Strategic Plan

2020/21 – 2024/25

EXECUTIVE AUTHORITY STATEMENT

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

Dr Blade Nzimande
Minister of Higher Education, Science and Innovation

STATEMENT OF THE CHAIRPERSON OF THE BOARD

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

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

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

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

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

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

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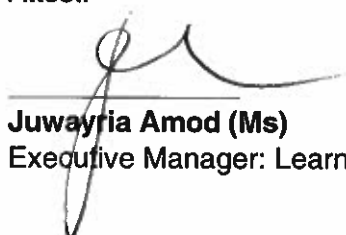
In gratitude,

Chris Mudau (Mr)
Chairperson of the Board

OFFICIAL SIGN-OFF

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

- Was developed by the management of the Safety and Security SETA under the guidance of the SASSETA Board.

- Takes into account all relevant policies, legislations and other mandates for which the Safety and Security Seta is responsible.

- Accurately reflects the Impact, Outcomes and Outputs which the Safety and Security Seta will endeavour to achieve over the period 2020/21-2024/25.
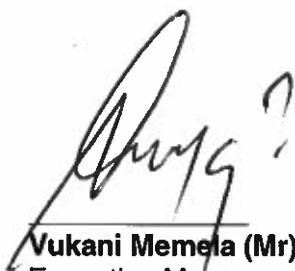
Attest:

Juwayria Amod (Ms)
Executive Manager: Learning Programmes

(Programme 3: Learning Programmes and
Programme 4: Quality Assurance)
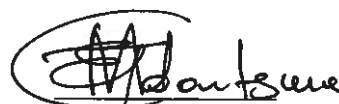
Ikalafeng Diale (Mr)
Chief Financial Officer

Vukani Memela (Mr)
Executive Manager: Research, Skills
Planning & Reporting

(Programme 2: Research, Skills Planning &
Reporting)

Thamsanqa Mdontswa (Mr)
Chief Executive Officer

Chris Mudau (Mr)
Chairperson of the SASSETA Board

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PART A:
Our Mandate

1. Constitutional Mandate

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

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

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

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

2. Legislative and Policy Mandates

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

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

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

Legislation/Policy/Strategy	Description
Skills Development Levies Act, No. 9 of 1999	The Act makes provision for leviable employers to pay 1% of their payroll to the South African Revenue Service (SARS).
Public Finance Management Act, No. 1 of 1999	SASSETA is a public entity that falls under Schedule 3A of the Public Finance Management Act, No. 1 of 1999.
National Development Plan 2030	Chapters 3,5 12 and 13 of the National Development Plan 2030 is relevant to the sphere of the SETA. The NDP 2030 aims to eliminate poverty and reduce inequality in the nominated period.
National Human Resource Development Strategy of South Africa	The Strategy has several commitments designed to address the priorities of the South African Government in terms of skills development that supports economic and social development, facilitating greater access to education opportunities, as well as building a capable public sector to meet the needs of a developmental state.
Strategic Integrated Projects (SIPs)	The 36 SIPs focus on infrastructure development as a catalyst for facilitating the creation of employment.
National Qualifications Framework Act, No. 67 of 2008	SASSETA employs the provisions of Chapter 5 of the National Qualifications Framework Act, No. 67 of 2008 (NQF), to design training programmes, to carry out quality assurance, assess learner achievement, and accredit training providers.
White Paper on Post-School Education and Training	The White Paper on Post-School Education and Training aims to establish a vision for the type of post-school education and training system that the Department of Higher Education and Training (DHET) (now the Department of Higher Education, Science, and Technology) desires by 2030.
National Skills Accord	The National Skills Accord is a multi-constituency agreement between business, organised labour, community constituents at the National Economic and Development Labour Council (NEDLAC), and Government. It was signed to support the New Growth Path target of creating five million jobs by 2020. The Accord identifies eight commitments concerning training and skills development that need to be implemented by the constituencies to achieve the New Growth Path.
Youth Employment Accord	The Youth Empowerment Accord has six commitments that include education and training; access to work exposure; increase the number of young people employed in the public service; youth target set-asides; youth entrepreneurship and youth co-operatives; and private sector measures. SASSETA has and continues to support the Government's drive to empower the youth by facilitating access to its skills development opportunities and programmes that include learnerships, internships, workplace learning, bursaries, and providing Career Guidance support. SASSETA has also encouraged access for the unemployed youth to such skills development opportunities.
Medium Term Strategic Framework (MTSF)	Strategic Plan for Government for the current electoral term. It reflects the commitments made by the Government, including the responsibility to implement the National Development Plan

Medium Term Expenditure Framework (MTEF)	It provides the medium-term spending plans of Government and budget allocations. It further highlights the impact of critical national priorities.
New Growth Path	It is a bold, imaginative, and effective strategy, which seeks to create 5 million new jobs in South Africa needs.

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

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

Programme 1: Administration	
Policy Name	Purpose of the Policy
Finance Policy	To provide a framework within which financial transactions should be recorded and accounted for.
Supply Chain Management Policy	To regulate the procurement of goods and services in line with the PFMA, PPA, BBBEE Acts.
Risk Management Policy	To provide a framework for the management of risks.
Fraud Prevention Policy	To promote ethical conduct and address fraud and corruption.
Ethics Policy	To promote a culture of openness, trust, fairness and transparency between SASSETA and its stakeholder.
Gift Acceptance Policy	To govern and provide guidance on the acceptance and administration of gifts.
Whistle Blower Policy	To eradicate unethical behaviour in the workplace.
Code of Conduct and Ethics Policy	To govern the conduct of SASSETA employees and representatives, and to provide overall guidance on matters of conduct.
Disciplinary Policy	To set and maintain standards of conduct within SASSETA and in doing so, ensure that all employees are treated fairly and consistently.
Employment Equity Policy	To ensure fair practice in appointing, developing and promoting employees from designated groups.
Grievance Policy	To provide individual employees with an effective procedure of expressing, without prejudice, a grievance, complaint, problem, dissatisfaction or feeling of injustice regarding a work situation.
Delegation of Authority Policy	To regulate the process of delegation of authority across all levels.
Human Resources Development Policy	To develop and unleash the potential of its employees, and thus enhance the productivity levels through training and development interventions in line with individual learning needs.
Internship Policy	To establish a clear framework that will guide and give direction to the management of all internship training for interns placed in terms of this policy.
Job Evaluation Policy	To provide a regulatory framework for the evaluation of jobs.
Leave Policy	To provide a regulatory framework and procedures for the granting, withdrawal, management and administration of leave for employees.

Overtime Policy	To provide a framework for the compensation of employees for additional duties performed in specific circumstances which are in excess of the prescribed working hours.
Performance Management Policy	To provide a framework to supervisors in managing performance in all employees to ensure that performance standards are met, objectives are reached, and employees are rewarded in accordance with their performance.
Recruitment and Selection Policy	To provide direction on the consistent implementation of the recruitment and selection of human resources.
Remuneration Policy	To articulate and give effect to SASSETA's directive on fair, responsible and transparent remuneration.
Resettlement Policy	To provide measures and guidelines for SASSETA to meet, within reasonable economic limits the actual expenses incurred by an employee and his immediate family due to relocation and concomitant resettlement.
Staff Retention Policy	To regulate the retention of staff.
Termination of Employment Policy	To regulate terms and conditions for the termination of employment contracts between SASSETA and its employees.
Working Hours Policy	To determine official hours of duty for all SASSETA employees
Liability Policy	To regulate the circumstances in which SASSETA as an employer shall be liable for reimbursing and compensating employees for losses they may occur whilst performing official duties.
Smoking Policy	To ensure legal compliance and demonstrate commitment to promote health at work by protecting SASSETA employees from passive tobacco smoking
Sexual Harassment Policy	To develop a workplace that is free of sexual harassment.
Incapacity Policy	To provide a framework within which incapacity of employees due to injury or ill health can be handled effectively, efficiently and uniformly.
Information Security Policy	To protect ICT assets and information within SASSETA
Email & Internet Use Policy	To manage and control of SASSETA's Email and Internet
Acceptable Use Policy	To control and manage the use of ICT resources by end users
Backup and Restore Policy	To ensure business continuity in case of disaster
ICT Programme Change Management Policy	To manage the changes to ICT systems in order to avoid unnecessary disruptions
Corporate and Promotional Gift Policy	To provide minimum standards regarding risk and opportunity management of the sourcing and distribution of corporate gifts
Sponsorship and Donation Policy	To provide the mini standards for managing risk and opportunities relation to the conduct of sponsorships and donations
Call Centre Policy	To define the roles and responsibilities of call centre agents in terms of client service
Frontline Policy	To outline customer service improvement at the main entrances of the SETA
Events Policy	To define the events guiding principles while providing detailed task instructions, and to promote cooperation between internal and external partners.
Brand and Corporate Identity Policy	To manage develop usage and protection of the SASSETA brand as a strategic corporate asset
Communications Policy	To ensure that SASSETA communications are well coordinated, effectively managed and are responsive to diverse stakeholder needs
Media Policy	To foster healthy relationships with the media as an effective communication channel with external stakeholders
Programme 2: Skills Planning, Monitoring, Evaluation, Reporting and Research	
Policy Name	**Purpose of policy**
Records Management Policy	To ensure that all SASSETA records are properly managed and stored

Performance Monitoring and Reporting Policy	To monitor SASSETA's performance in terms of the APP and SLA targets and to monitor performance on individual projects.
Mandatory Grants Policy	Aimed at guiding and implementing the disbursement of Mandatory Grants in line with SETA grant regulations

Programme 3: Learning Programmes

Policy Name	Purpose of policy
Centres of Specification Policy	To set out the funding framework for the specified trades, the different delivery models and project types that will be deployed to assist qualifying employers to access the discretionary grant and implement the Centres of Specialisation accordingly.
Discretionary Grants Policy	To set out the funding framework for pivotal and non-pivotal programmes, the different delivery models and project types that will be deployed to assist the SASSETA stakeholders to access the discretionary grants and implement learning programs accordingly.
Learner Administration Policy	To regulate the registration of learners on learning programmes.

Programme 4: ETQA

Policy Name	Purpose of policy
Qualifications Development Policy	To develop occupational qualifications that serve the requirements of the sector.
Assessment and Moderation Policy	To provide guidelines on the assessment and moderation of learner results
Skills Development Provider Accreditation Policy	To provide a framework for the accreditation of skills development providers
Certificate Policy	To provide a regulatory framework for printing of certificates.

3. Relevant Court Rulings

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

PART B:

Our Strategic Focus

4. Vision, Mission and Values

Vision: To be the leader in skills development for the safety and security sector in the SADC region.

Mission: Transforming and professionalizing the safety and security sector by providing qualifications and quality skills through effective and efficient partnerships

Values

VALUES: LEAP	**Leadership**	We commit to decisive leadership in advancing skills development within the sector.
	Equity	We commit to treat all diverse stakeholders in an equitable manner.
	Accountability, Transparency and Integrity	We pledge to execute SASSETA's responsibilities in an open, honest, and ethical manner.
	Professionalism	We work as a team and value the contribution of others, while maintaining proficiency and service excellence.

5. Situational Analysis

5.1 External Environment Analysis

Skills development is critical for our economic growth and social development. Unemployment, poverty and youth skills development remain a prominent global concern. South Africa has one of the highest unemployment and inequality rates in the world, with the bulk of the workforce unskilled and historically employed in primary industries such as mining and agriculture. The current unemployment rate in South Africa has increased to 30.1%.

The unemployment rate is even higher among the youth, at around 59%. South Africa remains the world's most unequal society since the dawn of democracy, and inequality (Gini Coefficient) has persistently increased from 0.61 in 1996 to 0.63 in 2015. The skills development issue in South Africa is thus pertinent both at the demand and supply level and extensive efforts to upskill the workforce are required, both in quantity and quality.

Skills development in South Africa is facilitated through various education and training interventions by, among others, sector education and training authorities (SETAs). SETAs are statutory bodies funded through the public purse and are regulated mainly by the Skills Development Act No. 97 of 1998 and the Skills Development Levies Act No. 9 of 1999. These Acts are supplemented by regulations which are published in the Government Gazette. It also requires the establishment of industry participation mechanisms in training programmes. SASSETA will contribute to increasing public confidence in public sector institutions in the sector and enabling these institutions to address an increase in specific categories of crime.

SASSETA is responsible for the facilitation of skills development in the safety and security sector and ensuring that skills needs are identified and addressed through a number of initiatives by the SETA and the sector.

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

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

SIC Codes	Chamber	Constituencies
9110A	Policing	Independent Police Investigative Directorate (IPID), Provincial Secretariats for Safety and Security, Civilian Secretariat for Police Service (CSPs), and South African Police Service (SAPS)
91301 91302		Metropolitan Police Departments, Municipal Traffic Management / Law Enforcement. and the Road Traffic Management Corporation (RMTC).
9110B	Corrections	Department of Correctional Services (DCS), Private Correctional Services Providers (Kutama Sinthumule Correctional Centre and Mangaung Correctional Centre), Judicial Inspectorate for Correctional Services, Correctional Supervision, and Parole Boards.
9110C	Justice	Department of Justice and Constitutional Development (DoJ & CD), National Prosecuting Authority (NPA), Special Investigations Unit (SIU), SIU Special Tribunal, and Office of the Chief Justice of South Africa.
9110D	Defence	The Department of Defence (DOD), South African National Defence Force (SANDF) (including SA Army, SA Air force, SA Military Health Service, and SA Navy).
91104 91105	Intelligence Activities	State Security Agency (SSA) (including its branches (i.e., National Intelligence Agency (NIA), South African National Academy of Intelligence (SANAI), The National Communications Centre (NCC), Office for Interception Centres (OIC), Electronic Communications Security (Pty) Ltd (COMSEC), and The South African Secret Service (SASS).
88110	Legal Services	Law firms, Paralegal services, Sheriffs, South African Board of Sheriffs (SABS), and Legal Aid Services.
88920	Private Security and Investigation Activities	Private security companies, investigation, and polygraph services

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

The vital issues confronting public sector departments or entities in the sector include dwindling levels of public confidence in institutions in the cluster. South African is also confronted by an increase in certain categories of crime such Gender-based Violence, Cybercrimes and Murder, amongst others. The country is not winning in the fight to lower increasing road fatalities. Notwithstanding, there is a need for the SETA to intensify skills development initiatives and assessing the impact of these initiatives in order to respond to the challenges mentioned herein. The White Paper on Post School Education and Training (November 2013) locates SETAs as

one component of the post-schooling system. This system aims to assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa and to provide expanded access, improved quality and increased diversity in the provision of a stronger and more cooperative relationship between education and training institutions and the workplace.

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

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

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

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

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

According to the International Labour Organisation, "Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development." The service delivery environment in respect to SASSETA industry covers both the public and private sectors. The public security sector consists of government security agencies and law enforcement bodies, whose role is to protect and serve the public and the interests of the state. The private sector comprises of companies and bodies who provide private security and legal services. The safety and security sector is one of the most labour-intensive sectors and the major contributor to employment in the country. Figure 1 shows the total employment distribution per sub-sector, of which 49% are employed in the Private Security sub-

sector. Policing is the second largest sub-sector accounting for 19% of the workforce in the sector. Furthermore, the private portion of the sector employs 56% of the workforce, while the public portion employs the remaining 44%.

Figure 1: Employment status per subsector (%)
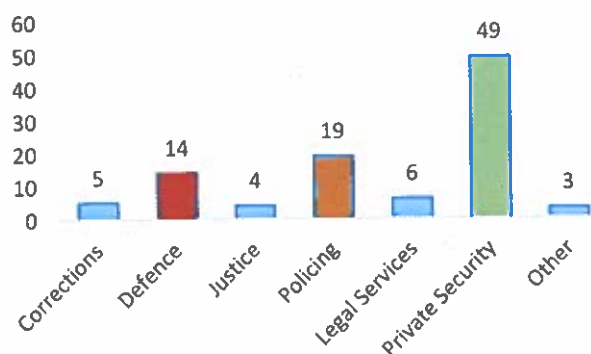
Source: SASSETA - WSP data received (2019)

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

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

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

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

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

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

Source: National Treasury, Budget Review (2019)

Despite their low financial threshold, law courts and prisons are showing a stable increase between the two financial years under review due to re-prioritisation of funds from the policing service to law courts and prisons. The Integrated Justice System Modernisation Programme is a key component of the integrated strategy to fight crime. Over the medium term, it is planned to shift R853 million from the South African Police Service to the Department of Justice and Constitutional Development (Portfolio Committee on Justice, 12 July 2019). The government's future plans on the peace and security cluster show an increasing trend between 2019 and

2022, even though budget for the defence and police service function is under pressure. (This depicted in figure 2 below).

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

ESTIMATE OF FUTURE GOVERNMENT EXPENDITURE ON DEFENCE, PUBLIC ORDER AND SAFETY FUNCTIONS, 2019-2022
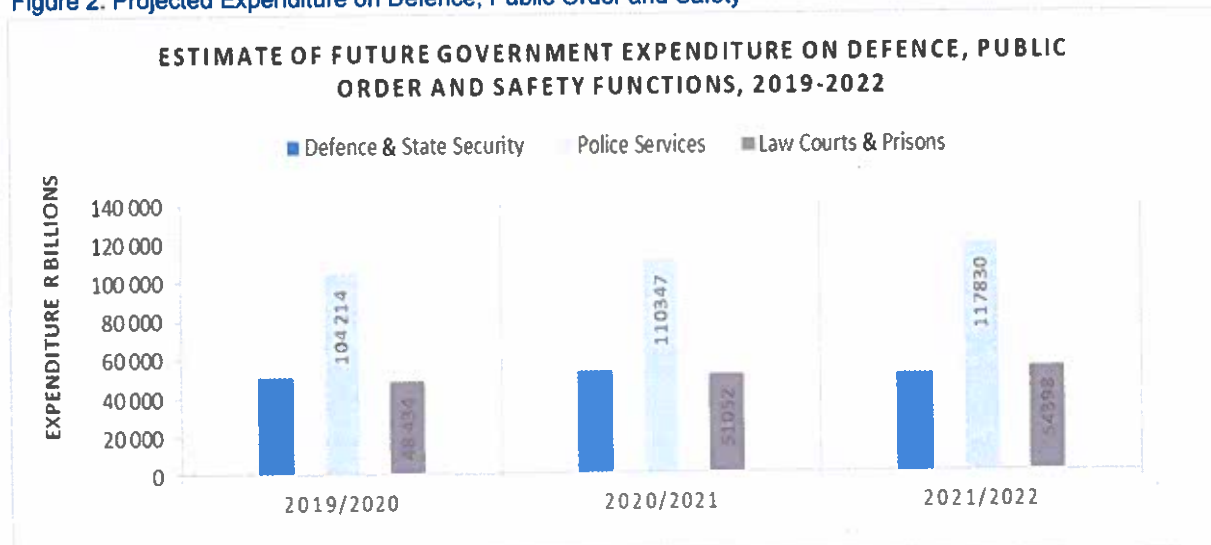
Source: National Treasury, Budget Review (2019)

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

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

	2013	2014	2015	2016	2017
■ Private security	R 35,04	R 37,90	R 54,06	R 54,46	R 68,33
■ Legal Services	R 30,27	R 33,25	R 38,84	R 38,21	R 47,93
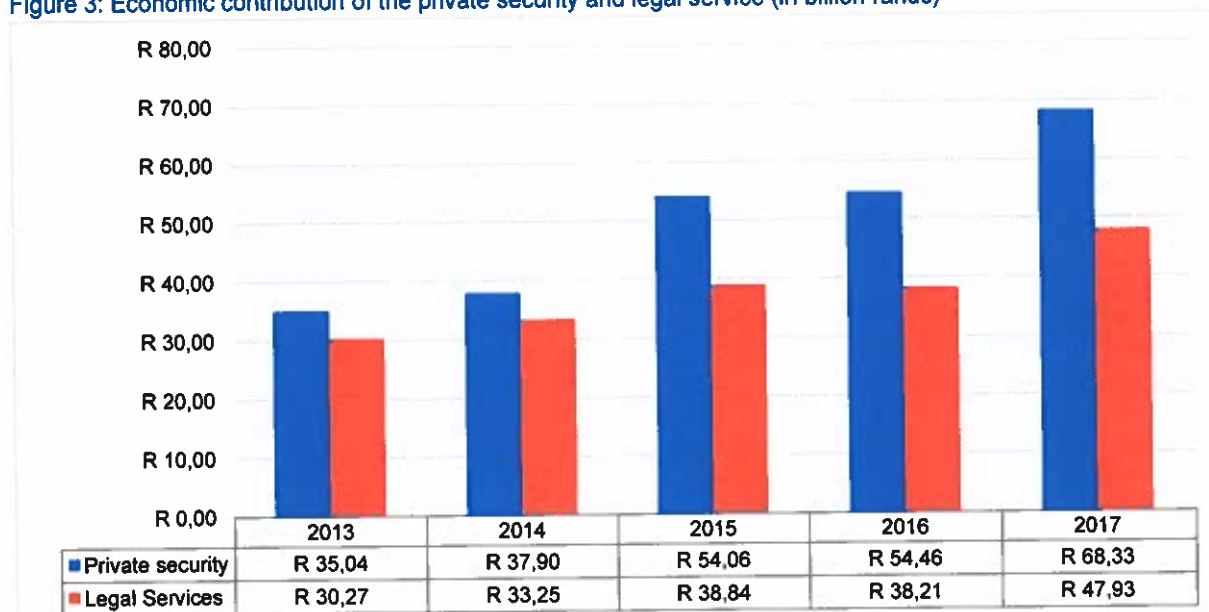
Source: Statistics South Africa (2019)

The private security sub-sector firms earned about R35 billion in 2013, R37.9 billion in 2014, R54.1 billion in 2015, R54.5 billion in 2016 and R68.3 billion in 2017, whereas legal services firms earned R30.3 billion in 2013, R33.3 billion in 2014, R38.8 billion in 2015, R38.2 billion in 2016 and R47.9 billion in 2017. The upward trend is also evident in both the sector and the

national economy, with firms in the finance, real estate and business services sectors moving from earning R738.1 billion in 2013 to R1.1 trillion in 2017, while the overall economy changed from R7.3 trillion in 2013 to R9.9 trillion in 2017.

Figure 4: Organisations per Size
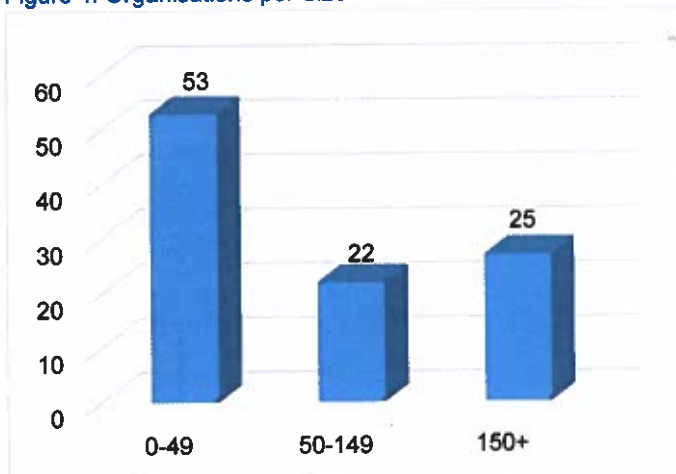
Source: SASSETA SSP data (2019)

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

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

Figure 5: Labour Force Status Per Province (%)

- Gauteng
- KwaZulu-Natal
- Western Cape
- Free State
- Limpopo
- Northern Cape
- North West
- Mpumalanga
- Eastern Cape
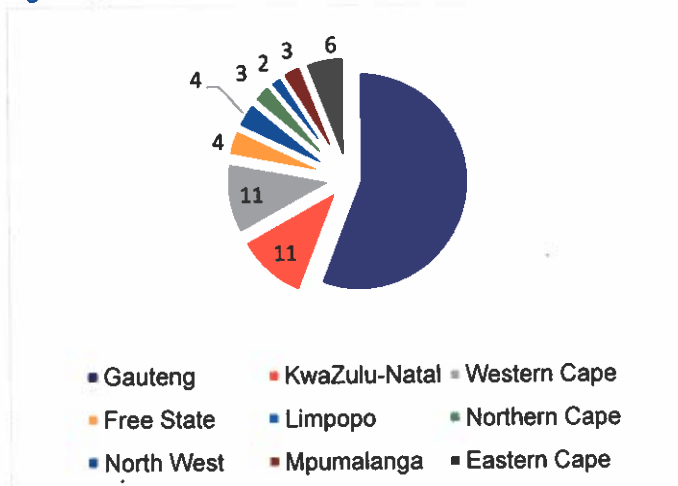
Source: SASSETA SSP data (2019)

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

Figure 6: Occupational Classification in the Sector (%)
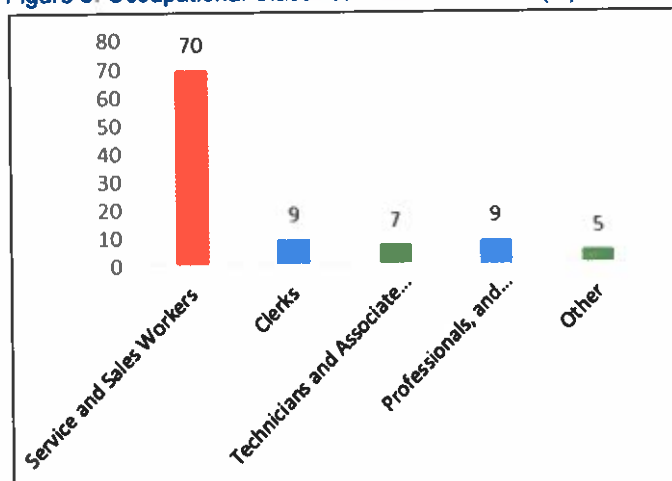
Source: SASSETA SSP data (2019)

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

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

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

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

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

Figure 7: Gender (%)
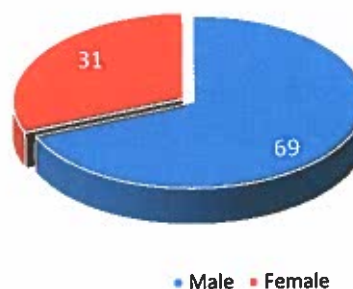
Source: SASSETA SSP data (2019)

Figure 8: Demographic Composition in the Sector (%)
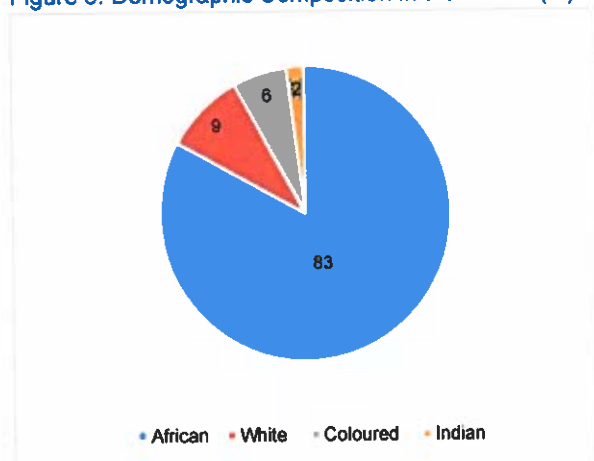
Source: SASSETA SSP data (2019)

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

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

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

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

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

Table 2: Top 10 PIVOTAL List for the Sector

No	OFO Code	Occupation	Specialisation	NQF	Intervention
1	2019-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
2	2019-252901	ICT Security Specialist	Not specified	7	Bursary
3	2019-325705	Safety, Health, Environment, and Quality (SHEQ) Practitioner	Safety, Health, Environment, and Quality (SHEQ) Manager Radiation Protection	7	Bursary /Skills Programme
4	2019-261104	Trademark Attorney	Trademark Advisor	7	Bursary
5	2019-341103	Paralegal	Not specified	6	Learnership/Bursary
6	2019-732203	Advanced/ K53 Security Driver	Not specified	5	Skills Programme
7	2019-341110	Associate Legal Professional	Not specified	6	Bursary / Candidacy
8	2019-261101	Attorney	Not specified	8	Bursary / Candidacy
9	2019-355501	Detective	Forensic Detective/ Investigator	5	Learnership / Bursary
10	2019-252301	Computer Network and Systems Engineer	Not specified	7	Bursary

Source: WSP data (2020)

Table 3 Table showing scare and critical skills

OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2019-541401	Security Officer	Security Guard	Learnership
2019-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary
2019-235101	Education or Training Advisor	Education or Training Advisor	Skills Programme
2019-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills Programme
2019-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary
2019-263403	Organisational Psychologist	Organisational Psychologist	Bursary
2019-143904	Security Services Manager	Security Services Manager	Skills Programme / Bursary
2019-311301	Electrical Engineering Technician	Electrical Engineering Technician	Bursary
2019-351101	Computer Operator	Computer Operator	Bursary
2019-541201	Traffic Officer	Law Enforcement Officer	Learnership
2019-252901	Security Service Administrative Officer	Security Specialist	Bursary
2019-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship
2019-132404	Warehouse Manager	Warehouse manager	Bursary
2019-516501	Driving Instructor	Driving Instructor	Learnership
2019-121908	Quality Systems Manager	Quality Systems Manager	Skills Programme
2019-421401	Debt Collector	Debt Collector	Skills Programme
2019-351301	Computer Network Technician	Computer Network Technician	Bursary
2019-335501	Detective	Forensic Detective /Investigator	Skills Programme
2019-325705	Safety, Health, Environment, and Quality (SHEQ) Practitioner	Safety, Health, Environment, and Quality (SHEQ) Manager Radiation Protection	Skills Programme / Bursary
2019-341103	Paralegal	Paralegal	Learnerships
2019-261101	Attorney	Attorney	Bursary / Candidacy
2019-261905	Notary	Notary	Skills Programme / Bursary
2019-261901	Skills Development Facilitator	Skills Development Facilitator	Skills Programme / Bursary
2019-263101	Economist	Economist	Bursary
2019-341107	Law Clerk	Legal Clerk	Skills Programme / Bursary
2019-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary
2019-334201	Legal Secretary	Legal Practice Manager	Learnership

2019-132402	Logistics Manager	Dispatch Logistics Manager	Bursary
2019-121903	Physical Asset Manager	Contract Manager	Skills Programme / Bursary
2019-242403	Assessment Practitioner	Assessor	Skills Programme / Bursary
2019-341104	Clerk of Court	Clerk of Court	Learnership
2019-134914	Correctional Services Manager	Correctional Services Manager	Learnership
2019-541501	Intelligence Operator	Police Intelligence Operators	Learnership
2019-121202	Business Training Manager	Training & Development Manager	Bursary
2019-341101	Conveyancer	Conveyancing Compliance Officer	Learnership
2019-331201	Credit or Loans Officer	Financial Accounting Officer	Learnership
2019-341102	Legal Executive	Legal Executive	Learnership
2019-121905	Programme or Project Manager	Project Director	Learnership/Bursary/Skills Programme
2019-121908	Quality Systems Manager	Quality Systems Coordinator	Learnership
2019-541904	Armoured Car Escort	Armoured Car Escort	Skills Programme
2019-351301	Computer Network Technician	Network Support Technician	Learnership
2019-261104	Trademark Attorney	Trademark Advisor	Bursary
2019-343401	Chef	Executive Chef	Learnership/ Skills Programme
2019-515103	Commercial Housekeeper	Housekeeper (Not Private)	TVET Placement
2019-133103	Data Management Manager	Data Processing Manager	Learnership
2019-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship
2019-241104	External Auditor	Forensic Auditor / Investigator	Internship
2019-242215	Fraud Examiner	Fraud Investigator	Bursary
2019-651302	Boiler Maker	Boilermaker-welder	Apprenticeship
2019-641201	Bricklayer	Not Specified	Apprenticeship
2019-641501	Carpenter and Joiner	Panel Erector	Apprenticeship
2019-643302	Chimney Cleaner	Chimney Repairman	Apprenticeship
2019-263401	Clinical Psychologist	Forensic Psychologist	Bursary
2019-251901	Computers Quality Assurance Analyst	Software tester	Bursary
2019-341105	Court Bailiff	Court Collections Officer	Skills Programme
2019-335101	Customs Officer	Customs Investigator	Learnership
2019-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership
2019-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership
2019-215201	Electronics Engineer	Communications Engineer (Army)	Bursary

2019-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary
2019-143901	Facilities Manager	Facilities Supervisor	Learnership
2019-862202	Handyperson	Handy Man	Apprenticeship
2019-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership
2019-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary
2019-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership
2019-652203	Locksmith	Safe maker	Learnership
2019-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership
2019-643101	Painter	Painting Contractor	Learnership
2019-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary
2019-642601	Plumber	Sanitary Plumber	Learnership
2019-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary
2019-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary
2019-252902	Technical ICT Support Services Manager	Not Specified	Learnership/ Bursary
2019-216402	Transport Analyst	Logistics Analyst	Bursary
2019-216604	Web Designer	Not Specified	Bursary
2019-718907	Weighbridge Operator	Licensed Weigher	Learnership
2019-732203	Driver	Advance/K53 security driver	Skills Programmes
2019-263507	Adoption Social Worker	Occupational social worker	Bursary
2019-6531	Motor Vehicle Mechanics and Repairers	Not Specified	Learnership
2019-214401	Mechanical Engineer	Mechatronics Engineer	Bursary
2019-261106	Advocate	Judge	Bursary
2019-134905	Judicial Court Manager	Not Specified	Learnership
2019-264301	Interpreter	Court Interpreter	Bursary
2019-341110	Associate Legal Professional	Legal Analyst Legal Officer	Bursary
2019-251203	Developer Programmer	ICT Programmer Software Programmer	Bursary
2019-331301	Bookkeepers	Financial Administration Officer	Learnership
2019-315305	Pilot	Attack Helicopter Pilot	Bursary
2019-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership
2019-225101	Veterinarian	Veterinary Pathologist	Bursary
2019-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary
2019-252901	ICT Security Specialist	Database Security Expert	Bursary

2019-221207	Pathologist	Forensic Pathologist	Bursary
2019-311901	Forensic Technician (Biology, Toxicology)	Not Specified	Bursary
2019-261106	Advocate	Asset Forfeiture Advocate	Skills Programme / Bursary
*	Court Preparation Officer	Not Specified	Learnership / Skills Programme / Bursary
*	Court Preparation Manger	Not Specified	Learnership / Skills Programme / Bursary
**	Tourism Safety Monitor	Not Specified	Learnership / Bursary

Source: WSP data (2020)

Table 3: Critical Skills and Planned Interventions

Critical Skills (or Skills Gap)	Intervention Planned by the SETA
Legislation drafting skills	Skills Programme
Adult Education and Training [AET]	Skills Programme
Risk Management Related Skills	Skills Programme
Interpretation Law Skills	Skills Programme
First Aid Skills	Skills Programme
Cyber Crime /Cyber Security Skills	Skills Programme
Fire Arm Trainer Skills	Skills Programme
Correctional Officer	Learnership
Contact Centre Skills	Skills Programme
Maritime Law Skills	Skills Programme
Coaching skills	Skills Programme
Mentoring skills	Skills Programme
Customary Law Skills	Skills Programme
Law Business Finance Skills	Skills Programme
Administration of Estate Skills	Skills Programme
Insolvency Skills	Skills Programme
Security Management Skills	Bursary / Skills Programme
Control Room Operations Skills	Skills Programme
Report Writing Skills	Skills Programme
Negotiation Skills	Skills Programme
Labour Relations Skills	Bursary / Skills Programme
Defensive Driving Skills	Skills Programme
Offensive Driving Skills	Skills Programme
Public Sector Manager (Various Specific Occupations)	Bursary / Skills Programme
Artisan: (Bricklayer, Electrician, Carpenter, & Plumber)	Learnership / apprenticeship
Foreign Languages Skills	Skills Programme
Case Management Skills	Skills Programme
Correctional Science	Learnership / Bursary
Parole Board Skills	Short course
Police Oversight Skills	Short course / Bursary
Evaluate Loads on Vehicles Skills	Skills Programme
Sign Language Skills	Skills Programme
Financial Management Skills	Skills Programme / Bursary

Source: SASSETA SSP data (2020)

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

PESTLE

The PESTLE is used to monitor the macro-environmental factors that have an impact on the business of the SETA. These factors are depicted in the table below:

Political	Stability and Certainty in the SETA landscape, as the lifespan of SETA's has been extended for a further ten years.	A clear expression of mandate to the SETA over ten years from the government policy, this will enable improved planning and contracting	Uncertainty political climate, due to mismanagement in government funds and lack of confidence in the current political leadership.	Prioritization of skills development in accordance to the National Development Plan of 2030	International Crime syndicates such as human trafficking or drug trafficking affects the political stability of the country	Delayed review of legislation
Economical	Subdued economic (growth estimate of 1.5%) climate and its ramifications, i.e., changes to taxes such as VAT, levies and the COVID 19 skills development levy holiday. A reduction in the overall funding may reduce the resources allocated to the skills development in the sector and the country at large	Global economic impact, especially of COVID 19 Businesses are closing due to challenges associated with COVID 19	Low economic growth adversely affects job creation (high unemployment rate). Poverty levels are on a rise The increased cost of living	There is a reduction in the international donor funding contribution, this impact negatively on funds for skills development	Businesses are unable to accommodate, learners for work-based training due to reduction of funds.	

Social	The high unemployment (30.1%), inequality, and poverty rates deepens the socio-economic crisis.	Skills development in Rural areas is restricted due to digital divide	Crimes continues to rise and pose challenges to sustainable development issues.	Businesses lack the capacity to accommodate learners with disabilities or special needs	The lack of proper facilities to adhere to the COVID 19 regulations such as social distancing and PPE requirements	The impact of rampant protest actions disrupts the normal processes of the sector
Technological	There is a lack of skills to deal with cybercrime with respect to Detection and prevent, Investigation and policing, Prosecution and Partnership	Technology provides an extraordinary opportunity for smart policing (Surveillance, detectives, investigation, alarms, control room, and biometric access control), new jobs, and addresses sustainable development issues.	Opportunities for us to expand the model of E-Learning.	Increased reliance on technological development resulting in job losses.	Lack of technology advancement within the sector to adhere to COVID 19 regulations such as lack of resources /digital equipment for e-learning	Technological advancement is delayed due to crimes such as cable theft and robberies
Legal	There is a credible and independent judiciary system	The legal Sector and judiciary system remain untransformed despite it being 26 years post-apartheid	Some legislation and compliance regulations delay productivity and service delivery.	Due to COVID 19 restrictions the sector has experienced delays in implementation of learning programs		

Environmental	Climate change necessitates the effective enforcement of environmental bylaws and treaties.	Reputational damage for not adhering to global environmental treaties	Increased risk of flash floods due to poor infrastructure causes disruption to the work force, and institution's operations		

5.2 Internal Environment Analysis

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 5: SASSETA SWOT analysis

THEMATIC FOCUS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
PROGRAMME 1: ADMINISTRATION				
Financial administration and compliance	There are adequate internal controls deployed for effective financial administration.	Late payment of Levies from some entities results in delayed implementation of the core mandate	There is an opportunity for further integration of inter-departmental systems to improve financial management and reporting.	The threat within the Sector is the Inadequate levy income.
Human Resource Management	Implemented performance management systems to support the SETA mandate. SASSETA Leverages on the expertise of our employees and work collaboratively to achieve the best possible outcome of the organisation.	Inadequate retention strategy of the HR function. There is a lack of common values, ethics, and behaviours amongst employees	Restructuring the organisation to support operational excellence. Attracting and retaining a capable workforce.	There is a possibility of dissatisfied employees, instituting litigation against the SETA
Information Communication Technology	ICT Master Plan, ICT Governance and ICT policies and procedures developed.	Inadequate integration of ICT systems and the capacity to provide a holistic view of the business performance.	Invest in and optimising in ICT to meet the changing business needs.	The possibility of cyber threats or hacking of the ICT environment could result in business disruption.
Governance and Risk	Strong Policy Framework Enhanced oversight over risk management. Reliable Risk Department	Not all external risks are fully mitigated	There is an opportunity to engage with stakeholder to better mitigate external risks	Recipients of programs lack understand of skills development and unsubstantiated challenge the SETA
Marketing and Communication	Effective implementation of the communication and marketing strategy.	Inadequate rural and regional marketing and communication platforms.	Increased visibility of SASSETA in rural and regional areas. The Career Guidance Team can be used to market and create brand awareness in developing areas.	Inadequate marketing leading to limited ability to widen the corporate reach.

THEMATIC FOCUS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
PROGRAMME 2: SKILLS PLANNING, MONITORING, EVALUATION, REPORTING, AND RESEARCH				
	Improved and aligned strategies and skills are planning processes.	Data limitation on the process of identification of scarce and critical skills as well as hard to fill vacancies.	More targeted planning such that resources are directed to critical and priority areas.	Delayed implementation of the plan.
Skills Planning and Research	Sector aligned research agenda developed.	Inadequate capacity in the research unit to effectively and efficiently implement the research agenda.	Forge research partnerships to innovatively and aggressively implement an industry-aligned research agenda to support the SSP and strategic priority actions for the sector.	Limited buy-in and cooperation by stakeholders to implement the research agenda.
Monitoring, Evaluation, and Reporting	Implementation of the MER framework.	Inadequate resources to effectively and efficiently implement the MER function. Remedial actions are not implemented timeously.	The conclusion of impact studies, can assist the Sector in decision making processes.	Limited buy-in and cooperation by stakeholders to implement remedial actions. Reactive response to project threats.
PROGRAMME 3: LEARNING PROGRAMMES				
Discretionary Grants	The ability to evaluate current process and create innovative processes such as online platforms and databases.	Inadequate ICT systems to support the management, monitoring, and reporting of Learning Programmes. Slow project implementation by recipients of discretionary grants	Strategic projects in partnership with key stakeholders to improve rural outreach.	Some government departments are not paying the levies as per the DPSA directive nor complying with the Discretionary Grants Policy and Processes. Delayed initiation of learning programs by recipients of discretionary grant funding due to COVID 19 challenges
	Quick response to the COVID 19 regulations within the sector MOU's with various public institutions which allowed us to implement projects efficiently	Digital divide is a huge challenge for the sector	There is an opportunity to increase the use of technological resources such as the introduction of digital interface to conduct meetings/inductions/ training	COVID 19 Pandemic Possible cancellation of training. Possibility of not achieving targets

THEMATIC FOCUS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
PROGRAMME 4: QUALITY ASSURANCE (ETQA)				
Education, Training, Qualification Authority	Strengthened oversight over the Education, Training, and Quality Assurance function.	Insufficient resource capacity to conduct monitoring of accredited training providers.	Modernisation of the certification process and turnaround times.	There is a threat that the sector, may not develop all the occupational qualifications required before the old legacy qualifications are deregistered by SAQA

The SETA will be implementing a revenue enhancement strategy to ensure that levy contributions are sustained. As regard, delayed implementation of projects the SETA has amended its discretionary grants policy to enable the SETA to cancel any contract signed, should the recipients not timeously implement training.

5.3 High Level Organisational Structure

Organisational structure
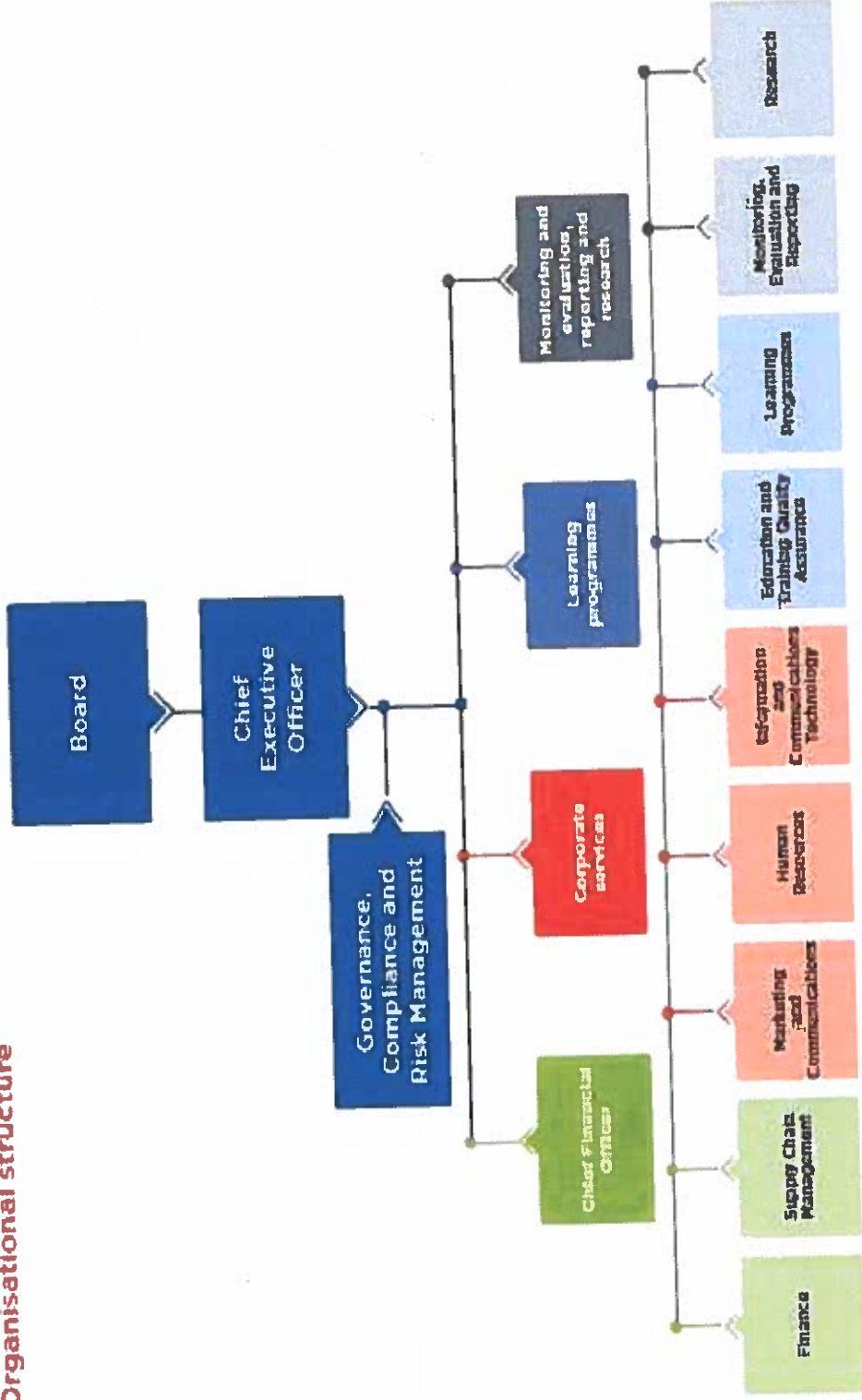
SASSETA's demographic variables for employees

Table 6: SASSETA's employees demographic variables.

Total Number of Employees	Male	Female	Youth	Disabled Employees
135

(this figure includes the interns and temporary employees) | 40 | 95 | 52 | 1 |

Description of the Strategic Planning Process

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

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

Diagram A: Strategic Planning Process

Environment Scan

External and Internal Situational Analysis

Plan & Budget

3 year Strategic Plan & Annual Performance Plan

Implementation

Annual Performance Plan & Operational Plans

Monitoring & Evaluation

Implementation of the Quarterly Progress Reports & Annual

Continuous Process
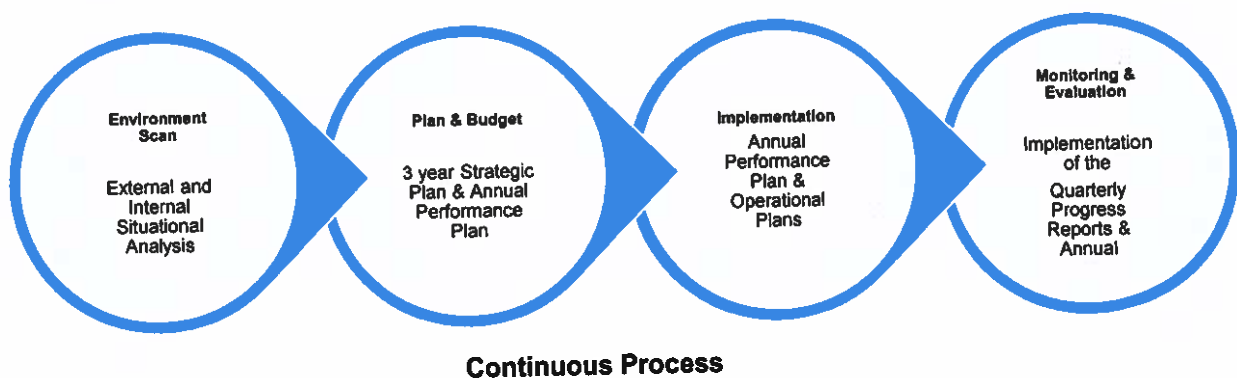
PART C:

Measuring our Performance

6. Institutional Performance Information

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

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

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

6.1 Measuring the Impact

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

Programme 1: Administration	
Impact statement	Good governance and sound administration
Outcome	1. Strengthened collaboration with stakeholders to advance skills development within the sector 2. Enhanced risk intelligence to promote good governance and an ethical environment
Outcome Indicators	1. Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025 2. National Treasury Risk management maturity level maintained by 31 March 2025
Programme 2: Research, Skills Planning & Reporting	
Impact statement	Improve access to occupations in high demand
Outcome	Identified occupations in high demand
Outcome Indicator	SSP annually updated with the list of occupations in high demand

Programme 3: Learning Programmes	
Impact statement	Increased skills development in the safety and security sector targeted at occupations in high demand
Outcomes	1. Increased production of occupations in high demand 2. Linking Education and the Workplace 3. Improved level of skills in the Safety and Security Sector 4. Increased access to occupationally directed programmes 5. The growth of the public college system supported
Outcome Indicators	1. Number of qualified individuals available to fill occupations in high demand by 31 March 2025 2. Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes by 31 March 2025 3. Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners by 31 March 2025 4. Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025 5. Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025
Programme 4: ETQA	
Impact statement	Increased number of learners with SAQA recognised qualifications
Outcome	Ensured efficiency in the delivery of occupational qualifications for the safety and security sector
Outcome Indicator	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025

6.2 Measuring Outcomes

Programme 1: Administration			
Outcome	**Outcome Indicator**	**Baseline**	**Five Year Plan**
Strengthened collaboration with stakeholders to advance skills development within the sector	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025	No Audited Information Available (New Outcome Indicator)	20
Enhanced risk intelligence to promote good governance and an ethical environment	National Treasury Risk management maturity level maintained by 31 March 2025	Level 5	Level 5

Programme 2: Research, Skills Planning & Reporting			
Identified occupations in high demand	SSP annually updated with the list of occupations in high demand	Sector Skills Plan (SSP) 2019	Sector Skills Plan (SSP)

Programme 3: Learning Programmes			
Increased production of occupations in high demand	Number of qualified individuals available to fill occupations in high demand by 31 March 2025	472	350
Linking Education and the Workplace	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes 31 March 2025	40	50
Improved level of skills in the Safety and Security Sector	Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners 31 March 2025	No Audited Information Available (New Outcome Indicator)	1000
Increased access to occupationally directed programmes	Number of partnerships with TVET Colleges for the training of artisians 31 March 2025	10	15
The growth of the public college system supported	Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025	No Audited Information Available (New Outcome Indicator)	R10 000 000.00

Programme 4: ETQA			
Ensured efficiency in the delivery of occupational qualifications for the safety and security sector	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025	7	15

6.3 Explanation of Planned Performance over the Five Year Planning Period

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

6.4 Expenditure Trends

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

Reconciling performance targets with the Budget and MTEF: Programme 1

Programme 1: Administration	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2017/18	2018/19	2019/20 *	2020/21	2021/22	2022/23	2023/24
Human Resources	4 856	7 313	10 147	7 197	8 265	8 628	9 008
Communication and marketing	6 031	7 108	12 118	8 224	8 573	8 951	9 344
Information Communication Technology	5 845	7 290	13 051	6 989	9 817	10 249	10 700
Finance and Supply Chain Management	25 108	33 009	43 144	40 583	37 408	39 053	40 772
CEO Office	27 888	23 438	24 469	20 086	11 822	12 342	12 885
Governance, Risk and Compliance	-	1 921	8 212	5 494	5 959	6 222	6 495
Auxiliary	-	5 920	6 839	5 558	4 440	4 636	4 840
Provincial Offices	-	1 386	4 196	4 178	4 448	4 643	4 848
TOTAL	69 728	87 384	122 176	98 309	90 732	94 724	98 892

Reconciling performance targets with the Budget and MTEF: Programme 2

Programme 2: Skills Planning, M&E And Research	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2017/18	2018/19	2019/20 *	2020/21	2021/22	2022/23	2023/24
Mandatory grant expenditure	55 106	52 945	65 436	50 039	62 510	65 261	68 132
Monitoring, reporting and evaluation	704	683	253	318	954	996	1 040
CAATs, conflict of interest and business intelligence	-	-	6 084	6 800	7 208	7 525	7 856
Research	491	734	592	2 080	3 180	3 320	3 466
Filing and archiving	-	-	3 195	4 500	4 770	4 980	5 199
Postage and Registry	-	-	17	20	21	22	23
Evaluation (Impact Studies)	273	273	307	900	1 750	1 827	1 907
Roadshow and Exhibitions	-	355	385	1 042	1 242	1 297	1 354
ATR/WSP Verification	-	-	35	295	395	413	431
Other administration expenditure	10 029	13 257	15 467	17 830	18 615	19 434	20 289
TOTAL	**66 603**	**68 246**	**91 772**	**83 824**	**100 646**	**105 074**	**109 698**

Reconciling performance targets with the Budget and MTEF: Programme 3

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2017/18	2018/19	2019/20 *	2020/21	2021/22	2022/23	2023/24
Discretionary Grants Expenditure - Current Year	181 072	224 840	193 143	88 900	302 244	315 543	329 427
Discretionary Grants Expenditure - Prior Year	-	-		-	-	-	-
Project Administration Costs - 7.5%	10 912	17 431	22 995	10 315	25 530	26 653	27 826
Other Non-pivotal grant	257	518	847	6 500	6 500	6 786	7 085
TOTAL	**192 241**	**242 789**	**216 985**	**105 715**	**334 274**	**348 982**	**364 337**

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2017/18	2018/19	2019/20 *	2020/21	2021/22	2022/23	2023/24
Workers Entering Learnerships	17 340	28 598	28 724	4 903	27 000	28 188	29 428
Unemployed Entering Learnerships	63 629	49 622	35 653	23 702	90 000	93 960	98 094
Workers Entering Bursaries	6 626	10 308	5 625	2 074	8 000	8 352	8 719

Unemployed Entering Bursaries	9 916	16 514	14 762	8 355	21 000	21 924	22 889
Workers Entering Skills Programme	19 094	13 688	14 502	5 333	25 200	26 309	27 466
Unemployed Entering Skills Programme	13 490	23 289	8 344	830	1 600	1 670	1 744
Unemployed Entering Internships	19 917	17 094	17 146	6 577	42 000	43 848	45 777
TVET Student Placement	15 346	23 551	31 172	7 999	18 000	18 792	19 619
University Student Placement	4 897	20 862	23 388	1 067	3 600	3 758	3 924
Artisans Entered	10 817	21 314	13 827	7 111	20 000	20 880	21 799
Lecturer Development Programmes	-	-	-	178	300	313	327
Candidacy Programmes	-	-	-	11 089	33 600	35 078	36 622
Centre of Specialization	-	-	-	593	1 250	1 305	1 362
Recognition of Prior Learning	-	-	-	593	1 000	1 044	1 090
Entrepeneurs	-	-	-	741	1 250	1 305	1 362
Young Language and Numeracy Skills Programme	-	-	-	356	600	626	654
Discretionary Grant Evaluation	-	-	-	4 000	4 240	4 427	4 621
Stipend disbursement and management solution	-	-	-	3 400	3 604	3 763	3 928
Project Administration Costs - 7.5%	10 912	17 431	22 995	10 315	25 530	26 653	27 826
Other Non-pivotal	257	518	847	6 500	6 500	6 786	7 085
Prior year targets	-	-	-	-	-	-	
TOTAL	**192 241**	**242 789**	**216 985**	**105 715**	**334 274**	**348 982**	**364 337**

Reconciling performance targets with the Budget and MTEF: Programme 4

Programme 4: ETQA	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Moderator and Assessors	477	1 102	3 076	362	700	730	763
Programme Evaluators	615	145	83	361	903	943	984
Delivery of learner certificates	77	539	40	452	565	590	616
Qualification development and learning material	996	523	847	1 439	1 694	1 768	1 846
Other administration expenditure	9 645	9 421	9 527	11 946	12 663	13 220	13 802
TOTAL	11 810	11 731	13 573	14 560	16 525	17 252	18 011

7. Key Risks

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Programme 1: Administration			

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Strengthened collaboration with stakeholders to advance skills development within the sector	The SETA unable to meet the APP and SP Targets	Inability to fully address skills development mandate within the sector.	Revision of DG policy to reconsider the grants allocations.
		Inadequate levy contributions	Effectively implement the revenue enhancement strategy.
Enhanced risk intelligence to promote good governance and an ethical environment	Inability to timeously mitigate emerging business risks.	Capacity constraints within the organisation.	Continuous environmental scanning for timely identification and mitigation of emerging business risks

Programme 2: Research, Skills Planning & Reporting			
Identified occupations in high demand	Programs implemented will not be able to address all of the scare and critical skills/ occupations in high demand	Unreliable and inaccessible skills planning data Inaccessible skills planning data and inadequate labour market intelligence research output	Effective implementation of research strategy and agenda Research partnerships with universities, research institutes, and other relevant organisations. Enhancing human and skills research and analytical capacity.
	Human Capital capacity constraints in the M&E function	• Unreliable and inadequate data from the M&E process to influence decision making • Inability to measure the impact of SASSETA's skills development interventions	Continuous implementation of: • Effective M&E framework • Enhancing the capacity of the M&E function

Programme 3: Learning Programmes			
Increased production of occupations in high demand	Scarce and critical skills gap and hard to fill vacancies not addressed	Delays by government departments to submit the mandatory documents to enable timeously reporting	Changing the cycle of awarding learning programs to award much earlier to government departments and to hold them accountable with regards to the timeline for submission of mandatory documents
	Lack of an electronic system for project management	Manual intensive project management processes	Ensuring that project management processes are automated
	Lack of integration of electronic systems between sub departments	Inadequate ICT infrastructure and integration of systems to support the core business objectives	Prioritization of the critical ICT infrastructure needs to allow core business support and continuity

Programme 4: Quality Assurance (ETQA)			

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Ensured efficiency in the delivery of qualifications in the safety and security sectors	There is a lack of integration between all relevant role-players in the quality assurance of the education and training sphere	Uncertainty in the duration of delegated Quality Assurance function by QCTO	Continuous engagements with the QTCO regarding delegated functions
		Lack of capacity to monitor accredited training providers	Procure external resources to strengthen ETQA functions on monitoring
		The delays on the realignment of SASSETA legacy qualifications	Continuous engagement is held with the QCTO to expedite the realignment of the legacy qualifications

Part D:

Technical Indicator Definitions

8. Technical Indicator Definitions

8.1 Programmes 1: Administration

1. INDICATOR	
Indicator Title	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025

Definition	To ensure that the SETA enters and implements Strategic Partnerships with stakeholders within the sector
Source of data	Implementation reports or contracts/SLA with specific deliverables
Method of calculation/ Assessments	A count of the number of Implementation reports or contracts/SLA
Assumptions	Stakeholders will enter and implement partnerships with SASSETA
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	20 Partnership agreements approved, signed and implemented (4 Annually)
Indicator Responsibility	Office of the CEO

2. INDICATOR

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

8.2 Programme 2: Research, Skills Planning & Reporting

3. INDICATOR

Indicator Title	SSP annually updated with the list of occupations in high demand
Definition	To identify occupations in high demand in order to inform skills development interventions

Source of data	• SASSETA Board approved SSP for the period 2021-2025 • Acknowledgement of receipt letters from DHET
Method of calculation/ Assessments	SSP Approved by the SASSETA Board by 1 August, annually
Assumptions	SASSETA will continue to implement skills development initiatives for the Safety and Security Sector
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	SASSETA Board approved SSP by 1 August annually
Indicator Responsibility	Executive Manager: Research, Skills Planning and Reporting

8.3 Programme 3: Learning Programmes

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

5. INDICATOR	
Indicator Title	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes by 31 March 2025

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

6. INDICATOR

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

7. INDICATOR

Indicator Title	Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025

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

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

8.4 Programme 4: ETQA

9. INDICATOR

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