promote overall financial efficiency as measured by prudent financial management and compliance with prescripts and policies governing public finance by strengthening financial management practices in the areas of budgeting, expenditure monitoring and reporting
Purpose/Importance	To achieve a clean audit opinion/outcome on financial statements with findings
Source/Collection of data	Financial statements and reports on payment of suppliers
Method of calculation	Total number of invoices received and paid within 30 days divided by the total number of invoices received expressed as a percentage Unqualified financial statements
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Achieve clean audit opinion/outcome on financial statements in the Annual Report and assess the effectiveness of internal control payment compliance and accountability
Indicator Responsibility	Chief Financial Officer

Indicator Title	To recruit, develop and retain the right people, in the right positions for the department throughout the planning period
Short Definition	Recruitment of appropriately skilled staff and maintenance of appropriate skills levels through training and development
Purpose/Importance	HR processes and programmes in place
Source/Collection of data	HR manual databases
Method of calculation	Number of vacancies divided by the number of approved posts expressed as a percentage, showing 5% vacancy rate
Data limitations	Risk of days in filling post due to security clearance delays
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Maintain a vacancy rate of less than 5% annually
Indicator Responsibility	GM: Corporate Services

Indicator Title	To implement and realise benefits from ICT solutions in doing the work of the BANKSETA
Short Definition	To provide ICT Infrastructure and business applications to support BANKSETA to deliver on its mandate
Purpose/Importance	To provide effective and efficient ICT operations
Source/Collection of data	Monthly ICT systems health report from service providers and ICT system Approved business applications plan and reports indicating the percentage of systems availability
Method of calculation	A simple count of the number of reports produced and a system generated analysis report □ Reports indicating the number of activities in the business applications plan achieved
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	<ul style="list-style-type: none"> Secure ICT systems and effective infrastructure plan ICT business applications development, enhancement and maintenance
Indicator Responsibility	GM: Corporate Services

Indicator Title	To promote good corporate governance practices and management
Short Definition	Periodic risk assessment and audits on compliance with laws and regulations to identify potential risks and governance weakness
Purpose/Importance	Compliance with good management and corporate governance principles
Source/Collection of data	<ul style="list-style-type: none"> Risk management plan, Quarterly risk reports, risk registers and minutes of Risk Management Committee 3-year strategic internal audit plan, quarterly implementation reports and annual audit plan
Method of calculation	Verification of risk management plan, internal audit plan, updated risk register and proof of submission to Risk Management and Audit Committee
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	<ul style="list-style-type: none"> Conduct annual risk assessments, develop annual risk registers and monitor implementation of risks and produce quarterly monitoring reports Produce a risk based 3-year rolling audit plan
Indicator Responsibility	Head of Internal Audit/Company Secretary

Indicator Title		Approved Strategic and Annual Performance Plans
Short Definition	Ensure that all plans are timely developed and reported in line with planning frameworks	
Purpose/Importance	To provide strategic direction to BANKSETA and promote accountability and good corporate governance	
Source/Collection of data	Strategic Plan and Annual Performance Plan	
Method of calculation	Verification of the presence of the plans	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-Cumulative for the year	
Reporting Cycle	Annually	
New Indicator	Yes	
Desired Performance	Conduct annual review of Strategic Plans and APP as prescribed by the relevant planning frameworks and submit the plan for approval and tabling in Parliament	
Indicator Responsibility	Chief Executive Officer	

Indicator Title		Number of quarterly implementation reports
Short Definition	Quarterly reports showing the performance of BANKSETA against set targets in the Annual Performance Plan	
Purpose/Importance	To report progress on BANKSETA Outcomes and targets	
Source/Collection of data	Quarterly reports and Annual Report	
Method of calculation	Verification of the compliance of Annual Performance Plan and reports with NT guidelines, approval by EA and proof of submission by due date	
Data limitations	Inability of programmes to keep and provide valid performance information by due date	
Type of indicator	Output	
Calculation type	Cumulative for the year	
Reporting Cycle	Annually	
New Indicator	Yes	
Desired Performance	Quarterly reports submitted to the Executing Authority and National Treasury within 30 days from the end of the quarter	
Indicator Responsibility	Divisional Managers	

Indicator Title		Audited Annual Report
Short Definition	Annual Report on BANKSETA activities against its planned targets	
Purpose/Importance	To report progress on the annual departmental objectives and targets	
Source/Collection of data	Audited Annual Report	
Method of calculation	Verification of the compliance of Annual Report with NT guidelines, approval by EA and proof of submission by due date	
Data limitations	Inability of programmes to keep and provide valid performance information by due date	

Type of indicator	Output
Calculation type	Non-Cumulative for the year
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Produce AR and submit to AGSA for audit and to NT and Parliament by due dates
Indicator Responsibility	GM: Corporate Services

Indicator Title	Approved annual communication plan and quarterly reports on implementation of the plan
Short Definition	A communication plan to effectively communicate the work of the BANKSETA and engage with stakeholders
Purpose/Importance	To ensure and enhance effective communication, raise awareness and information sharing on key matters relevant to both internal and external stakeholders
Source/Collection of data	Approved communication plan and reports on activities
Method of calculation	Simple count and verification of the presence of the plans
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (communication plan) and cumulative (implementation reports)
Reporting Cycle	Annually (communication plan) and Quarterly (implementation reports)
New Indicator	Yes
Desired Performance	Produce a communication plan annually and report on its implementation within 30 days of end of each quarter of the financial year
Indicator Responsibility	GM: Corporate Services

Indicator Title	Percentage of valid invoices paid within 30 days and cases where non-compliance lead to disciplinary action
Short Definition	The indicator measures the quantity of the invoice paid within 30 days according to the NT guidelines
Purpose/Importance	To assess the level of compliance with legislation, regulations and accounting standards
Source/Collection of data	Audited annual financial statements
Method of calculation	Number of invoices paid within 30 days divide by the number of valid invoices received on monthly basis
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	100% of valid invoices paid within 30 days or disciplinary action taken in 100% of cases where invoices are not paid within 30 days

Indicator Responsibility	Chief Financial Officer
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Indicator Title	Average percentage of funded posts which are vacant over a quarter (vacancy rate)
Short Definition	Measurement of the average rate of vacancies in BANKSETA
Purpose/Importance	To ensure all vacant posts are filled on time
Source/Collection of data	manual data base
Method of calculation	Number of vacancies divided by number of approved posts expressed as a percentage, showing 5% vacancy rate
Data limitations	Risk of delays in filling post due to security clearance delays
Type of indicator	Performance
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Maintain a vacancy rate of 10% or less annually
Indicator Responsibility	GM: Corporate Services

Indicator Title	Percentage of performance agreements and reports submitted on time
Short Definition	Measure of the efficiency of performance management processes
Purpose/Importance	To efficiently implement the performance management and development system
Source/Collection of data	Submission analysis report
Method of calculation	Number agreements, reviews and assessment submitted divided by total qualifying staff compliment, expressed as a percentage showing 100% compliance
Data limitations	Risk of incorrect information being captured and absence of some staff members during submission due dates
Type of indicator	Performance
Calculation type	Non-Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Achieve 100% submissions of performance agreements, reviews and assessments by due dates
Indicator Responsibility	GM: Corporate Services

Indicator Title	Approved Workplace Skills Plan (WSP) percentage targets of workplace skills plan achieved
Short Definition	Measure whether the workplace skills Plan of BANKSETA is being implemented
Purpose/Importance	To ensure that staff are appropriately skilled and competent to deliver on the mandate of BANKSETA
Source/Collection of data	Approved WSP Plan and Manual training database
Method of calculation	Approved WSP Plan and number of targets achieved divided by total number of targets in the WSP expressed as a percentage

Data limitations	Risk of late submission resulting in late or incomplete submission
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	WSP approved by Board by 30 April 2018. Achieve 80% of targets in the WSP by the end of the financial year
Indicator Responsibility	GM: Corporate Services

Indicator Title	Percentage achievement of ICT systems standards as stipulated in the standards document
Short Definition	Minimum required standards as set by DPSA for systems usability, data recovery and security
Purpose/Importance	Ensure that ICT systems are effective and data is secured
Source/Collection of data	Monthly departmental systems health report from service providers and ICT system
Method of calculation	Simple count of the number of reports produced and a systems generated and analysis report done on data generated showing 85%
Data limitations	None
Type of indicator	Performance
Calculation type	Non-cumulative
Reporting Cycle	Monthly
New Indicator	Yes
Desired Performance	Produce quarterly reports indicating 85% achievement of ICT systems standards
Indicator Responsibility	GM: Corporate Services

Indicator Title	Approved risk management plan and quarterly progress reports
Short Definition	Monitor the implementation of risk management plan and produce risk register to identify accessible risks and mitigating actions
Purpose/Importance	To identify and mitigate risks that might hamper achievement of departmental objectives
Source/Collection of data	Risk management plan, quarterly risk reports, risk registers and minutes of Risk Management Committee
Method of calculation	Verification of existence of quarterly reports against Risk management plan, updated risk register and proof of submission to Risk Management and Audit Committee
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (plans) and cumulative (reports)
Reporting Cycle	Quarterly and Annually
New Indicator	Yes
Desired Performance	Conduct annual risk assessment and produce risk management implementation plan. Produce annual risk plan and quarterly progress reports
Indicator Responsibility	Company Secretary

Indicator Title	Approved internal audit plan and quarterly monitoring reports
Short Definition	Plan for conducting internal audits and monitoring reports on the implementation of the plan
Purpose/Importance	To evaluate the effectiveness of internal controls and provide internal audit reports to management and Audit Committee
Source/Collection of data	3-year strategic internal audit plan, quarterly implementation reports and annual audit plan
Method of calculation	Verification of the presence of the internal audit plan and simple count of reports produced and proof of submission to Audit Committee
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (plans) and cumulative (reports)
Reporting Cycle	Quarterly and Annually
New Indicator	Yes
Desired Performance	<ul style="list-style-type: none"> Produce a 3-year rolling strategic internal audit plan and submit to the Audit Committee for approval by 30 June 2018. Quarterly audit implementation reports presented to Audit Committee and Management produced
Indicator Responsibility	Head of Internal Audit

Programme 2: Skills Planning

Indicator Title	Increased participation of employers in WSP process
Short Definition	To measure the number of employers who submitted WSP/ATR information
Source of data	MIS
Method of calculation	Simple count
Means of verification	Printout of submissions
Assumptions	Functional MIS
Calculation type	Cumulative for the year
Reporting Cycle	Annually
Desired Performance	Increased participation
Indicator Responsibility	Head: Research and Skills Planning

Indicator Title	Mandatory Grants Claims Ratio
Short Definition	To measure the payment ratio Mandatory grants paid to the qualifying number of WSP/ATR submissions
Source of data	Financial Management Report
Method of calculation	Number of mandatory grants paid/ total number of qualifying WSP/ATR submissions
Means of verification	Financial Management Report
Assumptions	None

Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Higher ratio
Indicator Responsibility	Head: Research and Skills Planning

Indicator Title	Board Approved 3 year rolling research agenda submitted to DHET by compliance due date
Definition	To ensure that the three year research agenda submitted to the DHET is approved by the board
Source of data	Signed Research Agenda
Method of assessment	Qualitative
Means of verification	Signed Research Agenda
Data limitations	None
Assumptions	None
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Approved Research Agenda
Indicator Responsibility	Head: Research and Skills Planning

Indicator Title	Number of research partners appointed
Short Definition	To measure the number of research partners appointed
Source of data	MOAs
Method of assessment	Qualitative
Means of verification	MOUs with Public HE Institutions
Assumptions	None
Calculation type	Cumulative for the year
Reporting Cycle	Annually
Desired Performance	More research partners
Indicator Responsibility	Head: Research and Skills Planning

Indicator Title	Number of research reports and /or working papers completed and publications placed on knowledge portal
Short Definition	To measure the number of research reports and /or working papers completed
Source of data	www.bankseta.org.za
Method of assessment	Qualitative
Means of verification	Availability of the documents on the website
Assumptions	Functional website
Calculation type	Cumulative for the year
Reporting Cycle	Annually
Desired Performance	Increased number of papers
Indicator Responsibility	Head: Research and Skills Planning

Indicator Title	Annual SSP, SP and APP, approved by Board and submitted to DHET by compliance due date
Short Definition	To ensure that the SSP, SP and APP submitted to the DHET are approved by the board
Source of data	
Method of assessment	Qualitative
Means of verification	Letter of acknowledgement from DHET
Assumptions	None
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Approved SSP, SP and APP
Indicator Responsibility	Head: Research and Skills Planning

Programme 3: Learning Programmes

Sub-Programme 3.1 Sector Learnership (Letsema & Kuyasa)

Indicator Title	Number of learners enrolled in the programme
Definition	Linking of education and the workplace The aim of this project is to register unemployed learners (graduates or matriculants) on an appropriate Learnership programme with a further aim of achieving successful completions as per the annual targets.
Source of data	QMR
Method of calculation or assessment	Simple Count
Means of verification	Registered and duly signed Learnership Agreement Duly signed fixed term contract of employment Lerner ID Copy Copy of learner's highest qualification Training provider's certificate of accreditation applicable to the Learnership
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries (where applicable)	54% Women 100% Youth 4% People with disabilities
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Higher learner entered than the actual planned target
Indicator Responsibility	Manager: Youth Development

Indicator Title	Number of learners completing the programme successfully
Definition	Linking of education and the workplace The aim of this project is to register unemployed learners (graduates or matriculants) on an appropriate Learnership programme with the aim of achieving the enrolled NQF qualification
Source of data	QMR
Method of calculation	Simple Count
Means of Verification	Copy of Learnership Certificate/ Statement of Results

Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries (where applicable)	54% Women 100% Youth 4% People with disabilities
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner completing than the actual planned target
Indicator Responsibility	Manager: Youth Development

Sub-Programme 3.2 PIVOTAL Grant Funding Window: Unemployed (Includes employer driven Learnership, Internships, Skills Programmes, Bursaries)

Indicator Title	Number of learners enrolled in the programme of which: 760 Unemployed Learnerships enrolled 150 Unemployed Internships enrolled
Definition	Identify and Increase the production of occupations in high demand The aim of this programme is to register unemployed beneficiaries to meet sector demand that falls within the definition of PIVOTAL programmes as per the annual targets
Source of data	QMR
Method of calculation or assessment	Simple Count
Means of verification	Unemployed Learnership Registered and duly signed Learnership Agreement Duly signed fixed term contract of employment Lerner ID Copy Copy of learner's highest qualification Training provider's certificate of accreditation applicable to the Learnership Unemployed Internships A duly signed Internship agreement A duly signed fixed employment contract Copy of the learner's qualification Learners ID copy
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries (where applicable)	54% Women 100% Youth 4% People with disabilities
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative

Reporting Cycle	Quarterly
Desired Performance	Higher learner entered than the planned target
Indicator Responsibility	Manager: Youth Development

Indicator Title	Number of learners completing the programme successfully of which: 339 Unemployed Learnerships Completed 70 Unemployed Internships Completed
Definition	Identify and Increase the production of occupations in high demand The aim of this programme is to have unemployed beneficiaries successfully completing the programme to meet sector demand
Source of data	QMR
Method of calculation or assessment	Simple Count
Means of verification	Unemployed Learnership Copy of Learnership Certificate/ Statement of Results Close-out report from employer Unemployed Internship Close-out report from the employer/copy of certificate/letter stating the learner completed the internship programme.
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries (where applicable)	54% Women 100% Youth 4% People with disabilities
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner completing than the actual planned target
Indicator Responsibility	Manager: Youth Development

Sub-programme 3.3 Scarce and Critical Internship

Indicator Title	Number of learners enrolled in the programme
Definition	Identify and increase the production of occupations in high demand. To register unemployed youth on programmes, focusing on scarce and critical skills, with a further aim of achieving successful completions as per the annual targets.
Source of data	Service level agreement with provider Highest qualification Certified identity document Learner internship contract

Method of calculation or assessment	Simple count
Means of Verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women 100% youth 4% disabilities
Spatial transformation	All nine province
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner uptake
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	Number of learners successfully completed the programme
Definition	Identify and increase the production of occupations in high demand The aim of this project is to increase the number unemployed youth obtain work experience thus enhance employability by focusing on scarce and critical skills, with a further aim of achieving successful completions.
Source of data	Certificates of Programme Completion Close-out report from provider or a letter stating the learner completing the internship
Method of calculation or assessment	Simple Count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women 100% youth 4% disabilities
Spatial transformation	All nine province
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner completion and internship placements
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Sub-Programme 3.4: Skills for the Future: Scholars

Indicator Title	Number of Centres participating in the programme
Short Definition	To measure the number of centres identified for the Skills of the Future Programme
Source/Collection of data	MoUs, Learner agreements, MIS, Training Providers
Method of calculation	Simple count
Assumptions	Data available
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annual
Desired Performance	More Centres
Indicator Responsibility	Regional Managers

Indicator Title	Number of learners participating in the programme
Short Definition	To measure the success of interventions to support school learners with additional classes to improve results
Source/Collection of data	MoUs, Learner agreements, MIS, Training Providers
Method of calculation	Each learner is reported in accordance with the programme attended against baseline.
Assumptions	Data available
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	Each participants baseline is not measured to determine actual progress made due to the intervention
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased number of participants
Indicator Responsibility	Regional Managers

Sub-Programme 3.5 TVET Work Integrated Funding Window

Indicator Title	Number of MoAs signed with TVETs
Definition	As part of the BANKSETA mandate, partnerships must be entered into with TVET to support learners. To achieve these, MOUs are signed with qualifying learning institutions.
Source of data	MoAs from TVET Colleges
Method of calculation or assessment	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	N/A
Spatial transformation	All nine province
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoAs
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator title	Number of Learners accessing WIL opportunities
Definition	Link education and the workplace The aim of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) in order to obtain a qualification.
Source of data	Signed MoA with TVET college Signed workplace experience agreement Copy of identity document
Method of Calculation or assessment	The indicator is counted by the receipt of the above documents
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women 100% youth 4% disabilities
Spatial transformation	All nine province
Calculation type	cumulative
Reporting cycle	Quarterly
Desired performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners had access to skills development

Indicator responsibility	Manager: Bursaries and Work Integrated Learning
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Indicator Title	Number of learners completing WIL successfully
Definition	Link education and the workplace The aim of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) in order to obtain a TVET qualification
Source of data	Letters of completion from institutions
Method of calculation or assessment	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54% women 100% youth 4% disabilities
Spatial transformation	All nine provinces
Calculation type	cumulative
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more public training institutions are being supported with skills development initiatives
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Sub-programme 3.6 University of Technology Work Integrated Funding Window

Indicator Title	Number of MoUs signed with UoTs
Definition	As part of the BANKSETA mandate, partnerships must be entered into with UoT to support learners. To achieve these, MOUs are signed with qualifying learning institutions.
Source of data	MoUs from Universities of Technology
Method of calculation or assessment	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	N/A
Spatial transformation	All nine province
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoUs with Universities of Technology
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	Number of learners accessing WIL opportunities
Definition	Link education and the workplace To measure the number of learners who access WIL opportunities and Work-integrated learning encourages learners to gain valuable workplace experience and in most instances are pre-requisites for the completion of a learning programme
Source of data	Signed MoUs with UOT's Signed workplace experience agreement Copy of identity document
Method of calculation or assessment	The indicator is counted by the receipt of the above documents
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women 100% youth 4% disabilities
Spatial transformation	All nine provinces
Calculation type	cumulative
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners are benefitting from WIL
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	Number of learners completing WIL successfully
Definition	Link education and the workplace To measure the number of learners who complete WIL opportunities and Work integrated learning encourages learners to gain valuable workplace experience and in most instances are pre-requisites for the completion of a learning programme
Source of data	Letters of completion from institutions
Method of calculation or assessment	The indicator is counted by the receipt of the above documents
Means of Verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women 100% youth 4% disabilities
Spatial transformation	All nine provinces
Calculation type	cumulative
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners are completing WIL
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Sub-programme 3.7 Higher Education Funding Window

Indicator Title	Number of MoAs signed with Higher Education Institutions
Definition	As part of the BANKSETA mandate, partnerships must be entered into with higher education institutions to support learners. To achieve this, MOUs are signed with qualifying learning institutions.
Source of data	MoAs with Higher Education Institutions
Method of calculation or assessment	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	N/A
Spatial transformation	All nine provinces
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoAs
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator title		Number of Learners enrolled in the programme
Definition		Identify and increase the production of occupations in high demand The aim of this programme is to fund demand-driven skills through collaborations with Universities and Universities of Technology, with a focus on awarding bursaries in scarce and critical skills areas with a further aim of achieving successful completions
Source of data		Signed MoAs with higher education institutions, Learner bursary agreement, identity document proof of registration from higher education institutions
Method of Calculation or assessment		Simple count
Means of verification		QMR
Assumptions		Data is available, completed and accurate
Disaggregation of beneficiaries		54%women 100% youth 4% disabilities
Spatial transformation		All nine provinces
Calculation type		cumulative
Reporting cycle		Quarterly
Desired performance		Actual performance that is higher than targeted performance is desirable because that will indicate that more learners had access higher institutions of learning.
Indicator responsibility		Manager: Bursaries and Work Integrated Learning

Indicator title		Number of Learners completing the programme successfully
Definition		Identify and increase the production of occupations in high demand The purpose of measuring this indicator is to show how many learners successfully complete full qualification through bursary funding
Source of data		Statement of results Or certificate
Method of Calculation or assessment		Simple count
Means of verification		QMR
Assumptions		Data is available, completed and accurate
Disaggregation of beneficiaries		54%women 100% youth 4% disabilities
Spatial transformation		All nine provinces
Calculation type		cumulative

Reporting cycle	Quarterly
Desired performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners met the assessment criteria and is competent in the outcomes
Indicator responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	Number of lecturer bursaries signed
Definition	Identify and increase the production of occupations in high demand To measure the number of lecturers who are supported to improve their teaching skills and Lecturer development is a component that supports the growth of the TVET, UOT and University sector.
Source of data	MoAs with higher institutions, bursary agreements Identification document
Method of calculation or assessment	Simple count
Means of Verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women N/A 4% disabilities
Spatial transformation	All nine provinces
Calculation type	cumulative
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more lecturers are developed
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	Number of lecturers completing the successfully
Definition	Identify and increase the production of occupations in high demand To measure the number of lecturers who are supported to improve their teaching skills and Lecturer development is a component that supports the growth of the TVET, UOT and University sector.
Source of data	Copy of completion certificate/Statements of results
Method of calculation or assessment	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women N/A 4% disabilities
Spatial transformation	All nine provinces
Calculation type	Cumulative
Reporting Cycle	Quarterly

Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more lecturers are developed
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

Sub-programme 3.8 NSFAS Support

Indicator title:	Number of learners reimbursed for completing the programme successfully
Definition	Aligned to the demands of the sector and in line with the five skills priority learning areas The aim of the programme is to increase access to Occupationally Directed Programmes by reimbursing learners who have successfully completed their qualifications (within scarce and critical skills scope of BANKSETA), with bursary funding through NSFAS.
Source of data	MoAs, academic transcript stating the learner completed the qualification, learner financial statement indicating amount owing to institution by the learner and Learner identification document
Method of calculation	Simple count
Means of verification	QMR
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	54%women N/A 4% disabilities
Spatial transformation	All nine provinces
Calculation type	non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners met the assessment criteria and is competent in the outcomes
Indicator responsibility	Manager: Bursaries and Work Integrated Learning

Sub-Programme 3.9 Career Awareness

Indicator Title	Number of career awareness workshops conducted
Short Definition	To measure the number of career awareness workshops conducted
Source/Collection of data	Event Reports, Attendance registers
Means of verification	QMR spreadsheet in conjunction with supporting evidence -

Method of calculation	Simple Count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of Life Orientation Teachers trained
Short Definition	To measure the number of Life Orientation Teachers trained
Source/Collection of data	Attendance Registers
Means of verification	QMR spreadsheet in conjunction with supporting evidence -
Method of calculation	Simple Count
Assumptions	Data received from service providers are available, complete, and valid
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Marketing and Communication

Indicator Title	Number of career guides distributed
Short Definition	To measure the number of career guides distributed
Source/Collection of data	Guide distribution form
Means of verification	Performance Information QMR
Method of calculation	Simple Count
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A

Spatial transformation (where applicable)	N/A
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased number of distributed guides
Indicator Responsibility	Manager: Marketing and Communication

Sub-Programme 3.10 Executive Development Programme

Indicator Title	Number of learners enrolled for the programme
Short Definition	To measure the number of learners enrolling for the programme
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Proof of registration, and Bursary agreement
Assumptions	Data received from employers are available, complete, and valid
Disaggregation of beneficiaries (where applicable)	85% Black 54% Women 4% People with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and incomplete
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of learners completing the programme successfully
Short Definition	To measure the number of learners completing the programme successfully
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count

Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Bursary agreement, and Completion Certificate
Assumptions	Data received from employers are available, complete, and valid
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development

Sub-Programme 3.11 PIVOTAL Grant Funding Window

Indicator Title	Number of learners enrolled in the programme
Short Definition	To measure the number of learners enrolled in programme
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Proof of registration, and Bursary agreement (Bursary, Skills Programme, Recognition of Prior Learning and Work-based Learning Agreement)
Assumptions	Data received from employers are available, complete and valid
Disaggregation of beneficiaries (where applicable)	85% Black 54% Women 4% People with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and incomplete
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of learners completing the programme successfully
Short Definition	To measure the number of learners completing the programme successfully
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement

Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Bursary agreement (Bursary, Skills Programme, Recognition of Prior Learning and Work-based Learning Agreement) and Completion Certificate
Assumptions	Data received from employers are available, complete and valid
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development

Sub-Programme 3.12 Reskilling of employees Funding Window

Indicator Title	Number of learners enrolling the programme
Short Definition	To measure the number of learners enrolling the programme
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID copies, proof of learner registration, copy of highest qualification and employer and employee agreement (e.g. bursary agreement)
Assumptions	Data received from employers are available, complete, and valid
Disaggregation of beneficiaries (where applicable)	85% Black 54% Women 4% People with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and incomplete
Type of Indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of learners completing the programme successfully
Short Definition	To measure the number of learners completing the programme successfully
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID copies, proof of learner registration, copy of highest qualification and employer and employee agreement (e.g. bursary agreement) as well as Completion certificates
Assumptions	Data received from employers are available, complete, and valid
Type of Indicator	Output

Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development

Sub-Programme 3.13 IT Funding Window

Indicator Title	Number of learners entering the programme
Short Definition	To measure the number of learners entering the programme
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID copies, Learner registration / acceptance
Assumptions	Data received from employers are available, complete and valid
Disaggregation of beneficiaries (where applicable)	85% Black 54% Women 4% People with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and incomplete
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme.
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of learners completing the programme successfully
Short Definition	To measure the number of learners completing the programme successfully
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement

Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence – ID copies, learner registration form / acceptance, completion certificate
Assumptions	Data received from employers are available, complete and valid
Type of Indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development

Sub Programme 3.14 Entrepreneurship Programme

Indicator title	Number of SME Organisations accessing funding
Definition	In an effort to grow the economy, Small Enterprises' development is important for job creation. BANKSETA targets SME development to support these organisations with the required skills
Source of data	Signed MoUs
Method of calculation or assessment	Cumulative
Means of verification	Signed MoUs.
Assumptions	Signed MoUs must be signed between the Small Enterprise and SETA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Information about whether actual performance that is higher than targeted performance is desirable
Indicator responsibility	Manager: Alternative Banking

Indicator title	Number of SME Organisations completing the funded programme successfully
Definition	In an effort to grow the economy, Small Enterprises' development is important for job creation. BANKSETA targets SME development to support these organisations with the required skills
Source of data	Signed MoUs and Project Close-Out reports

Method of calculation or assessment	Cumulative
Means of verification	Project Close-out reports
Assumptions	Signed MoUs must be signed between the SME and SETA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Information about whether actual performance that is higher than targeted performance is desirable
Indicator responsibility	Manager: Alternative Banking

Sub Programme 3.15 Entrepreneurship Programme

Indicator title	Number of participants enrolled to the programme
Definition	To ensure that SME businesses have necessary business skills to sustain their business by registering learners on bursaries with a further aim of achieving successful completions as per the annual targets listed.
Source of data	<ul style="list-style-type: none"> • Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent • Bursar's ID copy • Proof of registration from the university or college • Copy of the qualification or a letter from the institution confirming that the Bursar has completed the qualification
Method of calculation or assessment	Cumulative
Means of verification	Implementation partner to verify the information when members attend training.
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Higher learner uptake on qualifications and higher completions
Indicator responsibility	Alternative Banking Manager

Indicator title	Number of learners completing the programme successfully
Definition	To ensure that SME businesses have necessary business skills to sustain their business by registering learners on bursaries with a further aim of achieving successful completions as per the annual targets listed.
Source of data	<ul style="list-style-type: none"> • Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent • Bursar's ID copy • Proof of registration from the university or college
Method of calculation or assessment	Cumulative
Means of verification	Bursary agreements
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Higher learner uptake on qualifications and higher completions
Indicator responsibility	Alternative Banking Manager

Sub Programme 3.16 Co-operative Financial Institution Support

Indicator title	Number of CFIs assisted with skills development
Definition	The aim of this programme is to encourage and support co-operatives by funding training in Co-operative institutions and Co-operative members.
Source of data	<ul style="list-style-type: none"> • MoA signed with the implementation partner • Attendance registers • Registration form for the small business support • Registration certificates or affidavit confirming the status/registration of the enterprise. • Projects reports
Method of calculation or assessment	Cumulative
Means of verification	Attendance registers.
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable

Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To have more CFI taking part in the skills development interventions.
Indicator responsibility	Alternative Banking Manager

Indicator title	Number of CFI members trained
Definition	Co-operative Financial Institutions are the first level to growing the number of co-operative banks. This is part of the national mandate to encourage the growth of co-operatives.
Source of data	<ul style="list-style-type: none"> • MoA signed with the implementation partner • Attendance registers • Close out report
Method of calculation or assessment	Cumulative
Means of verification	Implementation partner to verify the information when members attend training.
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To have more CFI members to get support by attending the programme.
Indicator responsibility	Alternative Banking Manager

Sub-programme 3.17 Rural Areas Focused Training

Indicator title	Number of rural areas receiving capacity building
Definition	The aim of the programme is to register learners in rural areas as per the annual targets.
Source of data	Attendance registers, facilitation evaluation forms, ID copies of beneficiaries.
Method of calculation or assessment	Cumulative
Means of verification	Attendance registers, facilitation evaluation forms, ID copies of beneficiaries.
Assumptions	MoUs must be signed between the training and the SETA

Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	The project must be conducted in Rural Municipalities
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Information about whether actual performance that is higher or lower than targeted performance is desirable
Indicator responsibility	Manager: Alternative Banking

Indicator title	Number of rural based learners attending training
Definition	The aim of the programme is to register learners in rural areas as per the annual targets.
Source of data	Signed MoU with the training provider
Method of calculation or assessment	Cumulative
Means of verification	Signed MoU with the training provider Attendance registers
Assumptions	MoUs must be signed between the training and the SETA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	The project must be conducted in Rural Municipalities
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Information about whether actual performance that is higher or lower than targeted performance is desirable
Indicator responsibility	Manager: Alternative Banking

Sub Programme 3.18 Executive Development Programme – Development Finance

Indicator title	Number of learners entering the programme
Definition	To register learners on a management development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector.
Source of data	<ul style="list-style-type: none"> • Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent • Bursar's ID copy • Proof of registration from the university or college

Method of calculation or assessment	Cumulative
Means of verification	Bursary agreements Proof of registration by education institution
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	The number of beneficiaries is always set at a certain number and it is always guided by the budget allocated to the project.
Indicator responsibility	Alternative Banking Manager

Indicator title	Number of learners completing the programme successfully
Definition	Leadership development support for executives and senior managers in the development finance sector
Source of data	<ul style="list-style-type: none"> • Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent • Bursar's ID copy • Proof of registration from the university or college • Copy of the qualification or a letter from the institution confirming that the Bursar has completed the qualification
Method of calculation or assessment	Cumulative
Means of verification	Statement of results from education institution
Assumptions	Data availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	The number of beneficiaries is always set at a certain number and it is always guided by the budget allocated to the project.
Indicator responsibility	Alternative Banking Manager

Sub-Programme 3.19 Doctoral and Post-Doctoral bursaries

Indicator Title	Number of bursaries awarded to students
Short Definition	To measure the number of bursaries awarded to Students
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Proof of registration, and Tripartite Agreement
Assumptions	Data received from employers are available, complete, and valid
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • 85% Black • 54% Women • 4% People with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and not complete.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	Number of Students completing successfully
Short Definition	To measure the number of bursaries completed by students
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement.
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Proof of registration, Tripartite Agreement, Progress report/ (completion certificate, thesis if a final year student)
Assumptions	Data received from employers are available, complete, and valid
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development

Sub-Programme 3.20 NEDLAC Partnership

Indicator Title	Number of workers participating in the programme
Short Definition	To measure the success of interventions to support employers with health and safety awareness
Source/Collection of data	MoUs, Learner agreements, MIS, Training Providers
Method of calculation	Each learner is reported in accordance with the programme attended against baseline.
Assumptions	Data available
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	Each participants baseline is not measured to determine actual progress made due to the intervention
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased number of participants
Indicator Responsibility	Manager: Skills Development

Programme 4: Quality Assurance

Indicator Title	Develop and register specific occupation based qualification in partnership with the QCTO in line with the needs of the sector
Short Definition	To provide for the development and registration of occupation-based qualifications; accreditation of providers to deliver the training and assessments through Assessment Quality Partners and to moderate all assessments.
Purpose/Importance	To measure the development of occupation-based qualifications as required by the sector to address scarce and critical skills
Source/Collection of data	SAQA
Method of calculation	Number of new qualifications submitted
Data limitations	registration of qualification is outside of BNKSETA control and we can only control submissions
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Registration of occupation-based qualifications as demanded by the sector to address scarce skills needs
Indicator Responsibility	Manager: Quality Assurance

Indicator Title	The nomination of an AQP and the development of the EISA for each occupational qualification.
Short Definition	Assessment Quality Partners (AQP) are required as assessment bodies for all occupation-based qualifications registered by the QCTO
Purpose/Importance	To measure the nominations of AQPs
Source/Collection of data	QCTO
Method of calculation	AQP nominated
Data limitations	Requirements are stringent and the actual appointments are outside of the control of the BANKSETA
Type of indicator	Qualitative
Calculation type	The reported performance is non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that targets have been exceeded
Indicator Responsibility	Manager: Quality Assurance

Indicator Title	The number of new providers that reflect <i>best practice</i> in their new application or re-accreditation thereby qualifying to apply for the Best Practice Awards.
Short Definition	In order to offer a qualification that falls within the quality assurance scope of BANKSETA, these providers must receive accreditation to offer a specific training programme.
Purpose/Importance	To measure the number of providers who receive accreditation from BANKSETA for BANKSETA registered qualifications
Source/Collection of data	Accreditation documents
Method of calculation	The indicator is counted by the receipt of the above documents - includes accreditation and re-accreditation
Data limitations	Documents are incomplete
Type of indicator	Quantitative
Calculation type	The reported performance is non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that targets have been exceeded
Indicator Responsibility	Manager: Quality Assurance

Indicator Title	Number of learners that are verified and certificated on BANKSETA qualifications
Short Definition	BANKSETA is responsible for the quality assurance of all legacy qualifications and must quality assure all training prior to the issuance of certificates of competence.
Purpose/Importance	To measure the number of learners who receive SETA registered qualifications that fall within the BANKSETA scope.
Source/Collection of data	Statement of results; certificates of competence
Method of calculation	The indicator is counted by the issuance of the above documents
Data limitations	MIS system issues delay processing
Type of indicator	Quantitative
Calculation type	The reported performance is non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that targets have been exceeded
Indicator Responsibility	Manager: Quality Assurance