



# STRATEGIC PLAN

2020/21 – 2024/25



**higher education  
& training**

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

## EXECUTIVE AUTHORITY STATEMENT

I hereby endorse the SASSETA strategic plan for the period 2020/21-2024/25 and further commit to ensuring its implementation.

**Dr Blade Nzimande**

Minister of Higher Education, Science and Innovation

## STATEMENT OF THE CHAIRPERSON OF THE BOARD

South Africa is facing an employment crisis, with many of people set to lose their jobs as a result of a combination of the country's weak economy and the shock of the coronavirus pandemic. A pandemic of this magnitude has caused the feelings of fear, confusion, anxiety and massive uncertainty in the labour market.

The SETA's ought to play a crucial role in harnessing and mitigating the impact of coronavirus pandemic in terms of reskilling (upskilling) and training people for the new norm and the economy. Education and skills development are at the apex of the government agenda and it is for this reason that to overcome the legacy of our country's past, the government took a conscious decision that skills development will be at the centre of driving the transformation agenda.

My reflections on the year ahead are mindful that we serve government as our shareholder, the National Skills Authority as custodians of the monitoring of the implementation of the National Skills Development Plan (NSDP), as well as business and labour in our sector. Our sector comprises of Private Security, Justice, Legal, Corrections, Policing and the South African National Defence Force. In our Sector Skills Plan (SSP), we have identified the following skills priority actions which will be at the apex of the SETA agenda:

1. Strengthening partnerships with sector training institutions and academies,
2. Professionalisation and transformation of the sector,
3. Information communication and technology (ICT),
4. Technical and specialised skills, and
5. Building active citizenry.

Furthermore, we will position our processes to advance the NSDP objectives, and support TVET Colleges, Community Colleges, Community Educational and Training Collages, Public Universities and Universities of Technology. This is to ensure that the SETA delivers according to the vision and aspirations of the National Skills Development Plan (NSDP) of building "An Educated, Skilled and Capable Workforce for South Africa".

The Board will continue to position the strategic framework of the SETA in the context of opportunities and risks, while also continuing to strengthen risk management capabilities that would enable an effectively response to our mandate and skills priorities of the sector.

I believe the men and women in the Board possess necessary experience, skills and commitment to assist in the fulfilment of SASSETA mandate. It is with great pleasure, that I present this revised 2020/21 - 2024/25 Strategic Plan and look forward to the implementation of the plan with the support of the Board, Management, Staff and Stakeholders.

In gratitude,



.....  
**Chris Mudau (Mr)**  
Chairperson of the Board

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan (SP):

- Was developed by the management of the Safety and Security SETA under the guidance of the SASSETA Board.
- Takes into account all relevant policies, legislations and other mandates for which the Safety and Security Seta is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Safety and Security Seta will endeavour to achieve over the period 2020/21-2024/25.

Attest:



**Sibongile Ngwenya (Ms)**  
Executive Manager: Corporate Services

(Programme 1: Administration)

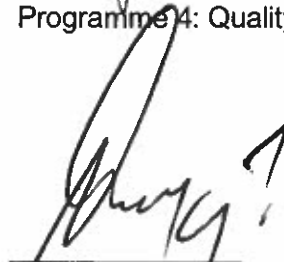


**Juwayria Amod (Ms)**  
Executive Manager: Learning Programmes

(Programme 3: Learning Programmes and  
Programme 4: Quality Assurance)



**Ikalafeng Diale (Mr)**  
Chief Financial Officer



**Vukani Memela (Mr)**  
(Acting) Chief Executive Officer

(Programme 2: Research, Skills Planning &  
Reporting)

Approved by:



**Chris Mudau (Mr)**  
Chairperson of the SASSETA Board

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# PART A: Our Mandate

## 1. Constitutional Mandate

The Safety and Security Sector Education and Training Authority (SASSETA) is one of the 21 SETAs that was established and entrusted with the requisite authority to facilitate the skills development in the safety and security sector. It is mandated to identify and increase the production of occupations in high demand in the safety and security sector. It is also mandated to increase access to occupationally directed programmes.

In the process of discharging its mandate, SASSETA is guided by the Constitution, other Legislation and policies that constitute the legal framework for its establishment. The SETA shall consistently uphold the values of the democratic state as enshrined in the Constitution of the Republic of South Africa (Act 108 of 1996), namely: human dignity, the achievement of equality and the advancement of human rights and freedoms; non-racialism and non-sexism, supremacy of the constitution and the rule of law, accountability, responsiveness and openness.

SASSETA takes cognisance of chapter 11 of the Constitution of the Republic of South Africa, which makes provision for the establishment of Security Services. These incorporates the establishment of the Defence Force, the Police Service, Intelligence Services, as well as civilian oversight bodies such as the Civilian Secretariat for Police Services, the Defence Civilian Secretariat as well as the Inspector General of Intelligence, among others. These Security Service agencies comprise some of the public sector stakeholders of the SETA.

Furthermore, Section 29(1) states that the State should take reasonable means to ensure that adult and further education accessible to all citizens as a human right. Section 22 stipulates that every citizen has the right to choose their trade, occupation or profession freely. As an education and training authority, SASSETA is enjoined to uphold this right.

## 2. Legislative and Policy Mandates

The operations of the SETA are further guided by the legislative and policy directives outlined below. SASSETA was established in terms of the Skills Development Act, No. 97 of 1998 with the mandate to promote and facilitate skills development for the safety and security sector. The Minister of Higher Education, Science and Innovations relicensed the SETAs for the period of 1 April 2020 to 31 March 2030, to operate within the skills development framework articulated in the National Skills Development Plan (NSDP) 2030.

The SETA's mandate is therefore to facilitate the skills development of multiple generations in the safety and security sector by making an active contribution towards the realisation of the National Skills Deployment Plan (NSDP) vision of 'An Educated, Skilled and Capable Workforce for South Africa'.

SASSETA also seeks to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation and social development whilst seeking to address systemic considerations. This should be done through the provision of need based job oriented programmes to assist the individuals in obtaining jobs and employment opportunities. Other legislation, policies and strategies that underpins the operations of the SETA are depicted in the table below.

Legislation/Policy/Strategy	Description
Skills Development Act, No. 97 of 1998 (as amended)	<p>To develop the skills of the South African workforce – to improve the quality of life of workers, their prospects of work and labour mobility; to improve productivity in the workplace and the competitiveness of employers; to promote self-employment; and to improve the delivery of social services.</p> <p>To amend provisions relating to the establishment, amalgamation and dissolution of SETAs; to provide for the incorporation of a subsector of one SETA into another SETA; to provide for the composition of the Board for each SETA; to regulate the eligibility to become a member of the Board and to provide for a constitution for every SETA.</p>
Skills Development Levies Act, No. 9 of 1999	The Act makes provision for leviable employers to pay 1% of their payroll to the South African Revenue Service (SARS).
Public Finance Management Act, No. 1 of 1999	SASSETA is a public entity that falls under Schedule 3A of the Public Finance Management Act, No. 1 of 1999.
National Development Plan 2030	Chapter 13 of the National Development Plan 2030.
National Human Resource Development Strategy of South Africa	The Strategy has several commitments designed to address the priorities of the South African Government in terms of skills development that supports economic and social development, facilitating greater access to education opportunities, as well as building a capable public sector to meet the needs of a developmental state.
National Skills Development Plan (NSDP)	The NSDP is the key strategic guide to inform skills development interventions and sector skills planning in all SETAs to respond to skills development challenges in the country by making an active contribution towards the realisation of 'An Educated, Skilled and Capable Workforce for South Africa'.
Strategic Integrated Projects (SIPs)	The 18 SIPs focus on infrastructure development as a catalyst to facilitating the creation of five million jobs by 2020.
National Qualifications Framework Act, No. 67 of 2008	SASSETA employs the provisions of Chapter 5 of the National Qualifications Framework Act, No. 67 of 2008 (NQF) to design training programmes, to carry out quality assurance, assess learner achievement and accredit training providers.
White Paper on Post-School Education and Training	The White Paper on Post-School Education and Training aims to establish a vision for the type of post-school education and training system that the Department of Higher Education and Training (DHET) (now the Department of Higher Education, Science and Technology) desires by 2030 (DHET, 2013).
National Skills Accord	<p>The National Skills Accord is a multi-constituency agreement between business, organised labour, community constituents at the National Economic and Development Labour Council (NEDLAC), and Government.</p> <p>It was signed to support the New Growth Path target of creating five million jobs by 2020. The Accord identifies eight commitments in relation to training and skills development that need to be implemented by the constituencies to achieve the New Growth Path.</p>
Youth Employment Accord	<p>The Youth Empowerment Accord has six commitments that include education and training; access to work exposure; increase the number of young people employed in the public service; youth target set-asides; youth entrepreneurship and youth co-operatives; and to develop private sector youth absorption programmes.</p> <p>SASSETA has and continues to support Government's drive to empower the youth by facilitating access to its skills development opportunities and programmes that include learnerships, internships, workplace learning and bursaries. SASSETA has also facilitated access for the unemployed youth to such skills development opportunities.</p>



Medium Term Strategic Framework (MTSF)	Strategic Plan for Government for the current electoral term. It reflects the commitments made by the Government, including the commitment to implement the National Development Plan
Medium Term Expenditure Framework (MTEF)	It provides the medium -term spending plans of Government and budget allocations. It further highlights the impact of key national priorities.
New Growth Path	It is a bold, imaginative and effective strategy, which seeks to create 5 million new jobs that South Africa needs.
Re-establishment of the SETA's (Gazette No: 42589, July 2019)	The SETA's have now been re-established until 31 March 2030.
Resolutions of the job summit	SASSETA will contribute towards resolutions of the presidential job summit such as expanding interventions by Public and Private sector on skills commitments for youth employment, including capacity building for young people.
Declaration of the presidential summit against gender-based violence and femicide	Government and key stakeholders to establish a multi-sectoral, coordinating structure to respond to GBV and femicide; to allocate the necessary and adequate resources required and to develop a national GBV and femicide strategy.

Institutional policies and strategies for the five (5) year period. In order to give effect to the internal policies listed above, SASSETA developed Standard Operating Procedures and established committees to oversee the implementation of the same.

These structures will in turn be accountable to management and the accounting authority of the SETA. These policies are reviewed and updated, where necessary, to ensure that they address the strategic intent of the organisation.

<b>Programme 1: Administration</b>	
<b>Policy Name</b>	<b>Purpose of the Policy</b>
Finance Policy	To provide a framework within which financial transactions should be recorded and accounted for.
Supply Chain Management Policy	To regulate the procurement of goods and services in line with the PFMA, PPA, BBBEE Acts.
Risk Management Policy	To provide a framework for the management of risks.
Fraud Prevention Policy	To promote ethical conduct and address fraud and corruption.
Ethics Policy	To promote a culture of openness, trust, fairness and transparency between SASSETA and its stakeholder.
Gift Acceptance Policy	To govern and provide guidance on the acceptance and administration of gifts.
Whistle Blower Policy	To eradicate unethical behaviour in the workplace.
Code of Conduct and Ethics Policy	To govern the conduct of SASSETA employees and representatives, and to provide overall guidance on matters of conduct.
Disciplinary Policy	To set and maintain standards of conduct within SASSETA and in doing so, ensure that all employees are treated fairly and consistently.
Employment Equity Policy	To ensure fair practice in appointing, developing and promoting employees from designated groups.

Grievance Policy	To provide individual employees with an effective procedure of expressing, without prejudice, a grievance, complaint, problem, dissatisfaction or feeling of injustice regarding a work situation.
Delegation of Authority Policy	To regulate the process of delegation of authority across all levels.
Human Resources Development Policy	To develop and unleash the potential of its employees, and thus enhance the productivity levels through training and development interventions in line with individual learning needs.
Internship Policy	To establish a clear framework that will guide and give direction to the management of all internship training for interns placed in terms of this policy.
Job Evaluation Policy	To provide a regulatory framework for the evaluation of jobs.
Leave Policy	To provide a regulatory framework and procedures for the granting, withdrawal, management and administration of leave for employees.
Overtime Policy	To provide a framework for the compensation of employees for additional duties performed in specific circumstances which are in excess of the prescribed working hours.
Performance Management Policy	To provide a framework to supervisors in managing performance in all employees to ensure that performance standards are met, objectives are reached, and employees are rewarded in accordance with their performance.
Recruitment and Selection Policy	To provide direction on the consistent implementation of the recruitment and selection of human resources.
Remuneration Policy	To articulate and give effect to SASSETA's directive on fair, responsible and transparent remuneration.
Resettlement Policy	To provide measures and guidelines for SASSETA to meet, within reasonable economic limits the actual expenses incurred by an employee and his immediate family due to relocation and concomitant resettlement.
Staff Retention Policy	To regulate the retention of staff.
Termination of Employment Policy	To regulate terms and conditions for the termination of employment contracts between SASSETA and its employees.
Working Hours Policy	To determine official hours of duty for all SASSETA employees
Liability Policy	To regulate the circumstances in which SASSETA as an employer shall be liable for reimbursing and compensating employees for losses they may occur whilst performing official duties.
Smoking Policy	To ensure legal compliance and demonstrate commitment to promote health at work by protecting SASSETA employees from passive tobacco smoking
Sexual Harassment Policy	To develop a workplace that is free of sexual harassment.
Incapacity Policy	To provide a framework within which incapacity of employees due to injury or ill health can be handled effectively, efficiently and uniformly.
Information Security Policy	To protect ICT assets and information within SASSETA
Email & Internet Use Policy	To manage and control of SASSETA's Email and Internet
Acceptable Use Policy	To control and manage the use of ICT resources by end users
Backup and Restore Policy	To ensure business continuity in case of disaster
ICT Programme Change Management Policy	To manage the changes to ICT systems in order to avoid unnecessary disruptions
Corporate and Promotional Gift Policy	To provide minimum standards regarding risk and opportunity management of the sourcing and distribution of corporate gifts
Sponsorship and Donation Policy	To provide the mini standards for managing risk and opportunities relation to the conduct of sponsorships and donations
Call Centre Policy	To define the roles and responsibilities of call centre agents in terms of client service
Frontline Policy	To outline customer service improvement at the main entrances of the SETA

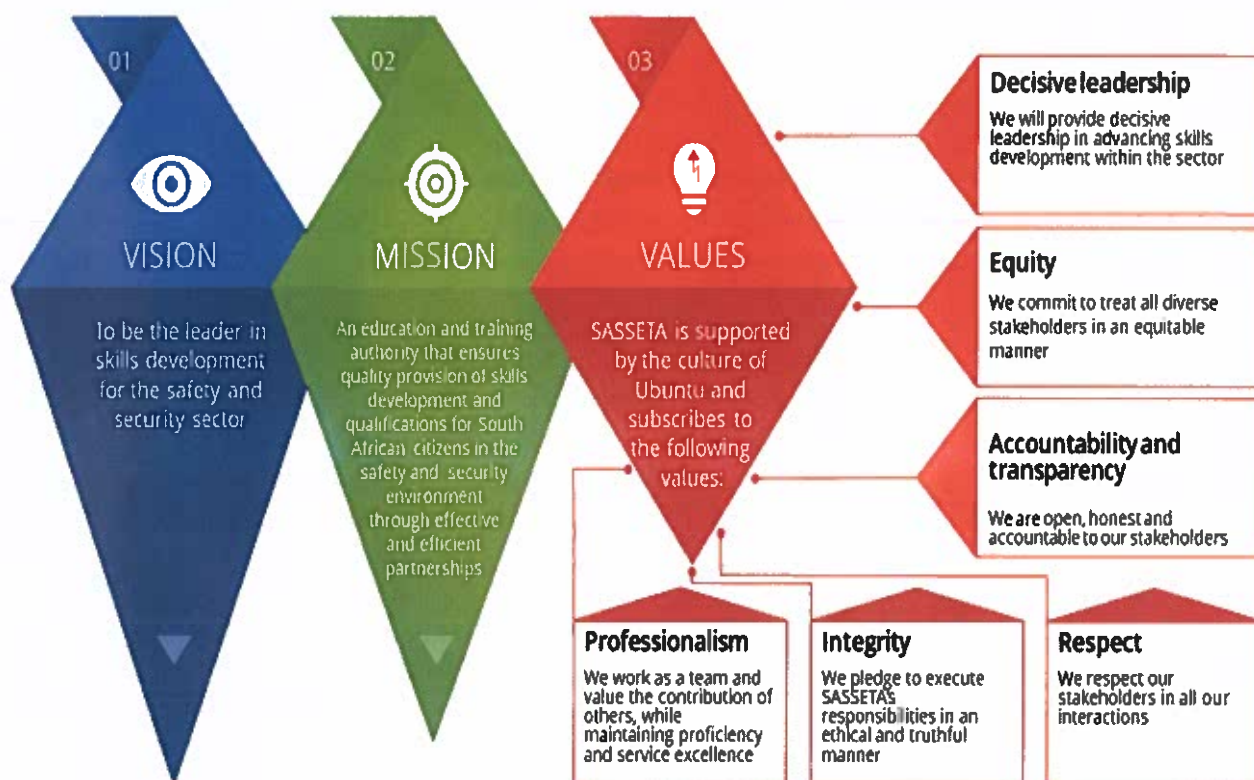
Events Policy	To define the events guiding principles while providing detailed task instructions, and to promote cooperation between internal and external partners.
Brand and Corporate Identity Policy	To manage develop usage and protection of the SASSETA brand as a strategic corporate asset
Communications Policy	To ensure that SASSETA communications are well coordinated, effectively managed and are responsive to diverse stakeholder needs
Media Policy	To foster healthy relationships with the media as an effective communication channel with external stakeholders
<b>Programme 2: Skills Planning, Monitoring, Evaluation, Reporting and Research</b>	
<b>Policy Name</b>	<b>Purpose of policy</b>
Records Management Policy	To ensure that all SASSETA records are properly managed and stored
Performance Monitoring and Reporting Policy	To monitor SASSETA's performance in terms of the APP and SLA targets and to monitor performance on individual projects.
Mandatory Grants Policy	Aimed at guiding and implementing the disbursement of Mandatory Grants in line with SETA grant regulations
<b>Programme 3: Learning Programmes</b>	
<b>Policy Name</b>	<b>Purpose of policy</b>
Centres of Specification Policy	To set out the funding framework for the specified trades, the different delivery models and project types that will be deployed to assist qualifying employers to access the discretionary grant and implement the Centres of Specialisation accordingly.
Discretionary Grants Policy	To set out the funding framework for pivotal and non-pivotal programmes, the different delivery models and project types that will be deployed to assist the SASSETA stakeholders to access the discretionary grants and implement learning programs accordingly.
Learner Administration Policy	To regulate the registration of learners on learning programmes.
<b>Programme 4: ETQA</b>	
<b>Policy Name</b>	<b>Purpose of policy</b>
Qualifications Development Policy	To develop occupational qualifications that serve the requirements of the sector.
Assessment and Moderation Policy	To provide guidelines on the assessment and moderation of learner results
Skills Development Provider Accreditation Policy	To provide a framework for the accreditation of skills development providers
Certificate Policy	To provide a regulatory framework for printing of certificates.

### 3. Relevant Court Rulings

There are no new specific court rulings that have a significant, on-going impact on operations or service delivery obligations of the SETA.

# PART B: Our Strategic Focus

## 4. Vision, Mission and Values



## 5. Situational Analysis

### 5.1 External Environment Analysis

Skills development is critical for our economic growth and social development. Unemployment, poverty and youth skills development remain a prominent global concern. South Africa has one of the highest unemployment and inequality rates in the world, with the bulk of the workforce unskilled and historically employed in primary industries such as mining and agriculture. The current unemployment rate in South Africa has increased to 29%.

The unemployment rate is even higher among the youth, at around 58.2%. South Africa remains the world's most unequal society since the dawn of democracy, and inequality (Gini Coefficient) has persistently increased from 0.61 in 1996 to 0.63 in 2015. The skills development issue in South Africa is thus pertinent both at the demand and supply level and extensive efforts to upskill the workforce are required, both in quantity and quality.

Skills development in South Africa is facilitated through various education and training interventions by, among others, sector education and training authorities (SETAs). SETAs are statutory bodies funded through the public purse and are regulated mainly by the Skills Development Act No. 97 of 1998 and the Skills Development Levies Act No. 9 of 1999. These Acts are supplemented by regulations which are published in the Government Gazette. It also requires the establishment of industry participation mechanisms in training programmes.



SASSETA will contribute to increasing public confidence in public sector institutions in the sector and enabling these institutions to address an increase in specific categories of crime. SASSETA is responsible for the facilitation of skills development in the safety and security sector and ensuring that skills needs are identified and addressed through a number of initiatives by the SETA and the sector.

The Safety and Security Sector includes components of two of the major sectors in the Standard Industrial Classification (SIC) namely: Group 8 (Finance, Real Estate and Business Services) and Group 9 (General Government Services). The SIC codes and the specific constituencies associated with each of the sub-sectors are depicted in box 1.

Box 1: Sic Codes, Subsectors and Constituencies of the Safety and Security Sector

SIC Codes	Sub-sector	Constituency
9110A*	Policing	<ul style="list-style-type: none"> <li>The Independent Police Investigative Directorate (IPID), the Secretariat for Safety and Security, Civilian Secretariat for Police, and the South African Police Service (SAPS).</li> </ul>
91301 91302		<ul style="list-style-type: none"> <li>Municipal and Metro Police Services, Traffic Management / Law Enforcement, and Road Traffic Management Corporation (RTMC).</li> </ul>
9110B*	Corrections	<ul style="list-style-type: none"> <li>The Department of Correctional Services (DCS)</li> <li>Private correctional service providers</li> </ul>
		<ul style="list-style-type: none"> <li>Kutama Sinthumule Correctional Centre.</li> <li>Mangaung Correctional Centre.</li> </ul>
		<ul style="list-style-type: none"> <li>Judicial Inspectorate for Correctional Services.</li> <li>Correctional Supervision and Parole Boards.</li> </ul>
9110D*	Defence	<ul style="list-style-type: none"> <li>The Department of Defence (DOD).</li> <li>South African National Defence Force (SANDF) (SA Navy, SA Air force, and SA Military Health and Army)</li> </ul>
9110C*	Justice	<ul style="list-style-type: none"> <li>The Department of Justice and Constitutional Development (DoJCD)</li> <li>National Prosecuting Authority (NPA), and Special Investigations Unit (SIU)</li> </ul>
91104	Intelligence Activities	<ul style="list-style-type: none"> <li>The National Intelligence Agency (NIA)</li> </ul>
91105		<ul style="list-style-type: none"> <li>The South African Secret Service (SASS)</li> </ul>
88110	Legal Services	<ul style="list-style-type: none"> <li>Legal and paralegal services</li> <li>Sheriffs</li> </ul>
88111		<ul style="list-style-type: none"> <li>Legal Aid Services</li> </ul>
88920	Private Security and Investigation Activities	<ul style="list-style-type: none"> <li>Private security, investigation, and polygraph services</li> </ul>

Safety Security Sector in South Africa is both public and private. The Public Security Sector consists of government security agencies and law enforcement bodies, whose role is to protect and serve the public and the interests of the state. The private sector element of the security sector comprises those companies and bodies who provide security and legal services to paying clients

The vital issues confronting public sector departments or entities in the sector include dwindling levels of public confidence in institutions in the cluster. South African is also confronted by an increase in certain categories of crime such Gender-based Violence, Cybercrimes and Murder, amongst others. The country is not winning in the fight to lower increasing road fatalities.

Notwithstanding, there is a need for the SETA to intensify skills development initiatives and assessing the impact of these initiatives in order to respond to the challenges mentioned herein. The White Paper on Post School Education and Training (November 2013) locates SETAs as one component of the post-schooling system. This system aims to assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa and to provide expanded access, improved quality and increased diversity in the provision of a stronger and more cooperative relationship between education and training institutions and the workplace.

In terms of the Basic Conditions of Employment Act, 1997, the government has promulgated Sectoral Determination 6: Private Security Sector governing conditions of employment and setting minimum wages for employees in the South African Private Security Sector. The determination applies to all employers and employees involved in guarding or protecting fixed property, premises, goods, persons or employees, but excludes managers, and workers who are covered by another sectoral determination or bargaining council agreement.

The National Development Plan (NDP) identifies the need for expanded systems of further education and training to offer clear, meaningful, education and training opportunities particularly for young people. It also calls for such an improvement in the quality of education and training to enhance capabilities of our people so that they are active participants in developing the potential of the country.

As part of the vision for 2030, the NDP identifies the need for people living in South Africa to feel safe and have no fear of crime. To achieve this, the NDP identifies a number of areas that need to be addressed within the security sector.

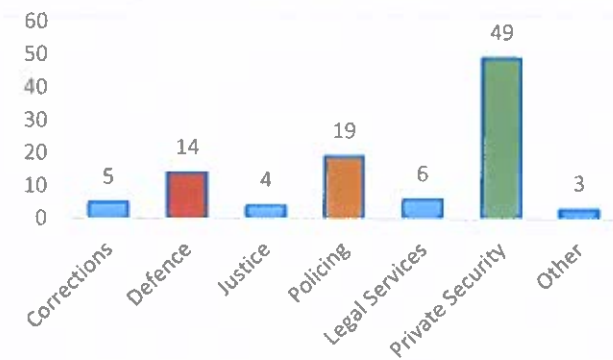
These include strengthening the Criminal Justice System and implementation of the recommendations of the review of the Criminal Justice System findings and ensuring the revamp, modernisation, efficiency and transformation of the system. With regards to the Medium Term Expenditure Framework (MTEF) there is a need for greater focus and acceleration of the implementation of the seven-point plan to make the Criminal Justice System more efficient and effective; Building a professional police service that is a well-resourced professional institution staffed by highly skilled officers; and Building safety using an integrated approach of mobilising a wider range of state and non-state capacity and resources and building active citizen involvement.

The NSDP sets a vision of 'An Educated, Skilled and Capable Workforce for South Africa' through mutual supportive relationships that advance the skills development at large. Furthermore, to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation and social development whilst seeking to address systematic considerations.

According to the International Labour Organisation, "Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development." The service delivery environment in respect to SASSETA industry covers both the public and private sectors. The public security sector consists of government security agencies and law enforcement bodies, whose role is to protect and serve the public and the interests of the state. The private sector comprises of companies and bodies who provide private

security and legal services. The safety and security sector is one of the most labour-intensive sectors and the major contributor to employment in the country. Figure 1 shows the total employment distribution per sub-sector, of which 49% are employed in the Private Security sub-sector. Policing is the second largest sub-sector accounting for 19% of the workforce in the sector. Furthermore, the private portion of the sector employs 56% of the workforce, while the public portion employs the remaining 44%.

Figure 1: Employment status per subsector (%)



Source: SASSETA - WSP data received (2019)

Government expenditure is set to increase on average by 7.8 per cent over the MTEF period, from R1.67 trillion in 2018/19 to R2.09 trillion in 2021/22. Expenditure continues to grow above inflation, with real expenditure growth averaging 2.4 per cent.

During the 2017/2018 financial year, the South African government expenditure on peace and security amounted to R187, 1 billion. The police (made up of the South African Police Service and the Independent Police Investigative Services) takes a huge share, which is R93.7 billion, and the average growth rate in terms of the MTEFs is 6.5% for the 2017/2018 financial year.

During the 2018/2019 financial year, the South African government expenditure on peace and security amounted to R192, 881 billion. The police (made up of the South African Police Service and the Independent Police Investigative Directorate) take up a huge share, which is about R99.1 billion, and the average growth rate in terms of the MTEFs is 5.8%.

Table 1 shows that law courts & prisons received the lowest amount during the 2018/2019 financial year. Defence was the second largest sector in terms of the spending during the same period, even though it shows a decline of 2.6% from the previous year (2017/2018) expenditure.

Table 1: Consolidated Government Expenditure - Defence, Public Order And Safety

Government Expenditure	2016/2017		2017/2018		2018/2019	
	R billion	R billion	Annual Average Growth (%)	R billion	Annual Average Growth (%)	
Defence & State Security	52 303	49 723	4.9	48 382	-2.6	
Police Services	87 305	93 711	6.5	99 127	5.8	
Law Courts & Prisons	41 639	43 705	5.8	45 372	3.8	
Total Consolidated Expenditure	181 247	187 139		192 881		

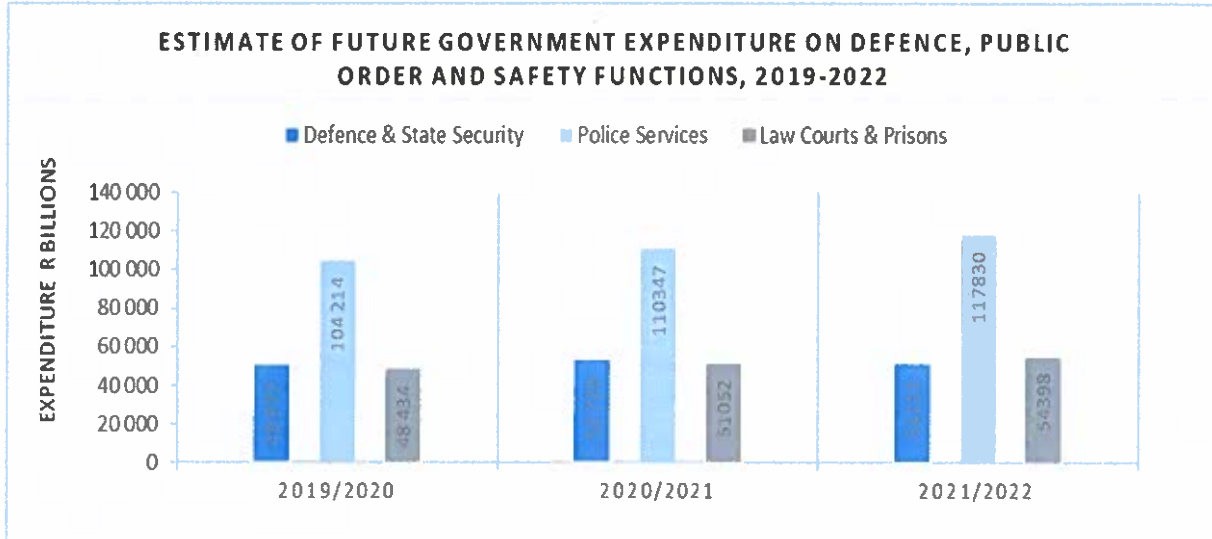
Source: National Treasury, Budget Review (2019)

Despite their low financial threshold, law courts and prisons are showing a stable increase between the two financial years under review due to re-prioritisation of funds from the policing service to law courts and prisons. The Integrated Justice System Modernisation Programme is a key component of the integrated strategy to fight crime. Over the medium term, it is planned



to shift R853 million from the South African Police Service to the Department of Justice and Constitutional Development (Portfolio Committee on Justice, 12 July 2019). The government's future plans on the peace and security cluster show an increasing trend between 2019 and 2022, even though budget for the defence and police service function is under pressure. (This depicted in figure 2 below).

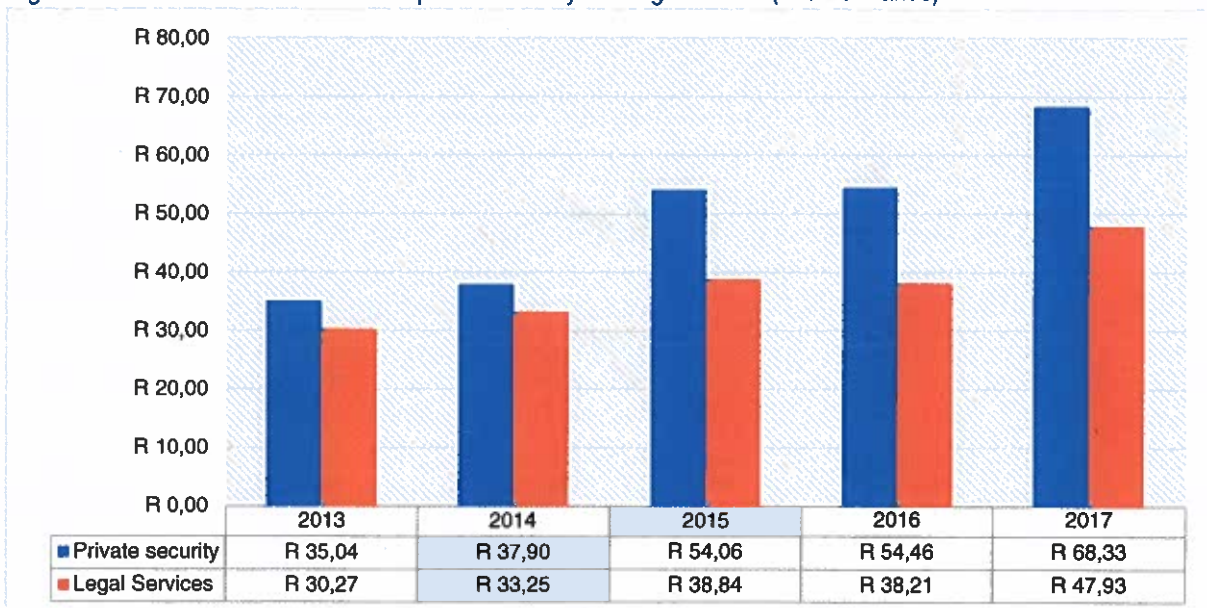
Figure 2: Projected Expenditure on Defence, Public Order and Safety



Source: National Treasury, Budget Review (2019)

The private security and legal sub-sectors have been realising steady growth, which contributes to the nation's GDP. The growth of these sub-sectors is linked to various factors, including good corporate governance, regulatory issues and the booming of the issues that require the services of these stakeholders. Figure 3 depicts the contribution of the private and legal sub-sector to the entire economy.

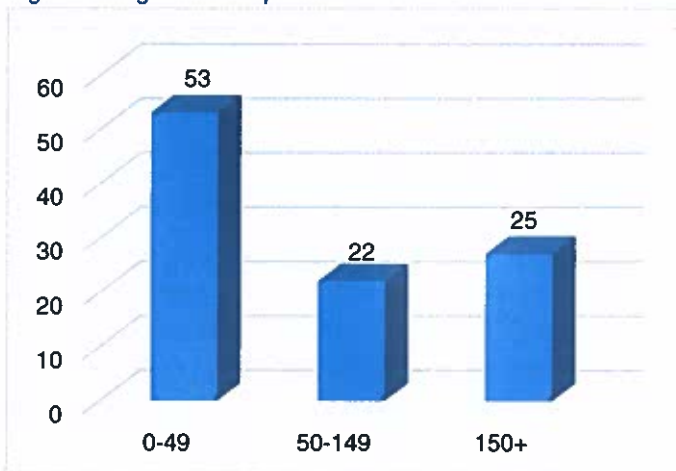
Figure 3: Economic contribution of the private security and legal service (in billion rands)



Source: Statistics South Africa (2019)

The private security sub-sector firms earned about R35 billion in 2013, R37.9 billion in 2014, R54.1 billion in 2015, R54.5 billion in 2016 and R68.3 billion in 2017, whereas legal services firms earned R30.3 billion in 2013, R33.3 billion in 2014, R38.8 billion in 2015, R38.2 billion in 2016 and R47.9 billion in 2017. The upward trend is also evident in both the sector and the national economy, with firms in the finance, real estate and business services sectors moving from earning R738.1 billion in 2013 to R1.1 trillion in 2017, while the overall economy changed from R7.3 trillion in 2013 to R9.9 trillion in 2017.

Figure 4: Organisations per Size

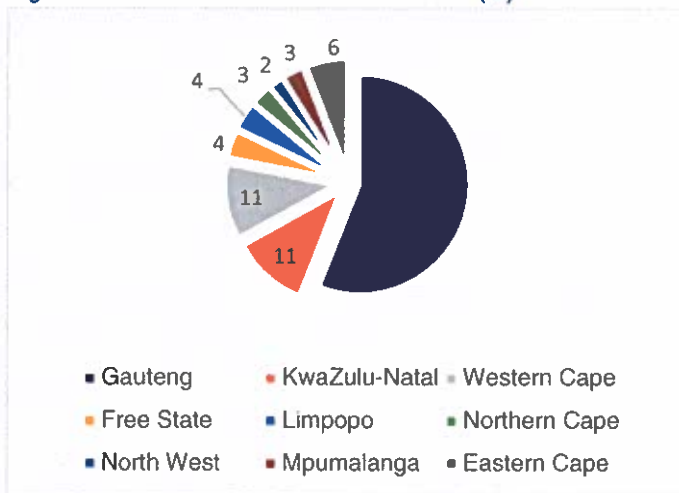


Source: SASSETA SSP data (2019)

Figure 4 illustrates the percentage representation of the safety and security organisations per size. It reveals that small companies (0-49 employees) are in the majority (53%) in the sector, while medium-sized (50-149) companies are in the minority (22%).

It should be noted, however, that companies located in Gauteng are often larger, with higher numbers of employees. It goes without saying that the density of employers in the sector are in Gauteng, followed by KwaZulu-Natal and the Western Cape respectively.

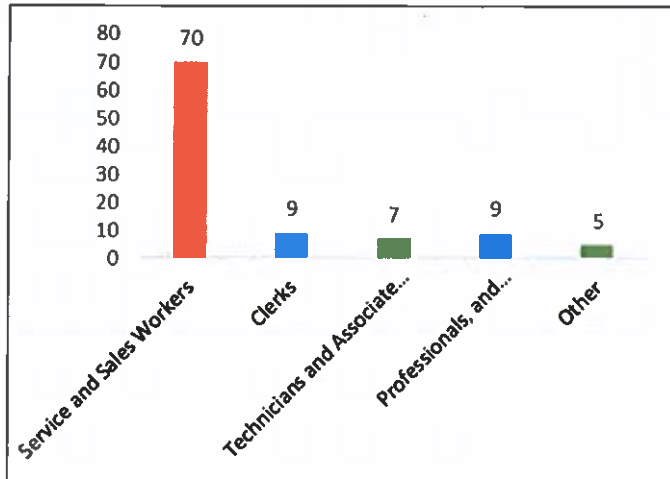
Figure 5: Labour Force Status Per Province (%)



Source: SASSETA SSP data (2019)

Most employees in the Safety and Security sector are based in Gauteng (56%). KwaZulu-Natal and Western Cape have 11% each with Eastern Cape holding 6% of the workforce. Free State and Limpopo have 4% respectively. North West Province has 2% and Mpumalanga and the Northern Cape each have 3% of workforce.

Figure 6: Occupational Classification in the Sector (%)



Source: SASSETA SSP data (2019)

Figure 6 shows that most employees in the sector are Service and Sales Workers (70%), with the remainder comprising of Clerks (9%), Technicians and Associate Professionals (6%), Professionals, Legislators and Senior Officials (5%), and Managers (4%).

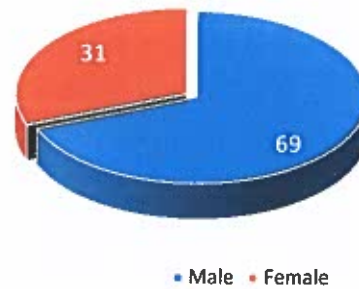
This overall picture is highly influenced by the large Private Security subsector, where 90% of employees are classified as Service and Sales Workers.

Figure 7 shows that gender disparity remains an issue in South Africa and the world at large. Gender equity reforms are important and required in the sector.

On average, males constitute 69% while females constitute 31% of the workforce in the sector. This reflects the fact that the agenda of transformation in the sector has not yet yielded the result as envisaged in government's commitment to the transformation project, especially in the Private Security and the Defence sub-sectors.

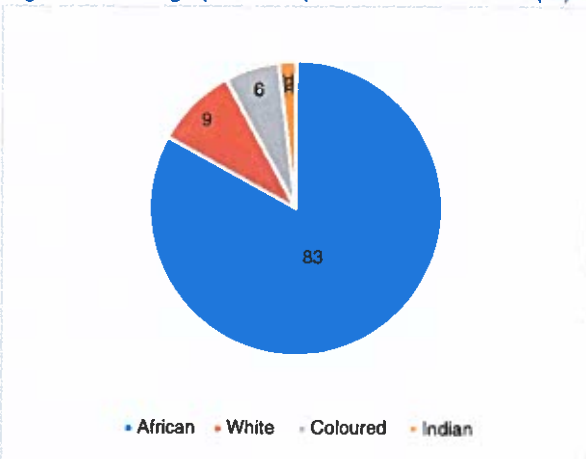
SASSETA will be implementing learning programmes in a manner that will require that at least 54% of women are trained across all learning programmes.

Figure 7: Gender (%)



Source: SASSETA SSP data (2019)

Figure 8: Demographic Composition in the Sector (%)



Source: SASSETA SSP data (2019)

Figure 8 reveals that most employees in the sector are African (83%), followed by White and Coloured (9% and 6% respectively). It also shows that there are very few Indian employees in the sector (2%).

The Department of Labour's 18th CEE report showed that 67.7% of top management positions were occupied by Whites, 14.3% by Africans, 5.1% by Coloureds and 9.45% by Indians.

Men occupied 77.1% of top management positions, 22.9% by women and people with disabilities constituted 1.3%.

Education is the backbone of every country. A country will not be able to survive in the competitive world if its education system is not capable of contributing to its development. The South African education system is widely criticized in many dimensions for its failure to create employability in its students according to the industry requirements and its inability to contribute to inclusive growth to the nation as a whole. Tables 2, 3 and 4 present the top 10 scarce skills and critical skills list for the sector respectively.

Employability is a serious problem today. This is evident in people getting degrees and become unemployed or underemployed. The quality of education is directly linked to the resources available and it is important for the government to improve resource allocation to bring about qualitative changes in the field of education. SASSETA will be implementing learning programmes which address the needs of the employers to enable learners who are trained to meet the requirements of the job market with more success.

**Table 2: Top 10 PIVOTAL List for the Sector**

No	OFO Code	Occupation	Specialisation	NQF	Intervention
1	2017-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
2	2017-252901	ICT Security Specialist	Not Specified	5	Bursary
3	2017-112101	Director (Enterprise/Organisation)	Not Specified	7	Bursary
4	*	Court Preparation Officer*	Not Specified	-	Skills Programme
5	2017-341103	Paralegal	Not Specified	6	National Certificate/ Learnership
6	2017-732203	Advanced/ K53 Security Driver	Not Specified	4-5	Skills Programme
7	2017-341110	Associate Legal Professional	Not Specified	7-8	Bursary
8	2017-261101	Attorney	Not Specified	8	Bursary
9	2017-355501	Detective	Forensic Detective/ Investigator	5	Bursary
10	2017-252301	Computer Network and Systems Engineer	Not Specified	7	Bursary

Source: SASSETA SSP data (2019)

\* No OFO Code allocated yet.

**Table 3: Scarce Skills List for the Sector**

OFO Code	Occupation (Scarce Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2017-541401	Security Officer	Security Guard	Learnership
2017-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary
2017-235101	Education or Training Advisor	Education or Training Advisor	Learnership / Skills Programme
2017-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills programme
2017-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary
2017-263403	Organisational Psychologist	N/A	Bursary
2017-143904	Security Services Manager	N/A	Bursary
2017-311301	Electrical Engineering Technician	N/A	Bursary

OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2017-351101	Computer Operator	N/A	Learnership / Skills Programme
2017-541201	Traffic Officer	Law Enforcement Officer	Learnership
2017-252901	Security Service Administrative Officer	Security Specialist	Bursary
2017-862918	Electronic Equipment Mechanic	N/A	Apprenticeship
2017-132404	Warehouse manager	N/A	Bursary
2017-516501	Driving Instructor	N/A	Skills Programme
2017-121908	Quality Systems Manager	Quality Systems Coordinator	Skills Programme
2017-421401	Debt Collector	N/A	Skills Programme
2017-351301	Computer Network Technician	N/A	Bursary
2017-335501	Detective	Forensic Detective /Investigator	Skills Programme / Bursary
2017-325705	Safety, Health, Environment and Quality (SHE & Q) Practitioner	Safety, Health, Environment and Quality (SHE & Q) Manager	Learnership / Skills Programme / Bursary
2017-341103	Paralegal	N/A	Learnership
2017-261101	Attorney	N/A	Bursary / Candidacy Attorney Programme / University placement
2017-261905	Notary	Notary	Bursary / Skills Programme
2017-261901	Skills Development Facilitator	N/A	Skills Programme
2017-263101	Economist	N/A	Bursary
2017-341107	Law Clerk	N/A	Skills Programme
2017-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary
2017-334201	Legal Secretary	N/A	Learnership
2017-132402	Logistics Manager	Dispatch Logistics Manager	Bursary
2017-121903	Physical Asset Manager	Contract Manager	Bursary / Learnership / Skills Programme
2017-2611	Lawyer	Administrative Lawyer	Internship
2017-242403	Assessment Practitioner	Assessor	Skills Programme
2017-341104	Clerk of Court	N/A	Learnership
2017-134914	Correctional Services Manager	N/A	Bursary
2017-541501	Intelligence Operator	Police Intelligence Operator	Bursary
2017-121202	Business Training Manager	Training & Development Manager	Bursary / Learnership
2017-341101	Conveyancer	Conveyancing Compliance Officer	Short course
2017-331201	Credit or Loans Officer	Financial Accounting Plan Officer	Learnership
2017-341102	Legal Executive	N/A	Short course
2017-121905	Programme or Project Manager	Project Director	Learnership / Skills Programme
2017-541904	Armoured Car Escort	N/A	Short course
2017-261104	Trade Mark Attorney	Trade Mark Advisor	Bursary



OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2017-343401	Chef	Executive Chef	Bursary / TVET Placement / University Placement
2017-515103	Commercial Housekeeper	Housekeeper (Not Private)	Bursary / TVET Placement / University Placement
2017-133103	Data Management Manager	Data Processing Manager	Bursary / Learnership
2017-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship
2017-241104	External Auditor	Forensic Auditor / Investigator	Internship / Bursary / University Placement
2017-242215	Fraud Examiner	N/A	Bursary
2017-651302	Boiler Maker	Boilermaker-welder	Apprenticeship
2017-641201	Bricklayer	Chimney Repairman	Apprenticeship
2017-641501	Carpenter and Joiner	Panel Erector	Apprenticeship
2017-643302	Chimney Cleaner	N/A	Apprenticeship
2017-263401	Clinical Psychologist	Forensic Psychologist	Bursary
2017-251901	Computers Quality Assurance Analyst	Software tester	Bursary
2017-341105	Court Bailiff	Court Collections Officer	Skills Programmes
2017-335101	Customs Officer	Customs Investigator	Bursary
2017-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership
2017-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Apprenticeship
2017-215201	Electronics Engineer	Communications Engineer (Army)	Bursary
2017-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary
2017-143901	Facilities Manager	Facilities Supervisor	Bursary
2017-862202	Handyperson	Handy Man	Apprenticeship
2017-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Bursary / Learnership
2017-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary
2017-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Apprenticeship
2017-652203	Locksmith	Safemaker	Learnership / Apprenticeship
2017-134702	Military Commander	Unit Commander (Combat Units Only)	Bursary
2017-643101	Painter	Painting Contractor	Apprenticeship
2017-321301	Pharmacy Technician	N/A	Bursary
2017-642601	Plumber	Sanitary Plumber	Apprenticeship / Learnership
2017-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary / Learnership
2017-252902	Technical ICT Support Services Manager	N/A	Bursary / Learnership
2017-216402	Transport Analyst	Logistics Analyst	Bursary
2017-216604	Web Designer	N/A	Bursary
2017-718907	Weighbridge Operator	Licensed Weigher	Skills Programme
2017-732203	Driver	Advance/K53 security driver	Skills Programme

OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2017-263507	Adoption Social Worker	Occupational social worker	Bursary
2017-6531	Motor Vehicle Mechanics and Repairers	N/A	Apprenticeship / Learnership
2017-214401	Mechanical Engineer	Mechatronics Engineer	Bursary
2017-261106	Advocate	N/A	Bursary
2017-134905	Judicial Court Manager	N/A	Skills Programme / Short course
2017-264301	Interpreter	Court Interpreter	Bursary / Learnership
2017-341110	Associate legal professional	Revenue fraud and prosecution Practitioner	Bursary
2017-251203	Developer Programmer	ICT Programmer	Bursary
2017-331301	Bookkeepers	Financial Administration Officer	Bursary / Learnership
2017-315305	Pilot	Attack Helicopter Pilot	Bursary
2017-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership
2017-225101	Veterinarian	Veterinary Pathologist	Bursary
2017-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary
2017-252901	ICT Security Specialist	Database Security Expert	Bursary
2017-221207	Pathologist	Forensic Pathologist	Bursary
2017-311901	Forensic Technician (Biology, Toxicology)	N/A	Bursary
-	Court Preparation Official	N/A	Skills Programme
-	Court Preparation Manager	N/A	Skills Programme

Source: SASSETA SSP data (2019)

Table 4: Critical Skills and Planned Interventions

Critical Skills (or Skills Gap)	Intervention Planned by the SETA
Legislation drafting skills	Skills Programme
Adult Education and Training [AET]	Skills Programme
Risk Management Related Skills	Skills Programme
Interpretation Law Skills	Skills Programme
First Aid Skills	Skills Programme
Cyber Crime /Cyber Security Skills	Skills Programme
Fire Arm Trainer Skills	Skills Programme
Correctional Officer	Learnership
Contact Centre Skills	Skills Programme
Maritime Law Skills	Skills Programme
Coaching skills	Skills Programme
Mentoring skills	Skills Programme
Customary Law Skills	Skills Programme
Law Business Finance Skills	Skills Programme
Administration of Estate Skills	Skills Programme
Insolvency Skills	Skills Programme
Security Management Skills	Bursary / Skills Programme
Control Room Operations Skills	Skills Programme
Report Writing Skills	Skills Programme
Negotiation Skills	Skills Programme
Labour Relations Skills	Bursary / Skills Programme

Defensive Driving Skills	Skills Programme
Offensive Driving Skills	Skills Programme
Public Sector Manager (Various Specific Occupations)	Bursary / Skills Programme
Artisan: (Bricklayer, Electrician, Carpenter, & Plumber)	Learnership / apprenticeship
Foreign Languages Skills	Skills Programme
Case Management Skills	Skills Programme
Correctional Science	Learnership / Bursary
Parole Board Skills	Short course
Police Oversight Skills	Short course / Bursary
Evaluate Loads on Vehicles Skills	Skills Programme
Sign Language Skills	Skills Programme
Financial Management Skills	Skills Programme / Bursary

Source: SASSETA SSP data (2019)



The PESTLE below provides analysis of the external environment of the SETA

Political	Economical	Social	Technological	Legal	Environmental
Certainty in the SETA landscape	Subdued economic (growth estimate of 1.5%) climate and its ramifications, i.e. changes to taxes such as VAT and levies. A reduction in the overall funding may reduce the resources allocated to the skills development in the sector and, the country at large.  The COVID 19 virus has resulted in a skills development holiday and the funding will be drastically reduced.	High unemployment (29%), inequality and poverty deepen socio-economic crisis.	Cyber-crime <ul style="list-style-type: none"> <li>• Detection and prevent</li> <li>• Investigation and policing</li> <li>• Prosecution</li> <li>• Partnership</li> </ul>	Credible and independent judiciary system	Climate change necessitates the effective enforcement of environmental bylaws and treaties.
Clear expression of mandate to the SETA over a 10-year period from the government policy	Global economic impact especially of COVID 19	Geopolitics	Technology provides extraordinary opportunity for smart policing (Surveillance, detectives, investigation, alarms, control room and biometric access control), new jobs and addresses sustainable development issues.	The legal and judiciary system remain untransformed.	Increase awareness and training on climate change and environmental bylaws.
Stable political climate	Low economic growth adversely affects the job creation (high unemployment rate). Increased cost of living Businesses are closing due to challenges associated with COVID 19	Various serious crimes (i.e. robbery increase by 1.7%, sexual offences increase by 3.4%, sexual continues to rise and pose challenges to sustainable development issues.	High costs with relatively long payback periods can reduce uptake of new technology.	New legislation and cost of compliance.	Reputational damage for not adhering to environmental global treaties.
Prioritization of skills development by the current administration			Development of new skill set relating to cyber-crime. Operational efficiency and enhancement of security. Provide broader and effective communication.		Food security challenges
			Organizational susceptibility to hacking and other cyber related crimes (hacking). Too much on reliance on technological development resulting in job losses.		Disruption to institution's operations Increased flood risk

## 5.2 Internal Environment Analysis

The Board was appointed in April 2018 for a period up to 31 March 2020, and under its guidance and that of the incoming Board in April 2020, SASSETA continues to align its contributions to conclude the implementation of National Skills Development Strategy III (NSDS III) and start the NSDP implementation, primarily to support the achievement of the effectiveness and efficiency of skills development systems within the safety and security sector.

The Board brings a variety of skills and experiences that ensure effective leadership is provided in delivering the goals of the NSDP to effect an increase in the skills base in the safety and security sector. This will be achieved through proactive allocation of discretionary grants to qualifying stakeholders, thus allowing the sector to respond to a clarion call as enshrined in the NDP to “ensure that the people of South Africa are and feel safe”.

The strategic framework of the SETA will continue to be positioned in the context of opportunities and risks, while also continuing to strengthen risk management capabilities. This would enable an effective response in facilitating the promotion of service delivery improvement and efficient utilization of resources to ensure the fulfilment of the SETA mandate.

The vision espoused in the White Paper for Post-School Education and Training seeks to ensure that the country achieves “A skilled and capable workforce to support an inclusive growth path” in a fair, equitable, non-racial, non-sexist and democratic manner.

Central to the sector skills plan (SSP), SASSETA has identified the following skills priority actions which will be at the apex of the SETA agenda, namely: (i) Strengthening partnerships with sector training institutions and academies, (ii) Professionalisation and transformation of the sector, (iii) Information communication and technology (ICT), (iv) Technical and specialised skills, and (v) Building active citizenry.

In pursuing our visionary goal of 'to be the leaders in skills development for safety and security', we also aim to drive SASSETA into principles of intellectual excellence, be committed to providing high quality and competitive education founded on academic standards. The culture of good governance, administration and concomitant protocols should permeate the institution, making decision-making smoother, easier and more distributed.

This will be entrenched in the MTEF period by: (i) continuing to review business infrastructure and staff performance to support operational excellence, (ii) institutionalising a robust performance management system, and (iii) continuing to monitor organisational performance against the strategic objectives, risk management and high-level performance indicators. We are mindful of the fact that the success of our skills development interventions and our financial sustainability is likely to come about because of, among other things, resilient strategic partnerships and collaboration with other social actors for shared purposes.

Partnerships enable a combination of the distinctive aptitudes and resources of multiple actors to be brought to bear on common projects for shared purposes. The SSP will be strengthened and the skills programmes and learnerships will be aligned with sector skills needs as well as national imperatives.

The SETA will continue to implement the Broad Based Black Economic Empowerment Act both in terms of its Supply Chain Management Policy and Discretionary Grant Policy. This is to ensure that previously disadvantaged individuals are the first to benefit in terms of services

required by SASSETA. Skills development providers who are required to provide training to government departments and public entities will also be selected based on their BBBEE status. As reflected herein above the SASSETA will be intensifying support towards women who are being trained to enable them to work in the sector over the next five years.

All categories of learning programs will require that at least 54% of women are beneficiaries of learning interventions further to this SASSETA will strive to ensure that at least 1% of disabled learners are training on certain learnerships and skills programmes over the next five-year period. Companies allocated Discretionary Grants will be required to train at least 54% women in terms of the Discretionary Grant contracts they sign with SASSETA.

Due to the nature of the majority of sub-sectors in the safety and security environment not all the occupations are suitable to disabled individuals. As regards support to disabled learners, SASSETA has identified occupations that disabled learners can work in and will be partnering with employers to train disabled individuals to work in these areas. Employers will thereafter have to absorb a certain percent of learners trained into full time employment.

Due to the devastating impact of the COVID 19 virus, there will be focus of the following over the next few years:

- (i) Supporting SMMES to get their businesses back into the market
- (ii) Supporting SMMES via the economic stimulus program of government
- (iii) Training employees in the sector on Occupational Health and Safety issues occasioned by the COVID 19 virus
- (iv) Support to ensure that training takes place via virtual means and the necessary systems are in place to manage this.

It is planned to implement learning Programmes that are targeted at the youth over the next 5 years. On average 80% of beneficiaries will be youth – i.e. individuals less than 35 years.

The overall performance of SASSETA has been steadily improving, having achieved 81% in 2016/17, 91% in 2017/18, and 92% in 2018/19. The performance result was a product of more focus and hard work from staff. SASSETA will continue to enhance and control its work environment and heighten the culture of high performance and accountability, to ensure that the SETA delivers according to the goals as outlined in the NSDP outcomes.

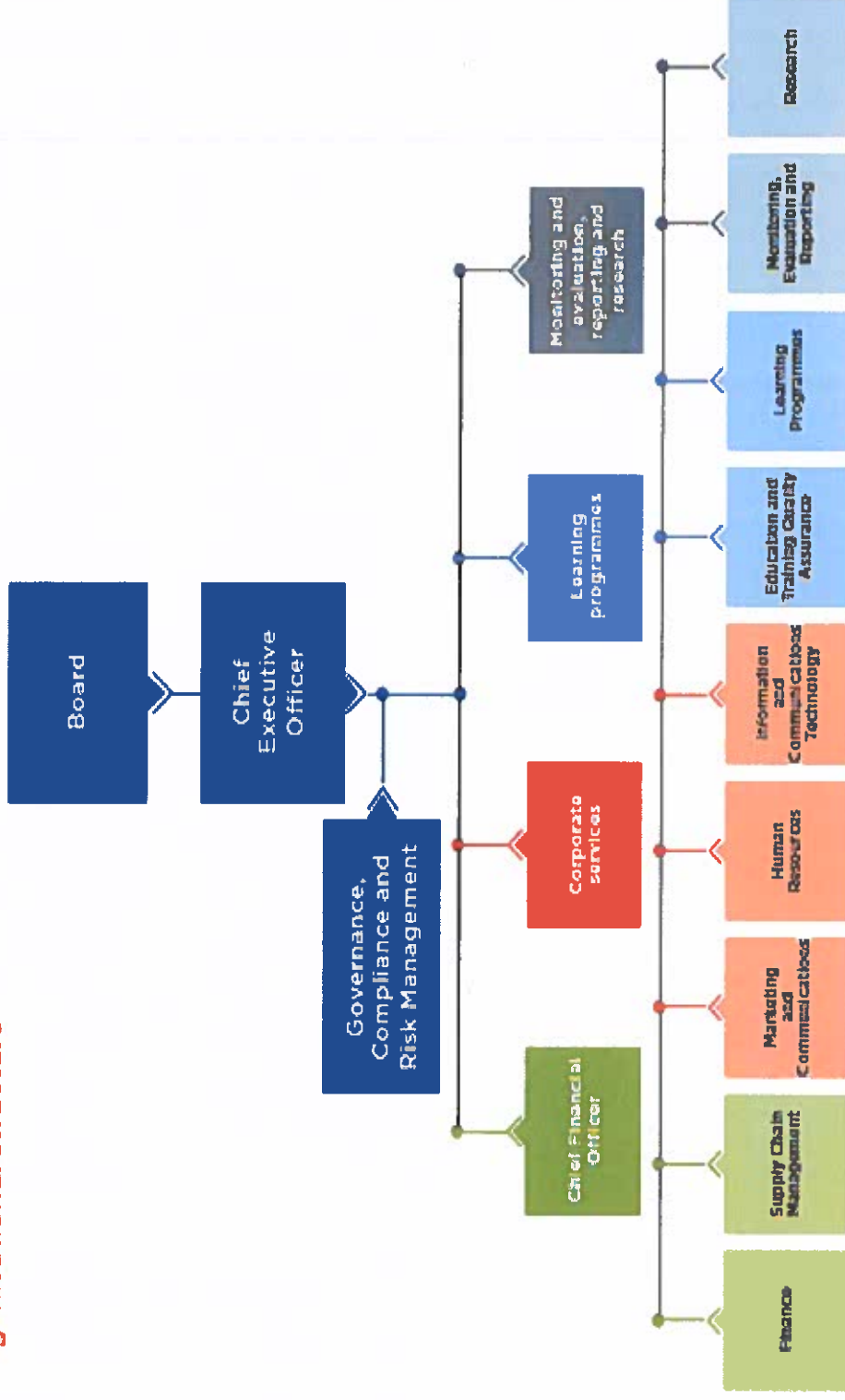
Table 5: SASSETA SWOT analysis

THEMATIC FOCUS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>PROGRAMME 1: ADMINISTRATION</b>				
<b>Financial administration and compliance</b>	Sound internal controls deployed for effective financial administration.	Inadequate interfacing of systems to reduce manual intervention and to enhance efficiency.	Current integration of inter-departmental systems to improve financial management and reporting.	Inadequate levy income.
<b>Human Resource Management</b>	Implemented performance management systems to support the SETA mandate. Leverage on the expertise of our employees and work collaboratively to achieve the best possible outcome of the organisation.	Inadequate retention strategy and modernisation of the HR function.  Poor Organisational Culture.	Restructuring the organisation to support operational excellence.  Attracting and retaining a capable workforce.	Possible litigation.

THEMATIC FOCUS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Information Communication Technology</b>	ICT Master Plan, ICT Governance and ICT policies and procedures developed	Inadequate integration of ICT systems and capacity to provide a holistic view of business performance.	Investing in and optimising ICT to meet the changing business needs.	Destabilisation of the ICT environment resulting in business disruption.
<b>Governance and Risk</b>	Enhanced oversight over risk management.	Effective mitigation of external risk.	Capacitating processes to mitigate external risk impeding on the ability of the SETA to execute its mandate.	Inadequate deployment of remedial action.
<b>Marketing and Communication</b>	Effective implementation of the communication and marketing strategy.	Inadequate rural and regional marketing and communication platforms.	Increased visibility of SASSETA in rural and regional areas.	Inadequate marketing leading to limited ability to widen the corporate reach.
<b>PROGRAMME 2: SKILLS PLANNING, MONITORING, EVALUATION, REPORTING AND RESEARCH</b>				
<b>Skills Planning and Research</b>	Improved and aligned strategic and skills planning processes.	Data limitation on the process of identification of the scarce and critical skills as well as hard to fill vacancies.	More targeted planning such that resources are directed to critical and priority areas.	Delayed implementation of the plan.
	Sector aligned research agenda developed.	Inadequate capacity in the research unit to effectively and efficiently implement the research agenda.	Forge research partnerships to innovatively and aggressively implement an industry aligned research agenda to support the SSP and strategic priority actions for the sector.	Limited buy-in and cooperation by stakeholders to implement the research agenda.
<b>Monitoring, Evaluation and Reporting</b>	Implementation of the MER framework.	Inadequate resources to effectively and efficiently implement the MER function.  Remedial actions not implemented timeously.	Evidence based decision making.	Limited buy-in and cooperation by stakeholders to implement remedial actions.  Reactive response to project threats.
<b>PROGRAMME 3: LEARNING PROGRAMMES</b>				
<b>Discretionary Grants</b>	Improved reach to a broader stakeholder group within the sector in addressing the scarce and critical skills needs.	Inadequate ICT systems to support the management, monitoring and reporting of Learning Programmes.	Strategic projects in partnership with key stakeholders to improve rural outreach.	Government departments not paying the levies as per the DPSA directive or complying with the Discretionary Grants Policy and Processes.  Delayed implementation by recipients of discretionary grant funding.  Slow implementation of training due to social distancing protocols occasioned by COVID 19

### 5.3 High Level Organisational Structure

#### Organisational structure





## SASSETA's demographic variables for employees

Table 6: SASSETA's employees demographic variables.

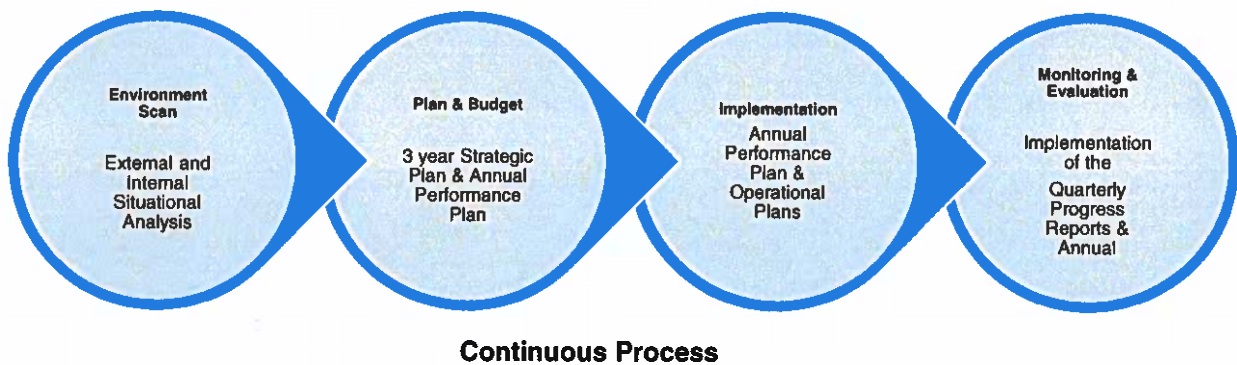
Total Number of Employees	Male	Female	Youth	Disabled Employees
127	38	89	48	1

## Description of the Strategic Planning Process

SASSETA follows National Treasury's planning and budgeting frameworks and guidelines as well as the government MTSF.

The SETA's Strategic and Annual, Quarterly plans were drafted by the Management, in consultation with members of the Board. The process outlined in Diagram A below.

Diagram A: Strategic Planning Process



# PART C:

# Measuring our Performance

## 6. Institutional Performance Information

SASSETA’s performance information shows the extent at which the institution is meeting its constitutional, legislative and policy mandates. Moreover, this information enables the SETA to determine which policies and processes are working. This information is also playing a pivotal role to inform budgeting, hence will be used to monitor service delivery.

The SETA utilises the developmental approach to planning as a means of achieving national first and foremost development goals set out in the National Development Plan (NDP), i.e. to contribute towards a productive society, herein citizens are and feel safe, and are well-educated. Secondly, planning in SASSETA is geared towards ensuring the achievement of outcomes of the National Skills Development Plan (NSDP).

In addition to a developmental approach to planning, the SETA also applies capability-based planning (CBP). CBP is a planning technique that focuses on business outcomes. This technique copes well with the challenge of co-ordinating projects across corporate functional domains that together enable the enterprise to achieve that capability.

### 6.1 Measuring the Impact

SASSETA’s strategic focus for the 2020/21 – 2024/25 period is in terms of its impact and outcomes. The outcomes seek to respond to the challenges and key skills issues outlined earlier. These represent specific areas within which this plan develops outcomes and outputs that inform the programmes of the SETA. The SETA will utilise the theory of change as a tool of describing how it will bring about social impact through skills development planning and implementation of skills development initiatives.

Programme 1: Administration	
<b>Impact statement</b>	Good governance and sound administration
<b>Outcome</b>	<ol style="list-style-type: none"> <li>1. Strengthened collaboration with stakeholders to advance skills development within the sector</li> <li>2. Enhanced risk intelligence to promote good governance and an ethical environment</li> </ol>
<b>Outcome Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025</li> <li>2. National Treasury Risk management maturity level maintained by 31 March 2025</li> </ol>
Programme 2: Research, Skills Planning & Reporting	
<b>Impact statement</b>	Improve access to occupations in high demand
<b>Outcome</b>	Identified occupations in high demand
<b>Outcome Indicator</b>	SSP annually updated with the list of occupations in high demand



Programme 3: Learning Programmes	
<b>Impact statement</b>	Increased skills development in the safety and security sector targeted at occupations in high demand
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Increased production of occupations in high demand</li> <li>2. Linking Education and the Workplace</li> <li>3. Improved level of skills in the Safety and Security Sector</li> <li>4. Increased access to occupationally directed programmes</li> <li>5. The growth of the public college system supported</li> </ol>
<b>Outcome Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of qualified individuals available to fill occupations in high demand by 31 March 2025</li> <li>2. Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes by 31 March 2025</li> <li>3. Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners by 31 March 2025</li> <li>4. Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025</li> <li>5. Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025</li> </ol>
Programme 4: ETQA	
<b>Impact statement</b>	Increased number of learners with SAQA recognised qualifications
<b>Outcome</b>	Ensured efficiency in the delivery of occupational qualifications for the safety and security sector
<b>Outcome Indicator</b>	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025

### 6.2 Measuring Outcomes

Programme 1: Administration				
Outcome	Outcome Indicator	Baseline	Five Year Plan	
Strengthened collaboration with stakeholders to advance skills development within the sector	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025	No Audited Information Available (New Outcome Indicator)	20	
Enhanced risk intelligence to promote good governance and an ethical environment	National Treasury Risk management maturity level maintained by 31 March 2025	Level 5	Level 5	
Programme 2: Research, Skills Planning & Reporting				
Identified occupations in high demand	SSP annually updated with the list of occupations in high demand	Sector Skills Plan (SSP) 2019	Sector Skills Plan (SSP)	
Programme 3: Learning Programmes				
Increased production of occupations in high demand	Number of qualified individuals available to fill occupations in high demand by 31 March 2025	472	350	
Linking Education and the Workplace	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes 31 March 2025	40	50	
Improved level of skills in the Safety and Security Sector	Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners 31 March 2025	No Audited Information Available (New Outcome Indicator)	1000	
Increased access to occupationally directed programmes	Number of partnerships with TVET Colleges for the training of artisans 31 March 2025	10	15	
The growth of the public college system supported	Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025	No Audited Information Available (New Outcome Indicator)	R10 000 000.00	
Programme 4: ETQA				
Ensured efficiency in the delivery of occupational qualifications for the safety and security sector	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025	7	15	

### 6.3 Explanation of Planned Performance over the Five Year Planning Period

The outcomes above are taken directly from the National Skills Development Plan, which supports the National Develop Plan. Focus in implementing these outcomes will be on vulnerable groups and specific targets will be determined in the Annual Performance Plan (APP).

### 6.4 Expenditure Trends

The outcomes above address the achievement of the NDP Five-year implementation plan.

#### Reconciling performance targets with the Budget and MTEF: Programme 1

Programme 1: Administration	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Human Resources	8 081	4 856	7 313	7 797	7 197	7 629	8 086
Communication and Marketing	2 725	6 031	7 108	8 088	8 224	8 717	9 241
Information Communication Technology	5 159	5 845	7 290	9 261	6 989	7 409	7 853
Finance and Supply Chain Management	30 395	25 108	33 009	37 209	40 583	43 018	45 599
CEO Office	17 355	27 888	23 438	21 353	20 086	21 291	22 568
Governance, Risk and Compliance	-	-	1 921	5 622	5 494	5 824	6 174
Auxiliary	-	-	5 920	4 189	5 558	5 824	6 245
Provincial Offices	-	-	1 386	4 196	4 178	4 429	4 695
<b>TOTAL</b>	<b>63 715</b>	<b>69 728</b>	<b>87 384</b>	<b>97 715</b>	<b>98 309</b>	<b>104 208</b>	<b>110 460</b>

## Reconciling performance targets with the Budget and MTEF: Programme 2

Programme 2: Skills Planning, M&E and Research	Audited Outcomes			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate		
	(R'000)				(R'000)		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Mandatory grant expenditure	46 621	55 106	52 945	58 972	50 039	53 041	56 224
Monitoring, reporting and evaluation	1 000	704	683	900	318	337	357
Information Management and Conflict of Interest Verification					6 800	7 208	7 640
Research	437	491	734	3 000	2 080	2 204	2 337
Filing and archiving					4 500	4 770	5 056
Postage and Registry					20	21	22
Evaluation (Impact Studies)	392	273	273	1 651	900	954	1 011
Roadshow and Exhibitions	-	-	355	1 172	1 042	1 105	1 171
ATR/WSP Verification	-	-	-	373	295	313	332
Other administration expenditure	1 146	10 029	13 257	16 821	17 830	18 900	20 034
<b>TOTAL</b>	<b>49 596</b>	<b>66 603</b>	<b>68 246</b>	<b>82 889</b>	<b>83 824</b>	<b>88 854</b>	<b>94 185</b>

## Reconciling performance targets with the Budget and MTEF: Programme 3

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Discretionary Grants Expenditure - Current Year	113 323	181 074	224 840	261 264	89 900	95 294	101 012
Discretionary Grants Expenditure - Prior Year	13 240	-	-	-	-	-	-
Project Administration Costs - 7.5%	13 020	10 912	17 431	24 085	10 315	10 934	11 590
Other Non-pivotal grant	437	257	518	1 065	5 500	5 030	6 180
<b>TOTAL</b>	<b>140 020</b>	<b>192 243</b>	<b>242 789</b>	<b>286 414</b>	<b>105 715</b>	<b>112 058</b>	<b>118 782</b>

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Workers Entering Leaverships	12 811	17 340	28 598	41 535	4 977	5 276	5 592
Unemployed Entering Leaverships	39 127	63 629	49 622	69 581	25 700	27 245	28 880
Workers Entering Bursaries	4 443	6 626	10 308	7 620	2 000	2 120	2 247
Unemployed Entering Bursaries	14 135	9 916	16 514	15 975	8 355	8 856	9 388
Workers Entering Skills Programme	8 189	19 094	13 688	19 170	5 333	5 653	5 992
Unemployed Entering Skills Programme	545	13 490	23 289	17 040	830	879	932
Unemployed Entering Internships/ Graduate Placement	16 644	19 917	17 094	16 188	6 577	6 972	7 390
TVET Student Placement	800	15 346	23 551	48 360	9 400	9 964	10 562
University Student Placement	535	4 897	20 862	11 417	2 067	2 191	2 322
Artisans Entered	16 092	10 817	21 314	13 313	7 111	7 537	7 990
Lecturer Development Programmes	-	-	-	1 065	178	188	200
Candidacy Programmes	-	-	-	-	11 089	11 755	12 460
Centre of Specialization	-	-	-	-	593	628	666
Recognition of Prior Learning	-	-	-	-	593	628	666
Entrepreneurs	-	-	-	-	741	785	832
Young Language and Numeracy Skills Programme	-	-	-	-	356	377	399
Discretionary Grant evaluations	-	-	-	-	2 000	2 120	2 247
Stipend disbursement solution	-	-	-	-	2 000	2 120	2 247
Project Administration Costs - 7.5%	13 020	10 912	17 431	24 085	10 315	10 934	11 590
Other Non-pivotal	437	257	518	1 065	5 500	5 830	6 180
Flagship Projects	13 240	-	-	-	-	-	-
<b>TOTAL</b>	<b>127 207</b>	<b>192 241</b>	<b>242 789</b>	<b>286 414</b>	<b>105 715</b>	<b>112 058</b>	<b>118 782</b>



## Reconciling performance targets with the Budget and MTEF: Programme 4

Programme 4: ETQA	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Moderator and Assessors - ETQA	355	477	1 102	660	362	384	407
Programme Evaluators - ETQA	457	615	145	852	361	383	406
Delivery of learner certificates	485	77	539	533	452	479	507
Qualification development and learning material	-	996	523	1 598	1 439	1 526	1 617
Other administration expenditure	3 471	9 645	9 421	11 270	11 946	12 663	13 423
<b>TOTAL</b>	<b>4 768</b>	<b>11 810</b>	<b>11 731</b>	<b>14 913</b>	<b>14 560</b>	<b>15 434</b>	<b>16 360</b>

## 7. Key Risks

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
<b>Programme 1: Administration</b>			
Strengthened collaboration with stakeholders to advance skills development within the sector	Inadequate levy contributions	Inadequate levy contributions resulting in inability to fully address skills development mandate within the sector	<ul style="list-style-type: none"> <li>Effectively implement the revenue enhancement strategy</li> <li>Revision of the DG policy to reconsider the grants allocations</li> </ul>
	Inadequate ICT infrastructure and integration of systems to support the business objectives	Ineffective and inefficient ICT application systems to enable and support business objectives	<ul style="list-style-type: none"> <li>Effectively implement the designed infrastructure architecture and the approved Integrated Management Information System (IMIS) strategy</li> </ul>
Enhanced risk intelligence to promote good governance and an ethical environment	Reactive responses to emerging business risks	<ul style="list-style-type: none"> <li>Inability to timeously mitigate emerging business risks</li> <li>Capacity constraints within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Continuous environment scanning for timely identification and mitigation of emerging business risks</li> </ul>
<b>Programme 2: Research, Skills Planning &amp; Reporting</b>			
Identified occupations in high demand	Unreliable and inaccessible skills planning data and inadequate labour market intelligence research output	<ul style="list-style-type: none"> <li>Misalignment of skills development interventions to increase the production of occupations in high demand and critical skills in the Safety and Security Sector.</li> <li>Inadequate labour market intelligence to inform business intelligence or evidence-based decision making</li> </ul>	Continuous implementation of: <ul style="list-style-type: none"> <li>Effective Research agenda</li> <li>Stakeholder engagement</li> <li>Research partnerships with universities, research institutes and other relevant organisation</li> <li>Enhancing of human and skills research and analytical capacity</li> </ul>
	Capacity constraints in the M&E function	<ul style="list-style-type: none"> <li>Unreliable and inadequate data from the M&amp;E process to influence decision making</li> <li>Inability to measure the impact of SASSETA's skills development interventions</li> </ul>	Continuous implementation of: <ul style="list-style-type: none"> <li>Effective M&amp;E framework</li> <li>Enhancing the capacity of the M&amp;E function</li> </ul>
<b>Programme 3: Learning Programmes</b>			
Increased production of occupations in high demand	Scarce and critical skills gap and hard to fill vacancies not addressed	Inability to ensure throughput of sufficient learners completing learning programmes	<ul style="list-style-type: none"> <li>Pre-assessment of learners to ensure that they meet minimum entry requirements.</li> <li>Strengthening the effective induction of Employers, Training Providers and Learners to ensure that they understand the roles,</li> </ul>

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
			<p>responsibilities and processes that apply to their learning programmes.</p> <ul style="list-style-type: none"> <li>Formalisation of portfolio management and enforcement of working committees with stakeholders and other SETA's to enhance collaboration.</li> </ul>
	Delayed implementation of learning programmes	Inability to rollout learning programs due to the current manual systems and limited resources	Automation and synchronization of the awarding of learning programmes
<b>Programme 4: Quality Assurance (ETQA)</b>			
Ensured efficiency in the delivery of qualifications in the safety and security sectors	Lack of capacity to monitor accredited training providers	Compromising the quality of training and integrity of SASSETA qualification	Procure external resources to strengthen ETQA functions on monitoring
	Uncertainty on the duration of delegated QA functions by QCTO	Impediments to resources and capacitation of the ETQA functions	Continuous engagements with the QCTO regarding delegated functions



# Part D: Technical Indicator Definitions

## 8. Technical Indicator Definitions

### 8.1 Programmes 1: Administration

1. INDICATOR	
<b>Indicator Title</b>	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025
<b>Definition</b>	To ensure that the SETA enters and implements Strategic Partnerships with stakeholders within the sector
<b>Source of data</b>	Implementation reports or contracts/SLA with specific deliverables
<b>Method of calculation/ Assessments</b>	A count of the number of Implementation reports or contracts/SLA
<b>Assumptions</b>	Stakeholders will enter and implement partnerships with SASSETA
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	20 Partnership agreements approved, signed and implemented ( 4 Annually)
<b>Indicator Responsibility</b>	Office of the CEO

2. INDICATOR	
<b>Indicator Title</b>	National Treasury Risk management maturity level maintained by 31 March 2025
<b>Definition</b>	To assess risk culture, appetite and risk behaviour in SASSETA
<b>Source of data</b>	National Treasury Risk Assessment Maturity Report
<b>Method of calculation/ Assessments</b>	National Treasury Risk Assessment Maturity Report by financial year end, on an annual basis
<b>Assumptions</b>	The Risk Management Framework is approved by the Audit and Risk Committee
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Level 5 Risk Management Maturity Level
<b>Indicator Responsibility</b>	Office of the CEO

### 8.2 Programme 2: Research, Skills Planning & Reporting

3. INDICATOR	
<b>Indicator Title</b>	SSP annually updated with the list of occupations in high demand
<b>Definition</b>	To identify occupations in high demand in order to inform skills development interventions
<b>Source of data</b>	<ul style="list-style-type: none"> <li>SASSETA Board approved SSP for the period 2021-2025</li> <li>Acknowledgement of receipt letters from DHET</li> </ul>
<b>Method of calculation/ Assessments</b>	SSP Approved by the SASSETA Board by 1 August, annually
<b>Assumptions</b>	SASSETA will continue to implement skills development initiatives for the Safety and Security Sector
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	SASSETA Board approved SSP by 1 August annually
<b>Indicator Responsibility</b>	Executive Manager: Research, Skills Planning and Reporting

### 8.3 Programme 3: Learning Programmes

4. INDICATOR	
<b>Indicator Title</b>	Number of qualified individuals available to fill occupations in high demand by 31 March 2025
<b>Definition</b>	This indicator measures the number of learners supported to attain qualifications for occupations in high demand
<b>Source of data</b>	Copies of qualifications of learners supported through the program
<b>Method of calculation/ Assessments</b>	A simple count of the number of learner certificates for learners whom qualified on programs addressing occupations in high demand
<b>Assumptions</b>	The learners will achieve qualification
<b>Disaggregation of Beneficiaries (where applicable)</b>	Un-employed learners who attain qualifications
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	350 learners qualified on occupation in high demand
<b>Indicator Responsibility</b>	Executive Manager Learning Programmes

### 5. INDICATOR

<b>Indicator Title</b>	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes by 31 March 2025
<b>Definition</b>	To measure the number of partnerships entered with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes
<b>Source of data</b>	MOU's with TVET Colleges, Universities of Technology, Universities and employers
<b>Method of calculation/ Assessments</b>	A count of the number of MOU's with TVET Colleges, Universities of Technology, Universities and employers
<b>Assumptions</b>	Employers will be willing to take up learners into work integrated learning programmes
<b>Disaggregation of Beneficiaries (where applicable)</b>	10 partnerships with TVET Colleges 5 partnerships with Universities of Technology 5 partnerships with Universities 30 partnerships with the employers
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	50 partnerships
<b>Indicator Responsibility</b>	Executive Manager Learning Programmes

<b>6. INDICATOR</b>	
<b>Indicator Title</b>	Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners by 31 March 2025
<b>Definition</b>	To measure the improvement in skills levels of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners
<b>Source of data</b>	Employer survey reports
<b>Method of calculation/ Assessments</b>	Number of employer survey reports
<b>Assumptions</b>	Employers will be willing to participate in the surveys
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	1000 Discretionary Grant beneficiaries' skills are improved
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes



7. INDICATOR	
<b>Indicator Title</b>	Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025
<b>Definition</b>	To measure the number of partnerships entered with TVET Colleges for the training of artisans
<b>Source of data</b>	Partnerships agreements with TVET Colleges for training of artisans
<b>Method of calculation/ Assessments</b>	Number of partnerships agreements signed with TVET Colleges for the training of artisans
<b>Assumptions</b>	There will be 15 TVET Colleges whom will sign partnership agreements with SASSETA
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	15 partnerships (3 TVET Colleges Annual)
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes

8. INDICATOR	
<b>Indicator Title</b>	Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025
<b>Definition</b>	To ensure growth of the Community Colleges by funding learners to study at these institutions
<b>Source of data</b>	Agreements/MOU's with the Community Colleges
<b>Method of calculation/ Assessments</b>	The total of amounts committed and spent on Community Colleges
<b>Assumptions</b>	Community Colleges have desirable learning programmes that appeal to learners
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	R10 000 000.00 (R2 000 000.00 annually)
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes

## 8.4 Programme 4: ETQA

9. INDICATOR	
<b>Indicator Title</b>	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025
<b>Definition</b>	To measure the number of occupational qualifications registered under sub-field 08 by SAQA
<b>Source of data</b>	Occupational Qualifications
<b>Method of calculation/ Assessments</b>	A count of the occupational qualifications registered under sub-field 08
<b>Assumptions</b>	SAQA will timeously register occupational qualifications submitted to them
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	15
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes