



**Inseta Business Plan**  
**01April 2010- 31 March 2015**

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## **1. BACKGROUND**

This Business Plan sets out the medium-term strategic plan of the INSETA for the period 2010 to 2015. It, effectively, constitutes the INSETA's action plan for the year 2010 to 2015. The document also outlines the INSETA's vision for the future and details the manner in which the INSETA intends achieving its strategic goals and objectives. It provides an overview of the INSETA in general and the nature of the environment within which it operates. A comprehensive SWOT analysis, covering internal strengths & weaknesses, external opportunities & threats was conducted. The results of the SWOT analysis is summarised in this document.

This business plan is developed in line with the Service Level Agreement signed with the DoHET. The INSETA wishes, further, to place on record that it aligns itself fully with the departmental assumptions and goals as set forth in that Strategic Plan. The INSETA undertakes, moreover, to do everything within its ability and powers to support, and harmonise with, the DoHET in its various activities and goal attainment initiatives.

### ***The nature of the work***

The Insurance Sector Education and Training Authority (INSETA) was established on 20 March 2000 in terms of the Skills Development Act 97 of 1998 as amended in December 2008. INSETA is required to promote, facilitate and monitor education and skills development provision in the insurance sector. To this end INSETA:

- ❑ Monitors and evaluates employers Workplace Skills Plans.
- ❑ Develops, implements, and monitors the Insurance Sector Skills Plan within the framework of the National Skills Development Strategy.
- ❑ Fulfils its duties as an accredited Education and Training Quality Authority within the NQF framework as approved by SAQA in terms of transitional arrangements
- ❑ Perform any function delegated to it by the QCTO.
- ❑ Establishes, promotes and registers learnerships in the industry.
- ❑ Disburses skills development levies in its sector.

## 2. STRATEGY OVERVIEW

### 2.1. Vision

The vision of INSETA is:

*Leading transformation of the workplace through quality skills development and partnerships.*

We will know that this is achieved when:

- Stakeholder assurance through independent surveys
- Unqualified External Audits
- Meet all DoHET targets in Service Level Agreements
- Increased numbers of learners who successfully complete their learnerships
- To maintain green status rating with SAQA NLRD
- Impact Study / Labour force data assurance

### 2.2. Mission

The mission of INSETA, in line with the institutional mandate set out in the Skills Development Act and all relevant legislation, is:

- To be the preferred partner of the insurance sector in skills development
- Transformation of the workplace at all levels to meet the equity targets
- To enable quality learning delivery towards increased employability
- Massification of delivery of learning programmes for increased employability and quality of life
- To inform the sector through reliable and relevant ongoing research which will guide funding
- To manage our funds and resources in a responsible manner through good corporate governance

### 2.3. Values

After comprehensive consultation and interaction with all relevant stakeholders, both internal and external, within the insurance sector consensus has been reached that the following values will underscore the INSETA's behaviour as it strives towards the achievement of the ideals encapsulated in its vision and mission, namely:

**Integrity:** We will adhere to high moral principles and professional standards which will underpin all our activities;

**Responsibility:** We will make decisions independently and free of bias and conflicts and be accountable for our actions;

**Prudence:** We will use the Inseta funds and resources in an economic and efficient manner and deal with our stakeholders and Inseta information with tact and discretion

**Excellence in service delivery:** We will exceed our identified stakeholder expectations;

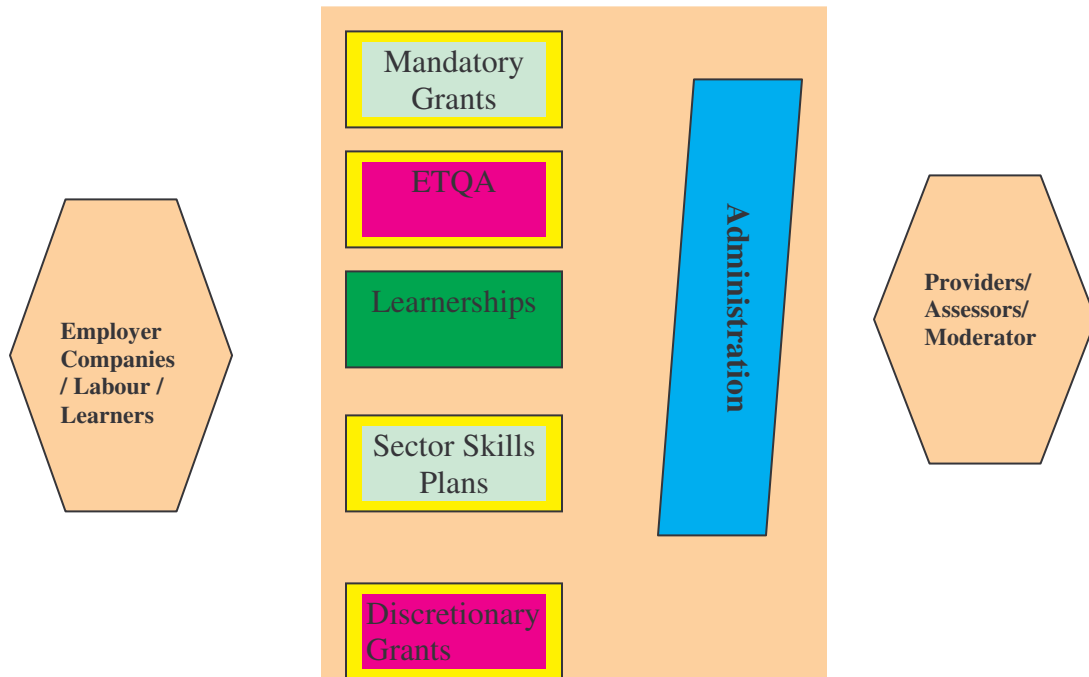
**Communications:** We will communicate effectively and timeously with our stakeholders

**Participation:** Involving all relevant stakeholder in what we do; and

**Integration:** Working together with our identified stakeholder partners in service delivery.

## 2.4. Business Model

The business model that supports the implementation of INSETA operations is based on the following diagram:



The clients of the INSETA, members of public and insurance sector companies, have service requests that can be grouped into five broad categories being:

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<b>Service Area</b>	<b>Detail</b>	<b>Support Services</b>
<i>Mandatory Grants</i>	<i>Completeness of revenue; Levy monitoring; Promote the submission of WSPs and approval process. Registration of SDF's; Disbursements of mandatory grants.</i>	<i>Administration (Finance, IT, SCM, Systems; Infrastructure, HR, Risk, Compliance, secretariat, Information)</i>
<i>ETQA</i>	<i>Fulfill the ETQA function for the insurance sector as regulated by SAQA and any delegated functions as required by the QCTO.</i>	
<i>Learning Programmes</i>	<i>Establish and register learnerships with SAQA. Promote learning programmes in the sector. Administer funding and monitor the delivery of all learning programmes.</i>	
<i>Sector Skills Plans</i>	<i>Develops implements and monitors the Insurance Sector Skills Plan and relevant research</i>	
<i>Discretionary Grants</i>	<i>Manage the DG funding, Strategic Planning of DG projects to meet Inseta strategic objectives, NSDS targets and sector priorities, Project Management and roll out.</i>	

### 2.5. Products and Services

In discharging the mission of INSETA the following products and services are delivered by INSETA:

General services Information on SETA functions – information and advice  
Sector Research – Strategic guidance, sector plans and research information  
WSP processes – refund of skills levies  
Funding of learning programmes – qualified learners  
ETQA functions – compliant providers and quality processes  
Support Services – payments, HR, IT, Systems, Internal Controls, Financial Management  
Transformation – Equity in the workplace

### 2.6. Stakeholder List

#### 2.6.1. Insurance Sub Sectors

INSETA represents the skills development interests of the following sub- sectors within the insurance sector:

- Short Term Insurance
- Long Term Insurance
- Healthcare benefits administration
- Funeral Insurance

- Pension Funding
- Reinsurance
- Unit Trusts
- Risk Management
- Insurance and Pension Funding
- Activities Auxillary to financial intermediation

**2.6.2. Stakeholder Interest**

Stakeholder	Interest
Employer Companies/ Unions and Learners	Accurate and timely information; Mandatory grant payments, Learning Programmes support and funding; Accessibility of the INSETA; and Proactive engagement of role players i.e. FSB, concerning matters crucial to the industry.
Dept of Higher Education and Training	Compliance with the SD Act, the Public Finance Management Act, other applicable legislation and the principles of good corporate governance; Effective fulfillment of the regulatory mandate granted by the act and delivery on NSDS targets; Excellent service delivery and continuous improvement in quality management EE and BEE targets Transparency and accountability
Members of the Public	General Information
Training providers, assessors and moderators	Fair, transparent and accountable policies and procedures; Fair treatment and strict adherence to the principles of administrative justice; Ongoing communication, accurate and dependable advice and the provision of appropriate and meaningful educational standards; Effective and accurate guidance in respect of enforcement and compliance obligations;
Professional Bodies	Transparency and industry awareness; Sound information and marketing; Continuous and active liaison, consultation, synergy of effort and interaction; Effective feedback and communication; The implementation of joint activities; and Funding and grants where applicable
Internal Stakeholders	Effective Leadership and guidance Transparency in decision-making

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Suppliers	<ul style="list-style-type: none"> <li>Liaison and communication</li> <li>Involvement</li> <li>Acknowledgment and recognition</li> <li>Fair performance-related remuneration</li> <li>Equitable and acceptable policies and procedures</li> <li>Sound human resource environment</li> <li>Pleasant working conditions</li> <li>The provision of adequate functional equipment</li> <li>Active support from, and commitment of, the INSETA</li> <li>Training and development funding</li> <li>Fair procurement processes, On time payment</li> </ul>
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### 2.7. SWOT Analysis

#### 2.7.1. External Factors

Threats	Opportunities
Re- licensing process; new political landscape and establishment of QCTO	Position ourselves as a leading SETA through massification of service delivery and pioneering research
Negative Stakeholder perceptions of Inseta Council and management as a result of negative publicity and poor governance issues	Open and honest communication of governance initiatives / Publicity Campaign to build positive perceptions and trust
Levy reduction as a result of the long term effects of the global economic meltdown	Review structure, overhaul cost centres and activities to be more prudent and efficient in the use of funds and resources
Increasing demand on Discretionary Grants Funds as a result of employer budget cuts on skills development	Manage and priorities discretionary grant spend focusing on sector priorities in respect of skills development
Reduction of pace of Transformation of the sector as a result of employer spending cuts and rationalisation of staff	Inseta to lead the transformation of the sector through strategic initiatives
Opportunistic legal claims for funding from training providers	Clear policies and processes for funding applications Relook at the role of training providers in the process
Not meeting our mandate to provide skills development opportunities aligned with all provincial growth and development strategy	Increasing our provincial footprint and working together with government departments to create a direct presence nationally



**2.7.2. Internal Environment**

<b>Threats</b>	<b>Opportunities</b>
Breakdown in trust between Council and management and there is poor support of projects proposed	To provide Council with the technical understanding of the challenges of the SETA including an understanding of government policy documents on skills development. The Council should provide effective strategic direction which should be embodied in the business plan to be implemented by management Explore Opportunities to rebuild trust through open and transparent relationships Institutional delegation matrix to delineate functions and authority
Ongoing security breaches of confidential information to media and other parties	Implement Code of Conduct confidentiality clause for Inseta Council, management and staff to sign
Delays in service delivery as a result of some critical functions being outsourced	Review outsourcing model and identify functions that will need to be outsourced
The systems hamper delivery and are not swiftly adaptable to institutional needs (supply driven). System is not owned by Inseta	Review systems and system support so that the system supports our functions. Ownership of customized system
Infrastructure support downtime as a result of segmentation of services which are contracted to different providers	Consolidate infrastructure contracts and source to one provider Back up resources in the event of infrastructure downtime
Attracting and retaining appropriately qualified staff	Implement best practices in succession planning, incentive schemes, staff rotation, skills development. Create opportunities for advancement by reviewing structure (vertical structure)
Staff are not aware of strategic plans	Opportunity to involve staff in planning and communicating and cascading the strategy to all levels of staff.
Risk is not championed and managed at all levels and is done as a form filling exercise	Implement enterprise wide risk management and reward staff who practise effective risk management Inseta Council through Audit Committee should champion Organisational risk management
Reliability of performance data	Implement quality control Design and implement a policy to manage performance data in line with AG requirements Systems

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Strengths	Weaknesses
Stable and competent workforce	SMS System are not aligned to other system and inadequate
Adequate policies and processes	Process duplication
Committed Council and sector	Payment delays
Good turnaround times on key processes	Planning is not done in a consolidated fashion and inadequate stakeholder consultation

### 2.8. Strategic Initiatives

In response to the SWOT analysis the following strategic initiatives will be implemented:

Strategic Objectives	Outputs	New
Reposition Inseta as the top SETA	Redefine our vision and mission Business Plan to be credible to all internal and external stakeholders Massification of our provision of quality learning in the sector Increase research outputs which support sector skills planning Service delivery excellence Good Corporate governance and Funds Management Review structure and outsourcing model	Yes
Change negative perceptions of Inseta	Open and honest communication of governance initiatives Publicity Campaign to build positive perceptions and trust Re branding	No
Manage Inseta funds and resources to meet increasing demands for funding	Review structure, overhaul cost centres and activities to be more prudent and efficient in the use of funds and resources Manage and priorities discretionary grant spend focusing on sector priorities in respect of skills development	No
Accelerate the rate of transformation of the sector	Inseta to lead the transformation of the sector through strategic initiatives Discretionary grant funding should focus on activities that meets the equity targets in the workplace and those that ensures a constant skill pool of Black professionals into the sector. Impact study	No
Eradicate	Review environment which breeds	Yes

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opportunistic claims from providers	opportunistic practices. Clear policies and processes for funding applications Review the role of training providers in the process	
National footprint	Increasing our provincial footprint and working together with government to create a direct presence nationally and aligning ourselves with PGDS	
Employer of choice	Implement best practices in succession planning, incentive schemes, staff rotation, skills development. Create opportunities for advancement by reviewing structure (vertical structure)	Yes

**2.9. Strategic Goals For the period 2010 - 2015**

Strategic Dimension	Goal	KPA	Measure	Target in years				
				Year 11	Year 12	Year 13	Year 14	Year 15
Stakeholders/ Clients	To build and maintain mutually beneficial relationships and become the preferred partner	Stakeholder satisfaction	Satisfaction Index rating	60%	65%	68%	70%	75%
		Stakeholder awareness	Awareness rating	60%	65%	68%	70%	75%
		Strategic support for sector priorities	Impact study	60%	65%	68%	70%	75%
	Transformation of the workplace	Equity targets achieved at all levels	Labour Force Data for insurance sector	Year on year increase 5% of benchmark	Year on year increase 5% of benchmark	Year on year increase 5% of benchmark	Year on year increase 5% of benchmark	Year on year increase 5% of benchmark
	To exceed our clients expectations	Increased WSP/ATR submissions	% payout increase for mandatory grants	90%	90%	90%	90%	90%
		Reliable and relevant research	Compliance with SSP guidelines Satisfaction survey	60%	65%	68%	70%	75%

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		Increased participation and take up Learning programmes	No of learners who successfully complete programmes	Year on year increase 10% of benchmark	Year on year increase 10% of benchmark	Year on year increase 10% of benchmark	Year on year increase 10% of benchmark	Year on year increase 10% of benchmark
		On time payments	Average payment days	30 days	30 days	30 days	30 days	30 days
Business Processes	Service delivery excellence	Quality	Full compliance of functions	ETQA green status iro of compliance functions	ETQA green status iro of compliance functions	ETQA green status iro of compliance functions	ETQA green status iro of compliance functions	ETQA green status iro of compliance functions
			Maintain ETQA accreditation status	Unqualified SAQA audit	Unqualified SAQA audit	Unqualified SAQA audit	Unqualified SAQA audit	Unqualified SAQA audit
			Adherence to policies and procedures and Continuous performance improvement	Internal Audit	Internal Audit	Internal Audit	Internal Audit	Internal Audit
			Effectiveness of key processes	Reduction in turn around times	10% improvement of	10% improvement of	10% improvement of	10% improvement of

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				benchmark	benchmark	benchmark	benchmark	benchmark
People and Systems	<ul style="list-style-type: none"> <li>○ Employer of choice</li> <li>○ Systems support functions</li> </ul>	Organisational Culture	Employee satisfaction index	80%	80%	80%	80%	80%
		Systems availability and support	Accessibility and efficacy	95% up time	95% up time	95% up time	95% up time	95% up time
		Financial Performance	Funds Management	5/5 SLA	5/5 SLA	5/5 SLA	5/5 SLA	5/5 SLA
		Good Corporate governance	Unqualified Audit Fair Value accounting	100%	100%	100%	100%	100%
Shareholders (DoHET)	To Build a sustainable SETA	Meet all DoHet targets per NSDS 3	DoL verification outcomes	4/5 SLA	4/5 SLA	4/5 SLA	4/5 SLA	4/5 SLA
		All statutory submissions done	Due dates	100%	100%	100%	100%	100%

### **3. ACTIVITY AND OUTPUTS PLANNING MATRIX**

The matrix of activities to achieve the strategy of INSETA is approached in the following manner:

- A. The first matrix is a high level matrix to cover all initiatives for the five Year period;
- B. The second matrix will cover initiatives specifically covering the next year 2010/2011; and
- C. The third set of matrices will cover the support activities that will enable the strategy.

The context of each of the matrices will incorporate initiatives from the following areas:

- A. Initiatives in ensuring that the strategic goals are measured and acted upon; and
- B. Initiatives to affect the strategic objectives.

These matrixes will be cascaded to the different functional areas as part of the process of communicating the INSETA strategy.

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### 3.1 Activity Matrix

#### 3.1.2 Activity Matrix for 2011 to 2015 (Year 11 to Year 15)

Activity	Output	Performance Indicators	Inputs needed from other divisions	Target Date	Annual Milestones	Responsible Manager
To build and maintain mutually beneficial relationships and become the preferred partner of our stakeholders	Engage institutional stakeholders	Annually conduct regional forums/ Imbizos Engage stakeholder bodies Increase in WSP/ATR submissions	Marketing	Y11	Satisfaction rating on consultation 60%	ETQA Skills Dev Learnership ps
				Y12	Satisfaction rating on consultation 65%	
				Y13	Satisfaction rating on consultation 68%	
				Y14	Satisfaction rating on consultation 70%	
				Y15	Satisfaction rating on consultation 75%	
	Service delivery	Set standards in all turnaround times Provision of quality learning programmes	All	Y11	Service satisfaction rating of 60%/ SAQA green status	ETQA Skills Dev Learnerships
				Y12	Service satisfaction rating of 60%/ SAQA green status	
				Y13	Service satisfaction rating of 65%/ SAQA green status	
				Y14	Service satisfaction rating of 68%/SAQA green status	
				Y15	Service satisfaction rating of 70%/ SAQA green status	
	Establish regional presence to service stakeholders	Appoint Regional advisors Establish direct regional presence	Skills Development	Y11	Score 100% on SLA rating for direct and indirect provincial participation	Skills Dev
				Y12		
				Y13		
				Y14		
				Y15		
Communication and responsiveness to stakeholders	Awareness Campaign Fair Policies which are communicate to all stakeholders Newsletters Web based communications Responsive Call Centre	PR and Marketing	Y11	Awareness satisfaction rating of 60%	Marketing /All	
			Y12	Awareness satisfaction rating of 65%		
			Y13	Awareness satisfaction rating of 68%		
			Y14	Awareness satisfaction rating of 70%		
			Y15	Awareness satisfaction rating of 75%		



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	Conduct and fund research	Relevant and reliable research available Stakeholders use research for skills development guidance	All	Y11	- Score 100% for SSP/Stakeholder survey achieve 60% on research relevance and reliability	Skills Dev
				Y12	Score 100% for SSP/Stakeholder survey achieve 65% on research relevance and reliability	
				Y13	Score 100% for SSP/Stakeholder survey achieve 68% on research relevance and reliability	
				Y 14	Score 100% for SSP/Stakeholder survey achieve 70% on research relevance and reliability	
				Y15	Score 100% for SSP/Stakeholder survey achieve 75% on research relevance and reliability	
	Funding of strategic skills initiatives in the insurance sector	Stakeholder consultation to identify sector priorities	SSP Research	Y11	Impact study rating 60%	Projects
				Y12	Impact study rating 65%	
				Y13	Impact study rating 68%	
				Y 14	Impact study rating 70%	
				Y15	Impact study rating 75%	
Transformation	Developing and implementing leadership and management programmes for Equity candidates	SLA with HET/FET institutions Programme approval Identification of Black Managers Implementation of training	SSP research	Y11	5% increase on Y10 benchmark of black managers in the sector	Learnerships/ ETQA
				Y12	5% increase on Y11 benchmark of black managers in the sector	
				Y13	5% increase on Y12 benchmark of black managers in the sector	
				Y14	5% increase on Y13 benchmark of black managers in the sector	
				Y 15	5% increase on Y14 benchmark of black managers in the sector	
	Promoting and supporting new ventures	SLA with Services SETA and other to identify new venture opportunities that support sector	SSP research	Y11	Impact study rating 50%	Learnerships and Skills Dev
				Y12	Impact study rating 55%	
				Y13	Impact study rating 58%	
				Y 14	Impact study rating 60%	
				Y15	Impact study rating 65%	
	Increasing the pool of black graduate entering the profession	Career Guidance SLA with FET/HET Learning Programmes funding	Marketing	Y11	5% increase on Y10 benchmark of black professionals in the sector	Learner ships
				Y12	5% increase on Y11 benchmark of black professionals in the sector	

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				Y13	5% increase on Y12 benchmark of black professionals in the sector	
				Y14	5% increase on Y13 benchmark of black professionals in the sector	
				Y 15	5% increase on Y14 professionals of black managers in the sector	
Employer of choice	Improve staff performance and skills	Skills and training development for staff (Annual Training Plan) Performance Management Employment Equity Plan Management Development Plan	HR	Y11	5 % improvement in organisational performance and satisfaction rating (benchmark Y10)	Corporate Services
				Y12	5 % improvement in organisational performance and satisfaction rating (benchmark Y11)	
				Y13	5 % improvement in organisational performance and satisfaction rating (benchmark Y12)	
				Y14	5 % improvement in organisational performance and satisfaction rating (benchmark Y13)	
				Y 15	5 % improvement in organisational performance and satisfaction rating (benchmark Y14)	
	Best Practices in HR strategy and policy	Recruit and retain skilled staff Review Benefits and Incentives Compliance with Labour laws and Inseta policies Organisational culture	HR	Y11	60% employee satisfaction rating	Corporate Services
				Y12	65% employee satisfaction rating	
				Y13	68% employee satisfaction rating	
				Y14	70% employee satisfaction rating	
				Y 15	75% employee satisfaction rating	
To build a sustainable SETA	Embedded culture of good corporate governance	Establish values and review code of ethics Enterprise risk management practiced by all Sound Internal controls Compliance with policies and processes IT Governance Submission of all statutory reports and plans timeously Substantial performance on NSDS 3 targets Performance Information policy	All/ Internal Audit	Y11	Achieve a 5 rating for governance on SLA targets	Corporate Services/ All
				Y12	Achieve a 5 rating for governance on SLA targets	
				Y13	Achieve a 5 rating for governance on SLA targets	
				Y14	Achieve a 5 rating for governance on SLA targets	
				Y 15	Achieve a 5 rating for governance on SLA targets	

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	Financial Management	Increased payment rate on mandatory and discretionary grant spend Unqualified Audit Variances and budget management Completeness of revenue Investment of funds Levy Variances	Skills Dev	Y11	Achieve 5/5 for funds management on SLA targets	Financial Management
				Y12	Achieve 5/5 for funds management on SLA targets	
				Y13	Achieve 5/5 for funds management on SLA targets	
				Y14	Achieve 5/5 for funds management on SLA targets	
				Y 15	Achieve 5/5 for funds management on SLA targets	
	Fair procurement policies and efficient processes	Payments and turnaround times Tender processes Supplier database Compliance with PFMA/ Treasury regulations /BEE/ BBBEE Administration Systems and infrastructure availability	All/ Internal Audit	Y11	Unqualified audit and no emphasis of matters, address areas identified in management letter	Corporate Services
				Y12	Unqualified audit and no emphasis of matters	
				Y13	Unqualified audit and no emphasis of matters	
				Y14	Unqualified audit and no emphasis of matters	
Y 15				Unqualified audit and no emphasis of matters		

### **3.2. Making the Strategy Happen**

In the year 2011/2015 organisation development programme is implemented in preparation of the implementation of this business plan.

This programme covers the following areas:

- Communicating the Strategy
- Cascading the strategy to the business units
- Reviewing the organisation structure and obtaining Board approval for any changes
- Recruiting and staffing of the organisation in line with approved structure
- Change management
- Project management of strategy initiatives
- Performance management of all levels of staff
- Performance monitoring

The outcome of this programme will ensure that the strategy is successfully implemented.

### **3.3. Budget**

#### **3.3.1. Operational Budget**

The budget is and the assumptions that it is based on is attached.

#### **3.3.2. Capital Expenditure**

The Capital expenditure is included in the budget.

#### 4. RISK ASSESSMENT

The following are the key risk identified to the achievement of the Business Plan:

RISK	RATING	IMPACT	ACTION TO BE TAKEN	CONTINGENCY PLANS
SETA does not get a license	medium	high	Sound motivation for relicensing Sector/ Council presence if public hearing are necessary Keep communication channels open with financial sector SETAs to manage any change	Change management
Levy income is reduced considerably over the period of the plan	high	medium	Intelligence in place to monitor changes that happen in the sector which may affect revenue flow Review business plan against anticipated income Lobby DoL where the delivery of the SLA is affected Prudent management of resources Review outsourcing model and value for money outsourced services	Lobby DoL where the delivery of the SLA is affected and apply for NSF funding
Compliance / Regulatory/ Fraud and corruption	medium	medium	corporate governance which includes sound risk	

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Business Continuity	medium	Low  (mitigation actions in disaster recovery plan makes this now low)	management and internal controls, Attend to items on AG management letter, whistle blowing mechanism Identify key staff Succession pool of replacement staff Improve recruitment turnaround times on key staff	Implement disaster recovery plan
Performance targets are not met	medium	medium	Cascading of business plan to divisions All activities to be allocated a champion Ongoing Performance monitoring and review	
Third Party Performance	low	high	Reference check new providers of service on performance Monitor provision Knowledgeable experts on procurement committees	Alternate dispute resolution clauses to exit contracts quickly in the event of provider breach/ insolvency

## 5. STRATEGIC ALIGNMENT OF ACTIVITIES, OUTPUTS AND OBJECTIVES

The strategy of the INSETA is aligned with the Government strategic objectives in the following areas:

Government Strategic Objective	INSETA strategic objective	Comments
DoHET Service Level Agreement/ NSDS 3	Meet all DoHET targets as per NSDS 3	The final version of NSDS 3 was not released at the time of finalization of the Business Plan. Inseta Business Plan presupposes that to achieve success it has to substantially meet all the NSDS 3 targets
<p>Medium Term Strategic Framework 2009 – 2014</p> <ol style="list-style-type: none"> <li>1. Ensuring more inclusive economic growth, decent work and sustainable livelihoods</li> <li>2. Economic and social infrastructure – one of the aims is to increase quality and reliability of public service</li> <li>3. Rural development, food security and land reform</li> <li>4. Access to quality education</li> </ol>	<ol style="list-style-type: none"> <li>1. Massification of delivery of learning programmes to increase employability</li> <li>2. Our goal of excellent service delivery is aligned to this including our values</li> <li>3. Our provincial footprint is to be</li> </ol>	<p>The theme of the MTSF framework is “Together doing more and better”. This theme and goals will effectively permeate strategy of DoHET. The vision of Inseta, and our strategic thrust are also aligned very closely to the MTSF</p>



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<p>5. Improved healthcare</p> <p>6. Fighting crime and corruption</p> <p>7. Cohesive and sustainable communities</p> <p>8. Creation of a better Africa and a better world</p> <p>9. Sustainable resource management and use</p> <p>10. A developmental state including improvement of public services</p> <p>Human Resource Development Strategy Commitments</p>	<p>expanded to all provinces to support the goal</p> <p>4. Massification of quality learning delivery</p> <p>5. No alignment</p> <p>6. Good Corporate Governance and the strengthening of our systems to combat corruption</p> <p>7 Skills development strengthen human capabilities and increase employability. Transformation initiatives reduces overall inequality and ensures a better life for all</p> <p>8. Sustainability and implementation of sector strategic priorities</p> <p>9 Prudent management of Inseta funds and resources</p> <p>10. Improved corporate governance and excellence in service delivery will contribute to this goal of an improved public service</p>	<p>At the early stages of development of NSDS 3, the</p>
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<p>1. we will urgently overcome shortages in the supply of people with the priority skills needed to achieve accelerated and shared economic growth;</p> <p>2. we will increase the supply of appropriate skilled people to meet the demands of our current and emerging economic and social development priorities;</p> <p>3. we will ensure universal access to high quality and relevant education, purposefully focused on achieving an improvement in education outcomes for the poor, and on equipping learners to perused post-school education, including vocational education and training, or employment;</p> <p>4 we will urgently implement skills development programmes that are purposefully aimed at overcoming poverty and unemployment;</p> <p>5. we will ensure that young people have access to education and training that enhances opportunities and increases their chances of success in further vocational training and sustainable employment;</p> <p>6. we will improve the technological and innovation capacity and outcomes within the public and private sector (including persons in employment) to enhance our</p>	<p>1. Sector Skills Plan research and identification of scarce and critical skills</p> <p>2. Discretionary grant funding guided by identified scarce and critical skills and sector priorities</p> <p>3. Provision of quality learning programmes</p> <p>4. see 2 and 3</p> <p>5. equity targets</p> <p>6. research which is relevant and reliable</p>	<p>targets were aligned to the HRD</p>
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competitiveness in the global economy and to meet our human development priorities; 7. we will ensure that the Public Sector has the capacity to meet the Strategic Priorities of the South African Development State; and 8. We will establish effective and efficient planning capabilities in the relevant departments and entities for the successful implementation of the HRD Strategy for South Africa.

7. Best practices in employment

8. Business planning processes

## **6. CONTACT PERSONS**

The following people are the contact persons for the purpose of this business plan:

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