



## Annual Performance Plan 2024/2025



## List of Acronyms

<b>AB</b>	<b>Alternative Banking</b>
<b>CBDA</b>	<b>Co-operative Bank Development Agency</b>
<b>APP</b>	<b>Annual Performance Plan</b>
<b>DHET</b>	<b>Department of Higher Education and Training</b>
<b>DPME</b>	<b>Department of Planning, Monitoring and Evaluation</b>
<b>ERRP</b>	<b>Economic Reconstruction and Recovery Plan</b>
<b>HEIs</b>	<b>Higher Education Institutions</b>
<b>ICT</b>	<b>Information Technology</b>
<b>MFI/s</b>	<b>Micro Finance Institution/s</b>
<b>MFSA</b>	<b>Micro Finance South Africa</b>
<b>MoA</b>	<b>Memorandum of Agreement</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MTSF</b>	<b>Medium-Term Strategic Framework</b>
<b>MTEF</b>	<b>Medium-Term Expenditure Framework</b>
<b>NDP</b>	<b>National Development Plan</b>
<b>NSDP</b>	<b>National Skills Development Plan</b>
<b>PIVOTAL</b>	<b>Professional, Vocational, Technical and Academic Learning</b>
<b>QCTO</b>	<b>Quality Council for Trade and Occupations</b>
<b>SARB</b>	<b>South African Reserve Bank</b>
<b>SETA</b>	<b>Sector Education and Training Authority</b>
<b>SMEs</b>	<b>Small and Micro Enterprises</b>
<b>SP</b>	<b>Strategic Plan</b>
<b>SSP</b>	<b>Sector Skills Plan</b>
<b>TIDs</b>	<b>Technical Indicator Descriptions</b>
<b>TVETs</b>	<b>Technical and Vocational Education and Training</b>
<b>WSP</b>	<b>Workplace Skills Plan</b>

## FOREWORD BY THE MINISTER



The mandate of the Sector Education and Training Authorities is derived, in the main from the Skills Development Act 97 of 1998 as amended, which amongst others, directs SETAs to develop Sector Skills plans (SSPs). In their Sector Skills Plans, SETAs must reflect and incorporate government priorities, especially those that address our priority developmental goals, that of tackling the triple challenges of poverty, unemployment, and inequalities. The SSPs are intended to ensure that skills are not a constraint to the economic development of our country.

The mandate of the SETAs must be understood within our vision of the post-school education and training system of having an integrated, coordinated, and articulated PSET system for improved economic participation and the social development of youth and adults. Critical to this vision is our challenge of addressing the plight of the youth that are Not in Education, Employment, or Training (NEET), which is standing at over 3.3 million in the third quarter of 2023.

The launch of the National Plan for Post-School Education and Training on 7 September 2023, signaled our government's commitment towards achieving an improved, transformed, expanded, responsive, and articulated Post-School Education and Training (PSET). Our National Plan for Post-School Education and Training (NPPSET) is our roadmap for implementing the vision of the White Paper for Post-School Education and Training (WP-PSET). It will continue to guide our SETA system strategy and planning instruments as it is framed within the broader goals and priorities of the National Development Plan (NDP), which foregrounds the national efforts to address the triple challenges of unemployment, inequality, and poverty. Important, to note, is that it remains our overarching policy instrument and a blueprint for guiding planning in our post-school system. It will be proper for everyone to have access to the National Plan for Post-School Education and Training. It aligns and integrates the work that is already underway and provides a policy framework for major transformative changes the government wants to bring about, across the post-school system and its nexus with society and the economy.

The White Paper for Post-School Education and Training (WPPSET) envisages the post-school education and training system as an important institutional mechanism that must be responsive to the needs of society. Critical to this, are our transformational and developmental imperatives which include amongst others: class, gender, race, geography, and youth, which must be reflected at all material times in our SETA interventions. The Ministry of Higher Education, Science, and Innovation is among the leading ministries for the 2019–2024 Medium Term Strategic Framework (MTSF) Priority 3: Education, Skills, and Health, and the following medium-term outcomes have been identified:

- An integrated and coordinated PSET system.
- Expanded access to PSET opportunities.
- Improved success and efficiency of the PSET system.
- Improved quality of PSET provisioning.
- A responsive PSET system

The President launched the Economic Reconstruction and Recovery Plan (ERRP) in October 2020 pointing out to skills development, science, and innovation as enablers in driving South Africa's economic reconstruction and recovery, but also key in sustaining it. In support of this initiative, the Department working with social partners at the National Economic Development and Labour Council (NEDLAC) & the National Skills Authority, in the main developed the Skills Strategy

to support the government's efforts to mitigate the impact of COVID-19 global health pandemic and the initiatives towards economic and social recovery.

The Economic Reconstruction and Recovery Plan Skills Strategy (ERRP SS) aims to support the Economic Reconstruction and Recovery Plan (ERRP), ensuring that it is not compromised by skills shortages. It is born out of the urgency for a well-coordinated strategy of skills development to support both the management of the COVID-19 global health pandemic and economic and social recovery. President Ramaphosa captured our determination to reset the South African economy when he said: "We are determined not merely to return our economy to where it was before the coronavirus, but to forge a new economy in a new global reality." As stated in the ERRP, South Africa is now on the threshold of an important opportunity to imaginatively, and with a unity of purpose, reshape its economic landscape.

The ERRP SS is located within the broader skills planning arsenal of the Post-School Education and Training (PSET) system, which promotes the use of labour market intelligence (including future work scenarios) to inform PSET provisioning. The Department of Higher Education and Training has identified skills needs in the form of the List of Occupations in High Demand, the Priority Skills List, and the Critical Skills List (which it prepared on behalf of the Department of Home Affairs). The SETAs will continue to play a critical role in the implementation of the Skills Strategy to support the Economic Reconstruction and Recovery Plan.

The National Skills Development Plan (NSDP) 2030 remains at the centre in directing how the skills development levy will be disbursed up to 31 March 2030. For this reason, the Sector Education and Training Authorities (SETAs) have been re-established until 2030, in alignment with the National Development Plan to ensure that the SETAs focus on skills required for our socio-economic development. For the financial year, we aim to expand the participation of young people in skills development programs as well as workplace-based learning opportunities. We have surpassed the State of the Nation Address (SoNA) 10,000 Technical and Vocational Education and Training (TVET) target placements in 2022 leading to setting a target for 2023 of 20,000 TVET placements.

For the 2024/25 financial year, the entire SETA system has set itself the following targets, as part of expanding post-school opportunities:

- 190 000 workplace-based learning (WBL) opportunities;
- 150 000 learners registered in skills development programs;
- 36 375 learners entering artisanal programs;
- 26 500 learners passing artisanal trades;
- 53 000 learners completing learnerships;
- 11 000 learners completing internships; and
- 128 000 learners completing skills programs.

The SETA will enter into the Service Level Agreement with the Director-General of the Department and commit that 25% of all targets be achieved on a quarterly basis, with 100% achievement in the last quarter of the financial year. Whilst the TVET placement must be achieved at 100% by the end of December 2024.

The SETA Annual Performance Plan (APP) provides a clear commitment to the delivery of our skills development priorities and targets for implementation during the 2023/24 financial year.



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**Dr. BE Nzimande, MP**  
**Executive Authority of Higher Education, Science and Innovation**

## FOREWORD BY BOARD CHAIRPERSON

As the South African economy continues to recover from the devastating effects of COVID-19, the finance sector, especially banking, remains the economy's backbone. It reached the pre-COVID-19 levels in March 2022, with an overall growth for the year of 2%. The positive growth experienced by the finance sector remains a beacon of hope for the economy as the other sectors struggle to contend with the effects of load-shedding. Analysts agree that this level of growth will not create enough jobs to reduce the high levels of unemployment in the country.

To stimulate higher economic growth and create jobs, the government has introduced the Economic Reconstruction and Recovery Plan (ERRP). This plan together with the National Development Plan (NDP) and the National Skills Development Plan (NSDP) form the backbone of the government's efforts to reduce unemployment. Skills development is at the heart of the economic recovery and as a result, the Skills Strategy to Support the Effective Implementation of the Economic Reconstruction and Recovery Plan was developed to ensure that relevant skills are prioritised. It is against this backdrop that the BANKSETA has developed the 2024/2025 Annual Performance Plan (APP) to heed the national as well as the sectoral priorities by ensuring that the sector's skills needs are addressed.

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 (2024/2025) in alignment with the BANKSETA Strategic Plan 2020/2021 – 2024/2025. The APP responds to the 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 skills priority areas to which relevant projects are implemented:

- COVID-19: Economic Reconstruction and Recovery Plan
- Technology, Digitalisation, Cybersecurity and Analytics
- Compliance and Risk Management
- Management and Leadership Development
- Markets, Products and Services

I am confident that once again for the 2024/25 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.



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**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. South Africa has been severely affected socially and economically by the COVID-19 crisis. We have witnessed a high death rate of COVID-19 related cases countrywide. We have also witnessed the closure of businesses resulting in a high rate of unemployment.

As a direct response to the COVID-19 crisis, the South African government introduced the ERRP. South Africa's ERRP builds on our comprehensive health response to restore economic activity and rebuild the economy in a manner that ensures sustainability, resilience and inclusiveness.

The BANKSETA's Strategic Plan (SP) heeds to the ERRP as a response to the Covid-19 crisis. The Strategic Plan outlines the strategic direction and priorities of the BANKSETA as per its mandate as defined in the Skills Development Act and all associated national imperatives. The Strategic Plan demonstrates the integration of the BANKSETA's primary responsibilities in its endeavour to progressively realise the objectives of the 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 2024/2025 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.



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**Eubert Mashabane Mr.**  
**Chief Executive Officer**

## 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 2024/2025.



**Vuyani Ntanjana**  
*Head: Strategy and Research*  
(Representing the Head of Planning)

Signature: \_\_\_\_\_



**Christine Jonck**  
*GM: Operations*

Signature: \_\_\_\_\_



**Beaula Dziruni**  
*Chief Financial Officer*

Signature: \_\_\_\_\_



**Eubert Mashabane**  
*Chief Executive Officer*

Signature: \_\_\_\_\_

**Nosipho Mia Makhanya**  
*BANKSETA Board (Chairperson)*

Signature: \_\_\_\_\_



Approved by:

**Dr Blade Nzimande**  
*Executive Authority*

Signature: \_\_\_\_\_



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### 1. Updates to 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% people living with disabilities.

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 in 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"> <li>a. Promoting equal opportunity and fair treatment through the elimination of unfair discrimination.</li> <li>b. Implementing positive measures (affirmative action) to ensure the equitable representation of black people, women and the disabled at all levels in the workplace.</li> </ul>	The BANKSETA, through the Human Resources Policy, makes sure that it promotes equal opportunities, addresses the affirmative action prescripts and eliminates 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.
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.

Legislation/ policy/ regulation	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
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, 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. Updates to 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 in the medium and long term
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	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><b>Expanded access to PSET opportunities:</b></p> <ul style="list-style-type: none"> <li>To provide a diverse students population with access to a comprehensive and multifaceted range of PSET opportunities</li> <li>Bursaries for Lecturer development Programme</li> </ul> <p><b>Improved efficiency and success of the PSET system:</b></p> <ul style="list-style-type: none"> <li>Bursaries for Masters and PhD</li> <li>Learnerships and Internships Programmes</li> </ul> <p><b>Improved quality of PSET provision:</b></p> <ul style="list-style-type: none"> <li>Bursaries for Lecturer Development Programme</li> </ul> <p><b>A responsive PSET system:</b></p> <ul style="list-style-type: none"> <li>All qualifications programmes and curricula are in line with the SSP</li> </ul>
National Skills Development Plan (NSDP)	The NSDP seeks to ensure that South Africa has adequate, appropriate, and high-quality skills that contribute towards	All the BANKSETA outcomes are aligned to the objectives and outcomes of the NSDP

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
	<p>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'.</p>	
New Growth Path	<p>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.</p>	<p>All the BANKSETA programmes are aligned to New Growth Path as they are focussing on skills meant for employment opportunities</p>
National Skills Accord	<p>The National Skills Accord is based on the following commitments:</p> <ul style="list-style-type: none"> <li>• To expand the level of training using existing facilities more fully</li> <li>• To make internship and placement opportunities available within workplaces.</li> <li>• To set guidelines of ratios of trainees: artisans as well as across the technical vocations, in order to improve the level of training</li> <li>• To improve the funding of training and the use of funds available for training and incentives on companies to train</li> <li>• To set annual targets for training in state-owned enterprises</li> <li>• To improve SETA governance and financial management as well as stakeholder involvement</li> <li>• To align training to the New Growth Path and improve Sector Skills Plans</li> <li>• To improve the role and performance of TVET Colleges</li> </ul>	<p>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</p>
Economic Reconstruction and Recovery Plan (ERRP).	<p>South Africa's ERRP builds on our comprehensive health response to restore economic activity and rebuild the economy in a manner that ensures sustainability, resilience and inclusiveness.</p>	<p>The BANKSETA introduced a national Internship Programme as a part of employment creation for economic recovery. We will also strengthen the Entrepreneurship and Rural Development Programmes for job creation purposes.</p>

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
Skills Strategy: Support for the South African Economic Reconstruction and Recovery Plan	The skills strategy sets out key interventions to ensure the effective implementation of the Economic Reconstruction and Recovery Plan (ERRP). The skills strategy focuses on those interventions that facilitate access to skills development and workplace-based learning (WBL) programmes for large numbers of young people in order to boost job creation and improve emp	In addition to the national Internship Programme and Entrepreneurship projects, the BANKSETA will also introduce projects that focus on funding skills identified under this strategy
Presidential Youth Employment Initiative	This approach recognises that there is no shortage of work to be done to address current social challenges or to improve the quality of life in communities. The intention is to create a new instrument able to support the considerable creativity, initiative and institutional capabilities that exist in the wider society to engage people in such work.	The BANKSETA introduced a national Internship Programme as a part of employment creation for economic recovery. We will also strengthen the Entrepreneurship and Rural Development Programmes for job creation purposes.

### 3. Updates to 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. DHET and BANKSETA have continued to reflect mandatory levies at 20%. The BANKSETA board has resolved to continue with the 20% mandatory grants level until there is an outcome from the discussions between DHET and BUSA.

DHET has issued draft SETA Regulations for public comment in January 2023 that proposed changes to the percentages for the various grants. BANKSETA and its stakeholders have submitted their comments. DHET is still analysing comments from all different sectors and no date has been set for the gazette for the new SETA Grant regulations.

### 4. Updated Situational Analysis

As the BANKSETA continues to implement the 2020/2021-2025/2026 Strategy, it is imperative that reviews are undertaken to reevaluate the path towards achieving the stated objectives. On an annual basis, the BANKSETA, through annual strategic engagement sessions, take stock of current achievements and challenges faced in the operating environment that may delay the achievement of the organisational outcomes as set in the Strategic Plan.

#### 4.1 External Environment

##### 4.1.1 Scope of Coverage

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

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 households 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 expenditures 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 the following Standard Industrial Classification Codes:

**Table 1: SIC Code Classification**

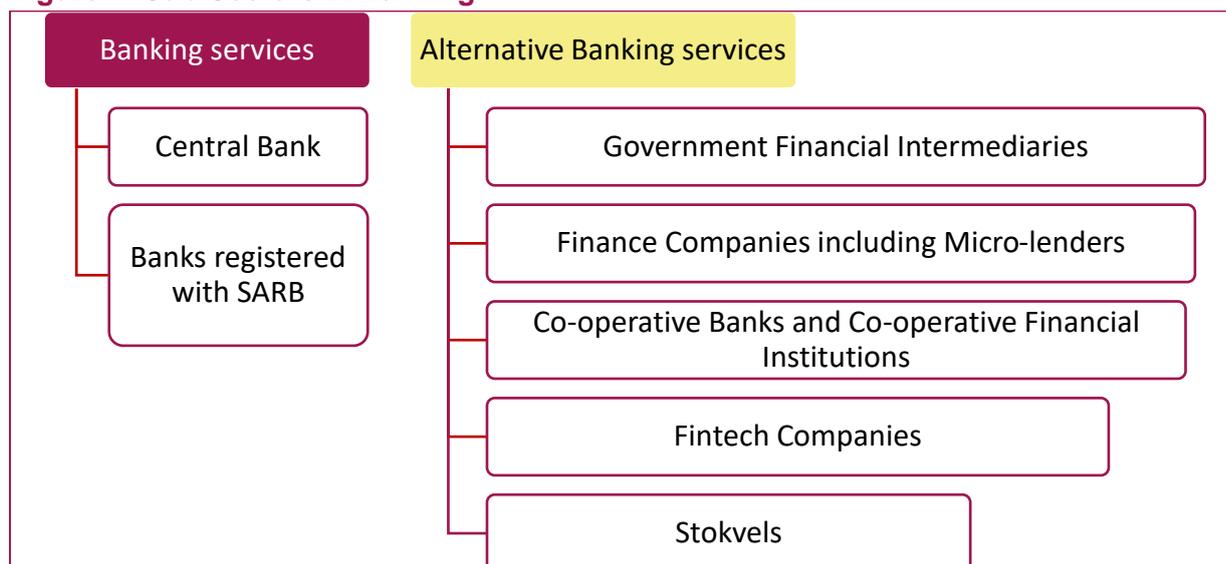
Code	Type	Description
81110	Monetary Intermediation	This class includes taking deposits which are used for clearance between financial institutions, supervising banking operations, holding the country's exchange reserves, and issuing and managing the country's currency and acting as banker to the Government
81121	Discount Houses and Commercial and Other Banking	This group includes the monetary intermediation of monetary institutions other than the central bank. Included are the activities of discount houses, commercial banks, merchant banks, general banks.
81122	Building Society Activities	This class includes the monetary intermediation of monetary institutions other than the central bank, activities of discount houses, commercial banks, merchant banks and general banks
81910	Lease Financing	This class includes activities of leasing where the term approximately covers the expected life of the asset and the lessee acquires in essence all the benefits of its use and takes all the risks associated with its ownership. The asset may or may not eventually be transferred.
81920	Other credit granting	This group includes financial intermediation primarily concerned with making loans by institutions not involved in monetary intermediation, including the granting of consumer credit, the provision of long-term finance to the industry, and money lending outside the banking system. The granting of credit for house purchases by specialised institutions that do not also take deposits is included in this subgroup.
81990	Other Financial Intermediation N.E.C	This group includes other financial intermediation primarily concerned with distributing funds other than by making loans. This includes investment in securities (e.g. shares, bonds, bills, unit trust units, etc.) including dealing for own account by securities dealers, investment in property where this is carried out primarily for other financial intermediaries (e.g. property unit trusts) and writing swaps, options and other hedging arrangements. Activities of financial holding companies are included.
83101	Securities Dealings by Banks	This group includes dealing in financial markets on behalf of others (e.g. stock broking) and related activities specifically by banks

Source: BANKSETA SSP 2024/2025

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**



#### 4.1.2 Key Role Players

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
Monetary Authority and Regulatory	South African Reserve Bank	SARB is the central bank of South Africa. It is an organ of state 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 the government setting an inflation target that serves as a yardstick against which price stability is measured. The achievement of price stability is underpinned by the stability of the entire financial system. The data from SARB is used for skills planning. As a regulatory body, it also has a role to play in achieving Outcomes 1, 2, 3 and 7 of NSDP.
Regulatory	Financial Services Conduct Authority (FSCA)	The FSCA is tasked with protecting financial customers through supervising market conduct. The compliance requirements mean that the sector needs constant training on current and new regulations. The FSCA also has a major role to play in achieving all the outcomes of the NSDP.
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

Groups	Key Role-players	Role
		credit market to meet and promote the needs of people who are marginalised, especially economically. The NCR is also responsible for consumer education. The NCR also has a major role to play in achieving all the outcomes of the NSDP.
Regulatory	Co-operative Banks Development Agency	The CBDA is responsible for the development and promotion of co-operative banking. This includes the training of co-operative banks and co-operative financial institutions. The CBDA contributes towards Outcome 4.6 (Skills development support for entrepreneurship and cooperative development) of the NSDP.
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"> <li>• Lobbying and advocacy</li> <li>• Policy influence</li> <li>• Guiding transformation in the sector</li> <li>• Acting as a catalyst for constructive and sustainable change in the sector</li> <li>• Research and development</li> <li>• Engagement with critical stakeholders</li> </ul> <p>BASA as an industry body plays an important role in advancing the interests of the sector, including skills development. It also has a significant role to play in the achievement of all the NSDP outcomes.</p>
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. The BANKSETA has partnered with SABRIC to develop cybersecurity occupational qualifications in the sector. The information shared by SABRIC helps shape the skills landscape in the cybersecurity space. It also has a significant role to play in the achievement of all the NSDP outcomes.
Alternative Banking - Associations	Micro-Finance South Africa	<p>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.</p> <p>MFSA as an industry body plays an important role in advancing the interests of the microfinance sector, including skills development. Its activities support all the NSDP outcomes.</p>
Alternative Banking - Associations	Development Microfinance Association (DMA)	A non-profit organisation that supports the development of micro-finance institutions in South Africa. The benefits to members include opportunities for joint training, cooperation and capacity building. This is also a direct contribution towards NSDP outcome 6.
Alternative Banking - Associations	National Stokvel Association of South Africa (NASASA)	NASASA represents the interests of the stokvels movement in South Africa. It represents a constituency of over 800,000 Stokvel groups consisting of over 11 million individuals, collecting roughly R50 billion

Groups	Key Role-players	Role
		annually. As an industry association, NASASA has a role to play in achieving all the NSDP outcomes.
Professional Bodies	Institute of Bankers South Africa (IOBSA)	IOBSA is the professional body for bankers and financial specialists. The IOBSA provides members with professional designations, networking, educational, training and information opportunities. As a professional body, the IOBSA's contribution is towards the attainment of the first four outcomes of the NSDP.
Trade Unions	SASBO, the Finance Union	SASBO is the trade union for the finance sector. The Finance Union represents employees in all the major banks and hence serves as the voice of labour within the finance sector. As an employees representative, it also has a major role to play in the attainment of all the NSDP outcomes.

Source: BANKSETA SSP 2024/2025

### 4.1.3 Drivers of Change in the Banking Sector

The five major change drivers are COVID-19; digitalisation and technology; changing customer expectations; and regulatory changes, risk and cyber-crime; and disruptors in banking.

#### COVID-19

The challenges brought about by COVID-19 meant that the sector had to quickly adopt the technological plans that were considered somewhat still far in the future for South Africa. The March 2022 PwC Report on analysis of South African major banks revealed that while 2020 began with a brief period of normality, the COVID-19 pandemic dominated the entirety of 2021. Learnings from navigating the extreme uncertainty during earlier phases of the pandemic - coupled with shifts to new ways of working and delivering financial services - aided the major banks' abilities to navigate 2021 with a focus on stability, innovation and digitally led operational excellence.

Against more supportive conditions, the major banks delivered strong results on the back of a rebound in economic activity, increased client engagement levels and gains made through the execution of their digitally centric strategies. Employers have realised that remote work has benefits for both the employer and employees. The benefits for employees include quality time with family, increased employee morale, savings on fuel and commuting time. As a result, employers in the banking sector have embraced this benefit and some of the bigger banks have implemented a combination of remote work and office for their employees. Despite these benefits, employers also understand that there are households that may not be suitable for remote work and that employees who find themselves in this situation should also be catered for in the planning process.

Despite the challenges experienced during the pandemic, the sector, in general, remained resilient. The 2022 Major Banks Analysis Report by PwC shows that the combined headline earnings of the big four banks increased by 99% in 2021 compared to the previous year (increased by only 48% in 2020). Due to the higher inflation that bridged the upper bounds of the targeted range, the SARB has since increased the lending rate by more than double the rate at the end of 2021. This has resulted in increased profit margins for the bank, and this is expected to continue in the short to medium term with the cycle of interest rate hikes expected to peak in the second half of 2023.

## Digitalisation and Technology

The COVID-19 pandemic brought about a massive acceleration on digital transformation even though there is still a shortage of digital skills, so upskilling is essential. Digital upskilling will combat unemployment.

In the banking sector, digital banking entails the incorporation of new and developing technologies throughout the financial services sector to provide enhanced customer services and experiences effectively and efficiently. Digitalisation 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 that 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 and PSD2 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.

## 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. The influence of mobile technology, social media, rising customer

experience and service expectations and lower switching costs for customers to take their business elsewhere has dramatically changed the competitive landscape for banks. With ready access to information, the influence of online retail experiences and the 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 with 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 2023 Deloitte Report on Banking and Regulatory Outlook 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:

- The South African Reserve Bank
- Co-operative Banks Development Agency (CBDA)
- National Credit Regulator
- The Financial Sector Conduct Authority (FSCA)

### **Disruptors in Banking**

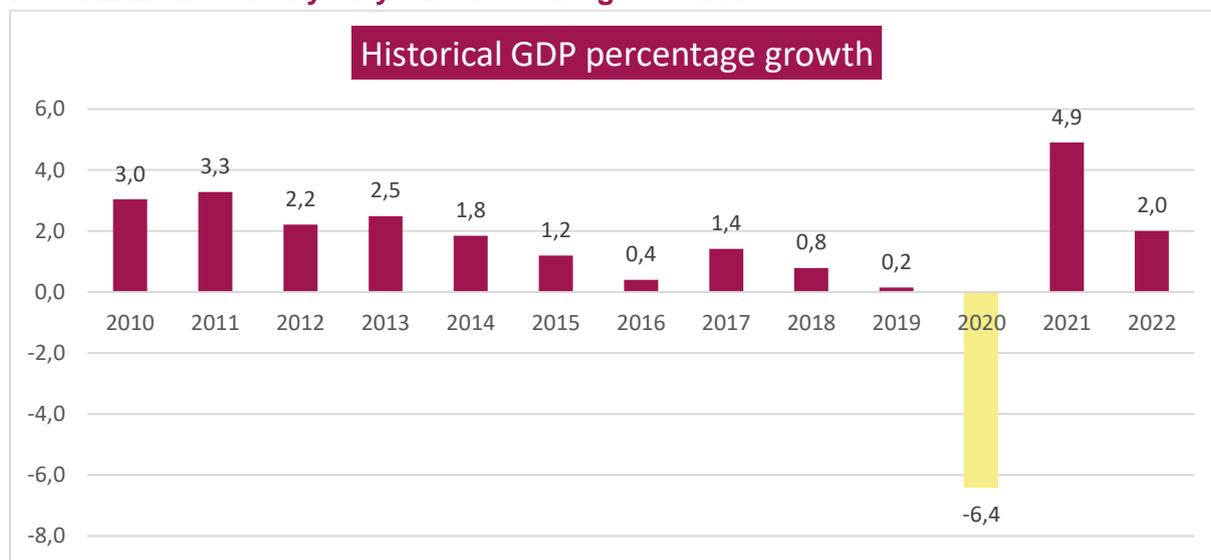
Mark Brown (2019) revealed that new competitors in the banking sector have generally begun by targeting niche markets. More recently, competition has evolved from traditional competitors to Fintech disruptors to "big tech" disruptors. These disruptors are revolutionising the banking experience for clients 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.

#### **4.1.4 Performance Environment**

The South African economy is estimated to have grown by 2% in 2022. This growth though significant, the economy is just 0,3% better than it was in 2019 before COVID-19. Some of the sectors are yet to recover to the pre-pandemic levels. Construction sector remains 23,1% lower than it was in 2019, this sector started to decline even before COVID-19. Mining and quarrying also remains lower than it was in 2019 by 8,1%. The other sectors that are still lower than the pre-pandemic levels include Manufacturing; Electricity, Gas and Water; Transport, Storage and Communication as well as Trade, Catering and Accommodation.

The main contributors to the growth in 2022 was Finance which contributed 0,9 of a percentage point to the overall growth (based on a growth of 3,9%). This was followed by Transport, Storage and Communication with a 0.6 of a percentage point (based on a growth of 8,6%).

**FIGURE 2: Historical yearly GDP Percentage Growth**



**Source: Statistics SA 2023**

The banking and alternative banking is part of the finance sector, this sector grew by 3,9% in 2022 and was the main contributor to the overall GDP growth of 2%. The finance sector continued to grow despite the challenges of COVID-19 that the country has endured recently. Transport, Storage and Communication sector performed better than all the other sectors in 2022 as it grew by 8,6%. The Transport, Storage and Communication was followed by the Finance sector which grew by 3,9%. The sector remained resilient during 2020 and 2021 when most the other sectors of economy were declining.

The current power crisis is expected to continue to put the economy under pressure in 2023 and beyond. The SARB has projected that the current rolling blackouts will cut the 2023 GDP growth by 2 percentage points. As a result, the International Monetary Fund (IMF) has slashed the economic growth forecast for South Africa to a meagre 0,1% in March compared to the 1,2% in the January update. The SARB has also revised the growth forecasts this year (2023) to 0,2% in its March 2023 update. This is in addition to the economic slowdown observed globally mainly due to the conflict between Russia and Ukraine, and pull back on lending by international banks as a result of failure of the three mid-sized banks in the United States and Zurich-based Credit Suisse.

The number of banking entities in South Africa stands at 40, these include 18 registered banks, 4 mutual banks, 5 co-operative banks and 13 branches of foreign banks. There are also 29 local representative offices of foreign banks in the country. The 18 registered banks include Tyme Bank, Discovery Bank and Bank Zero that were recently registered. The banking industry is dominated by the four big banks as over 83% of the industry deposits are held by these banks (Absa, Standard bank, FirstRand bank and Nedbank). On the other hand, Capitec continues to

attract more clients and has surpassed the big banks with a total of over 16 million clients, but still holds only 2% of the total industry deposit.

#### 4.1.5 Strategic Skills Priority Action

The BANKSETA, through the SSP research has identified five strategic skills priority areas through which relevant skills interventions are implemented. These strategic skills priority areas include:

- COVID-19: Economic Reconstruction and Recovery Plan
- Technology, Digitalisation and Innovation
- Compliance and Risk Management
- Management and Leadership Development
- Markets, Products and Services

The identified priorities are directly linked to the outcomes in Programme 3. In addition to the priorities, the BANKSETA also identified a list of the top 10 priority occupations in the sector. Table 3 shows these occupations as well as the quantities required by the sector.

**Table 3: Sectoral Priority Occupations and Intervention List**

Period	Occupation Code (OFO)	Occupation	Intervention Planned by BANKSETA	NQF Level	NQF ALIGNED	Quantity needed/required by sector	Quantity to be supported by BANKSETA
2024/2025	2021-121901	Corporate General Manager	Learnership	6	YES	1277	1277
			Bursary	7			
2024/2025	2021-251203	Developer Programmer	Skills Programme	5	YES	154	154
			Bursary	7			
2024/2025	2021-134601	Bank Manager	Learnership	6	YES	564	564
			Bursary	7			
2024/2025	2021-333903	Sales Representative (Business Services)	Learnership	6	YES	313	313
			Skills Programme	5			
2024/2025	2021-121103	Credit Manager	Learnership	6	YES	185	185
2024/2025	2021-421102	Bank Worker	Learnership	6	YES	503	503
			Bursary	7			
2024/2025	2021-251101	ICT Systems Analyst	Bursary	7	YES	186	186
2024/2025	2021-134915	Non Manufacturing Operations Manager	Learnership	6	YES	756	756
			Bursary	7			
2024/2025	2021-251102	Data Scientist	Learnership	6	YES	20	20
			Bursary	7			
2024/2025	2021-242208	Organisational Risk Manager	Bursary	7	YES	320	320

Source: SSP 2024/2025

## 4.2 Internal Environment

BANKSETA is located in Centurion in Gauteng with a regional footprint in Limpopo, Eastern Cape and Free State. It comprises of the following core divisions: Strategy and Research; Finance incorporating Supply Chain Management; Internal Audit; Governance; Corporate Services incorporating Marketing and Communications, Information Technology and Human Resources and the Operations Division which 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.

On an annual basis, BANKSETA negotiates a set of targets and deliverables to be agreed on with DHET. The Service Level Agreement forms the foundation for the development of the Annual Performance Plan as most activities within the SETA are aimed at 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.

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 the 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 constitutional requirements. The Risk Management Committee is also a sub-committee of the Audit and Risk Committee and monitors the performance of risk management.

In addition to Board Committees, several advisory committees exist to provide expert advice on various aspects to support the delivery mandate. Sector Skills Planning is supported by the Skills Planning Committee comprising of senior managers from the various employer organisations and provides human resource development expertise to inform skills planning. The Skills Development Sub-Committee comprises of 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.

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 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.

The approved staff complement of the BANKSETA is 64 persons (currently with 2 vacancies) The two vacant positions include that of the, the General Manager: Corporate Services and Regional Specialist. The recruitment strategy and process ensure 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.

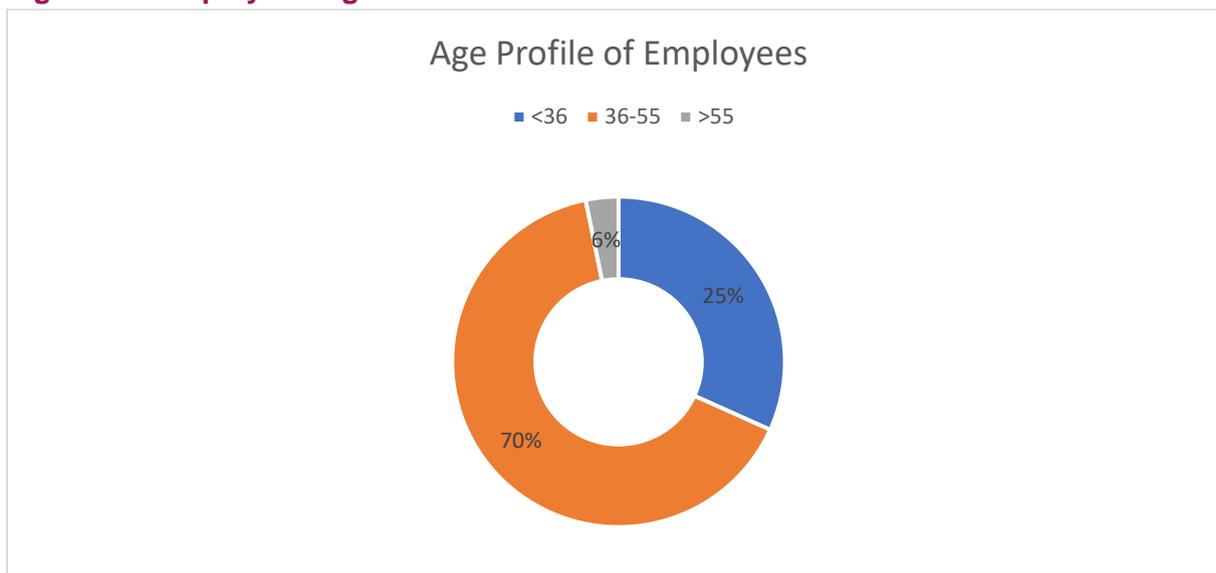
The BANKSETA employs 35 (52%) female and 32 (48%) male employees. The majority of staff members are in skilled-level positions (32 or 48%). Both executive managers at the BANKSETA are female. Currently, there are no employees with disabilities. The BANKSETA plans to achieve a target of 85% black employees by March 2025. The current target for female employees is 52%. 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 upskilled and capable of advising 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	1	0	0	0	0	0	0	1	1	0	1	2	3
Professionals	7	1	1	0	5	1	0	1	0	1	10	7	17
Skilled	17	0	1	0	13	0	0	1	1	0	18	15	33
Semi-Skilled	3	0	0	0	4	0	0	0	0	0	3	4	7
Unskilled	0	0	0	0	2	0	0	0	0	0	0	2	2
Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Permanent</b>	<b>28</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>24</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>32</b>	<b>30</b>	<b>62</b>
<b>Total Temporary</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>8</b>
<b>Totals</b>	<b>29</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>31</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>33</b>	<b>37</b>	<b>70</b>

The age profile of the BANKSETA employees shows that 25% of the employees are younger than 36 years. Only 6% of the staff complement are older than 55 years.

**Figure 15: Employees Age Profile**



Currently, the BANKSETA does not have employees living with disabilities. The BANKSETA endeavours to advertise new positions giving preference to the most suitable candidates, especially, where applicable, those with disabilities. The lack of disclosure remains the main contributor to the low number of employees living with disabilities at BANKSETA.

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 Learner Management System is a comprehensive system that includes learner certification, 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 BANKSETA website is utilised for the dissemination of research and skills planning outputs.

ICT governance exists to inform and align decision making for Information and Communication 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. ICT Governance continues to feature highly on the agenda within many organisations as Corporate Governance increasingly realises that ICT touches every area of the organisation and contributes as an essential enabler of future business opportunities. ICT Governance comprises of the culture, organisation delivery platforms, policies and practices that provide this kind of oversight and transparency of ICT. BANKSETA prefers COBIT2019 as the governance framework for effective implementation of ICT Governance, and the organisation's culture and size are also drivers that need to be considered for governance. ICT governance is not an isolated discipline but it is an integral part of overall corporate governance.

The latest DPSA corporate governance of ICT policy framework requires that the institutions at minimum self-assessment of the monitoring and evaluation as contained in the framework. For instance,

**a) Financial performance**

- i. ICT budget (% ICT budget vs. total departmental budget);
  - ii. ICT capital (% transformational projects vs operational activities);
- and
- iii. ICT spend (% planned vs actual).

**(b) Annual customer satisfaction surveys**

- i. Executive management satisfaction survey.
- ii. ICT projects (system owners & system users); and
- iii. ICT end-user satisfaction (incident management, call resolution, and quality).

**(c) Value management**

- i. Project plans and progress reports; and
- ii. Business cases (promise before investment, business case approval by the delegated authority, delivery on the approved business case checking and confirming delivery, and business owner sign-off and delivery acceptance).

**4.2.1 Financial Environment  
Income**

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

These resources of income are in three 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. BANKSETA will apply to National Treasury to retain and use in future years for discretionary training programmes
- c. Interest and investment income on investment of surplus funds.

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

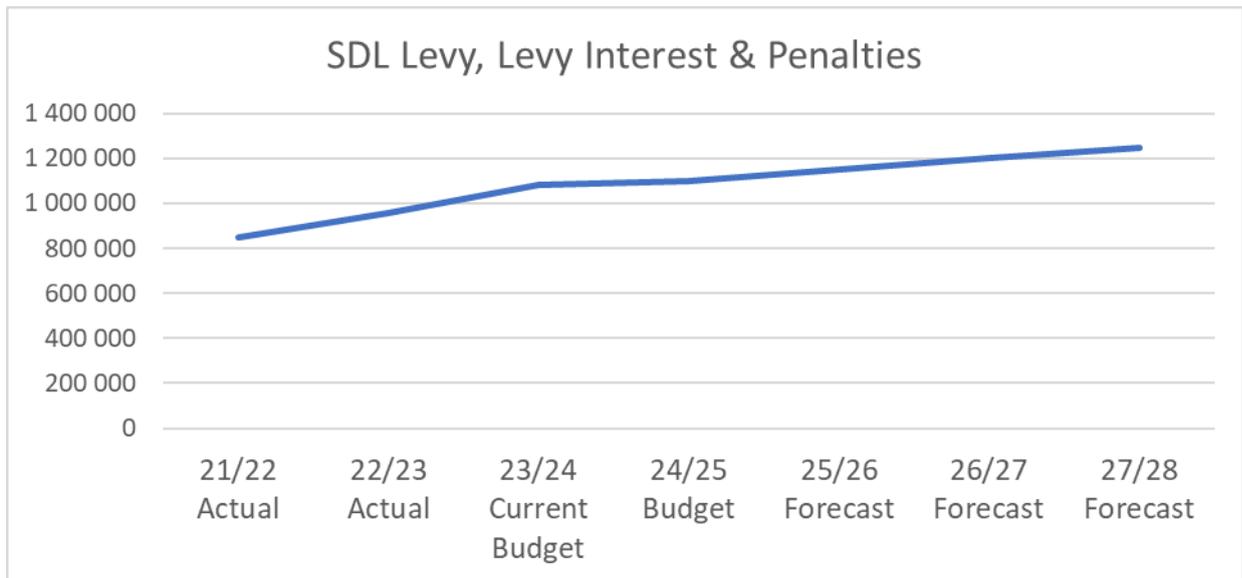
The draft SETA grant regulations proposing a change in the split of the levies is still not finalised and we have no timeline for when the final SETA grant regulations will be gazetted. The existing legislation has therefore been utilised.

The 2023 banking results are very good and BANKSETA has had to revise the 2023/24 levy budget upwards. The BANKSETA has received levies for the first 5 months of 2023/24 at 4% above the revised 2023/24 budget.

The levy increase for 2023/24 has therefore been set at 6% increase in line with actual levy receipts being experienced in 2023/24 year. However, 2023/24 levy budget has an unusual non-cash amount of levies from a levy provision arising in 2020. Therefore the cumulative increase is 2.6%.

The projections as well as the past history are as follows.

Year Ended 31 March (R000s)	21/22 Actual	22/23 Actual	2023/2024 Current Budget	24/25 Budget	25/26 Forecast	26/27 Forecast	27/28 Forecast
SDL Levy Int & penalties	848 243	944 793	1 060 670	1 088 000	1 142 400	1 199 520	1 259 496
Growth %	41,6%	11,4%	12,3%	2,6%	5,0%	4,8%	4,8%



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

- Financial performance Within the Banking Sector
- Inflation scenario: banking employees normally expect at least a cost-of-living increase based on CPI on their salaries each year in about March. BANKSETA has used an inflation rate of 6% in the projections.
- Any reduction in sector employment numbers. Currently, the BANKSETA has not budgeted for any reduction in employment.
- BANKSETA has taken the actual levies being received in 2023/24 year as a basis to project 2024/25 levies with a small reduction due to the expected lower profitability expected in the banking sector in 2024/25 due to economic stresses impacting banking clients customers debt collection.

### **Mandatory Expense**

- The mandatory grants will be based on 20% of levies.
- The courts had ruled that the 20% level was invalid in 2019 and that the Honourable Minister of Higher Education, Science and Innovation, Dr. B.E Nzimande, BUSA, employers and SETAs should work towards an agreed percentage.
- The decision in regard to a new mandatory grants percentage is still pending.
- BANKSETA and all other SETAs have maintained the 20% mandatory grant in the meantime. The SETAs had proposed an increase to 25% in 2023/24 and are awaiting a response.

- DHET has published draft SETA regulations introducing a 15% workplace grant rather than increasing the mandatory grants. The timing of the finalisation of the consultation process and the publishing of the final grant regulations is not yet clear. BANKSETA has therefore budgeted using the existing legislation.
- BANKSETA has budgeted for a 99% mandatory grant claim ratio.

### Administration expense

- The administration budget is set at the maximum legislated amount of 10.5% of SDL.
- BANKSETA has implemented a revised increased staff organogram to address the areas where there were constraints. Most of these have been factored into the administration budget and the rest would need to be funded from the discretionary grants budget.
- The administration expenditure budget was calculated separately for each expense line.
- DHET has issued the letters in regard to the QCTO contribution and this has been taken into account.

### Employee Costs

The BANKSETA has budgeted for a 84-person staff complement in 2024/25. The employee cost budget has been limited to 60% of the budget.

The BANKSETA cannot cater for the full increase in staff as per the OD study outcome and will gradually increase over the following years.

Some operations staff will be catered for under discretionary grants.

Inflationary salary increases have been provided for at 6%. The actual increase is negotiated with the union in January 2024 and therefore may not within the National Treasury limit.

BANKSETA has planned for one small satellite office for 2024/25 to increase its provincial reach. The current leases are until 2030 except for head office where BANKSETA can terminate the lease in 2025 with no penalty. The leases have a 6% increase.

### Capex

The main CAPEX items would be for ICT licences as well for the gradual replacement of office furniture which is over 20 years old.

### ICT Systems

BANKSETA is going out on tender for the finance system.

BANKSETA has signed a five-year contract for the MIS. And HR systems.

BANKSETA will procure a risk and board pack system in 2023/24 which will be used for 5 years.

BANKSETA will continue to spend substantially on ICT security and storage.

### Cost savings measures

- Admin budget was prepared and maintained within the 10.5% legislated limit.
- Wherever possible the BANKSETA reviewed its implementation methods to ensure that costs are minimised, and the economy is exercised at all levels.
- Cost containment measures were applied as per the National Treasury directives.

## **Management of financial assets and liabilities**

### **ii) 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 2024/2025 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 counterparties 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 counterparty exposure by only dealing with well-established financial institutions approved by the National Treasury and the Board. The BANKSETA has an approved investment policy that 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 counterparty. 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.

The BANKSETA has commitments for discretionary grant projects that stretch over the next 3 years. This is in line with the SETA business. The BANKSETA has sufficient reserves to cover these and has applied to the National Treasury to retain those surpluses.

The BANKSETA has a potential contingent liability for mandatory grants should the DHET and the sector agree to increase the mandatory grant percentage and backdate the increase. BANKSETA would not have sufficient reserves to cover such contingent liability but would need to re-order its budgets.

### **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 any amount resulting from criminal conduct is considered material. In terms of fruitless and wasteful expenditure caused by gross negligence or any other circumstance, BANKSETA has taken a very strong view that fruitless and wasteful expenditure of any kind should not be tolerated within the SETA environment and hence BANKSETA has considered such as material. Based on the materiality and significance framework, BANKSETA has set its materiality and significance amount to 0.25% of total 2022/23 expenditure. The overall materiality level set for 2024/25 financial year is R2,784,885.

### **Overall 2024/25 Budget**

Year Ended 31 March (R Thousand)	2020/2021 Actual (4 months SDL holiday)	2021/2022 Actual	2022/2023 Actual	Revised Budget (Revised 27 Oct 2023 After 2022/23 Surplus	2024/2025 Budget	% Increase	2025/2026 Forecast	2026/2027 Forecast
<b>Income</b>								
Mandatory levies - 20%	136 775	199 053	234 024	256 750	272 000	6%	285 600	299 880
Discretionary levies - 49.5%	342 373	500 445	579 348	669 226	673 200	1%	706 860	742 203
Admin levies & QCTO -10.5%	72 410	105 723	122 884	134 794	142 800	6%	149 940	157 437
<b>SDL</b>	<b>551 558</b>	<b>805 221</b>	<b>936 256</b>	<b>1 060 770</b>	<b>1 088 000</b>	<b>3%</b>	<b>1 142 400</b>	<b>1 199 520</b>
SDL Interest & penalties	47 490	43 023	8 537	-	-		-	-
<b>Total SDL, penalties, interest</b>	<b>599 048</b>	<b>848 244</b>	<b>944 793</b>	<b>1 060 770</b>	<b>1 088 000</b>	<b>3%</b>	<b>1 142 400</b>	<b>1 199 520</b>
Investment income	45 023	47 613	75 638	80 000	56 000	-30%	27 500	25 000
other income	48	106	121	120	127	6%	135	140
<b>Total Income</b>	<b>644 119</b>	<b>895 963</b>	<b>1 020 552</b>	<b>1 140 890</b>	<b>1 144 127</b>	<b>0%</b>	<b>1 170 035</b>	<b>1 224 660</b>
<b>Expenditure</b>								
Mandatory Grants	-133 739	-194 101	-228 570	-254 384	-269 280	6%	-282 744	-296 881
Mandatory Claim %	98%	98%	98%	99%	99%		99%	99%
Discretionary Grants	-323 419	-522 670	-786 554	-1 200 000	-832 047	-31%	-837 351	-870 342
Admin Expenditure	-82 730	-80 080	-93 004	-128 570	-135 753	6%	-142 683	-149 744
Admin -QCTO Expenditure	-5 793	-3 951	-5 826	-6 224	-7 047	13%	-7 257	-7 693
<b>Total Expenditure</b>	<b>-545 681</b>	<b>-800 802</b>	<b>-1 113 954</b>	<b>-1 589 178</b>	<b>-1 244 127</b>	<b>-22%</b>	<b>-1 270 035</b>	<b>-1 324 660</b>
<b>Surplus/(Deficit)</b>	<b>98 438</b>	<b>95 161</b>	<b>-93 402</b>	<b>-448 288</b>	<b>-100 000</b>		<b>-100 000</b>	<b>-100 000</b>

Main Administration Line Items									
Year Ended 31 March (R000's)	2020/2021 Actual (4 months SDL holiday)	2021/2022 Actual	2022/2023 Actual	2023/2024 Approved Budget	2024/2025 Budget	% Incr	2025/2026 Forecast	2026/2027 Forecast	2024/2025 Budget
Employee Costs	43 140	47 436	51 836	62 898	67 301		71 339	74 906	78 651
Performance bonus	9 572	7 958	14 239	13 314	13 980		14 679	15 413	16 183
<b>Total Cost of Staff</b>	<b>52 712</b>	<b>55 393</b>	<b>66 075</b>	<b>76 212</b>	<b>81 281</b>	<b>6%</b>	<b>86 018</b>	<b>90 318</b>	<b>94 834</b>
% of Admin Budget	-64%	-69%	-71%	-59%	-60%		-60%	-60%	-60%
Average No of employees	58	59	68	80	84		88	88	88
Building rentals	4 319	3 543	3 965	4 020	4 461	10%	4 729	5 012	5 313
Building Utilities	647	1 032	1 169	1 400	1 550	10%	1 573	1 667	1 767
Audit fees	2 672	4 187	4 501	5 400	5 750	6%	5 480	5 808	6 157
Landlines & Cellphones	960	1 111	823	1 068	1 121	5%	1 856	1 949	2 047
Research	2 590	1 380	-	-	-		-	-	-
capex/depreciation	1 318	1 661	1 338	4 147	5 000	17%	5 500	5 500	6 000
Board fees	3 440	3 480	4 074	4 400	4 620	5%	4 851	4 842	5 084
Outsourced services mainly ICT	6 225	3 317	5 017	18 944	19 200	1%	18 000	19 000	20 000
Marketing and Comms	2 074	651	1 720	3 545	3 722	5%	4 500	4 725	4 961
Travel	179	457	617	1 432	1 500	5%	2 100	2 205	2 315
Other	5 595	3 868	3 705	8 002	7 548	-6%	8 288	8 941	8 914
<b>Total</b>	<b>82 730</b>	<b>80 080</b>	<b>93 004</b>	<b>128 570</b>	<b>135 753</b>	<b>5%</b>	<b>142 894</b>	<b>149 969</b>	<b>157 393</b>

### Discretionary Programmes

There has been no decision reached yet in regard to a new mandatory grant and therefore new discretionary grant percentage.

The draft SETA grant regulations published for comment proposed to reduce this to 34%.

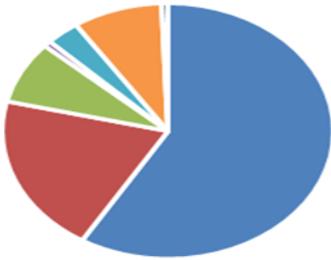
BANKSETA budgeted at the current legislated 49.5% level for discretionary grants as the draft SETA grant regulations are still to be finalised and gazetted.

The discretionary budget is made up of the 49.5% budgeted discretionary levy income plus unspent administration expenditure, budgeted unclaimed mandatory grants and interest received from the investment. The discretionary programme expenditure budget amount will be used to fund programmes in line with NSDP and in line with the BANKSETA strategic plan and annual performance plan. The APP will detail the individual projects to be covered along the main category split shown above. Individual project charters will be tabled at the board showing the number of learners, cost per learner, target, delivery method etc.

These main categories of DG send to be included in the APP as follows:

<b>Category</b>	<b>2024/25 Proposed</b>	<b>2024/25 %</b>	<b>2023/24 Budget</b>	<b>2023/24 %</b>
	<b>R000's</b>		<b>R000's</b>	
<b>Unemployed Youth</b>	488,107	58.7%	291,050	42.5%
<b>Employed</b>	167,113	20.1%	243,113	35.5%
<b>Special Projects Employed</b>	72,940	8.8%		
<b>SME, Rural, Entrepreneurship, CFI, DFI (also employed)</b>	65,700	7.9%	68,482	10.0%
<b>Research</b>	6,000	0.7%	13,696	2.0%
<b>Strategic Projects</b>	27,187	3.3%	68,482	10.0%
<b>Quality Management</b>	5,000	0.6%		
<b>Total</b>	<b>832,047</b>	<b>100.0%</b>	<b>684,824</b>	<b>100%</b>

# Proposed 2024/25 DG Budget



- Unemployed
- Employed
- SME, Rural, Entrepreneurship
- Research
- Strategic Projects
- Special projects Employed
- QM

## Part C: Measuring Our Performance

### 5. Institutional Programme Performance Information

#### 5.1 Programme 1: Administration

Purpose: To provide leadership, strategic management and administrative support to all activities of the BANKSETA ensuring effective engagement with all stakeholders.

#### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles.	SETA Good Governance Reports submitted	1.1 Quarterly SETA Good Governance Report submitted	4	4	4	4	4	4	4
	Stakeholder Satisfaction Index	1.2 Stakeholder Satisfaction Index	4.18	4.4	4.1	3.5	3.5	3.5	3.5
	Implementation of the ICT Strategy	1.3 Percentage Implementation of the ICT Strategy	New	New	New	New	65%	75%	85%
	Audit outcome	1.4 Audit outcome	Unqualified audit outcome achieved	Unqualified audit outcome achieved	Qualified audit opinion	Clean audit outcome achieved	Clean audit outcome	Clean audit outcome	Clean audit outcome

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	Mandatory Grants claimed	1.5 Percentage of Mandatory Grants Claimed	97%	98%	98%	97%	97%	97%	97%
	Achievement of risk maturity level in accordance with Risk Maturity model	1.6 Risk maturity level achieved in accordance with risk maturity model	New	New	New	New	Level 3	Level 3	Level 4
	SETA offices established and maintained in TVET colleges	1.7 Number of SETA offices established and maintained in TVET colleges	1	1	1	1	1	1	1

### Output Indicators, Annual and Quarter Targets

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4
1.1 Quarterly SETA Good Governance Report Submitted	4	1	1	1	1
1.2 Stakeholder Satisfaction Index	3.5				3.5
1.3 Percentage implementation of the ICT Strategy	65%				65%
1.4 Audit outcome	Clean audit outcome				Clean audit outcome
1.5 Percentage of Mandatory Grants Claimed	97%	97%	97%	97%	97%
1.6 Risk maturity level achieved in accordance with risk maturity model	Level 3				Level 3

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4
1.7 Number of SETA offices established and maintained in TVET colleges	1				1

## 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.

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
A credible Sector Skills Planning mechanism that identifies relevant skills priorities to meet the labour market demands for the Banking and Alternative Banking Sector.	WSP Reports approved for Small Companies for Small Employers	2.1 Number of WSPs and ATRs approved for Small firms	353	302	321	301	250	250	250
	Approved WSP/ATR submissions for Medium sized Employers	2.2 Number of WSPs and ATRs approved for Medium firms	46	40	49	42	45	45	45
	WSP Reports Approved for Large Companies	2.3 Number of WSPs and ATRs approved for Large firms	78	73	73	73	68	68	68
	Research reports and /or working papers completed	2.4 Number of research reports completed	17	7	6	5	5	5	5

## Output Indicators, Annual and Quarter Targets

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4	DG Budget (R 000)
2.1 Number of WSPs and ATRs approved for Small firms	250		250			N/A
2.2 Number of WSPs and ATRs approved for Medium firms	45		45			N/A
2.3 Number of WSPs and ATRs approved for Large firms	68		68			N/A
2.4 Number of research reports completed	5				5	6 000

### 5.3 Programme 3: Learning Programmes and Strategic Partnerships

Purpose: To implement a range of interventions by entering into agreements with 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 and 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 a range of beneficiaries such as women, youth and people with disabilities.

### 5.3.1 Sub-Programme 3.1: Learning Programmes

Purpose: To manage the implementation of the BANKSETA learning projects in the banking and alternative banking sector.

**Table 4: Outcomes, Outputs, Output Indicators and Targets**

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
Identify and increase production of occupations in high demand	Discretionary grant budget allocated at developing high-level skills	3.1 Percentage of discretionary grant budget allocated at developing high-level skills	New	New	New	11%	12.3%	13.2%	13.2%
	A discretionary grant budget allocated at developing intermediate skills	3.2 Percentage of discretionary grant budget allocated at developing intermediate skills	New	New	New	84%	85.2%	82%	82%
	Discretionary grant budget allocated at developing elementary skills	3.3 Percentage of discretionary grant budget allocated at developing elementary skills	New	New	New	3%	1.5%	3%	3%
Skills development support for entrepreneurship and	Established or emergent cooperatives trained on sector and	3.4 Number of established or emergent cooperatives trained on sector and	18	4	15	30	15	30	30

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
cooperative development	national sector and national priority	national priority occupations or skills.							
	Small and emerging enterprises trained on the sector and nationally identified priority occupations or skills.	3.5 Number of small and emerging enterprises trained on sector and national identified priority occupations or skills.	26	101	107	100	100	100	100
	People trained in entrepreneurship supported to start their business	3.6 Number of people trained on entrepreneurship supported to start their business	0	0	503	500	600	600	600
Linking education to the workplace	Unemployed learners enrolled in learnership programmes	3.7 Number of unemployed learners enrolled in learnership programmes	New	New	New	1916	1500	1500	1500
	Unemployed learners completing a learnership programme	3.8 Number of unemployed learners completed learnership programmes	New	New	New	916	550	900	900

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	Unemployed people enrolled in internship programmes	3.9 Number of unemployed learners enrolled in internship programmes	New	New	New	520	832	500	500
	Unemployed people completing internship programmes	3.10 Number of unemployed learners completed internship programmes	New	New	New	755	1133	700	700
	Unemployed people enrolled in skills programmes	3.11 Number of unemployed learners enrolled in skills programmes	New	New	New	54	81	81	81
	Unemployed people completed skills programmes	3.12 Number of unemployed learners completed skills programmes	New	New	New	580	70	50	50
	TVET learners accessing WIL opportunities	3.13 Number of TVET students requiring WIL to complete their qualifications placed in workplaces	221	1691	1207	1200	1800	1800	1800
	TVET learners completing WIL programmes	3.14 Number of TVET students completed their WIL placements	273	535	0	700	724	724	724

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	University students accessing WIL opportunities	3.15 Number of University students requiring WIL to complete their qualifications placed in workplaces	138	505	337	458	733	733	733
	University students completing WIL programmes	3.16 Number of University students completed their WIL placements	174	100	547	200	120	120	120
Improving the level of skills in the banking and alternative banking Workforce	Workers enrolled in learnership programmes	3.17 Number of workers enrolled in learnership programmes	New	New	New	2111	2000	2000	2000
	Workers completing learnership programmes	3.18 Number of workers completing learnership programmes	New	New	New	600	1267	1900	1900
	New entries into BANKSETA Bursary for workers	3.19 Number of workers granted Bursaries (new entries)	New	New	New	1293	600	600	600
	Workers granted Bursaries continue with bursary	3.20 Number of workers granted Bursaries (continuing)	New	New	New	600	400	400	400

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	Workers granted Bursaries completed their studies	3.21 Number of workers granted Bursaries completed their studies	New	New	870	500	776	776	776
	Workers enrolled in skills programmes	3.22 Number of workers enrolled in skills programmes	New	New	950	674	809	809	809
	Workers completing skills programmes	3.23 Number of workers completed skills programmes	New	New	0	590	696	404	404
Increase access to occupationally directed programmes	Bursaries awarded to students in HEIs	3.24 Number of unemployed learners granted Bursaries (new enrolments)	1424	717	1845	307	350	350	350
	Unemployed Learners continuing bursary	3.25 Number of unemployed learners granted Bursaries (continuing)	New	New	New	300	300	300	300
	Unemployed bursary holders students enrolled in HEIs reported having	3.26 Number of unemployed learners granted Bursaries completed their studies	453	0	796	200	250	250	250

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	completed their studies								
	Establish partnerships with TVET	3.27 Number of TVET partnerships established	0	24	24	20	20	20	20
	Establish partnerships with HEI	3.28 Number of HEI partnerships established	35	61	76	20	40	40	40
	CET partnerships established	3.29 Number of CET partnerships established	New	New	New	4	4	4	4

### Output Indicators, Annual and Quarter Targets

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4	DG Budget (R 000)
3.1 Percentage of discretionary grant budget allocated at developing high level skills	12.3%				12.3%	N/A
3.2 Percentage of discretionary grant budget allocated at developing intermediate skills	85.2%				85.2%	N/A
3.3 Percentage of discretionary grant budget allocated at developing elementary skills	1.5%				1.5%	N/A
3.4 Number of established or emergent cooperatives trained on sector and national priority occupations or skills	15				15	2 400
3.5 Number of small and emerging enterprises trained on sector and national identified priority occupations or skills	100				100	15 150
3.6 Number of people trained on entrepreneurship supported to start their business	600				600	38 000

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4	DG Budget (R 000)
3.7 Number of unemployed learners enrolled in learnership programmes	1500		1500			154 080
3.8 Number of unemployed learners completed learnership programmes	550		550			N/A
3.9 Number of unemployed learners enrolled in internship programmes	832		416	416		88 134
3.10 Number of unemployed learners completed internship programmes	1133		567	566		N/A
3.11 Number of unemployed learners enrolled in skills programmes	81		41	40		3 606
3.12 Number of unemployed learners completed skills programmes	70		24	24		N/A
3.13 Number of TVET students requiring WIL to complete their qualifications placed in workplaces	1800		900	900		153 290
3.14 Number of TVET students completed their WIL placements	724			724		N/A
3.15 Number of University students requiring WIL to complete their qualifications placed in workplaces	733		367	366		50 997
3.16 Number of University students completed their WIL placements	120		0	120		N/A
3.17 Number of workers enrolled in learnership programmes	2000		1000	1000		85 600
3.18 Number of workers completing learnership programmes	1267		634	633		N/A
3.19 Number of workers granted Bursaries (new entries)	600		300	300		45 857
3.20 Number of workers granted Bursaries (continuing)	400		200	200		18 343
3.21 Number of workers granted Bursaries completed their studies	776		388	388		N/A
3.22 Number of workers enrolled in skills programmes	809		405	404		17 313
3.23 Number of workers completed skills programmes	696		348	348		N/A
3.24 Number of unemployed learners granted Bursaries (new enrolments)	350		175	175		25 333
3.25 Number of unemployed learners granted Bursaries (continuing)	300		300			12 667
3.26 Number of unemployed learners granted Bursaries completed their studies	250				250	N/A
3.27 Number of TVET partnerships established	20	20				N/A
3.28 Number of HEI partnerships established	40	40				N/A
3.29 Number of CET partnerships established	4		2	2		N/A

### 5.3.2 Sub-Programme 3.2: Strategic Projects and Collaborative Partnerships

Purpose: The purpose of this sub-programme is to establish and manage the different BANKSETA partnerships and also implement Strategic Projects in line with the BANKSETA mandate.

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
Support for Sector and Government Strategies	Unemployed Beneficiaries enrolled in programmes under the BANKSETA Special Projects	3.30 Number of unemployed beneficiaries enrolled in programmes under the BANKSETA Special Projects	New	New	New	New	1000	800	800
	Unemployed Beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	3.31 Number of unemployed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	New	New	New	New	300	300	300
	Employed beneficiaries enrolled in programmes under the	3.32 Number of employed beneficiaries enrolled in programmes under the BANKSETA Special Projects	0	0	2005	3420	2800	2800	2800

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
	BANKSETA Special Projects								
	Employed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	3.33 Number of employed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	1735	829	585	2052	2052	2052	2052
	Federations/trade unions supported through relevant training interventions	3.34 Number of federations/trade unions supported through the relevant skills training interventions	New	New	New	1	1	1	1
	Rural Development Projects initiated	3.35 Number of Rural Development Projects Initiated	New	New	New	1	1	1	1
Support career	Career Development	3.36 Number of Career Development Events in	0	0	5	10	10	10	10

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
development services	Events in urban areas	urban areas on occupations in high demand							
	Career Development Events in rural areas	3.37 Number of Career Development Events in rural areas on occupations in high demand	New	New	New	10	10	10	10
	People trained in Career Development	3.38 Number of Career Development Practitioners trained	0	0	241	250	250	500	300

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4	DG Budget (R 000)
3.30 Number of unemployed beneficiaries enrolled in programmes under the BANKSETA Special Projects	1000			1000		27 188
3.31 Number of unemployed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	300			300		N/A
3.32 Number of employed beneficiaries enrolled in programmes under the BANKSETA Special Projects	2800		2800			72 940
3.33 Number of employed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully	2052			2052		N/A
3.34 Number of federations/trade unions supported through the relevant skills training interventions	1			1		N/A
3.35 Number of Rural Development Projects Initiated	1			1		10 150
3.36 Number of Career Development Events in urban areas on occupations in high demand	10	5	5			N/A
3.37 Number of Career Development Events in rural areas on occupations in high demand	10	5	5			N/A
3.38 Number Career Development Practitioners trained	250	125	125			2 500

## 5.4 Programme 4: Quality Assurance

Purpose: To develop relevant occupational-based qualifications/Part-Qualifications/ Skills Programmes

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2023/2024	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/2027
Occupational qualifications/ Part-Qualifications/ Skills Programmes for the banking and alternative banking sector	Submissions to QCTO for Occupational Qualification s/ Part-Qualification s/ Skills Programmes	4.1 Number of submissions to QCTO for Occupational Qualifications/ Part-Qualifications/Skills Programmes	1	3	2	2	2	2	2

### Output Indicators, Annual and Quarter Targets

Output Indicator 2024/2025	Annual Target	Q1	Q2	Q3	Q4	DG Budget (R 000)
4.1 Number of submissions to QCTO for Occupational Qualifications/Part-Qualifications/Skills Programmes	2				2	5 000

## 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 Administration	1: The effective implementation of the outputs contributes to the progressive realisation of the programmes outcomes and impact as it is aligned to the mandate of the institution: <ul style="list-style-type: none"> <li>• Conducting Survey on employee satisfaction</li> <li>• Conducting Stakeholder Satisfaction</li> <li>• Produce an annual report on indicating achievement of ICT standards</li> <li>• Processing/ payment of mandatory grants</li> <li>• Implementation and Management of all the NT regulations and practice notes</li> <li>• 100% adherence to approved audit processes, quality documents are submitted and the set timelines are met in order to Inculcate culture compliance for a clean audit</li> <li>• Reporting on Risk Management</li> <li>• Tracking and Tracer Study for WBL interventions</li> <li>• Report on WBL Tracking and Tracer Study</li> </ul>	Women: 52% Disabled: 3% Youth: N/A	Relevant sector skills development interventions that are aligned to identified skills priority actions designed to address occupational shortages and skills gaps
Programme Skills Planning	2: The effective implementation of the outputs contributes to the progressive realisation of the programmes outcomes and impact as it is aligned to the mandate of the institution: <ul style="list-style-type: none"> <li>• Encourage and simplify WSP submissions for employers</li> <li>• Development of 3-year rolling research agenda</li> <li>• Production of research deliverables</li> </ul>	N/A	
Programme Learning Programmes	3: The effective implementation of the outputs contributes to the progressive realisation of the programmes outcomes and impact as it is aligned to the mandate of the institution: <ul style="list-style-type: none"> <li>• Recruitment of learners for enrolment</li> <li>• Feasible learner programme implementation</li> <li>• Create partnerships with TVET colleges</li> <li>• Implementation of the WIL programme</li> <li>• Completion of the WIL programme</li> <li>• Create partnerships with Universities</li> <li>• Funding/ bursaries for demand-driven skills</li> <li>• Completion of funding/bursary demand-driven skills programmes</li> <li>• Conducting career awareness</li> </ul>	Women: 54% Black: 85% Disabled: 4% Youth: 80%	

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"> <li>• Training Life Orientation Teachers</li> <li>• Implementation of a Rural Development Project</li> </ul>		
Programme 4: Quality Assurance	<p>The effective implementation of the outputs contributes to the progressive realisation of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> <li>• Identification and submission of occupational qualifications for registration</li> <li>• Processing of due learner certifications</li> </ul>		

## 7. Programme Resource Considerations

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

#### 7.1 Budget per Programme

Year Ended 31 March Thousand)	(R	2020/2021 Actual (4 months SDL holiday)	2021/2022 Actual	2022/2023 Actual	Revised Budget (Revised 27 Oct 2023 After 2022/23 Surplus Approval)	2024/2025 Budget	% Increase	2025/2026 Forecast	2026/2027 Forecast
<b>Income</b>									
Mandatory levies - 20%		136 775	199 053	234 024	256 750	272 000	6%	285 600	299 880
Discretionary levies - 49.5%		342 373	500 445	579 348	669 226	673 200	1%	706 860	742 203
Admin levies & QCTO -10.5%		72 410	105 723	122 884	134 794	142 800	6%	149 940	157 437
<b>SDL</b>		<b>551 558</b>	<b>805 221</b>	<b>936 256</b>	<b>1 060 770</b>	<b>1 088 000</b>	<b>3%</b>	<b>1 142 400</b>	<b>1 199 520</b>
SDL Interest & penalties		47 490	43 023	8 537	-	-		-	-
<b>Total SDL, penalties, interest</b>		<b>599 048</b>	<b>848 244</b>	<b>944 793</b>	<b>1 060 770</b>	<b>1 088 000</b>	<b>3%</b>	<b>1 142 400</b>	<b>1 199 520</b>
Investment income		45 023	47 613	75 638	80 000	56 000	-30%	27 500	25 000
other income		48	106	121	120	127	6%	135	140
<b>Total Income</b>		<b>644 119</b>	<b>895 963</b>	<b>1 020 552</b>	<b>1 140 890</b>	<b>1 144 127</b>	<b>0%</b>	<b>1 170 035</b>	<b>1 224 660</b>
<b>Expenditure</b>									
Mandatory Grants Expenditure									
Programme 2 - Mandatory grants		-133 739	-194 101	-228 570	-254 384	-269 280	5,9%	-282 744	-296 881
Discretionary Grant Expenditure									
Programme 2 : Direct Costs		-3 502	-3 648	-3 800	-4 085	-6 000	46,9%	-6 300	-6 615
Programme 2 : project Admin Costs		-11	-9	-	-2	-3	50,0%	-5	-5
<b>Total Programme 2 Costs in DG</b>		<b>-3 513</b>	<b>-3 657</b>	<b>-3 800</b>	<b>-4 087</b>	<b>-6 003</b>	<b>46,9%</b>	<b>-6 305</b>	<b>-6 620</b>
Programme 3 : Direct Costs		-314 026	-502 728	-757 333	-1 163 450	-791 683	-32,0%	-794 723	-825 894
Programme 3 : project Admin Costs		-5 258	-16 285	-25 421	-27 963	-29 361	5,0%	-31 123	-32 368
<b>Total Programme 3 cost in DG ex</b>		<b>-319 284</b>	<b>-519 013</b>	<b>-782 754</b>	<b>-1 191 413</b>	<b>-821 044</b>	<b>-31,1%</b>	<b>-825 846</b>	<b>-858 262</b>
Programme 4 : Direct Costs		-620	-	-	-4 500	-5 000	11,1%	-5 200	-5 460
Programme 4 : Project Admin Costs		-2	-	-	-	-		-	-
<b>Total Programme 4 cost in DG E</b>		<b>-622</b>	<b>-</b>	<b>-</b>	<b>-4 500</b>	<b>-5 000</b>	<b>11,1%</b>	<b>-5 200</b>	<b>-5 460</b>
<b>Total Discretionary expenditure</b>		<b>-323 419</b>	<b>-522 670</b>	<b>-786 554</b>	<b>-1 200 000</b>	<b>-832 047</b>	<b>-30,7%</b>	<b>-837 351</b>	<b>-870 342</b>
<b>Administration Costs</b>									
Admin costs for programme 1		-18 884	-25 371	-27 274	-35 456	-37 583	6,0%	-39 462	-41 436
Admin costs for programme 2		-11 590	-5 640	-3 542	-3 808	-4 250	11,6%	-4 430	-4 629
Admin costs for programme 3		-50 406	-46 535	-59 477	-85 391	-89 692	5,0%	-94 351	-99 040
Admin costs for programme 4		-1 850	-2 534	-2 711	-3 915	-4 228	8,0%	-4 440	-4 639
Admin costs -QCTO Expenditure		-5 793	-3 951	-5 826	-6 224	-7 047	13,2%	-7 257	-7 693
<b>Total Admin expenditure</b>		<b>-88 523</b>	<b>-84 031</b>	<b>-98 830</b>	<b>-134 794</b>	<b>-142 800</b>	<b>5,9%</b>	<b>-149 940</b>	<b>-157 437</b>
<b>Total Expenditure</b>		<b>-545 681</b>	<b>-800 802</b>	<b>-1 113 954</b>	<b>-1 589 178</b>	<b>-1 244 127</b>	<b>-21,7%</b>	<b>-1 270 035</b>	<b>-1 324 660</b>
<b>Surplus/(Deficit)</b>		<b>98 438</b>	<b>95 161</b>	<b>-93 402</b>	<b>-448 288</b>	<b>-100 000</b>	<b>-77,7%</b>	<b>-100 000</b>	<b>-100 000</b>

The project admin expenditure budget is lower than the 7.5% of the project management cost allowed as the BANKSETA manages its own projects but allocates all the project staff salaries to admin expenditure. BANKSETA does not allocate any staff salaries to discretionary/project budgets.

The project admin budget is made up of marketing, travel, monitoring and evaluation and any learner administration contract cost.

Programme 4 has no budgeted costs as QCTO has taken over the curriculum activities.

The SETAs do not receive any transfers from the National Revenue Funds. SETA levies are ringfenced outside the National Revenue Fund by legislation.

### **2024/25 Budgeted Deficit R100 million**

The SETAs do not receive any transfers from the National Revenue Funds. SETA levies are ringfenced outside the National Revenue Fund by legislation. The BANKSETA has reserves of almost R1 billion that have arisen over the past 20 years due to the long skills training cycle.

The reserves arise from levies. The BANKSETA is budgeting for a deficit in the 2024/2025 financial year to allow the BANKSETA to utilise a small part of the reserves from the beginning of the year, improving the possibilities that the reserves may be utilised. The BANKSETA will still apply to the National Treasury to retain the full surplus and utilise it in the next financial year. However, this approval is scheduled only for end of October and therefore would only leave 5 months for implementation. BANKSETA will also apply to the National Treasury in November to budget for this deficit. National Treasury has in the past 5 years annually approved similar requests to budget for a deficit.

## 8. Key Risks

Outcome	Key Risk	Risk Mitigation
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Inadequate organisational structure to implement BANKSETA mandate	<ul style="list-style-type: none"> <li>• Implementation of approved OD study report</li> <li>• Conduct skill audit (phase2).</li> <li>• Appoint temp/contract employees and interns.</li> <li>• Procuring of ERP system Increase capacity by appointing Manager: Strategic Projects in the office of the CEO</li> </ul>
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Inadequate organisational culture	<ul style="list-style-type: none"> <li>• Workshop to improve the organisational culture and team effectiveness.</li> <li>• Finalisation of OD study/Implementation change management to embed recommendation from OD study.</li> </ul>
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Inefficient SCM and DG processes and possibilities of not achieving procurement targets	<ul style="list-style-type: none"> <li>• Procurement and RFQ plan to be finalised before financial year end.</li> <li>• Committing timelines for all tenders being delayed.</li> <li>• BSC to conclude specification within 3 weeks after CEO appointment of BSC members.</li> <li>• BEC to conclude evaluation within 3 weeks after closing date of a tender or RFQ.</li> <li>• BSC/BEC Variation report to specify reasons for any delays in meeting timelines.</li> </ul>

<p>An efficient and effective SETA that complies with legislation, policy and good corporate governance principles</p>	<p>BANKSETA susceptible to cyber crime and threat.</p>	<ul style="list-style-type: none"> <li>• Appointing service provider to assist BANKSETA to develop cyber security policy and strategy which include allocation of responsibilities for information security officer.</li> <li>• Configure Access management on Azure AD.</li> <li>• Appoint a Service Provider to assist with Penetration testing and vulnerability assessment.</li> <li>• Encryption of devices/document/record.</li> <li>• Appoint a service provider to perform independent review of user activities in all BANKSETA systems.</li> <li>• OD study to relook at ICT structure to include Information Security Officer responsibilities.</li> <li>• Migration of ShareDrive to Sharepoint (to appoint service provider.</li> <li>• Management will acquire information security services and security tools to protect the ICT infrastructure and systems at BANKSETA. 30 September 2023</li> <li>• Management will develop and implement an ICT asset management policy that will provide guidance on the management of ICT assets</li> <li>• BANKSETA to develop security configuration standard.</li> </ul>
<p>An efficient and effective SETA that complies with legislation, policy and good corporate governance principles</p>	<p>Possibility of losing surplus funds</p>	<ul style="list-style-type: none"> <li>• Multi-year DG commitments to ensure continuity of projects.</li> <li>• Commencing with next FY procurement in November. Improve procurement and funding window planning</li> <li>• Cancelling all DG project not implemented on time.</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure that Stakeholder report on learners/interns dropping off the project.</li> <li>• Ensure continuous DG project monitoring and evaluation</li> </ul>
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Unfavourable consequences as result of audit qualifications.	<ul style="list-style-type: none"> <li>• Implementation of 2022/23 audit action plan</li> <li>• Improve information gathering</li> </ul>
A credible sector skill planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Programme funding not yielding the desired impact to banking sector and the unemployed youth.	<ul style="list-style-type: none"> <li>• Including the impact parameters in the contracts</li> <li>• Implementing research agenda (including track and tracing of programme and impact assessment annually)</li> <li>• Impact assessment must clearly show what worked and what did not work so that projects can be adjusted</li> </ul>
Occupation based qualifications registered through QCTO is available to the sector	Slow pace of developing occupational qualifications to replace legacy qualifications	<ul style="list-style-type: none"> <li>• Implement actions from the round table discussion where it is in control</li> <li>• Sector qualification committee and expanded stakeholders to determine appetite and bottleneck and lessons learnt in the implementation of occupational qualifications model</li> </ul>
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Dated performance information for PIVOTAL Projects not reflecting as achievement of targets	<ul style="list-style-type: none"> <li>• Automation of processes</li> <li>• Implementing the new Organisational structure</li> <li>• Performance information register</li> <li>• Finalise procurement of additional providers to assist with project monitoring and validation of data submitted.</li> </ul>
Occupation based qualifications registered through QCTO is available to the sector	Skill system architecture not evolving quickly enough to responds to emerging opportunities	<ul style="list-style-type: none"> <li>• BANKSETA to conduct track and trace to evaluate the impact of programmes implemented by BANKSETA.</li> <li>• To conduct secondary research with employers on skills demands.</li> </ul>

<p>An efficient and effective SETA that complies with legislation, policy and good corporate governance principles</p>	<p>Inability to meet strategic objectives set on the strategic plan and the APP</p>	<ul style="list-style-type: none"> <li>• Finalise procurement of additional contract management providers to assist with project monitoring and validation of data submitted.</li> <li>• Quarterly monitoring of action plan to achieve annual targets.</li> <li>• Implementation of OD study report</li> <li>• Implement action plan derived from the mid-term strategic plan review.</li> <li>• Establishing and setting-up of M&amp;E function</li> <li>• Implementation of contract monitoring and performance information registers.</li> </ul>
<p>A credible sector skill planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector</p>	<p>Ineffective database programmes for evaluation, analysis, tract and tracing. (biographical data of learners)</p>	<ul style="list-style-type: none"> <li>• Procurement of the Record Management System underway.</li> <li>• Full implementation of Learner Management System/MIS</li> <li>• Setting up of the M&amp;E function that will develop effective database.</li> <li>• Procuring the services to develop an M&amp;E computerised system.</li> </ul>

## 9. BANKSETA’s Response to the District Development Model

The BANKSETA Board has already approved a budget of more than R 96 million in support of District Development Model Projects. The purpose of this project is to support the District Development Model with skills development. The district municipalities are Capricorn, Xhariep, Lejweleputswa and Zululand with another three still to be identified.

Municipalities supported in the ERRP and Entrepreneurship Projects are:

Mbombela Municipality  
Ditsobotla Local Municipality  
Ratlou Local Municipality  
Mahikeng Local Municipality

All DDM municipalities were supported in the Rural Development Project.

The District Development Model Project is aligned with the following NSDP outcomes:

- Outcome 3: Improving the level of skills in the South African workforce
- Outcome 6: Skills development support for entrepreneurship and cooperative development

The BANKSETA District Development Model Project is being implemented in the following municipalities:

Project description 2021-2024	District Municipality	Project leader	Social partners
Entrepreneurial Development	Capricorn	Shaun Starr	Municipal structures
End User Computer skills Entrepreneurial Development Environmental Practice Food Security IT Technical Support	Xhariep	Shaun Starr	Municipal structures
End User Computer skills Entrepreneurial Development Environmental Practice Food Security IT Technical Support	Lejweleputswa	Shaun Starr	Municipal structures
Learnership Internship Training of Cooperatives Entrepreneurial Development	Zululand	Shaun Starr	Municipal structures

For the 2024/2025 year, the Rural Skills Development Project is allocated a further R10 million to support the DDM.

The BANKSETA is also planning to extend its District Development Model projects to the following District Municipalities:

- OR Tambo, (Eastern Cape)
- Frances Baard (Northern Cape)
- Bojanala (North West)

## **10. Public Entities**

Not Applicable

## **11. Infrastructure Projects**

Not Applicable

## **12. Public Private Partnerships**

Not Applicable

## Part D: Technical Indicator Descriptors

### Programme 1: Administration

Indicator Title	1.1 Quarterly SETA Good Governance Report Submitted
Short Definition	SETA Good Governance Reports Submitted. The SETA Good Governance Reports submission is aligned with DHET requirements and includes reporting on Board Governance, meeting minutes etc. The report submitted in the current quarter relates to the previous quarterly performance.
Source of data	Submitted Good Governance Reports
Method of calculation	A simple count of the number of submissions (1 X 4)
Means of verification	Proof of submission to DHET The report submitted in the current quarter relates to the previous quarterly performance.
Data limitations	None
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Type of indicator	Quantitative
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Submit 4 governance reports
Indicator Responsibility	Chief Executive Officer

Indicator Title	1.2 Stakeholder Satisfaction Index
Short Definition	BANKSETA values its internal and external stakeholders and continues to monitor their levels of satisfaction with BANKSETA through stakeholder satisfaction surveys. This indicator measures the level of stakeholder satisfaction at BANKSETA on an annual basis. The stakeholder satisfaction survey assesses internal and external stakeholder satisfaction related to BANKSETA service provision on programme offerings, resource/s capacity and overall stakeholder experience of service and perception of the organisation. The stakeholder satisfaction survey relates to the current financial year.
Source of data	Stakeholder Satisfaction Survey Report
Method of calculation	Qualitative: Stakeholder Satisfaction Survey Report showing the stakeholder rating score.
Means of verification	Stakeholder Satisfaction Survey Report showing stakeholder rating score
Data limitations	Insufficient data (Insufficient Responses)
Calculation type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Achieve a 3.5/5 rating or higher
Indicator Responsibility	GM: Corporate Services

Indicator Title	1.3 Percentage Implementation of the ICT Strategy
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Definition	On an annual basis, the ICT Strategy is developed or reviewed and approval is sought from the BANKSETA Board. This indicator measures the extent at which the ICT strategy was implemented annually.
Source of data	ICT Strategy Implementation Report with percentage of achievement.
Method of calculation	Quantitative
Means of verification	Board Decision Number or Board Minutes
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	As per the set target
Indicator Responsibility	Head of ICT

Indicator Title	1.4. Audit outcome
Definition	Ensure that the entity maintains compliant provisioning systems, accurate and prompt capturing of transactions, sound financial management and reporting in line with legislation, accounting standards and good governance
Source of data	Audit opinion from the AGSA
Method of calculation or assessment	Qualitative
Means of verification	Final audit opinion from the AGSA
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	Achieve the desired Audit outcome
Indicator Responsibility	Chief Financial Officer

Indicator Title	1.5 Percentage of Mandatory Grants Claimed
Definition	Ensure that the BANKSETA achieves a high percentage of employer participation in WSP processes, the WSP/ATR submissions are approved, BANKSETA complies with legislation on payment of mandatory grants, and also raises accurate provisions.
Source of data	Monthly management accounts
Method of calculation or assessment	Percentage of mandatory grant expenses compared to mandatory levy income
Means of verification	Calculations based on the monthly management accounts
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly

Desired Performance	As per the set target
Indicator Responsibility	Chief Financial Officer

Indicator Title	1.6 Risk maturity level achieved in accordance with risk maturity model
Definition	The indicator seeks to ensure that BANKSETA risk maturity is improved. BANKSETA will assess its risk management maturity at least once in a financial year. This will create useful trend information to assess progress in the direction of a mature risk management status and highlight areas of improvement, stagnation or regress. Achievement of risk maturity level in accordance with National Treasury's Financial Management Capability Maturity Model (FMCMM)
Source of data	Risk Maturity Assessment Report
Method of calculation or assessment	Qualitative
Means of verification	Risk Maturity Assessment Report showing the risk maturity level
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired Performance	Level 3
Indicator Responsibility	Risk and Compliance Officer

Indicator Title	1.7 Number of SETA offices established and maintained in TVET colleges
Definition	This indicator measures the number of SETA offices Established and Maintained in TVET Colleges with the aim of improving the relations with TVET colleges. BANKSETA has deployed one staff member to take responsibility of the office. Maintaining the office means working amicably with the TVET leadership and staff.
Source of data	Occupancy Agreement with TVET colleges List of BANKSETA employees in regional and satellite offices
Method of calculation or assessment	Quantitative
Means of verification	Occupancy Agreement with TVET colleges Details of BANKSETA employee deployed to maintain the office
Assumptions	None
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Annually
Desired Performance	SETA Offices Established in TVET colleges
Indicator Responsibility	Chief Executive Officer

## Programme 2: Skills Planning

Indicator Title	2.1 Number of WSPs and ATRs approved for Small firms
Definition	This indicator measures the number of small firms that submitted their Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) and were approved by BANKSETA. Small Firms are defined as those employers employing less than 50 employees
Source of data	List of small firms with approved WSP Submissions
Method of calculation or assessment	Simple Count of Approved WSPs / ATRs for Small Firms
Means of verification	Workplace Skills Plans and/or Annual Training Reports submitted on MIS and/or Manual and approved
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annually
Desired Performance	Achieve or exceed the target
Indicator Responsibility	Manager: Alternative Banking

Indicator Title	2.2 Number of WSPs and ATRs approved for Medium firms
Definition	This indicator measures the number of medium firms that submitted their Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) and were approved by BANKSETA. Medium firms are defined as those employers employing between 50 and 149 employees
Source of data	List of medium firms with approved WSP / ATR Submissions
Method of calculation or assessment	Simple Count of Approved WSPs / ATRs for Medium firms
Means of verification	Workplace Skills Plans and/or Annual Training Reports submitted on MIS and/or Manual and approved
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annually
Desired Performance	Achieve or exceed the target
Indicator Responsibility	Manager: Skills Development

Indicator Title	2.3 Number of WSPs and ATRs approved for Large firms
Definition	This indicator measures the number of large organisations that submitted their Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) and were approved by BANKSETA. Large Organisations are defined as those employing 150 employees and / or more.
Source of data	List of large firms with approved WSP / ATR Submissions
Method of calculation or assessment	Simple Count of Approved WSPs / ATRs for large firms
Means of verification	Workplace Skills Plans and/or Annual Training Reports submitted on MIS and/or Manual and approved
Assumptions	None

Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Annually
Desired Performance	Achieve or exceed the target
Indicator Responsibility	Manager: Skills Development

Indicator Title	2.4 Number of research reports completed
Definition	A research report, reports on the findings of a research project. To measure the number of research reports completed. These reports are either research completed through research conducted internally, contracted Research Partners, PhD research outcomes funded through BANKSETA bursary, BANKSETA-funded programmes with research outputs or other research partnerships outputs.
Source of data	Research reports placed on <a href="http://www.bankseta.org.za">www.bankseta.org.za</a> or a portfolio of research reports
Method of calculation or assessment	A simple count of the number of research reports completed
Means of verification	Availability of the Research Reports on the website or the actual reports in a portfolio of reports
Assumptions	Functional website
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	Increased number of papers
Indicator Responsibility	Head: Strategy and Research

## Programme 3: Learning Programmes

Indicator Title	3.1 Percentage of discretionary grant budget allocated at developing high level skills
Definition	This indicator measures the amount of the Discretionary Grant budget allocated at developing high-level skills. The high-level skills are skills aligned to an NQF level 7 and above. This allocation excludes any in-year changes to the allocated budget
Source of data	Relevant Financial Year Budget Split Document showing allocation for high-level skills
Method of calculation or assessment	Quantitative (Allocated budget for high-level skills divided by total DG budget)
Means of verification	Financial Year Budget Split Document/Report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	Achieve the target as stated
Indicator Responsibility	GM: Operations

Indicator Title	3.2 Percentage of discretionary grant budget allocated at developing intermediate skills
Definition	This indicator measures the amount of the Discretionary Grant budget allocated at developing intermediate-level skills. The intermediate-level skills are skill aligned to an NQF Level between 5 and 6. This allocation excludes any in-year changes to the allocated budget.
Source of data	Relevant Financial Year Budget Split Document showing allocation for intermediate-level skills
Method of calculation or assessment	Quantitative (Allocated budget for intermediate-level skills divided by total DG budget)
Means of verification	Financial Year Budget Split Document/Report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	Achieve the target as stated
Indicator Responsibility	GM: Operations

Indicator Title	3.3 Percentage of discretionary grant budget allocated at developing elementary skills
Definition	This indicator measures the amount of the Discretionary Grant budget allocated at developing elementary skills. The elementary skills are skills aligned to NQF level 4 and below. This allocation excludes any in-year changes to the allocated budget
Source of data	Relevant Financial Year Budget Split Document showing allocation for elementary skills

Method of calculation or assessment	Quantitative (Allocated budget for elementary skills divided by total DG budget)
Means of verification	Financial Year Budget Split Document/Report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Performance	Achieve the target as stated
Indicator Responsibility	GM: Operations

Indicator Title	3.4 Number of established or emerging cooperatives trained on the sector and national priority occupations or skills
Definition	To ensure that CFI businesses have the necessary business skills to sustain their businesses
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	Signed MoAs with CFIs and Attendance Registers of trained beneficiaries on the training intervention
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	MoU is implemented successfully, and skills of the sector is enhanced
Indicator Responsibility	Manager Alternative Banking

Indicator Title	3.5 Number of small and emerging enterprises trained on the sector and national identified priority occupations or skills.
Definition	In an effort to grow the economy, Small Enterprises' development is important for job creation. BANKSETA targets SME skills development to support these organisations with the required skills
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count of small and emerging enterprises trained
Means of verification	Signed MoUs,
Assumptions	
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly

Desired Performance	As per the target stated
Indicator Responsibility	Manager: Alternative Banking

Indicator Title	3.6 Number of people trained on entrepreneurship supported to start their business
Definition	Business skills training is provided to sustain business with targeted interventions. Beneficiaries will be reported on once they have completed the programme. No startup funding is provided.
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	Signed MOU with implementation partner, ID copy of the delegate, Learner agreement, Proof of Learner Completion in the form of a copy of a completion certificate or statement of results or letter of completion from the provider, Project close-out report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	As per the target stated
Indicator Responsibility	Manager Alternative Banking

Indicator Title	3.7 Number of unemployed learners enrolled in learnership programmes
Definition	To measure the number of unemployed learners enrolled in the BANKSETA learnership programme
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	Registered and duly signed learning programme Agreement Duly signed fixed-term contract of employment Learner Copy of learner's ID and highest qualification Unemployment declaration / Affidavit Training provider's certificate of accreditation applies to the programme
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Blacks: 60-85% Women: 30-54% People living with disability: 1-4%
Spatial transformation	National
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners enrolled as per the current APP
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.8 Number of unemployed learners completed learnership programmes
Definition	To measure the number of learners completing the BANKSETA learnership programme

Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	Registered and duly signed learning programme Agreement Duly signed fixed-term contract of employment Learner Copy of learner's ID and highest qualification The training provider's certificate of accreditation applies to the programme Unemployment declaration / Affidavit Learnership: Copy of Certificate/Statements of Results
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	National
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners completing as per the current APP
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.9 Number of unemployed learners enrolled in internship programmes
Definition	The number of unemployed beneficiaries registered to meet sector demand on programmes that fall within the definition of PIVOTAL programmes including Learnerships, Internships and Skills Programmes
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	A duly signed Internship Agreement A duly signed fixed employment contract Copy of the learner's qualifications and ID Unemployment declaration / Affidavit
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Blacks: 60-85% Women: 30-54% People living with disability: 1-4%
Spatial transformation	National
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners enrolled as per the target
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.10 Number of unemployed learners completed internship programmes
Definition	The number of unemployed beneficiaries completing programmes that fall within the definition of an internship programme
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	A duly signed Internship Agreement A duly signed fixed employment contract Copy of the learner's qualifications and ID

	Close-out report from the employer/copy of certificate/letter stating the learner completed the internship programme. Unemployment declaration / Affidavit
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	National
Calculation type	Accumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners completing as per the current APP
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.11 Number of unemployed learners enrolled in skills programmes
Definition	The number of unemployed learners enrolled in programmes that fall within the definition of Skills Programmes/ Registered Part-Qualifications
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	A duly signed skills programme agreement or a duly signed Learner registration form with clear start and end dates of the programme and a learner's ID copy Unemployment declaration / Affidavit
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Blacks: 60-85% Women: 30-54% People living with disability: 1-4%
Spatial transformation	National
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners enrolled as per the target
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.12 Number of unemployed learners completed skills programmes
Definition	The number of unemployed learners completing programmes that fall within the definition of Skills Programmes / Registered Part-Qualifications
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple Count
Means of verification	A duly signed skills programme agreement or a duly signed Learner registration form with clear start and end dates of the programme Learner's ID copy A copy of a completion certificate/statement of results/ETQA assessment report (External Moderation Report) Unemployment declaration / Affidavit
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	National

Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Number of Learners completing as per the current target
Indicator Responsibility	Manager: Youth Development

Indicator title	3.13 Number of TVET students requiring WIL to complete their qualifications placed in workplaces
Definition	The number of learners accessing work-integrated learning opportunities to fulfil their academic workplace requirements from qualifying TVETs.
Source of data	Quarterly Performance Information Report
Method of Calculation or assessment	A simple count.
Means of verification	A duly signed agreement/MoU/Contract with clearly defined deliverables and timelines entered into between the SETA and the TVET College. Workplace Experience agreement A duly signed fixed-term employment contract. Student's ID copy Unemployment declaration / Affidavit
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	None
Spatial transformation	N/A
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

Indicator Title	3.14 Number of TVET students completed their WIL placements
Definition	The number of learners accessing work-integrated learning opportunities to fulfil their academic workplace requirements from qualifying TVETs completing the programme.
Source of data	Quarterly performance information report
Method of calculation or assessment	Simple count
Means of verification	A duly signed agreement/MoU/Contract with clearly defined deliverables and timelines entered into between the SETA and the TVET College. Workplace Experience agreement A duly signed term fixed-term employment contract. Student's ID copy Unemployment declaration / Affidavit Letter of completion from TVET or Copy of Student placement certificate.
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A

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 completed successfully
Indicator Responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator Title	3.15 Number of University students requiring WIL to complete their qualifications placed in workplaces
Definition	The number of learners accessing work-integrated learning opportunities from qualifying UoTs.
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	A simple count of learners
Means of verification	A duly signed agreement/MoU/Contract with clearly defined deliverables and timelines entered into between the SETA and the UoT. Workplace Experience agreement A duly signed term fixed-term employment contract. Student's ID copy Unemployment declaration / Affidavit
Assumptions	Data is available, completed, and accurate
Disaggregation of beneficiaries	None
Spatial transformation	N/A
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	3.16 Number of University students completed their WIL placements
Definition	The number of learners who complete WIL opportunities and Work Integrated learning encourage learners to gain valuable workplace experience and are pre-requisites for the completion of a learning programmes
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Count of completions
Means of Verification	A duly signed agreement/MoU/Contract with clearly defined deliverables and timelines entered into between the SETA and the UoT. Workplace Experience agreement A duly signed term fixed-term employment contract. Student's ID copy Unemployment declaration / Affidavit Letters of completion from institutions.
Assumptions	None
Disaggregation of beneficiaries	N/A

Spatial transformation	N/A
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 successfully
Indicator Responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator Title	3.17 Number of workers enrolled in learnership programmes
Definition	Number of employees selected by their Employers to enter Learnerships
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Registered and duly signed Learnership agreement Learner ID copy. Copy of learner's highest qualification. Training provider's certificate of accreditation applicable to the learnerships. Confirmation of Employment letter
Assumptions	Employees may have already started their learning programme before the signing of the Memorandum of Agreement.
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.18 Number of workers completing learnership programmes
Definition	Number of employees selected by their Employers to complete Learnerships
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Registered and duly signed Learnership agreement Learner ID copy. Copy of learner's highest qualification. Training provider's certificate of accreditation applicable to the learnerships. Confirmation of Employment letter A Copy of completion certificate or statement of results
Assumptions	
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative for the year

Reporting cycle	Quarterly
Desired Performance	Increased completions on the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.19 Number of workers granted Bursaries (new entries)
Definition	Number of employees selected by their Employers to enter into Bursaries. New entries are first-year students at the university or college
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	A duly signed bursary agreement entered into between the learner and the SETA or its contracted Agent/employer. Bursar's ID copy. Proof of registration from the University or college. Proof of employment
Assumptions	Employees may have already started their learning programme before the signing of the Memorandum of Agreement.
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Type of Indicator	Quantitative
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.20 Number of workers granted Bursaries (continuing)
Definition	Number of employees selected by their Employers to continue with their studies in 2 <sup>nd</sup> , 3 <sup>rd</sup> or final year studies
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	A 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. Proof of employment
Assumptions	Employees may have already started their learning programme before signing the Memorandum of Agreement.
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Type of Indicator	Quantitative
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.21 Number of workers granted Bursaries completed their studies
Definition	Number of employees selected by their Employers to complete a programme through BANKSETA Bursaries
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	A 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. Proof of employment Copy of the qualification or a letter from the institution confirming that the Bursar has completed the qualification.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased completions on the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.22 Number of workers enrolled in skills programmes
Definition	Number of employees selected by their Employers to enter Registered Skills Programmes / Registered Part-Qualifications
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	A duly signed skills programme agreement or a duly signed Learner registration form Learner's ID copy. Proof of employment
Assumptions	Employees may have already started their learning programme before the signing of the Memorandum of Agreement.
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Type of Indicator	Quantitative
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.23 Number of workers completed skills programmes
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Definition	Number of employees selected by their Employers to complete Registered Skills Programmes / Registered Part-Qualifications
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	A duly signed skills programme agreement or a duly signed Learner registration form Learner's ID copy. Proof of employment Copy of completion certificate/statement of results/ETQA assessment report (External Moderation Report).
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased completions on the Programme
Indicator Responsibility	Manager: Skills Development

Indicator title	3.24 Number of unemployed learners granted Bursaries (new enrolments)
Definition	The number of unemployed learners granted bursaries at universities who are funded by the BANKSETA. New enrolments are first-year students.
Source of data	Quarterly Performance Information Report
Method of Calculation or assessment	Simple count
Means of verification	A duly signed bursary agreement entered into between the unemployed learner and the SETA or its contracted Agent/academic institutions. Bursar's ID copy. Proof of registration from the University or college. Unemployment declaration / Affidavit
Assumptions	Performance Information may relate to learners who have already commenced with the academic year as the BANKSETA financial year starts in April
Disaggregation of beneficiaries	None
Spatial transformation	N/A
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 bursaries at higher institutions of learning.
Indicator responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator title	3.25 Number of unemployed learners granted Bursaries (continue)
Definition	The number of learners awarded bursaries at universities who are funded by the BANKSETA continues with 2 <sup>nd</sup> , 3 <sup>rd</sup> and final-year of studies
Source of data	Quarterly Performance Information Report
Method of Calculation or assessment	Simple count

Means of verification	A 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. Unemployment declaration / Affidavit
Assumptions	Performance Information may relate to learners who have already entered
Disaggregation of beneficiaries	None
Spatial transformation	N/A
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 bursaries at higher institutions of learning.
Indicator responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator title	3.26 Number of unemployed learners granted Bursaries completed their studies
Definition	The number of learners that successfully complete the full qualification, through bursary funding
Source of data	Quarterly Performance Information Report
Method of Calculation or assessment	Simple count
Means of verification	A 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. Unemployment declaration / Affidavit Copy of the qualification or a letter/academic record from the institution confirming that the Bursar has completed the qualification.
Assumptions	Performance Information may relate to learners who have already completed (settlements)
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
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 are awarded the certificates
Indicator responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator title	3.27 Number of TVET partnerships established
Definition	As part of the BANKSETA mandate, partnerships must be entered into with TVET to support learners. To achieve these, MoAs are signed with qualifying learning institutions. Several MoAs might be signed with the same institution for different programmes and those MoAs need to be counted separately.
Source of data	Quarterly Performance Information Report
Method of Calculation or assessment	Simple count
Means of verification	A Signed MoA with TVET College

Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Sign more MoAs
Indicator responsibility	Manager: Bursaries and Work Integrated Learning

Indicator Title	3.28 Number of HEIs partnerships established
Definition	As part of the BANKSETA mandate, partnerships must be entered into with public UoT to support learners. To achieve these, MoAs are signed with qualifying UoTs. Several MoAs might be signed with the same institution for different programmes and those MoAs need to be counted separately.
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	Signed MoAs with Higher Education Institutions
Assumptions	Separate MoAs will be signed for each application – it may include the same HEI for different programmes.
Disaggregation of beneficiaries	None
Spatial transformation	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoAs
Indicator Responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator Title	3.29 Number of CET partnerships established
Definition	As part of the BANKSETA mandate, partnerships must be entered into with public education institutions to support learners. Memoranda of Agreement (MoAs) are signed with qualifying learning institutions to achieve this including CETs.
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	Signed MoAs with CETs
Assumptions	Separate MoAs will be signed for each application – it may include the same CET for different programmes.
Disaggregation of beneficiaries	None
Spatial transformation	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoAs
Indicator Responsibility	Manager: Bursaries and Work-Integrated Learning

Indicator Title	3.30 Number of unemployed beneficiaries enrolled in programmes under the BANKSETA Special Projects
Definition	Number of unemployed beneficiaries enrolled in special projects.
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Complete and duly signed Agreement for each learner including: <ul style="list-style-type: none"> <li>• Learner ID copy</li> <li>• Copy of learner's highest qualification</li> <li>• Proof of registration (applicable to online courses only)</li> <li>• Unemployment Declaration / Affidavit</li> </ul>
Disaggregation of beneficiaries (where applicable)	Black: 85% Women: 54%
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Regional Manager

Indicator Title	3.31 Number of unemployed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully
Definition	The indicator measures the number of unemployed beneficiaries who have completed special programme successfully
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Complete and duly signed Agreement for each learner including: <ul style="list-style-type: none"> <li>• Learner ID copy</li> <li>• Copy of learner's highest qualification</li> <li>• Proof of registration (applicable to online courses only)</li> <li>• Unemployment Declaration / Affidavit</li> </ul> Copy of completion certificate/statement of results External Moderation Report or letter from provider confirming completion.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Data Limitations	Performance Information is received late and incomplete
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Increased completions on the Programme
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.32 Number of employed beneficiaries enrolled in programmes under the BANKSETA Special Projects
Definition	Number of employees enrolled in BANKSETA special programmes to address sector or government priorities
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Complete and duly signed Agreement for each learner including: <ul style="list-style-type: none"> <li>• Funding agreement</li> <li>• Learner ID copy</li> <li>• Copy of learner's highest qualification</li> <li>• Proof of employment</li> </ul>
Disaggregation of beneficiaries (where applicable)	Black: 85% Women: 54%
Spatial transformation	N/A
Data Limitations	N/A
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased uptake of the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.33 Number of employed beneficiaries reported as having completed a programme under the BANKSETA Special Projects successfully
Definition	This indicator measures the number of employed beneficiaries who completed BANKSETA special programmes
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Performance is calculated (quantitative) - Simple Count
Means of verification	Complete and duly signed Agreement for each learner including: <ul style="list-style-type: none"> <li>• Funding agreement</li> <li>• Learner ID copy</li> <li>• Copy of learner's highest qualification</li> </ul> Proof of employment Copy of completion certificate/statement of results/ External Moderation Report or letter from provider confirming completion.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Data Limitations	
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired Performance	Increased completions on the Programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.34 Number of federations/trade unions supported through the relevant skills training interventions
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Definition	Number of federations/trade unions supported through the relevant skills training interventions
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	A duly signed contract entered into between the trade union/federation and the BANKSETA. List of federations/trade unions supported
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Increased number of partnerships established
Indicator Responsibility	Manager Skills Development

Indicator Title	3.35 Number of Rural Development Projects Initiated
Definition	Skills development support for rural areas
Source of data	Quarterly Performance Information Report
Method of calculation or assessment	Simple count
Means of verification	A funding agreement with the implementing partner, State Municipal Capacity Assessment Report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	None
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired Performance	Achieve the target as stated
Indicator Responsibility	Manager Alternative Banking

Indicator Title	3.36 Number of Career Development Events in urban areas on occupations in high demand
Short Definition	Workshops held to Capacitate delegates by providing career guidance material and disseminating related information through workshops to enable them to share career path information with learners through learning from BANKSETA material in classes and career guidance events.
Source/Collection of data	Quarterly Performance Information Report
Means of verification	Event Programme/attendance registers, State Municipal Capacity Assessment Report
Method of calculation	Simple Count
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	N/A

Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased workshops
Indicator Responsibility	Manager: Marketing and Communications

Indicator Title	3.37 Number of Career Development Events in rural areas on occupations in high demand
Short Definition	Workshops held to Capacitate delegates by providing career guidance material and disseminating related information through workshops to enable them to share career path information with learners through learning from BANKSETA material in classes and career guidance events.
Source/Collection of data	Quarterly Performance Information Report
Method of calculation	Simple Count
Means of verification	Event Programme/attendance registers, State Municipal Capacity Assessment Report
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	N/A
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased workshops
Indicator Responsibility	Manager: Marketing and Communications

Indicator Title	3.38 Number of Career Development Practitioners trained
Short Definition	Capacitating delegates by providing career-guidance material and disseminating related information through workshops to enable them to share career path information with learners through learning from BANKSETA material in classes and career guidance events
Source/Collection of data	Quarterly Performance Information Report
Method of calculation	Simple Count
Means of verification	Events Programme/Attendance registers
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
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Marketing and Communication

## Programme 4: Quality Assurance

Indicator Title	4.1 Number of submissions to QCTO for Occupational Qualifications/ Part- Qualifications/Skills Programmes
Definition	The development and submission of Occupation-based Learning Programmes.
Source of data	Curriculum and qualification documents for Occupational Qualification/Part-qualifications/ Skills Programme
Method of calculation or assessment	A simple count of submissions
Means of verification	Proof of submission (Email or Similar)
Assumptions	Business needs from the sector for the development of Occupational Qualification/Part-qualifications/ Skills programme
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired Performance	The minimum number is achieved by the end of Q4.
Indicator Responsibility	Manager: Quality Management