



Strategic Plan **2020-2025**



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



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ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution	NDP 2030	National Development Plan
AA	Accounting Authority (the Board)	NSA	National Skills Authority
APP	Annual Performance Plan	NSAc	National Skills Accord
AC	Audit Committee	NSF	National Skills Fund
AG	Auditor-General	NSG	National School of Government
AGSA	Auditor-General South Africa	NSDP 2030	National Skills Development Plan
CEO	Chief Executive Officer	NSF	National Skills Fund
CFO	Chief Financial Officer	NT	National Treasury
COO	Chief Operating Officer	PFMA	Public Finance Management Act
CSE	Corporate Services Executive	PIVOTAL	Professional, Vocational, Technical and Academic Learning
DG	Discretionary Grants	PS	Public Service
DHET	Department of Higher Education and Training	PSET	Post-School Education and Training
DPSA	Department of Public Service and Administration	PSETA	Public Service Sector Education Training Authority
EA	Executive Authority	QCTO	Quality Council for Trades and Occupations
EXCO	Executive Committee	RPL	Recognition of Prior Learning
GDP	Gross Domestic Product	SAQA	South African Qualifications Authority
HEI	Higher Education Institutions	SCM	Supply Chain Management
HR	Human Resource	SDA	Skills Development Act
HRDSA	Human Resource Development Strategy	SETA	Sector Education and Training Authority
ICT	Information and Communication Technology	SIPs	Strategic Integrated Projects
M&E	Monitoring and Evaluation	SD	Skills Development
MoA	Memorandum of Agreement	SDP	Skills Development Providers
MHESI	Minister of Higher Education, Science and Innovation	SDA	Skills Development Act
MOA	Memorandum of Agreement	SDLA	Skills Development Levies Act
MIS	Management Information System	SLA	Service Level Agreement
MoU	Memorandum of Understanding	SMME	Small, Medium and Micro Enterprises
MTEF	Medium Term Expenditure Framework	SP	Strategic Plan
MTSF	Medium Term Strategic Framework	SSP	Sector Skills Plan
NGP	New Growth Path	TID	Technical Indicator Descriptor
NQF	National Qualifications Framework	TVET	Technical Vocational Education and Training
NEDLAC	National Economic and Development Labour Council	WIL	Work Integrated Learning
		WSP	Workplace Skills Plan



FOREWORD BY THE CHAIRPERSON

The Public Service Sector Education and Training Authority (PSETA) Strategic Plan (SP) for the 2020/21 to 2024/25 (Update 2021) five-year period is presented by the Accounting Authority in line with the Public Finance Management Act (Act No. 1 of 1999) as amended. This version of the strategic plan is a continuation of the 2020-2025 PSETA Strategy which the previous PSETA Accounting Authority had developed to ensure that the goals of the National Skills Development Plan 2030 are aligned to the mandate of the PSETA.

In revising its strategic plan, PSETA has considered the profound impact of the Covid-19 pandemic on the economy and the implementation of learning interventions within the public service sector. In adjusting to the new norm, PSETA during this planning cycle, will focus on learning interventions that respond to the future world of work.

The updated PSETA Strategic Plan has been developed in accordance with the Governing Policy Prescripts listed below:

- a) National Development Plan Review Vision 2030
- b) Medium-Term Strategic Framework
- c) New Growth Path Framework 2010
- d) Post School Education and Training White Paper
- e) National Skills Development Plan 2030.
- f) Outcome of the Presidential Job Summit Framework Agreement 2018

The PSETA accounting authority strategic planning session was held on 2-3 September 2020 under the theme 'PSETA's contribution towards building a capable, ethical and developmental state'. The PSETA Accounting Authority resolved to retain its vision and its mission as it still finds it relevant to addressing skills development needs within the public service sector. Furthermore, it is important for PSETA to focus on strategic partnerships

with key stakeholders relevant to the sector to deliver on training interventions which will contribute to building a capable, ethical and developmental state.

The Sector Skills Plan (SSP) provided the research evidence which the PSETA Accounting Authority has used to guide decision-making. The SSP informed its strategic considerations and annual performance to ensure that the utilisation of public funds under PSETA's control addresses the needs of the sector. The SSP informs the PSETA strategy, which ensures that investments in skills development resonates with the needs of PSETA's respective constituencies and government's key economic and social priorities.

A critical component of the PSETA strategy is to deliver interventions that reach a significantly large number of individuals, with the aim of contributing towards building capacity for professional, responsive, and meritocratic public servants that will deliver on key government priorities. Furthermore, PSETA will embark on training interventions that will continue to uplift and empower women, youth and persons with disabilities through prioritising workplace-based learning experiences which may lead to permanent job placement in targeted jobs.

PSETA is aware of the emergence of the fourth industrial revolution (4IR) and the profound impact it will have on the public service sector skills demand and supply. The 4IR provides the opportunity for greater government efficiency and effectiveness, and therefore the digitisation of the public service sector interventions through e-government forms part of the strategic move towards improved information communication technology (ICT) systems within the sector. Covid-19 has created more acceptance around technological use to streamline and digitise paperwork, while leading to cost savings in training and development.

Research conducted by PSETA on emerging technologies show that in addition to equipping employees with technical skills required to manage 4IR technologies, focus is also required on training employees on change management techniques. A recurring obstacle to e-learning was found to be the lack of access to digital tools, low bandwidth availability accompanied by the general cost of accessing data to enable the digital tools.

In response to the skills needs identified as a result of emerging technologies, PSETA has prioritised the provision of digital skills, remote working skills and change management skills as short learning programmes for public sector officials. In addition, PSETA has developed an e-learning policy and will be supporting and capacitating skills development providers to implement blended learning approaches.

PSETA in this SP will be focusing on the five strategic focus priorities which are informed by the NSDP and the DHET's Five Year Strategic Outcomes and Medium-Term Strategic Framework 2019 to 2024, namely:

- Establish strategic partnerships with key stakeholders;
- Improve research and impact assessment of programmes;
- Review and realign occupational qualifications;
- Implement workplace-based learning programmes in building the workplace into a training space; and
- Reposition the operating model to enhance capability for strategy realisation.

PSETA continues to prioritise the development of state capabilities to support the priorities identified in the National Development Plan (NDP) chapter 13. Based on the PSETA's strategic priorities outlined in the five-year SSP 2020/21 to 2024/25 update, the following are the four strategic outcome priorities of the PSETA which will be delivered through relevant programmes arising from the following outcomes:

- Outcome 1: Enhanced PSETA capabilities to deliver its strategy
- Outcome 2: Improved credible research for skills planning
- Outcome 3: Increased pool of skills into and within the public service sector
- Outcome 4: Quality learning interventions in the public service sector.

The PSETA Accounting Authority thanks PSETA management and stakeholders for their role in the development of the strategic plan and pledges commitment to the quality delivery of the planned programmes and interventions.



Mr Thulani Tshefuta

Chairperson: PSETA Accounting Authority

Date: 30 November 2020

OFFICIAL SIGN-OFF

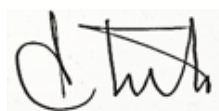
It is hereby certified that this Strategic Plan:

- was developed by the management of the PSETA under the guidance of the PSETA Accounting Authority and various consultative processes which reflected on the organisation past performance, challenges and evolving future needs in the public service, skills education and training sector;
- is based on the National Skills Development Plan (NSDP) 2030 derived from the broader National Development Plan, which has provided the policy direction;
- took into consideration all the relevant legislation, policies, and other mandates of which the PSETA is responsible and the PSETA Sector Skills Plan (SSP) 2020/21 – 2024/25 and the SSP update for 2021-2022; and
- accurately reflects the impact, outcomes and outputs which PSETA will endeavour to achieve over the next planning cycle.

Mr Godfrey Chooka

Manager: Strategic Support, Risk and Compliance

Signature:



Date: 30-11-2020

Mr Sipho Ngomane

Corporate Services Executive

Signature:



Date: 30-11-2020

Ms Shivanthini Nagalingam-Potter

Chief Operating Officer

Signature:



Date: 30-11-2020

Mr Farhaan Shamsodeen

Chief Financial Officer

Signature:



Date: 30-11-2020

Ms Bontle Lerumo

Chief Executive Officer

Signature:



Date: 30-11-2020

Thulani Tshefuta

Chairperson:
PSETA Accounting Authority

Signature:



Date: 30-11-2020



OUR MANDATE

As a public entity, PSETA is governed by a legal framework, which includes the Constitution of the Republic of South Africa, legislation and policies. This legal framework sets out PSETA's constitutional, legislative and policy mandate and adherence to the framework is central to the operations of PSETA.

1. CONSTITUTIONAL MANDATE

PSETA's constitutional mandate is underpinned by section 29(1) (b) of the Constitution of the Republic of South Africa (Act No. 108 of 1996) which bestows upon all South African citizens, the right to further education. This right to further education and training must be provided by the State (including organs of state such as PSETA) within reasonable measures.

PSETA's constitutional mandate is also derived from the prescripts of section 195(1) of the Constitution, which states as follows:

- (1) Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:
 - (a) A high standard of professional ethics must be promoted and maintained.
 - (b) Efficient, economic and effective use of resources must be promoted.
 - (c) Public administration must be development oriented.
 - (d) Services must be provided impartially, fairly, equitably and without bias.
 - (e) People's needs must be responded to, and the public must be encouraged to participate in policymaking.
 - (f) Public administration must be accountable.
 - (g) Transparency must be fostered by providing the public with timely, accessible and accurate information.
 - (h) Good human resource management and career development practices, to maximise human potential, must be cultivated.
 - (i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.
- These constitutional prescripts and values are the cornerstone of PSETA's mandate.

2. LEGISLATIVE AND POLICY MANDATES

2.1. LEGISLATIVE MANDATE

2.1.1. SKILLS DEVELOPMENT ACT

PSETA is established in terms of section 9(1) and (2) of the Skills Development Act (Act No. 97 of 1998 as amended). The Skills Development Act is our enabling legislation and guides our operations as a sector education and training authority (SETA), as set out in section 10 of the Act.

Section 10 (1) of the Act, sets out the functions of sector education and training authorities (SETAs) as outlined below.

- (1) A SETA must, in accordance with any requirements that may be prescribed, do the following:
 - (a) Develop a sector skills plan within the framework of the national skills development strategy.
 - (b) Implement its sector skills plan by:
 - (i) establishing learning programmes;
 - (ii) approving workplace skills plans and annual training reports;
 - (iii) allocating grants in the prescribed manner and in accordance with any prescribed standards and criteria, to employers and education and skills development providers, and workers; and
 - (iv) monitoring education and skills development provision in the sector.
 - (c) Promote learning programmes by:
 - (i) identifying workplaces for practical work experience;
 - (ii) supporting the development of learning materials;
 - (iii) improving the facilitation of learning; and
 - (iv) assisting in the conclusion of agreements for learning programmes to the extent that it is required.
 - (d) Register agreements for learning programmes, to the extent that it is required.

- (e) Perform any functions delegated to it by the QCTO in terms of section 26I.
- (f) When required to do so as contemplated in section 7(1) of the Skills Development Levies Act, collect the skills development levies, and disburse the levies, allocated to it in terms of sections 8(3) (b) and 9(b), in its sector.
- (g) Liaise with the National Skills Authority on:
 - (i) the national skills development policy;
 - (ii) the national skills development strategy; and
 - (iii) its sector skills plan.
- (h) Submit to the Director-General (of the Department of Higher Education and Training):
 - (i) any budgets, reports and financial statements on its income and expenditure that it is required to prepare in terms of the Public Finance Management Act; and
 - (ii) strategic plans and reports on the implementation of its service level agreement.
- (i) Liaise with the provincial offices and labour centres of the department and any education body established under any law regulating education in the Republic of South Africa to improve information:
 - (i) about placement opportunities; and
 - (ii) between education and skills development providers and the labour market.
- (iA) Liaise with the skills development forums established in each province in such manner and on such issues as may be prescribed.
- (j) Subject to section 14, appoint staff necessary for the performance of its functions.
- (jA) Promote the national standard established in terms of section 30B.
- (jB) Liaise with the QCTO regarding occupational qualifications.
- (k) Perform any other duties imposed by this Act or the Skills Development Levies Act or consistent with the purposes of this Act.

2.1.2. SKILLS DEVELOPMENT LEVIES ACT

The Skills Development Levies Act (Act No. 9 of 1999) (SDLA), as amended, also impacts on PSETA operations. The main purpose of the SDLA is to regulate a compulsory

levy scheme to fund education and training in the various sectors of the economy.

The compulsory levy scheme seeks to fund the skills development initiative in the country. The intention is to encourage a planned and structured approach to learning, and to increase employment prospects for work seekers.

Section 3 of the SDLA compels employers to pay one percent (1%) of their monthly employee remuneration payroll, to the South African Revenue Service (SARS) in the form of a levy. These levies are then collected by the relevant SETA, which then distributes levies in their sector.

However, section 4(a) of the SDLA states as follows:

The levy is not payable by -

- (a) any public service employer in the national or provincial sphere of government;

This provision impacts on PSETA as its sector encompasses the public services sector and therefore the amount of levies PSETA collects is limited.

As a result, PSETA is largely funded by way of funds allocated through vote 15, under one of the budget programmes of the Department of Higher Education and Training.

2.1.3. THE SECTOR EDUCATION AND TRAINING AUTHORITIES GRANT REGULATIONS OF 3 DECEMBER 2012

The Sector Education and Training Authorities Grant Regulations (2012 Grant Regulations) are also critical to PSETA's operations.

The main purpose of the 2012 Grant Regulations is to improve the focus, management, and effectiveness of a SETA's disbursement and allocation of grants to stakeholders for skills development within its sector.

Regulation 3 provides guidance on the way a SETA must manage its finances, particularly funds received as levies in terms of the Skills Development Levies Act. Regulations 3 (1) (2) and (6) state as follows:

- (1) Each SETA must, in compliance with the Public Finance Management Act, establish banking accounts.
- (2) A SETA must use all monies received in terms of the Skills Development Levies Act to -
 - (a) administer the activities of the SETA;
 - (b) pay employers their mandatory grants;

- (c) implement the SSP and APP as contemplated in the Treasury Regulations issued in terms of the Public Finance Management Act, through the allocation of the discretionary grants.

- (6) A SETA is required to allocate 80% of its available discretionary grants within a financial year to PIVOTAL programmes that address scarce and critical skills in its sectors.

Regulation 4 provides guidance on the way a SETA should allocate mandatory grants. These are grants that are allocated to employers that pay levies to the SETA and have submitted workplace skills programmes and annual training reports to the SETA. Regulation 4 (4) state as follows:

- (3) 20% of the total levies paid by the employer in terms of section 3(1) as read with section 6 of the Skills Development Levies Act during each financial year will be paid to the employer who submits a WSP and ATR.

Regulation 6 deals with the allocation of discretionary grants by a SETA and prescribes a host of requirements to be met. Regulations 6(4) and (8) in particular, state as follows:

- (4) A SETA must, on an annual basis and in accordance with any guidelines issued by DHET, approve a Discretionary Grants Policy, specifying how the SETA discretionary grants will be allocated to meet sector needs as set out in the SSP.
- (8) The Discretionary Grants Policy must embrace the principles of transparency, openness, access and fairness.

These provisions are all crucial in providing guidance to PSETA, when allocating mandatory and discretionary grants to various stakeholders for skills development programmes, which fall within PSETA's sector.

2.1.4. NATIONAL QUALIFICATIONS FRAMEWORK ACT

The National Qualifications Framework (NQF) Act (Act No. 67 of 2008) provides for the National Qualifications Framework. The NQF is a comprehensive system, approved by the Minister of Higher Education, Science and Innovation, for the classification, registration and publication of articulated and quality-assured national qualifications and part-qualifications.

The objectives of the National Qualifications Framework, as set out in section 5(1) (2) of the NQF Act are to:

1. The objectives of the NQF are to:
 - (a) create a single integrated national framework for learning achievements;
 - (b) facilitate access to, and mobility and progression within, education, training and career paths;
 - (c) enhance the quality of education and training;
 - (d) accelerate the redress of past unfair discrimination in education, training and employment opportunities.
2. The objectives of the NQF are designed to contribute to the full personal development of each learner and the social and economic development of the nation at large.

The PSETA employs the provisions of this Act to design training programmes, to carry out quality assurance of various training programmes, assess learner achievement and accredit training providers as per its delegated function from the Quality Council for Trades and Occupations.

2.1.5. PUBLIC FINANCE MANAGEMENT ACT

The Public Finance Management Act (Act No. 1 of 1999) (PFMA) is another piece of legislation that impacts on PSETA's operations. PSETA is classified as a national public entity, under schedule 3A of the PFMA and therefore compliance with the prescripts of the PFMA and the Treasury Regulations of 2005, is treated with the utmost importance at PSETA.

The PFMA regulates financial management in all spheres of government and government institutions to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith.

PSETA is governed by its Accounting Authority, as per the prescripts of section 49 of the PFMA. The duties and functions of the PSETA Accounting Authority are guided by the prescripts of sections 50 and 51 of the PFMA and include the following:

1. Exercising the duty of utmost care to ensure reasonable protection of the assets and records of the public entity;
2. Acting with fidelity, honesty, integrity and in the best interests of the public entity in managing the financial affairs of PSETA;
3. Ensuring that that public entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control;

4. Ensuring a system of internal audit under the control and direction of an audit committee that complies with and operates in accordance with regulations and instructions prescribed in terms of sections 76 and 77; and
5. Ensuring an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective.

The prescripts of the PFMA, Treasury Regulations and the various practice notes and instructions issued by National Treasury are critical in guiding PSETA in its financial management and corporate governance functions.

2.2 POLICY MANDATES

2.2.1. THE NATIONAL DEVELOPMENT PLAN (NDP)

Chapter 13 of the National Development Plan (NDP) “Building a capable state” extrapolates that, the vision of a capable state, should be the development of “well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services”. The implication is that PSETA needs to locate itself at the heart of developing these highly skilled professional public servants as a means of increasing the pool of required skills and further harness and elevate the existing skills within the public service.

The five key areas identified in the NDP as key to developing a capable and developmental state are:

1. Stabilise the political-administrative interface to build a professional public service that serves government;
2. Make the public service and local government careers of choice;
3. Develop technical and specialist professional skills;
4. Improve relations between the three spheres of government; and
5. State-owned enterprises (SOEs).

2.2.2. NEW GROWTH PATH (NGP)

The New Growth Path (NGP) is aimed at enhancing growth, employment creation and equity. It specifically emphasises the role of government departments and agencies (specifically SETAs) in meeting set targets for scarce and critical skills with a focus on producing professional and technical skills. The NGP calls for greater focus on workplace training, targeting on-the-job training and refresher programmes for at least 10% of the workforce every year.

2.2.3. PRESIDENTIAL JOBS SUMMIT FRAMEWORK AGREEMENT

The Jobs Summit Framework Agreement was adopted at the 2018 Presidential Jobs Summit. The framework agreement comprises programmes and projects to create jobs; mechanisms to unblock barriers to effective implementation; as well as agreements on the imperative for job retention and ways to prevent job losses. The primary commitments in terms of work streams of the Jobs Summit are:

1. Economic sector-specific interventions;
2. Small, medium and micro enterprises support;
3. Education and skills;
4. Inclusive growth, transformation and inequality; and
5. Public and social programmes, labour market and anti-corruption.

PSETA plays a critical role in the education and skills work stream, specifically in supporting access to TVET and CET colleges, and facilitating workplace opportunities for youth in the public service sector. Such interventions will support youth to obtain competencies required for employment and self-employment.

For increased commitments and interventions to support dropouts and grade 12s to have competencies needed for employment and self-employment, the following are the PSETA initiatives:

- (a) Increased access to TVET and CET colleges:
PSETA will work collaboratively with TVET colleges and community-based institutions that offer skills development programmes. The SETA will also include community-based institutions for career advocacy sessions.
- (b) Installation Repair and Maintenance Training Initiative: In this programme SETAs and TVET colleges are called upon to work together to make this initiative possible. The intervention to be targeted should operate at the supply-demand interface in opening pathways for technical occupations.
- (c) Expanding interventions by public and private sector on skills commitments for youth employment, including capacity building for young people PSETA will set aside budget to make these interventions possible.
- (d) Pathway Management: Solutions to accelerate the transition of people not in employment, education or training (NEET) onto pathways for earning income – PSETA will promote small business development through collaborations with identified strategic partners to strengthen income generating opportunities for the NEET.

2.2.4. THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) (2019-2024)

The MTSF is a high-level government strategic document that guides the five-year implementation and monitoring of the NDP 2030. The MTSF for 2019 to 2024 emphasises the need for a paradigm shift towards a comprehensive framework inclusive of resourcing and integration of all public sector institutions. The MTSF priorities are:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safer Communities
- Priority 7: A better Africa and the World

Priority 1 of the MTSF: A Capable, Ethical and Developmental State is at the core of the PSETA's mandate and underpins the seven priorities of the MTSF. The PSETA will focus specifically on Priorities 1 and 3 on 'A Capable, Ethical and Developmental State' as a contribution towards putting the public service sector on a positive trajectory towards the achievement of the NDP goals for 2030.

2.2.5. THE WHITE PAPER ON POST SCHOOL EDUCATION AND TRAINING OF NOVEMBER 2013

The White Paper on Post School Education and Training provides a framework within which the different stakeholders of the post-school system operate. It brings together three major components, namely education and training; skills development; and the world of work.

PSETA will focus on the participation of employers in the submission of credible workplace skills plans (WSPs). Training of labour representatives on training committees, capacity building sessions and skills development facilitator (SDF) training programmes are all initiatives aimed at responding to the White Paper and improving the quality of sector intelligence available to the SETA.

In contributing to improving the capacity of the TVET college system, PSETA will aid TVET colleges with obtaining accreditation and/or extension of scope on the PSETA historical and/or occupational qualifications including prioritised skills programmes. PSETA's role will also include funding the implementation of work integrated learning (WIL) and lecturer development programmes.

2.2.6. NATIONAL HUMAN RESOURCE DEVELOPMENT STRATEGY (HRD-SA)

The theory of change for the HRDSA is based on several assumptions. One of them is that HRD activities within government departments do take place. However, there is a need for the coordination of those activities across government. HRD activities are influenced by a wave of digital transformation across the globe and the public service sector is not exempted from that.

The HRD Strategy has identified five programmes aligned to the national imperatives namely:

- Programme 1: Foundation Education with Science, Technology, Engineering, Maths and Languages and Skills
- Programme 2: TVET and the rest of the college system
- Programme 3: Higher Education and Training, Research and Innovation
- Programme 4: Skills for the transformed society and the economy
- Programme 5: Developmental/Capable state

HRD issues cut across the implementation forum in which PSETA is part of and it requires collective engagement of all departments involved. PSETA together with DPSA can monitor the extent to which HRD targets are met by departments. PSETA is directly involved in Programme 2, 3, 4 and 5.

2.2.7. THE NATIONAL SKILLS DEVELOPMENT PLAN (NSDP) 2030

The NSDP, which comes in effect from 01 April 2020, follows from the previous National Strategy (NSDS III) to be achieved mainly by SETAs in collaboration with the DHET, TVET colleges, CETs, universities and the National Skills Fund (NSF). The NSDP is set within the broader policy framework of the NDP.

Ensuring an accountable and responsive post-school education and training system which addresses the needs of the economy and the broader developmental objectives of the country is the overarching focus of the NSDP.

Linking education and the workplace, improving the skills level of the workforce and ensuring the production of sufficient artisans to support the technical skills requirements of the country, all continue from the previous NSDS and find further emphasis in the NSDP.

PSETA has aligned its strategy to achieve the following outcomes of the NSDP by conducting labour market

research, addressing sector skills needs and priorities, implementing learning programmes, supporting the TVET system, artisan development and collaborating with relevant quality councils.

The NSDP 8 outcomes are:

NATIONAL SKILLS DEVELOPMENT PLAN OUTCOMES	
Outcome 1	Identify and increase production of occupations in high demand
Outcome 2	Linking education and the workplace
Outcome 3	Improving the level of skills in the South African workforce
Outcome 4	Increase access to occupationally directed programmes
Outcome 5	Support the growth of the public college institutional type as a key provider of skills required for socio-economic development
Outcome 6	Skills development support for entrepreneurship and cooperative development
Outcome 7	Encourage and support worker-initiated training
Outcome 8	Support career development services

2.2.8. DISASTER MANAGEMENT ACT: AMENDMENT OF REGULATIONS (2020)

The Disaster Management Act Amendment of Regulations provides direction on the management of the Covid-19 pandemic and this has a direct implication on the implementation of interventions and programmes offered by the PSET sector and the workplace. The PSETA will partner with key departments at the forefront of containing Covid-19 and will continue to support advocacy sessions and capacity building needs by departments.

The overall strategic approach and focus for HRD in the public service has been rearticulated to place a greater emphasis on the imperative for the alignment and consolidation of the inward focus of the Public Service (demand side) with the broader external labour market dynamics. PSETA is facilitating and improving the extent to which skills supply is able to address the skills and talent requirements of the public service sector on a consistent, predictable and reliable basis.

2.3. OTHER POLICY MANDATES

2.3.1. PUBLIC SERVICE HUMAN RESOURCE DEVELOPMENT STRATEGIC FRAMEWORK (PS-HRDSF)

The Strategic Framework for the development of human resources in the public service is a sub-system of a larger human resource development framework which addresses the focused demand for human resource development in the public service. The PS-HRDSF Vision 2015 rests on four distinct pillars relating to:

1. Capacity development
2. Organisational support systems
3. Governance and institutional development
4. Economic and growth development

2.3.2. SECTOR SKILLS PLAN (SSP)

In line with section (10) of the SDA, a SETA must develop, implement and annually update an SSP. The SSP is an evidence-based plan which informs supply-side planning, guides the determination of funding priorities for PSETA, informs the allocation of resources to develop qualifications and learning programmes, establishes occupation-specific skills priorities for the sector and monitoring of skills development provision in the sector. The PSETA SSP has identified the following four strategic focus priorities for the PSETA which will be delivered through relevant programmes:

- Priority 1: Establish strategic partnerships with key stakeholders
- Priority 2: Increased research and impact assessment of programmes
- Priority 3: Strengthen capacity of public institutions and provision of occupational qualifications
- Priority 4: Implement workplace-based learning programmes in building the workplace into a training space.

3. INSTITUTIONAL POLICIES AND STRATEGIES

The PSETA's strategic direction is informed and aligned to relevant legislation and policy mandates. The PSETA in the next five years will be guided by various policies and strategies, including but not limited by the following:

- **NDP:** The NDP offers a long-term vision of the country. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.
- **MTSF:** MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the NDP 2030. In line with electoral mandate, it identifies the priorities to be undertaken during 2019-2024 to put the country on a positive trajectory towards the achievement of the 2030 vision. It prioritises the nation's attainment of a capable, ethical and developmental state.
- **NSDP:** with the vision of "an educated, skilled and capable workforce for South Africa", the PSETA

strategic focus areas and skills priority areas are aligned with the NSDP outcomes.

- **White Paper on PSET:** the NSDP will be implemented within the context of an integrated and differentiated PSET.
- **Public Service Human Resource Development Strategic Framework:** Its intent is to create an integrated strategic approach to human resource planning to achieve departmental strategic objectives and the government program of action.
- **Public Finance Financial Management Act (PFMA):** The Act is part of a broader strategy on improving financial management in the public sector to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively.

ALIGNMENT TO THE STRATEGIC OUTCOMES OF DHET

DHET STRATEGIC OUTCOMES	PSETA SP AND APP ALIGNMENT
Expanded access to PSET opportunities To provide diverse students population with access to a comprehensive and multifaceted range of PSET opportunities	Increased pool of skills into and within the public service sector – learning programmes and special projects
Improved efficiency and success of the PSET system To improve efficiency and success of the PSET system	Increased pool of skills into and within the public service sector
Improved quality of PSET provision To build the capacity of PSET institutions to provide quality education and training	Quality learning interventions in the public service sector – capacity
A responsive PSET system To provide qualifications programmes and curricula that are responsive to the needs of the world of work, society and students	Quality learning interventions in the public service sector
Excellent business operations within DHET To ensure sound service delivery management and effective resource management within the department	Enhanced PSETA capabilities to deliver its strategy

PSETA RESPONSE TO NSDP OUTCOMES

The NSDP outcomes (in the table below) linked to the skills priority actions identified in the SSP, guided the formulation of the performance matrices for the PSETA programmes.

NSDP Outcomes	NSDP Outcome Description	PSETA Outcomes	PSETA Impact Statement
Outcome 1	Identify and increase production of occupations in high demand	Increased pool of skills into and within the public service sector	To contribute towards sufficient technical and professional skills in the public service sector
Outcome 2:	Linking education and the workplace	Increased pool of skills into and within the public service sector	
Outcome 3:	Improving the level of skills in the South African workforce	Provided learning interventions in the public service sector	
Outcome 4:	Increase access to occupationally directed programmes	Increased pool of skills into and within the public service sector	
Outcome 5:	Support the growth of the public colleges and institutional type as a key provider of skills required for socio economic development	Provided learning interventions in the public service sector.	
Outcome 6:	Skills development support for entrepreneurship and cooperative development	Increased pool of skills into and within the public service sector	
Outcome 7:	Encourage and support worker-initiated training	Improved credible research for skills planning	
Outcome 8:	Support career development	Increased pool of skills into and within the public service sector	
Internal Outcome	NA	Enhanced PSETA capabilities to deliver its strategy	

PSETA'S RESPONSE TO THE 4-MONTH SKILLS DEVELOPMENT LEVY HOLIDAY

PSETA's operations are mainly funded through a budget vote from the National Treasury through the Department of Higher Education and Training (DHET). PSETA has a limited budget and, as a result, it is not in a position to meet the needs and expectations of its stakeholders. This is due to government departments being exempted from contributing the 1% of the Skills Development Levy to the PSETA.

The overall budget is expected to increase at an average of 4.4% during the Medium-Term Expenditure Framework (MTEF) period to an amount of R136.8 million in 2021/22. PSETA noted the requirement for zero-based budgeting as presented by Finance Minister Tito Mboweni and has implemented this approach as far as possible. The impact of a skills levy holiday on the budget is minimal as majority of the PSETA budget is funded through the budget vote.

4. RELEVANT COURT RULINGS

On 16 October 2019, the Labour Appeal Court handed down judgment in the matter of Business Unity South Africa v Minister of Higher Education and Training and Others ((JA111/2018) [2019] ZALAC 68).

In this case, the court ruled that certain provisions in the 2012 Grant Regulations were invalid and should be set aside. These provisions were Regulation 3(11) (12) and Regulation 4(4). Regulation 3 (11) stated that at the end of each financial year (31 March), a SETA must have spent or committed at least 95 % of discretionary funds available to it. Therefore, a maximum of 5% of uncommitted funds may be carried over to the next financial year. Regulation 3(12) stated that where there is a surplus of discretionary funds, then they must be paid by the SETA into the National Skills Fund by 01 October of each year.

Regulation 4(4) stated that an employer which had paid levies, as per the provisions of the Skills Development Levies Act, can claim 20% of the levies it has paid from the applicable SETA, in the form of mandatory grants, provided that the employer has also submitted a workplace skills plan and annual training report.

The court held that these two provisions were irrational and not rationally linked to the purpose of the Skills Development Act, particularly considering that the 2007 Grant Regulations had stipulated that an employer could claim 50% of levies paid, in the form of mandatory grants. Therefore, there was no rational purpose to reduce the 50% to 20% in the 2012 Grant Regulations.



BR

OUR STRATEGIC FOCUS

5. VISION

To be the heart of developing a skilled, capable and innovative public sector workforce.

6. MISSION

To facilitate the delivery of a capable, ethical and developmental public service sector workforce through:

- researching skills demand and supply in the sector;
- effective delivery of skills development interventions based on occupationally directed qualifications;
- monitoring, evaluation and reporting of the implementation of education, training and skills development in the sector; and
- a capable institution

7. VALUES

- Honesty and Integrity
- Accountability
- Service excellence
- Fairness and transparency

8. SITUATIONAL ANALYSIS

8.1. EXTERNAL ENVIRONMENT ANALYSIS

PSETA's overarching strategic imperative is building the skills required for a capable, skilled and developmental state. The scope of coverage includes national and provincial governments departments, identified public entities, Parliament and provincial legislatures. The focus and emphasis of the PSETA is primarily on transversal skills, i.e. functions of administration, management, planning legislation, policy administration, monitoring and evaluation. PSETA shares the responsibility of human resource development in the public service with the Department of Public Service and Administration (DPSA), as a policy department that issues directives on human resource development across the public service; and with state and sector academies – including the National School of Government (NSG) – that provide the sector-specific training.

The PSETA sector encompasses approximately 831 500 employees (PSETA, 2020), comprised of employees employed under the Public Service Act and excluding medical practitioners, nurses, teachers, police and the military personnel who falls under other Acts (such

as Health Act, Education Act, etc.) and all employees employed under the occupation specific dispensation (OSD). Of this total, provincial departments employ approximately 87%, followed by national departments with approximately 11%. The legislative and public entities sub-sector comprise a significantly smaller proportion, namely 2%.

In terms of occupational categories, the majority of employees (38.60%) are within the professional workers major group, followed by technicians and associate professionals at 17.83% of employees. Clerical support workers constitute 14.75% of the sector. The category of managers makes up 10.20% of the employees at senior management service level within the public service sector. Demographic data shows that gender distribution in the public service sector has remained constant over the past few years, with more women (approximately 60%) employed than men, across the sector. The proportion of disabled people employed in the sector remains low at approximately 1.10%.

An analysis of the external environment was conducted using the PESTEL tool to analyse and monitor the macro-environmental factors that have a profound impact on

PSETA. South Africa is still experiencing the Covid-19 pandemic. The pandemic has exacerbated the already weak economic growth and further strained the national budget. Government has responded by declaring a national state of disaster, a national lockdown supported by a risk-based strategy and a R500-billion relief package.

More is being done to stabilise the environment and to plan for recovery. This will also require building the capability of the State to improve delivery. Improved coordination, integrated planning and efficiency of delivery is required to ensure medium- to long-term recovery and inclusive development.

POLITICAL	<ul style="list-style-type: none"> • NDP Review to leverage govt commitment to achieve NDP goals • National State of Disaster • National Lockdown supported by risk-based strategy - COVID-19 response plan • The risk of loss of skills and institutional memory in the public service sector pending the implementation of early retirement packages • The 10-year SETA landscape horizon - NSDP 2030 creates stability in policy implementation • National Macro Organisation of Government 	ECONOMIC	<ul style="list-style-type: none"> • Pandemic exacerbated weak economic growth and economic recession • Strained National Budget and expenditure • Revised Fiscal Framework and Zero-based Budgeting • R500 million COVID-19 relief package • Skills Priority Master Plan • Stretched fiscus leading to reduction in training budget in the public service sector • SMME's and Co-operatives as engines for economic growth • Disparities of economic opportunities between rural and urban areas
SOCIAL	<ul style="list-style-type: none"> • COVID-19 pandemic exacerbating high levels of poverty, crime levels and structural unemployment and youth unemployment • Significant disparities between rural and urban areas • Improved transformation interventions in the public sector • Service delivery protests • Rural urban migration leading to skills imbalances 	TECHNOLOGY	<ul style="list-style-type: none"> • Govt 4IR Implementation plan • Shift towards e-learning, PSETA e-Policy, multimedia and technology based learning and teaching platforms • Poor access to technology by rural areas • Leveraging on opportunities offered by 4IR • Up-skilling and re-skilling arising from 4IR requirements • Lack of infrastructure to support 4IR and ICT
ENVIRONMENT	<ul style="list-style-type: none"> • Focus on clean environment and green economy opportunities for research and awareness programmes • Climate changes and the new set of skills requirements, including raising awareness 	LEGAL	<ul style="list-style-type: none"> • POPI and Cyber Crime Bill • B-BBEE • SETA Grant Regulations • Application of regulations in the sector e.g. Public Service Regulations and Directives

The key enabler for the SETA is the policy stability over the longer-term with the NDP and NSDP. The National Macro Organisation of Government has resulted in a number of departments being merged or reconfigured. Ministries have been reduced to 28 and a total of 34 departments. The restructured departments are aligned with the strategic priorities and some core functions will be moved to departments that are more appropriately aligned to their delivery mechanisms. The reconfiguration has provincial impact as well given the alignment of powers and functions. This will require reskilling and up skilling of the affected public servants.

The performance and well-being of the public service sector is intrinsically linked to the performance of the country's economy. The country's fiscal position remains

weak, as outlined in the 2020 Budget Review. Gross government debt has continued to rise as a result of weak economic growth, high levels of expenditure and repeated funding support to state-owned entities. Rating downgrades by credit rating agencies and currency weakness prior to the Covid-19 pandemic have further increased the cost of government borrowing.

The economic outlook for the public service sector looks bleak with the further downgrading of the country to junk status in addition to the worsened unemployment and poverty levels as a result of the Covid-19 pandemic. On 24 June 2020 Minister of Finance announced that from 01 July 2020 a zero-based budgeting approach will be applied to all government departments. This is in response to South Africa's grim economic outlook, a

problem that is exacerbated by the Covid-19 pandemic. This will require the public sector to leverage accurate and reliable information to inform funding requests and allocations.

The public service wage bill has been a major driver of the fiscal deficit within the country making up more than 35% of consolidated public spending. Initiatives to manage government spending include consideration of early retirement, changes to performance bonus payments, salary progression payments and active management of overtime (National Treasury, 2019). The likely impact of the budget reductions at national and provincial government departments may be seen within recruitment; with a reduction or constancy in head counts in the public service. It is expected that job prospects in the public service sector will likely be negatively affected by this move. Other negative consequences may be seen with budget cuts to the 1% training budget allocated for training by national and provincial departments.

From a socio-economic perspective, high levels of unemployment, poverty and inequality continue to persist, with the youth being impacted the most. This can partly be attributed to the prevalent irrelevant skills levels. The spill-over effect is negative on the social sphere, as evidenced by high crime, rural to urban migration and the challenges the latter brings to skills imbalances between urban and rural areas.

PSETA has established strategic partnerships with the Department of Women, Youth and Persons with Disabilities, as well as the National Youth Development Agency (NYDA). These partnerships will be leveraged over the five-year period to deliver skills development programmes aimed at empowering these targeted groups.

Noteworthy is the evolution of the Fourth Industrial Revolution (4IR) which has a profound effect on the public service sector and has thus been identified as a key change driver impacting skills demand and supply in the sector. Information and communication technology (ICT) advances impact the nature of work profoundly by shaping the types of skills required, and the modes of service delivery in the public service sector. The digitisation of the public service sector marks a shift from physical technologies towards adaptive social technologies in order to create a favourable environment as a critical success factor in this era. To this end, the ongoing research priority areas for the PSETA is understanding the impact of 4IR in the public service sector as well as the role of the post-school education and training sector in 4IR.

Based on the increased use and accessibility to ICT systems and platforms in the public service sector, the

opportunity for the utilisation of technology-enabled learning platforms to build greater efficiencies in the delivery of training is crucial. Over the short-term, PSETA has developed a policy framework to quality assure e-learning in order to provide a platform for the sector to use as mode of delivery and assessment. This ties in with the use of technologies to enhance the learning environment and promote access to learning opportunities.

The emergence of Covid-19 in South African is a key factor which continues to impact the work of the public service sector and in particular how departments will deliver services going forward. This is a change driver which will require the world of work to move towards more technology-based platforms. This brings about a requirement to ensure that employees are equipped with skills and knowledge on the use of such tools and platforms. Remote working and learning during a time of lockdown has shown that access to technology is more than a choice, it is a necessity. Training plans and priorities will need to be directed at addressing the impact of Covid-19 in the workplace for the immediate future

PSETA's delegated functions from the QCTO will continue for the foreseeable future where PSETA will work closely with QCTO in the areas of qualification development, assessment, accreditation, certification and monitoring of skills development providers. Processes within PSETA will be reviewed and aligned to QCTO requirements. Over the short term, increased focus and resources will be invested in realigning historically registered qualifications. The PSETA and QCTO signed a service level agreement, effective from 01 April 2020, which details the PSETA's commitments to specific areas in terms of the delegated functions.

PSETA has engaged in various research and skills planning initiatives such as tracer studies, curriculum review and assessment of select public administration qualifications. PSETA commissioned a research study into key change drivers, including technology and 4IR, and their impact on the sector. The results from these studies inform future PSETA interventions to address the impact of 4IR on the sector. As part of its tracer studies, PSETA developed tools for tracking and tracing of learners on all PSETA funded projects. The information collected through these tools will provide PSETA with the evidence base to address challenges with learning programmes and adopt its learning interventions for the sector.

Furthermore, key projects undertaken in partnership with the DPSA to ensure enabling frameworks for human resource development of the public service sector include the development of a skills audit framework for the public service sector; a review of the Public Service HRD Strategy; and development of a monitoring and evaluation

framework for the Public Service HRD Strategy. PSETA has further supported a capacity building programme, led by the DPSA, for the training of labour relations officers.

Recognition of prior learning (RPL) for the sector has been an increasing focus area for PSETA. Based on research conducted in the preceding years, PSETA, in collaboration with the DPSA has been focusing efforts on support structures for RPL implementation for the sector. This includes the training of RPL advisors, and building the capacity of skills development providers to implement RPL interventions. The DPSA has been working towards the finalisation of an RPL policy for the public service. Over the forthcoming five-year period, PSETA plans to incrementally ensure that funding for RPL is prioritised to address the demand from the sector. The RPL interventions for the short-term will be targeted at public service employees who have the requisite work experience, but do not have formal qualifications. PSETA will prioritise RPL interventions on the PSETA public administration qualifications.

PSETA has established key partnerships with two bargaining councils within the public service sector, namely the Public Service Coordinating Bargaining Council (PSCBC) and the General Public Service Sector Bargaining Council (GPSSBC), to collaborate on worker initiated training initiatives. Currently, PSETA together with the bargaining councils, is implementing a programme aimed at educating and empowering public servants and trade union representatives on the impact of Covid-19 on the workplace as well as the roles, responsibilities and obligations of employers and employees in managing the effects of Covid-19.

Due to the dynamics of the sector, the nature of demand and supply for labour and skills is shaped by a far more complex set of processes than in the private sector: regional labour market dynamics intersect with policy and political priorities emerging from the executive. Furthermore, long institutional histories of the state shape the nature of organisational competencies. Indicators that can be used as rough proxies of demand and supply of skill in the private sector (such as vacancy rates and the price of labour) do not provide public service managers with nearly sufficient information about the nature of scarce and critical skills in their departments.

Thus, the PSETA's approach to sector skills planning is premised on the fact that within the public service sector, skills development priorities must be identified using organisational performance as the lens to thematise

skills needs where a priority skill is one that will make the biggest difference to the performance of the public service sector. Skills development for the public service continues to be informed by the following concept: "Skills development in isolation will not yield a more capable state, skills development must be integrated with wider organisational development initiatives if it is to be effective" (DPSA/HRDC 2013).

Accordingly, the analysis of key drivers of change, as well as the direction of national strategies and plans impacting on skills demand and supply form the basis for the identification of sectoral priority occupations and skills. Current labour market shortages and skills gaps across organisations in the public service sector provide a secondary base for identifying priority skills and the required skills development interventions. These are outlined in further detail in the PSETA SSP.

Based on the analysis of the external environment, PSETA is required to build a performance and organisational system that is capable of anticipating, modelling and innovating programmes that are responsive to the needs of the sector and that is capable of delivering consistently high quality skills for an effective and capable public service. To this end, PSETA adopts a systematic approach of delivering value to its stakeholders wherein demand and supply are integrated through the PSETA's business operating model that is underpinned by strong partnerships and collaboration with all the sector stakeholders.

PSETA will further integrate new legislative requirements into the design of its control mechanisms and align its programmes accordingly. PSETA's information systems will be reviewed and a compliance process will be initiated to embrace good governance and compliance in areas such as POPI, NQF Act, BBBEE, ICT governance framework. The entity will strive to enable online access to its stakeholders in the areas of application submission, learner registration and reporting.

8.2. INTERNAL ENVIRONMENT ANALYSIS

PSETA will review and align its structure, processes, systems and policies to the ever-changing business environment by responding to policy directives and interventions arising from its SWOT analysis depicted below.

S

STRENGTHS

- Improved Stakeholder collaboration
- Improved Good Governance
- Strong Financial & Performance management
- Public service is a key economic sector
- Pockets of excellence in PSETA staff competencies
- Pockets of excellence in PSETA competencies to deliver on our mandate
- Internal Research capacity
- Cooperative, dedicated, and enthusiastic employees

W

WEAKNESS

- Absence of provincial footprint
- Limited budget leading to financial and human capital constraints
- Inadequate integrated ICT systems
- Insufficient coherent human resource strategy and policies
- Inadequate records management system
- Slow policy response to emerging requirements e.g. 4th industrial Revolution
- Employee relations, low morale and trust issues
- Inadequate SETA
- Slow Qualification development capability

O

OPPORTUNITIES

- DHET consideration of PSETA funding model
- High levels of unemployment and poverty present an opportunity for training
- Utilise e-learning to access provinces
- Strong stakeholder relations and collaboration
- New 10-year SETA landscape
- Free post school education presents opportunities for PSETA
- ERP project - Integration of systems

T

THREATS

- Economic recession as a result of COVID-19 pandemic
- PSETA financial capacity and funding model
- No SD skills levies contributions to the PSETA
- Uncertainty of the future of PSETA
- Low learner absorption and placement rate in the sector
- Failure to meet outcomes due to the pandemic
- HEI Partnerships - misalignment
- Slow and inadequate policy response to 4IR

One of the main challenges that continues to impact PSETA is its funding model. PSETA shares responsibility for skills development in the public service with the sector as the sector is expected to spend one percent (1%) of their wage bill towards skills development and has thus been exempted from paying the skills development levy to the PSETA.

PSETA's operations are mainly funded through a budget vote from the National Treasury through DHET. PSETA has limited budget. As a result, it is not able to meet the needs and expectations of all its stakeholders. The overall budget is expected to increase at an average of 4.7% during the course of the Medium-Term Expenditure Framework (MTEF) period to an amount of R149 million in 2023/24. PSETA noted the requirement for zero-based budgeting as presented by the Finance Minister and has implemented this approach as far as possible.

There is a need for the employer to forge a close working relationship with organised labour and create

a conducive working environment due to employee/ employer trust and morale issues that could negatively impact performance. The entity needs a capacitated solid HR team to advise the organisation on labour matters before HR problems become disputes.

The HR structure needs to be revisited to be capacitated and aligned to deliver the required support to the organisation. A knowledgeable and skilled HR team is essential to be brought on board as a matter of urgency to bring the notion of "Performance with Purpose" in the organisation.

To address employee relations, low morale, and trust issues, the entity needs to resuscitate a rather external employee engagement survey which might be combined with the cultural climate survey, to come up with action plans to be implemented. The 'workshopping' of employee survey outcomes with employees needs to be completed at both the organisational and departmental levels, for better results.

Furthermore, it is imperative to prioritise the capacity building of line managers in terms of labour relations processes and how to handle internal process and grievance procedures. PSETA has a recognition agreement with the union.

The PSETA business model has been developed to specifically leverage PSETA strengths to fulfil its vision and mission. This business model will be implemented from the 2021/22 period and will enhance the ongoing streamlining of operations, improve PSETA's service to the public service sector and enhance the performance of the organisation. The business model will necessitate ongoing restructuring of the organisation and stimulate innovation in ways the entity does its business. PSETA's stakeholders are being engaged to ensure its successful implementation.

The PSETA previously underwent an assessment of its compliance to the B-BBEE Act and has been assessed as a Grade B, Level 7 Contributor with a total BEE score of 63.15 points. The PSETA is committed to improving its assessment rating by ensuring that:

1. the employment equity plan is drafted to ensure transformation imperatives are prioritised and the plan is adhered to;
2. procurement processes are refined to ensure that service providers of the highest level of BBEE compliance are appointed as far as possible and
3. access to skills development opportunities including training for the previously disadvantaged are increased.

The lack of an integrated ICT system and coherent business processes has been identified as a weakness and these is currently being addressed through the reengineering of the business processes. The development of an integrated ICT system will drive significant efficiencies; facilitate insight-driven decision making; increase openness and transparency between PSETA and the public; and will provide a much higher user experience and quality of service for citizens, service providers and the sector.

The PSETA further needs to build capacity on records management where ICT plays a huge role in terms of electronic recordkeeping.

Realigning human resources to operational requirements is an ongoing strategic activity. Going forward, more impetus will be placed on this function to deliver on the outcome of enhanced PSETA capabilities to deliver its strategy.

The PSETA's strategic intent and the organisational requirements will be translated into an HR strategy that will ensure a workforce that is relevant, reliable and responsive to change. A strategic workforce plan will address the composition, capabilities and competence of the PSETA workforce of the future, ensuring the achievement of the PSETA vision, *'to be the heart of developing a skilled, capable and innovative public sector workforce'*.

The intention of the HR value chain is to support the employee work-life cycle within the context of PSETA.



The HR offering will ensure that the organisation's capability and skills are developed in line with best practice and the requirements of the PSETA strategy and the future workplace – especially with particular reference to the envisaged future expansion in relation to the business operating model.

Regional and provincial presence remain a challenge. For PSETA to build a capable delivery machinery, it is

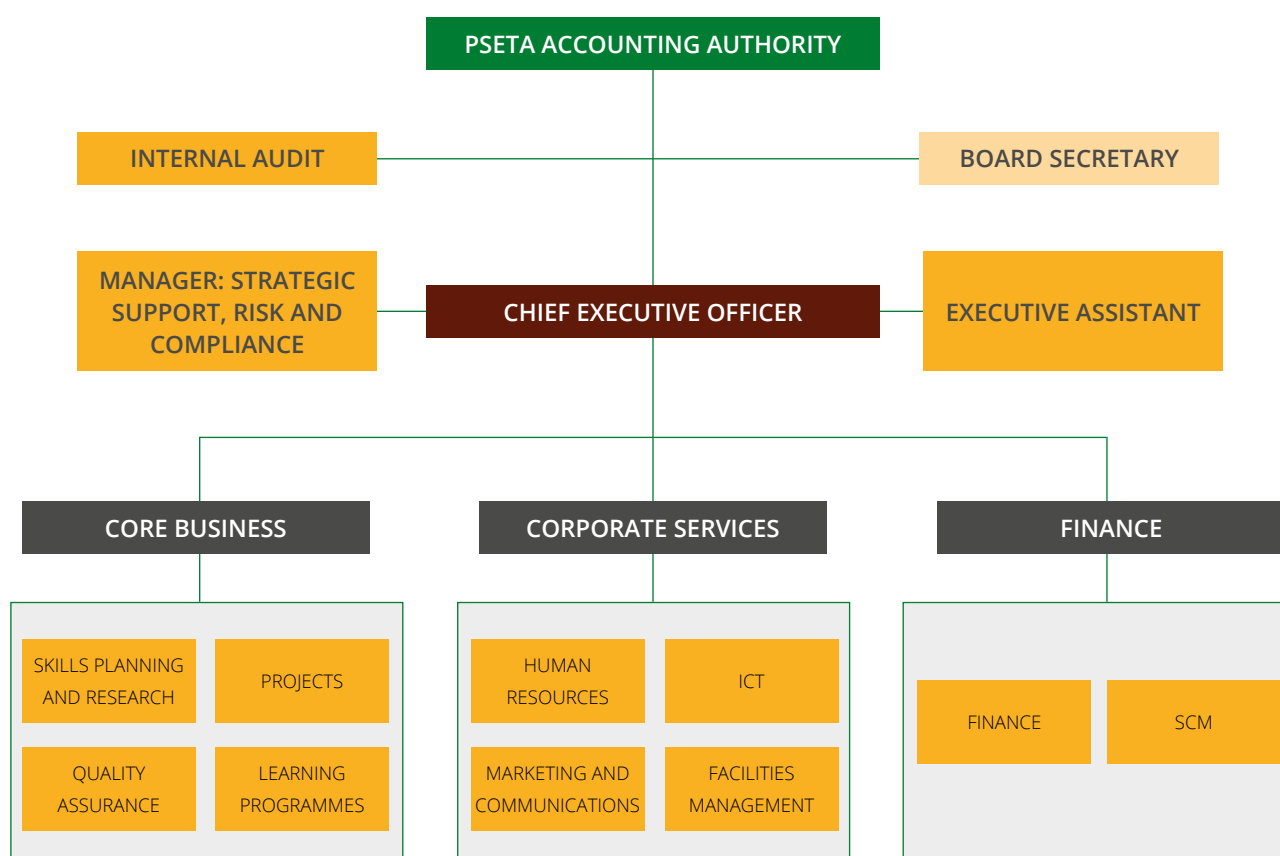
important that it assesses its geographical footprint and seeks ways to build such capacity as required. In this regard, PSETA's business operating model shall reflect the ways in which PSETA will build this capacity in the medium-term planning process. The process of setting up a regional and provincial footprint will necessitate the roll-out of a decentralised service-delivery model as outlined below.

Target/ Activities	Time Frames
<ul style="list-style-type: none"> Alignment of structure with strategic objectives/strategy Development of the business model and business operating model Streamlining of processes and procedures (BPR) 	Year 1: Planning Year (2020/21)
Coordinate the use of PSETA people, systems, facilities and resources to build sustainable capabilities	Year 2: Implementation (2021/22)
Develop a network of cooperative agreements with key partners (TVET Colleges and OTP) to enable delivery	Year 2: Implementation (2021/22)
Setting up offices in provinces	Year 3: Implementation (2022/23)

Expenditure: Infrastructure, service delivery methods, People
Relationship: Customise relationship to stakeholder type

The above realignment will enable PSETA to articulate clear accountability and responsibilities and will ultimately assist the SETA in delivering on its mandate.

8.3. ORGANISATIONAL STRUCTURE



WORKFORCE ANALYSIS

Age Group	20-29	30-39	40-49	50-60	Total	Female	Male
Numbers	5	29	20	3	57	36	21



MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1. PSETA THEORY OF CHANGE (TOC)

The PSETA Strategic Plan is the product of interactions with its Accounting Authority, input from management and staff, research results in the Sector Skills Plan and a robust debate throughout the entity that culminated in the revised vision and mission statement.

Having reviewed the entity's mandate and progress made over the past five-year strategic period 2015-2019, the TOC begins with a problem statement:

"There is a definite lack of and shortage of technical and professional skills to address service delivery in the public service sector."

There is consensus that the problem statement is indeed within PSETA's influence and subsequently, a theory of change process starts with the identification of the desired impact. This is important so as to be specific to assist with the future planning of the entity.

The statement was coined to describe the horizon of the organisation. This is the direction in which PSETA will be working towards in the next 5 to 10 years and will define its success. It is crucial to articulate what change is required and what the PSETA expects from its investment in the institutional strategies, given the current situation.

PSETA's Impact Statement, which describes PSETA's desired future and horizon is indicated as follows:

"To contribute towards sufficient technical and professional skills in the public service sector."

How will PSETA know whether it has achieved its desired result? The answer to this question becomes the Impact Indicator. This was specified as:

"To contribute to a public service sector that delivers on its mandate"

Having identified the long-term impact, we worked backwards to identify outcomes, outputs, and inputs through an interactive process of brainstorming. The impact statement is designed from the vision of the NSDP 2030 which is to ensure that by 2030, South Africa has an **educated, skilled and capable workforce**.

By pursuing the above three goals, the vision of the NSDP 2030 will be achieved, namely:

"An educated, skilled and capable workforce for South Africa"

Theory of Change Assumptions (TOC)

In addition to the vision of the NSDP 2030, the following is a list of cross-cutting issues that need to be considered in addition to, or in conjunction with, the above TOC:

1. The strategy will achieve fundamental transformation and address historical inequities linked to race, gender, age and disabilities in our society and will enable previously disadvantaged people, through skills development, to gain access to opportunities.
2. The assumption that the importance of training to enable workers to avoid retrenchment and adapt to change will be implemented across the public service; will address rural skills needs and not focus all training within towns and urban areas.
3. The assumption underpinning these commitments is that there will be improved coordination across and between governments departments to ensure that skills development and other interventions support each other to achieve wider goals.
4. The PSETA has in place an effective policy on managing organisational performance.

The above assumptions will need to be tested and measured as part of the evaluation.

9.2. PROGRAMME 1: ADMINISTRATION

Programme purpose: To provide the support services and governance needed by PSETA to fulfil its core mandate.

This programme is comprised of three sub-programmes:

1. Governance
2. Finance and Supply Chain Management
3. Corporate Services

The purpose is to ensure that the organisation has effective and efficient governance structures that lead; monitor and evaluate organisational performance; ensure prudent financial management, procurement of goods and services and reporting in compliance with relevant acts and regulations.

Furthermore, the programme works at providing efficient and effective corporate services functions to internal departments, within the PSETA and external stakeholders by providing the following services: human resources, ICT, improved communication, marketing and stakeholder engagements and auxiliary services.

Outcome: Enhanced PSETA capabilities to deliver its strategy

PSETA acknowledges that in order to deliver successfully on its mandate, it is required to review the current institutional arrangement. This will include ICT infrastructure and systems to support the organisation to deliver on its mandate. PSETA has undergone an organisational assessment which identified a need to re-organise PSETA to contribute towards building a better skilled and capable workforce.

In view of this assessment, PSETA has adopted an approach of building an organisation premised on the principles of employer of choice. Being an employer of choice means that we:

1. ensure acquisition, development and retention of human capital to deliver on the mandate;
2. attract high-level talent and skills for identifying, delivering, monitoring and evaluating the provisioning of quality skills in the public service;
3. work smart, employing technology as a basis for our work;
4. have well-designed systems and processes that are integrated for the benefit of our sector patrons and;
5. have enabling policies that assist in harnessing relations with our employees.

Output: Developed and implemented corporate support strategies and systems that contribute towards the achievement of the organisational mandate

Measuring the impact

Impact Statement	To contribute towards enhanced technical and professional skills in the public service sector
Indicator	To contribute to public service sector that delivers on its mandate

Measuring the outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
Enhanced PSETA capabilities to deliver its strategy	Improved operational performance and an unqualified audit opinion	80% achievement of the APP targets and clean audit	100% achievement of the APP targets and clean audit outcome annually.

Programme 1: Administration

PROBLEM STATEMENT: Lack of and shortage of technical and professional skills to address service delivery in the public service sector

Impact Statement: To contribute towards sufficient technical and professional skills in the public service sector

Impact Indicator: To contribute to a public service sector that delivers on its mandate

PROGRAMME 1: ADMINISTRATION: This programme is comprised of three sub-programmes:

- Governance;
- Finance and Supply Chain Management; and
- Corporate Services

The purpose is to ensure that the organisation has effective and efficient governance structures that lead, monitor and evaluate organisational performance; ensure prudent financial management, procurement of goods and services and reporting in compliance with relevant acts and regulations.

Furthermore, the programme ensures efficient and effective corporate services functions by providing the following services: human resources, ICT, communication, marketing and stakeholder engagements and auxiliary services.

Outcomes	Enhanced PSETA capabilities to deliver its strategy
Outcome Indicator	PSETA receives a clean audit outcome annually

Outputs	<ul style="list-style-type: none"> • Report with 100% implementation of planned training initiatives • Learners and work-seekers exposed to all information pertaining to careers within the public service, thus making public service a career of choice • Percentage Implementation of the approved ICT plan
Output Indicators	<ul style="list-style-type: none"> • Percentage implementation of the approved training plan as per submitted WSP • Percentage implementation of the approved Integrated Communication and Stakeholder Relations Management Plan • Number of career guidance advocacy sessions • Valid invoices paid within 30 days of receipt

Planned performance over the five-year planning period

The planned performance over the next five years is as follows:

1. In order to implement effective and efficient processes and operations to ensure stakeholder objectives are achieved, the PSETA requires effective, efficient and transparent financial management and internal controls. This requires improvement on the financial and non-financial reporting in order to equip those that are entrusted with decision-making to ensure that public funds are utilised effectively for the betterment of public sector skills. Further, this will build public confidence as the public resources are used in a transparent and effective manner. The entity will allocate funds where there is a need to redress the imbalances of the past.
2. As discussed in the internal environment analysis, one of the key challenges of the PSETA is its funding model. To ensure that the goal of a skilled and capable public service sector is realised, the funding model of the PSETA will be reviewed and, if needed, be revised to enable the entity to make a substantial impact in the sector. The DHET, DPSA and National Treasury will be consulted as soon as the draft document has been developed.
3. As per the government call to promote BBBEE compliant service providers, the entity will give preference in bidding and awarding of tenders to the previously disadvantaged group. This will empower them, create employment, alleviate poverty and enhance the economy. The entity will comply by ensuring that service providers are paid within 30 days as per National Treasury regulations in terms of the PFMA on payment of invoices.
4. PSETA will strive to improve and meet its obligations by complying with the Corporate Governance of Information Communication Technology Policy Framework (CGICT) as developed by DPSA. To ensure alignment with the DPSA Policy Framework, PSETA ICT Strategy has been developed and will focus on the identification of the complete ICT requirements of the organisation, these being:
 - a. Coordination of ICT use
 - b. Support and Maintenance of the ICT infrastructure
 - c. Consideration of future ICT developments
 - d. Ensuring that the PSETA keeps abreast with technology and utilises it efficiently and effectively
 - e. ICT Communication requirements
5. In summary, the ICT strategy pillars are aligned to the Cobit Framework and at the centre are business requirements, IT resources, and enterprise information. This will strengthen internal processes such as supply chain management, management and use of information technology. This will impact on effective and efficient governance, quality and value for money, as well as trust between government and its citizens which impacts positively on service delivery.
6. PSETA commissioned an organisational development and design in 2018, with the objective of aligning the structure to the implementation of the strategy. PSETA is planning to consolidate recommendations of the process and align to the proposed business operating model that have been developed to support the new strategy.
7. The objective of the exercise is to develop a structure that is aligned with the new strategy and fit-for-purpose structure that will support the implementation of the mandate. A key objective of human resources management is to ensure talent management, development and retention of human capital to deliver on the mandate. PSETA aims to do this by attracting and retaining a capable workforce. It aims to recruit the right people for the right jobs.. In order to realise this, an HR strategy, retention strategy and succession plan will be developed. With the implementation of business processes and agile ERP, modernisation of the HR function will be realised. Further, there is a need to strengthen performance management systems to support the PSETA mandate. A recognition programme linked to performance management will be introduced and this should be commensurate to the PSETA remuneration approach. This is to

position PSETA as the employer of choice, and to leverage on the expertise of PSETA employees and work collaboratively to achieve the best possible outcomes for the organisation.

8. In addition, PSETA has adopted an approach of continuous staff development and has adopted a policy for bursaries and skills development for staff which will facilitate further investments in building the required human capital and critical skills required in the future for the realisation of PSETA's strategy.

Furthermore, PSETA will improve on its gender representation on employees and management positions and employment of persons with disabilities. Women, youth, people with disabilities and people living in rural areas are the most vulnerable groups within society. This transformation agenda will have a positive impact on addressing high unemployment rate, improve skills, alleviate poverty and address gender representation according to the vision of the National Development Plan which is aligned to the targets of the United Nations Sustainable Developmental Goals.

PSETA views employment equity as a strategic function, an employment equity committee (EEC) in terms section 16 of the Employment Equity Act will be established. The PSETA Employment Equity Plan was developed, and it is intended to guide employment equity matters in the organisation. As at 30 November 2020, PSETA had a staff complement of 64 employees and six vacancies. The current gender split is as follows; 39 are female and 22 are males. It should, however, be noted that PSETA is not doing well with the disability target. PSETA will employ interventions and strategies that are aimed at attracting and applicants from this designated group.

Records management is critical to the work of any organisation and with the core function of a SETA specifically, this is a central focus especially for reporting

purposes. To ensure an effective and efficient records management system and to secure preservation of an appropriate official records, there will be continuous capacity building in this area.

In as far as records management is concerned, the plan is to design a sustainable records management for the organisation as outlined below:

1. Year 1 (2020/21) – Training of all administrators
2. Year 1 (2020/21) – Development of a records management policy
3. Year 2 (2021/22) – Design of a file plan
4. Year 3 (2022/2023) – Automation of the systems

As part of building institutional capacity, the focus will be on elevating facilities management to a higher level. This will be achieved by ensuring that the organisation provides quality environment and professional services to support and facilitate a conducive work environment. The safety of employees will be taken into consideration and relevant provisions of Occupational Health and Safety Act will be implemented.

Part of building organisational capacity and capability is the increased visibility of PSETA in all provinces and mostly in rural areas. The partnership with TVET colleges and offices of the premiers in all the provinces will be strengthened to ensure visibility in rural areas. The robust roll-out of the PSETA Integrated Marketing and Communication Strategy will ensure we respond to NSDP Goal 8, 'Support career development services'.

The success Programme 1 over the next five years will be measured in terms of the entity's ability to build organisational capacity that will promote a high-performance organisation and a value-based culture to enable delivery of the PSETA's mandate.

Programme 1: Administration key risks

Outcome	Key Risk	Risk Mitigation
Enhanced PSETA capabilities to deliver its strategy	Employee exposure to Covid-19	Develop and implement Covid-19 protocol/guidelines Ensure every employee and/or stakeholder can work remotely and/or able to meet occasionally and when required
	Limited budgetary resources to implement learning interventions	Partnerships and collaborations with key stakeholders within the sector

9.3. PROGRAMME 2: SKILLS PLANNING AND RESEARCH

Programme purpose: The purpose of this programme is to conduct and coordinate research to inform the strategic skills development priorities for the sector. This programme is made up of two organisational business units:

1. Skills Planning
2. Research

The core outputs of this programme include the development of and annual update of the sector skills plan (SSP), research studies, coordinating research activities and conferences, and capacity building of stakeholders in skills planning.

Outcome: Improved credible research for skills planning

PSETA's strategic trajectory is premised on the quality and credible information about its performance environment. PSETA requires knowledge and information on the labour market profile and the future world of work. PSETA's research efforts shall be diagnostic and signalling in nature to give a global view of past performance in relation to the sector challenges, while projecting the future of the public service from a skills requirement perspective. Longitudinal studies on the implications of training provided in the sector will be conducted.

Outputs: To collaborate and conduct labour market research and develop a sector skills plan
To strengthen workplace capabilities in relation to skills planning in the sector

Measuring the impact

Impact Statement	To contribute towards enhanced technical and professional skills in the public service sector
Indicator	To contribute to a public service sector that delivers on its mandate

Measuring the outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
Improved credible research for skills planning	Number of skills planning and research initiatives implemented	52 skills planning and research outputs 100% achievement of capacity building sessions	30 skills planning and research initiatives 100% achievement of capacity building sessions

Programme 2: Skills Planning and Research

PROBLEM STATEMENT: Lack of and shortage of technical and professional skills to address service delivery in the public service sector	
Impact Statement: To contribute towards sufficient technical and professional skills in the public service sector	
Impact Indicator: To contribute to a public service sector that delivers on its mandate	
PROGRAMME 2: The purpose of this programme is to conduct and coordinate research to inform the strategic skills development priorities for the sector. This programme is made up of two organisational business units: (i) Skills Planning and (ii) Research. The core outputs of this programme are the development and annual update of the sector skills plan (SSP), research studies, coordinating research activities and conferences, and capacity building of stakeholders in skills planning.	
Outcome	Improved credible research for skills planning
Outcome Indicator	Number of skills planning and research initiatives implemented annually
Outputs	To collaborate and conduct labour market research and develop a sector skills plan To strengthen workplace capabilities in relation to skills planning in the sector
Output Indicators	<ul style="list-style-type: none"> • Number of labour market related research studies conducted • Number of organisations' workplace skills plans (WSPs) approved by PSETA • Number of workplace engagements related to labour market trends and skills planning interventions

Planned performance over the five-year planning period

Research is a key component in providing evidence to inform decision making, policy review and strategy formulation and to improve upon systems and services within the SETA.

An improved institutional mechanism ensures that interventions implemented by the PSETA firstly identify the occupations in high demand and priority skills relevant to the Public Service sector and, secondly inform resource allocation for interventions to address these needs. In line with the NDP and NSDP, PSETA will continue to pursue various skills planning and research initiatives in order to ensure that credible labour market information is available to inform sector skills planning. The starting point of the NSDP is the understanding and determination of the demands of the labour market, as well as national priorities, which are translated into interventions from education and training institutions.

The PSETA's Research Agenda is informed by a number of national priorities which respond to the skills needs of the Public Service sector. The White Paper for Post School Education and Training (DHET, 2013) asserts that "if the provision of education and training is to be better coordinated with the needs of society and the economy, central information about skills needs is required". In line with this assertion, the recently promulgated NSDP 2030 identified research and innovation as a key component of the NSDP. Therefore, identifying current and future skills demand as accurately as possible is extremely important if the goals of the NDP are to be achieved within the Public Service and South Africa as a whole. The PSETA Research Agenda has identified five broad focus areas derived from, inter alia, the White Paper on Post School Education and Training, the DHET Research Agenda, the Public Service Human Resource Development Strategic Framework, the NSDP 2030 and other key skills development and human resource development policy imperatives

These focus areas are:

1. Education and the Workplace;
2. Analysis of Skills Demand and Supply;
3. Cross-Cutting and Sector Specific Issues;
4. Curriculum, Programmes and Qualifications; and
5. The National Qualifications Framework, Quality Councils and Articulation.

An ongoing research priority area for the PSETA over the next five years is understanding the impact of 4IR in the Public Service sector as well as the role of the Post-School Education and Training Sector in 4IR. Given the increasing role of ICT in the Public Service sector and the disruptions that will be brought about by 4IR, PSETA needs to be responsive and plan for the future world of work. The outcomes of the research conducted will be shared with the DPSA and other key stakeholders to ensure that employees are capacitated. Up-skilling and re-skilling are two important concepts that form part of preparing an employee to adapt to the changing working environment. A key part of the PSETA's work involves sector skills planning research to ensure that public investments in skills development resonates with the needs of the respective constituencies and our government's key economic and social priorities.

In accordance with Section (10) of the SDA, PSETA will continue to develop, annually update and implement an SSP to inform supply-side planning, to determine funding priorities for PSETA, to inform the allocation of resources to develop qualifications and learning programmes, to establish occupation-specific skills priorities for the sector and to monitor skills development provision in the sector.

In order to achieve the five year target set above, PSETA will engage in research partnerships with Higher Education and Research Institutions or Organisations, and also continue working closely with the DPSA to conduct and coordinate research to inform the strategic skills development priorities for the sector.

Programme 2: Skills Planning and Research key risks

Outcome	Key Risk	Risk Mitigation
Improved credible research for skills planning	Lack of streamlined and coordinated skills planning mechanism for the sector	<ul style="list-style-type: none"> • Research Agenda updated annually in consultation with core business and approved by the PSETA AA and submitted to DHET • Research Plan developed based on Research Agenda and approved by CEO • Stakeholder engagements take place through WSP&SSP workshops • Partnerships with DPSA, NSG and other key stakeholders on identified research areas
	Challenging environment within which to conduct research	Strategic stakeholder engagement initiated through office of the CEO Participation in high-level sector forums to position PSETA
	Inadequate use of research recommendations to inform future or strategic decisions	<ul style="list-style-type: none"> • Tracer studies on PSETA and sector funded programmes • Participation in provincial forums and quarterly workshops • Planned research colloquium to share research findings

9.4. PROGRAMME 3: LEARNING PROGRAMMES AND PROJECTS

Programme purpose: The purpose of this programme is to facilitate and manage the implementation of learning programmes for and within the public service sector, as per the NSDP goals. This programme includes special projects (including partnerships) and the monitoring, evaluation and reporting of learning interventions.

Outcome: Increased pool of skills into and within the public service sector

This outcome is to focus training interventions for existing and future employees on priority skills required to deliver the NDP; and to bridge unemployed graduates and learners into internship and placement opportunities in the public service. The overarching goal aims to open up the public service as a training space and to encourage workplace learning and work integrated learning. It will increase access to occupationally directed programmes; encourage better use of workplace-based skills development and build career and vocational guidance.

Outputs: To implement programmes that address skills identified in the SSP and occupationally directed programmes.

Measuring the impact

Impact Statement	To contribute towards enhanced technical and professional skills in the public service sector
Indicator	To contribute to a public service sector that delivers on its mandate

Measuring the outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
Increased pool of skills into and within the public service sector	Percentage of sectoral priority occupations identified in the SSP addressed through implementing relevant programmes	50%	70%

Programme 3: Learning Programmes and Projects

PROBLEM STATEMENT: Lack of and shortage of technical and professional skills to address service delivery in the public service sector	
Impact Statement: To contribute towards sufficient technical and professional skills in the public service sector	
Impact Indicator: To contribute to a public service sector that delivers on its mandate	
PROGRAMME 3: The purpose of this programme is to facilitate and manage the implementation of learning programmes for and within the public service sector, as per the NSDP goals. This programme includes special projects (including partnerships) and the monitoring, evaluation and reporting of learning interventions.	
Outcome	Increased pool of skills into and within the public service sector
Outcome Indicator	Percentage of sectoral priority occupations identified in the SSP addressed annually through implementing relevant programmes
Outputs	To implement programmes that address skills identified in the SSP and occupationally directed programmes
Output Indicators	<ul style="list-style-type: none"> Number of public service employees entering learning programmes Number of public service employees completing learning programmes Number of unemployed learners entering learning programmes Number of unemployed learners completing learning programmes Number of worker-initiated training (federation/trade unions) interventions supported through capacity building Number of rural development projects initiated Number of TVET partnerships established Number of HET partnerships established Number of SETA employer partnerships established

Planned performance over the five-year planning period

This outcome will ensure that the goal of a skilled and capable public service sector is realised. PSETA will over the next five years continue to focus on addressing the skills needed to improve the state capabilities listed as priorities in chapter 13 of the NDP. The aim is to significantly improve economy and efficiency in skills efforts and direct skills efforts towards building state capabilities to deliver the NDP. PSETA will pursue PIVOTAL learning interventions in the form of learnerships, internships, bursaries, work-integrated learning, skills programmes and artisan development programmes.

The outcome indicator has been selected to ensure that interventions implemented are informed by the PSETA SSP and are accordingly responsive to the needs identified for the sector and the country more broadly. To ensure that the PSETA can achieve the five-year target of 70% of sectoral priority occupations being addressed through implementing relevant programmes, key enablers include the identification of qualifications and programmes that are best placed to deliver and targeting institutions and workplaces, including centres of specialisation, to deliver these programmes.

PSETA in the forthcoming five-year period will pursue collaborative projects aimed at benefitting women, youth and people with disabilities. This will be through the strategic partnerships with the Department of Women, Youth and Persons with Disabilities, as well as the National Youth Development Agency, that PSETA has established. These partnerships will be leveraged over the five-year period to deliver skills development programmes aimed at empowering these targeted groupings.

PSETA will also work with strategic partners such as the Small Enterprise Development Agency to customise its learning interventions to include business management and entrepreneurial skills, thus enabling unemployed individuals on a PSETA programme to transition into pursuing their own enterprises.

Furthermore, PSETA plans to incrementally ensure that funding for RPL interventions on the PSETA public administration qualification is prioritised to address the demand from the sector. The RPL interventions for the short-term will be targeted at public service employees who have the requisite work experience, but do not have formal qualifications. PSETA will prioritise RPL interventions on the PSETA public administration qualifications.

Programme 3: Learning Programmes and Projects key risks

Outcome	Key Risks	Risk Mitigation
Increased pool of skills into and within the public service sector	Failure to deliver on our SLA targets	<ul style="list-style-type: none">Partnerships and collaborations, virtual monitoring, and virtual project definition workshops for new projects
	Non-alignment of the PSETA MIS (Indicum) with the SETMIS requirements	<ul style="list-style-type: none">Mapping the MIS with the SETMIS requirements
	Learners' exposure to Covid-19	<ul style="list-style-type: none">Develop and implement Covid-19 protocol/guidelinesContinuous monitoring of programmesEmployer and learner surveys undertaken every two weeks to ascertain status of learners' return to the workplace as part of their placement.

9.5. PROGRAMME 4: QUALITY ASSURANCE

Programme purpose: The purpose of this programme is to build the provider capacity required to deliver the priority skills for the sector, developing standards, accrediting providers and quality assuring learning. The QA department undertakes the review of legacy qualifications and development of new occupational qualifications, and capacitation of providers through advocacy workshops.

Outcome: Quality learning interventions in the public service sector

The aim is to align supply-side provision to demand-side needs; and to bridge current supply-demand "mismatches". It includes work to review legacy qualifications, align qualifications to OFO codes; build state training academies and TVET college capacity to deliver the qualifications; and improve economy and efficiency on the supply side. It includes promoting the growth of the public provider system that is responsive to sector, local, regional and national skills needs and priorities.

To promote the growth of the public provider system that is responsive to the sector skills needs and priorities, the PSETA has embarked on a process of supporting the centre of specialisation in the TVET colleges. This is a programme which aims to, among others, inform college differentiation, promote quality artisanal learning, facilitate responsiveness and industry partnerships, and

provide a model for the implementation of occupational trade qualifications. The PSETA has selected five (5) trades from the thirteen (13) priority trades needed for the construction and maintenance of the government's Strategic Integrated Projects (SIPs); these are trades relevant within the public service sector.

Outputs: To implement a quality assurance system that allows for effective monitoring, analysis, support and continuous improvement of provisioning within the public service sector

Measuring the impact

Impact Statement	To contribute towards enhanced technical and professional skills in the public service sector
Indicator	To contribute to public service sector that delivers on its mandate

Measuring the outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
Quality learning interventions in the public service sector	Number of learning interventions available to address skills priorities identified in the SSP	7	20
	Percentage of SDPs accredited	100%	100%

Programme 4: Quality Assurance

PROBLEM STATEMENT: Lack of and shortage of technical and professional skills to address service delivery in the public service sector

Impact Statement: To contribute towards sufficient technical and professional skills in the Public Service Sector

Impact Indicator: To contribute to a public service sector that delivers on its mandate

PROGRAMME 4: The purpose of this programme is to build the provider capacity required to deliver the priority skills for the sector, developing standards, accrediting providers and quality assuring learning. The QA department undertakes the review of legacy qualifications and development of new occupational qualifications; and capacitation of providers through advocacy workshops.

Outcome	Quality learning interventions in the public service sector.
Outcome Indicator	<ul style="list-style-type: none"> Number of learning interventions available annually to address skills priorities identified in the SSP Percentage of SDPs accredited annually
Outputs	To implement a quality assurance system that allows for effective monitoring, analysis, support and continuous improvement of provisioning within the public service sector
Output Indicators	<ul style="list-style-type: none"> Percentage of accredited skills development providers implementing PSETA funded programmes monitored Number of TVET colleges and state and sector academies supported Number of qualifications developed and/or re-aligned and submitted to QCTO

Planned performance over the five-year planning period

On the supply side, the PSETA will facilitate easy access and different entry points, with a specific focus on recognition of prior learning. Further, in line with the NSDP, PSETA will collaborate with the QCTO to ensure quality and provision of learning programmes.

In response to preparing public service employees to the 'future world of work' over the short-term, PSETA will develop a policy framework to quality assure e-learning in order to provide a platform for the sector to use as mode

of delivery and assessment. This ties in with the use of technologies to enhance the learning environment and promote access to learning opportunities. Furthermore, in ensuring that learning interventions are responsive to the increased use of ICT and the emergence of 4IR, PSETA's learning interventions will delve into aspects of digital skills, change management and data analytics. These will be in the form of full and part qualifications in order to address the varying skills needs of the sector. Provider capacity, a key enabler to deliver on such programmes, will also be addressed through concerted provider capacity building efforts.

Programme 4: Quality Assurance key risks

Outcome	Key Risks	Mitigations
Quality learning interventions in the public service sector.	Inadequate number of occupational qualifications and learnerships available to address sector skills needs	<ul style="list-style-type: none">Increased investment and focus on re-aligning historically registered qualificationsReview of occupational qualifications as and when requiredEngagements with the sector to identify occupational qualifications requiredCloser collaboration with the QCTO for the development of occupational qualifications, and to ensure that learnerships are developed and registered for every occupational qualification registered
	Slow implementation of QCTO requirement for external integrated summative assessment (EISA) for historically registered qualifications	<ul style="list-style-type: none">Identify capacity and allocate funding required to develop EISA for historically registered qualificationsReview PSETA learning materialEngage with sector stakeholders and QCTO

The above four outcomes are underpinned and delivered by establishing strategic partnerships with key departments.

The NSDP has positioned SETAs as the intermediaries that link the demand to the supply. PSETA has to ensure that partnerships are based on the needs and capabilities of the different stakeholders within the public service sector. PSETA partners and collaborates with other SETAs, national and provincial departments; offices the premiers, TVET colleges; higher education institutions (HEI), public training academies and quality councils. PSETA needs to maintain multiple linkages at different levels with its partners.

PSETA engages in a diversity of formal institutionalised partnerships and less formalised arrangements. Moreover, PSETA provides an opportunity for other organisations, individuals, government departments and academia to be involved in the quest for continuous supply of skilled and competent employees as well as contribute to the general up-skilling of the unemployed for sustained economic growth in the country, thereby helping individuals to gain access to work experience and decent and sustainable jobs.

PSETA has explored key role players and demarcated them in accordance with each sub-sectors' latitude. The key role players are well defined, regulated and mandated to deliver specific skills development related to the sub-sector to build a capable and skilled workforce.





TECHNICAL INDICATOR DESCRIPTORS (TID)

10. PSETA IMPACT INDICATOR

Indicator title	To contribute to a public service sector that delivers on its mandate
Definition	A public service sector which is a career of choice, has sufficient technical and specialist professional skills, with efficient and effective management and operations systems, a procurement system that delivers value for money and reduced corruption i.e. a public service sector that can be deemed capable, ethical and developmental state
Sources of data	Statistics SA
Method of calculation / assessment	<ul style="list-style-type: none"> • Reduced service delivery protests in the public service sector • Improved corruption index in the public service sector, year-on-year to 2030 • All DPSA vacancies filled within X number of days • Public Service Productive Index • SA Human Development Index • Global Competitiveness Index
Assumptions	<p>a) The strategy will achieve fundamental transformation and address historical inequities linked to race, gender, age and disabilities in our society and will enable previously disadvantaged people, through skills development, to gain access to opportunities</p> <p>b) The assumption that the importance of training to enable workers to avoid retrenchment and adapt to change will be implemented across the public service; will address rural skills needs and not focus all training within towns and urban areas</p> <p>c) The assumption underpinning these commitments is that there will be improved coordination across and between governments departments to ensure that skills development and other interventions support each other to achieve wider goals.</p> <p>d) The PSETA has in place an effective monitoring and evaluation (M&E) framework and system.</p>
Disaggregation of beneficiaries	None
Spatial transformation	None
Reporting cycle	Mid-Term 2024 and at the end of the NDP & NSDP 2030 i.e. 2029
Desired performance	A public service sector that delivers on its mandate i.e. has improved levels of skills and increased worker participation in various learning programmes to a minimum of 80% by 2030. Having addressed critical skills required by the sector, a transformed public service workplace that boasts improved productivity and growth prospects.
Indicator responsibility	Chief Executive Officer

10.1 ADMINISTRATION

Programme Outcome Indicator title	Improved operational performance and an unqualified audit opinion
Definition	100% achievement of APP targets and unqualified audit opinion, with no findings
Sources of data	PSETA Strategic Plan & Annual Performance Plan, Risk Management Plan, Auditor General SA Management Report and Annual Report
Method of calculation / assessment	Number of APP achieved targets / Total number of APP targets x 100 i.e. % APP targets Achieved and AG Audit Opinion
Assumptions	Effective internal controls and compliance monitoring systems and a sound financial management and clean administration

Programme Outcome Indicator title	Improved operational performance and an unqualified audit opinion
Disaggregation of beneficiaries	None
Spatial transformation	None
Reporting cycle	Annually
Desired Performance	100% APP achievement and Clean audit outcome annually
Indicator Responsibility	Chief Executive Officer

10.2 SKILLS PLANNING AND RESEARCH

Indicator title	Number of skills planning and research initiatives implemented
Definition	Skills planning and research initiatives refers to research reports, skills planning frameworks, guidelines and tools developed for the public service sector.
Source of data	Research reports, skills planning frameworks, guidelines and tools
Method of calculation / assessment	Simple count
Assumptions	Sufficient funding available for planned initiatives
Disaggregation of beneficiaries (Where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial transformation (Where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired performance	Number of skills planning and research initiatives implemented is equal to the target
Indicator Responsibility	Skills Planning and Research Manager

10.3 LEARNING PROGRAMMES AND PROJECTS

Programme Outcome Indicator title	Percentage of sectoral priority occupations identified in the SSP addressed through implementing relevant programmes
Definition	This refers to learning interventions implemented by PSETA to address the priority occupations identified in the SSP. Learning interventions refer to learnerships, skills programmes, internships, work-integrated learning and bursaries. Each learning intervention will be considered based on their individual field of study.
Sources of data	PSETA SSP, PSETA SETMIS report
Method of calculation / assessment	$(\text{Total number of learning interventions addressing sectoral priority occupations implemented} / \text{Total number of learning interventions implemented}) \times 100$
Assumptions	Functional MIS system
Disaggregation of beneficiaries (Where applicable)	<ul style="list-style-type: none"> Target for Women: 54% Target for Youth: 70% Target for People with Disabilities: 1%
Spatial transformation (Where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	100%
Indicator Responsibility	Learning Programmes Manager

10.4 QUALITY ASSURANCE

Programme Outcome Indicator title	Number of learning interventions available to address skills priorities identified in the SSP
Definition	Learning interventions refer to the occupational qualifications, learnerships and skills programmes that have been developed to respond to the sector's skills needs identified in the PSETA SSP.
Sources of data	Submitted occupational qualifications, learnerships and/or skills programmes developed
Method of calculation / assessment	Sum of occupational qualifications and skills programmes developed per year
Assumptions	Availability of qualification development facilitator, community of expert practitioners and delegated function from QCTO
Disaggregation of beneficiaries (Where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial transformation (Where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired performance	At least 4 learning interventions developed per year
Indicator responsibility	Quality Assurance Manager

Programme Outcome Indicator title	Percentage of SDPs accredited
Definition	Skills development providers issued with accreditation to operate as both primary and secondary providers. Primary providers refer to SDPs that have never been accredited with other SETAs before. Secondary providers refer to SDPs that were accredited by other SETAs, prior to the PSETA accreditation. The total number of applications that will be received for SDPs to be issued with accreditation for both primary and secondary providers.
Sources of data	Accreditation documentation
Method of calculation / assessment	Number of new applications received which meet the set criteria and issued with primary and secondary providers/ Total number of applications received for skills development providers for accreditation
Assumptions	SDPs apply to PSETA for accreditation
Disaggregation of beneficiaries (Where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial transformation (Where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired performance	100%
Indicator responsibility	Quality Assurance Manager



ANNEXURES

11. MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

11.1 REVENUE & EXPENDITURE ESTIMATES

TOTAL REVENUE	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Revenue Estimates	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Skills Development Levy Public Entities: (DHET)							
Admin	878	1 011	1 046	192	205	220	230
Mandatory	1 673	1 919	1 999	366	391	419	437
Discretionary	4 149	4 771	4 925	705	969	1 036	1 082
Levies: Other Departments	3 183	3 002	-	-	-	-	-
Penalties	193	15	51	74	80	85	89
Interest	-	4	11	33	35	37	39
Transfers from DHET	103 760	106 425	112 304	118 516	125 036	130 453	136 193
Other Income	11	39	114	15	16	17	18
Donor Funding Realised Income	5	4	3	-	-	-	-
Interest	2 762	8 511	9 237	10 066	10 085	10 616	11 105
Total Revenue	116 614	125 701	129 690	129 967	136 818	142 884	149 193
Surplus Fund Retention				5 806			
Total Revenue Inclusive of Surplus Fund	116 614	125 701	129 690	135 773	136 818	142 884	149 193

TOTAL OPERATIONAL EXPENDITURE	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost of employment	30 419	36 653	38 711	48 311	51 645	55 260	57 691
Goods and Services	21 203	20 365	22 276	30 942	30 925	31 820	34 005
Advertising, marketing and promotions, communications	1 349	1 098	658	1 057	777	816	1 264
AGM and Annual Report and related costs	40	262	166	361	383	410	428
Audit fees	1 962	1 921	3 171	2 119	2 267	2 426	2 532
General Expenses	1 425	60	2 955	1 219	1 292	1 383	1 135
Consultancy and service provider fees	3 679	5 381	3 815	7 612	6 281	6 295	6 325
Finance costs	224	-	-	-	-	-	-

TOTAL OPERATIONAL EXPENDITURE	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Governance fees	1 621	2 722	3 646	2 990	3 170	3 392	3 541
Legal fees	1 485	344	723	1 322	1 401	670	1 320
Loss on disposal of assets	5	9	-	-	-	-	-
Operating Lease Buildings	4 064	3 912	3 483	7 024	7 687	8 225	8 587
Printing and stationery	664	594	149	750	795	850	888
Equipment rental	-	105	133	233	252	270	281
Staff recruitment	372	130	216	469	179	191	200
Staff welfare	24	117	224	691	732	784	818
Licences	-	217	508	411	436	466	487
Telephones	321	64	87	449	476	510	532
Training and staff Development	733	1 078	1 089	568	913	977	1 020
Travel and subsistence	2 266	1 467	189	2 477	2 626	2 810	3 242
Repairs and maintenance	948	847	250	1 143	1 211	1 296	1 353
Depreciation and amortisation	-	-	766	-	-	-	-
QCTO Expenditure	21	35	45	46	47	50	53
TOTAL OPERATIONS EXPENDITURE	51 622	57 018	60 987	77 753	82 570	87 079	91 697
MANDATORY GRANTS	131	249	268	213	226	242	254
DONOR FUNDING EXPENDITURE	5	4	-	-	-	-	-
DISCRETIONARY GRANTS	45 409	65 298	71 024	53 184	52 831	54 289	55 912
- Learning programmes	45 409	64 347	71 024	39 154	46 549	47 567	48 895
- Learning programmes (funded by surplus)	-	-	-	-	-	-	-
- Skills Planning and Research	-	951	-	1 927	2 423	2 592	2 707
Covid-19 Priority Programmes and Additional Learner Stipends	-	-	-	8 462	-	-	-
- Quality Assurance	-	-	-	3 640	3 859	4 129	4 311

TOTAL OPERATIONAL EXPENDITURE	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
TOTAL EXPENDITURE	97 167	122 568	132 279	132 649	135 627	141 610	147 862
NET SURPLUS / DEFICIT BEFORE CAPEX	19 447	3 132	-2 589	3 124	1 191	1 274	1 330
CAPEX	1 008	1 447	1 540	3 124	1 191	1 274	1 330
NET SURPLUS / DEFICIT AFTER CAPEX	18 444	1 689	-4 129	0	0	0	0

12. PROGRAMMES – RESOURCES CONSIDERATION

12.1. PROGRAMME 1: ADMINISTRATION

ADMINISTRATION							
	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost of employment	18 879	20 460	21 875	27 557	29 458	31 520	32 907
QCTO expenditure	21	35	45	46	47	50	53
Depreciation and amortisation	-	-	766	-	-	-	-
General expenses	1 388	0	845	1 120	1 016	1 087	1 135
Audit fees	1 400	1 921	3 171	2 119	2 267	2 426	2 532
Governance Fees	1 300	2 722	3 646	2 990	3 170	3 392	3 541
Staff welfare	615	117	224	691	732	784	818
Consultancy and service provider fees	3 679	5 381	3 815	7 612	6 281	6 295	6 325
Staff recruitment	150	130	216	469	179	191	200
Printing and stationery	516	594	149	750	795	850	888
Travel and subsistence	649	311	189	691	733	784	819
AGM and Annual Report and related costs	250	262	166	361	383	410	428
Repairs and maintenance	941	847	250	1 143	1 211	1 296	1 353
Licences	-	217	508	411	436	466	487
Legal fees	618	344	723	1 322	1 401	670	1 320
Telephones	300	64	87	449	476	510	532

ADMINISTRATION							
	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Advertising, marketing and promotions, communications	700	1 098	658	1 057	777	816	1 264
Training and staff development	1 260	1 078	1 089	406	913	977	1 020
Equipment rental	-	105	133	233	252	270	281
Operating lease buildings	4 064	3 912	3 483	7 024	7 687	8 225	8 587
Goods and Services	17 851	19 139	20 165	28 895	28 756	29 499	31 582
TOTAL OPERATIONS EXPENDITURE	36 730	39 599	42 040	56 452	58 214	61 018	64 489
CAPEX	1 200	1 447	1 540	3 124	1 191	1 274	1 330
TOTAL	37 930	41 046	43 581	59 575	59 405	62 293	19

12.2. PROGRAMME 2: SKILLS PLANNING AND RESEARCH

SKILLS PLANNING AND RESEARCH							
	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost of employment	3 412	3 437	4 419	5 039	5 391	5 769	6 022
Goods and Services	732	337	213	418	443	474	495
TOTAL OPERATIONS EXPENDITURE	4 144	3 774	4 633	5 456	5 834	6 243	6 517
MANDATORY GRANTS EXPENDITURE	160	249	268	213	226	242	254
DISCRETIONARY GRANTS EXPENDITURE	3 000	951	4 923	1 927	2 423	2 592	2 707
TOTAL EXPENDITURE	7 304	4 975	9 824	7 597	8 483	9 077	9 477

12.3. PROGRAMME 3: LEARNING PROGRAMME AND PROJECTS

LEARNING PROGRAMMES AND PROJECTS							
	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost of employment	7 230	7 150	7 774	9 747	10 409	11 138	11 628
Goods and Services	2 074	665	815	1 136	1 204	1 288	1 345
TOTAL OPERATIONS EXPENDITURE	9 304	7 815	8 589	10 883	11 613	12 426	12 973
DISCRETIONARY GRANTS EXPENDITURE	45 409	64 347	65 726	46 647	45 590	46 568	47 869
DISCRETIONARY GRANT PROJECT MANAGEMENT COST				969	958	999	1 026
TOTAL EXPENDITURE	54 713	72 162	74 316	58 499	58 162	59 993	868

12.4. PROGRAMME 4: QUALITY ASSURANCE

QUALITY ASSURANCE							
	Audited Amounts			2020/21 Budget	Medium-Term Expenditure		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost of employment	4 082	4 267	4 642	5 969	6 386	6 833	7 134
Goods and Services	531	310	391	493	522	559	583
TOTAL OPERATIONS EXPENDITURE	4 613	4 577	5 033	6 461	6 909	7 392	7 717
DISCRETIONARY GRANTS EXPENDITURE	2 000	0	375	3 640	3 859	4 129	4 311
TOTAL EXPENDITURE	6 613	4 577	5 408	10 102	10 768	11 521	12 028

13. STAKEHOLDER VALUE ANALYSIS

Stakeholder	Characteristic/Potential	Influence, Interest and Expectations	Roles & Responsibilities
National departments	<p>Critical source of information re dynamics of sector and complementary sectoral initiatives</p> <p>Good knowledge base regarding needs of sector</p> <p>Enabling agent for linkage between projects and overarching growth strategy for the sector</p>	<p>Collaborative relationships</p> <p>Knowledge sharing and capacity development</p> <p>Policy discourse</p> <p>Joint use of resources</p> <p>Advocacy and communication</p>	<p>Delivery on policy objectives in respect of work creation and economic growth within the sector</p> <p>Enhanced productivity and competitiveness of sector</p> <p>Ensure integration of skills development with complementary initiatives being undertaken.</p> <p>Take advantage of links of international expertise</p> <p>Vehicle through which sector training can be effectively addressed and resourced</p>
Provincial departments – Premiers Offices	<p>Critical resource in terms of accessing and recruiting learners and ensuring that interventions are aligned to provincial strategies</p> <p>Programme will complement and reinforce existing work creation initiatives and plans aimed at achieving NSDP targets and success indicators</p> <p>Serve as provincial implementation wing, important partner in terms of practical support to programme at a regional level</p>	<p>Collaborative relationships</p> <p>Knowledge sharing and capacity development</p> <p>Policy discourse</p> <p>Joint use of resources</p> <p>Advocacy and communication</p>	<p>Members of provincial committees</p> <p>Key recruitment agencies</p> <p>Critical link to local communities and regional stakeholders</p>
Parliament and Provincial Legislatures	<p>Serve as governmental implementation wing, important partner in terms of practical support to programme at a legislative level</p>	<p>Collaborative relationships</p> <p>Knowledge sharing and capacity development</p> <p>Policy discourse</p> <p>Joint use of resources</p> <p>Advocacy and communication</p>	<p>Ensure integration of skills development with complementary initiatives being undertaken.</p> <p>Vehicle through which industry training can be effectively addressed and resourced</p>

Stakeholder	Characteristic/Potential	Influence, Interest and Expectations	Roles & Responsibilities
PSETA registered public entities	<p>Critical resource in terms of accessing and recruiting learners and ensuring that interventions are aligned to national strategies</p> <p>Programme will complement and reinforce existing work creation initiatives and plans aimed at achieving NSDP targets and success indicators</p> <p>Serve as corporate implementation wing, important partner in terms of practical support to programme at a corporate level</p>	<p>Collaborative relationships</p> <p>Knowledge sharing and capacity development</p> <p>Policy discourse</p> <p>Joint use of resources</p> <p>Advocacy and communication</p>	<p>Delivery on policy objectives in respect of work creation and economic growth within the sector</p> <p>Enhanced productivity and competitiveness of sector</p> <p>Ensure integration of skills development with complementary initiatives being undertaken.</p> <p>Vehicle through which industry training can be effectively addressed and resourced</p>
Universities, CET & TVET colleges	<p>Provision of traditional training to address critical skills development needs within the PSETA sectors.</p> <p>Building supply-side capacity</p> <p>Strong institutional infrastructure/resource base</p> <p>Strong knowledge and research base</p> <p>Centres for innovation and vision</p> <p>Emerging recognition of need to align training with skills development framework and imperatives</p>	<p>Efficient disbursement of tuition fees to Institutions and students</p> <p>Improved communication</p> <p>Strong knowledge and research base</p> <p>Centres for innovation and vision</p>	<p>Provision of training</p> <p>Emerging recognition of need to align training with skills development framework and imperatives</p> <p>Participation in project management structures</p>
DHET	<p>Executive support</p> <p>Programme ultimately accountable to DHET on achievement of results/deliverables</p> <p>Important resource for learnership and skills programme development and implementation support</p>	<p>Performance in terms of mandate</p> <p>Measurable and meaningful contribution made to achievement of National Skills Development Strategy targets</p> <p>Efficient use of allocated resources within well-managed framework</p>	<p>Ensure ongoing, quality reports re. programme status, achievements and challenges</p> <p>Ensure ongoing communication with DHET at all levels</p> <p>Improved communication</p>
National Treasury	<p>Provision of funding and overseeing the implementation through MTEF.</p> <p>Possession of critical financial resources for the management of the PSETA</p>	<p>Expenditure in terms of approved budget</p> <p>Performance in terms of mandate</p>	<p>Achievement of NSDP targets.</p> <p>Realisation of the broader skills development goals</p>

Stakeholder	Characteristic/Potential	Influence, Interest and Expectations	Roles & Responsibilities
DPME & DPISA	Policy discourse Informs demand side needs	Collaborative relationships Knowledge sharing and capacity development Policy discourse Joint use of resources	Achievement of NSDP targets. Realisation of the broader skills development goals
Parliament	Provision of political & economic oversight	Performance in terms of mandate Timely submission of required documents	Achievement of NSDP targets. Realisation of the broader skills development goals
Employees and staff trade union	Critical source of information re. Dynamics of sector and complementary sectoral initiatives Good knowledge base regarding needs of sector Enabling agent for linkage between mandate and overarching growth strategy for the sector	Consultation Continuous improvement in working conditions	Achievement of NSDP targets. Realisation of the PSETA strategic objectives and meeting of performance targets
Governance structures	Provision of governance oversight	Compliance Organisation performance	Achievement of NSDP targets. Realisation of the PSETA strategic objectives and meeting of performance targets
Research Partners/ HSRC/PARI	Critical source of information re. the impact of government's personnel budget used for skills development	Research partner for the development the SSP	Assist with broad skills development related research aspects



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