

# THETA STRATEGIC PLAN

FOR THE PERIOD 2010 TO 2011

# Budget and Strategic plans for 2010/11

Success Indicator	Target Description	2010/2011 Target	Cost per Year
1.1	Sector Skills Plan	1	2972727
Success Indicator	Target Description	2010/2011 Target	Cost per Year
1.2	Trained Skills Development Facilitators, Sector Specialists, Career Guidance Counsellors	500	4755712
Success Indicator	Target Description	2010/2011 Target	Cost per Year
2.1	Large firms supported through mandatory grants	140	50% of received levies
	Medium firms supported through mandatory grants	180	

Success Indicator	Target Description	2010/2011 Target	Cost per Year
2.2	Small levy paying firms supported through mandatory/discretionary	1063	1 636 364
Success Indicator	Target Description	2010/2011 Target	Cost per Year
2.5	Small BEE firms supported through training grants BEE Co-operatives supported through training grants	2450 50	7 090 909
Success Indicator	Target Description	2010/2011 Target	Cost per Year
2.7	Employed people to enter and complete ABET levels 1 to 4, or Foundational Learning Certificate or relevant AET	2100	6 195 200
Success Indicator	Target Description	2010/2011 Target	Cost per Year
2.8	Employed workers to enter and complete Learnership Programmes Employed workers to enter and complete Skills Programmes Employed workers to enter and complete Bursary Programmes	300 1312 150	14 000 000

Success Indicator	Target Description	2010/2011 Target	Cost per Year
3.2	Non-Levy Paying Enterprises supported through training grants Non-governmental organisations supported through training grants Community based organisations supported through training grants Co-operatives supported through training grants	1490 5 5 1	919 000
Success Indicator	Target Description	2010/2011 Target	Cost per Year
4.1	Unemployed people enter and complete Learnership Programmes Unemployed people enter and complete Skills Programmes Unemployed people enter and complete Bursary Programmes	450 1163 150	21 206 434
Success Indicator	Target Description	2010/2011 Target	Cost per Year
4.2	Learners assisted gain workplace experience Graduates assisted finding employment	1000 700	14 200 000

Success Indicator	Target Description	2010/2011 Target	Cost per Year
4.3	Learners trained and mentored in new venture creation Learnership Learners assisted start and run their own business	30 21	4 409 733
Success Indicator	Target Description	2010/2011 Target	Cost per Year
5.1	Institutes of Sectoral or Occupational Excellence recognised and supported	10	310 000
Success Indicator	Target Description	2010/2011 Target	Cost per Year
5.2	Accredited institutions are supported to manage delivered of new venture creation qualification	1	550 000
Success Indicator	Target Description	2010/2011 Target	Cost per Year
5.3	Ensure the quality of education & training in the sector		750 000

Success Indicator	Target Description	2010/2011 Target	Cost per Year
KRA	Equity target: Total number of learners Black Female Disability	2576 2189 1391 103	Covered in 2.7, 2.8, 4.1, 4.2 & 4.3
Success Indicator	Target Description	2010/2011 Target	Cost per Year
KRA	Promote Provincial Participation	9	600 000

### 3. Summary of Budget Plan 2010/2011

Success Indicator	Target Description	Costs
1.1	Sector Skills Plan	R 2,972,727
1.2	Trained Skills Development Facilitators, Sector Specialists, Career Guidance Counsellors	R 4,755,712
2.2	Small Levy paying firms supported through mandatory/discretionary	R 1,636,364
2.5	Small BEE firms supported through training grants BEE Co-operatives supported through training grants	R 7,090,909
2.7	Employed people to enter and complete ABET levels 1 to 4, or Foundational Learning Certificate or relevant AET	R 6,195,200
2.8	Employed workers to enter and complete Learnership Programmes Employed workers to enter and complete Skills Programmes Employed workers to enter and complete Bursary Programmes	R 14,000,000
3.2	Non-Levy Paying Enterprises supported through training grants Non-governmental organisation supported through training grants Community based organisations supported through training grants Co-operatives supported through training grants	R 919,000

Success Indicator	Target Description	Costs
4.1	Unemployed people enter and complete Learnership Programmes Unemployed people enter and complete Skills Programmes Unemployed people enter and complete Bursary Programmes	R 21,206,434
4.2	Learners assisted gain workplace experience Graduates assisted find employment	R 14,200,000
4.3	Learners trained and mentored in new venture creation Learnership Learners assisted start and run their own businesses	R 4,409,733
51	Institutes of Sectoral or Occupational Excellence recognised and supported	R 310,000
5.2	Accredited institutions are supported to manage delivery of new venture creation qualification	R 550,000
5.3	Ensure the quality of education & training in the sector	R 750,000
KRA	Promote Provincial Participation	R 600,000
	Total	R 79,596,079



# Summary of Project Amounts

	PROJECT NAME	AMOUNT
1.	Capacitation of Small BEE firms in the catering sector	R 7,000,000
2.	Capacitation of Cooperatives and NLPEs	R 860,000
3.	2010 Comrades Programme	R 370,000
4.	Capacitation of Sports Administrators & Technical Officials	R 3,900,000
5.	SA -Host Customer Care Programme	R 1,570,000
6.	Facilitator training (Know your country, know your city)	R 800,000
7.	Provincial Career Expos	R 1,278,182
8.	Events Management Industry	R 5,650,000
9.	2011 - 2014 Comrades Sponsorship Proposal	R 18,788,000
10.	Project	R 800,000

	<b>PROJECT NAME</b>	<b>AMOUNT</b>
11.	Recognition of Prior Learning (tool kit) project	R 500,000
12.	Sectoral Analysis/ 5 year SSP 2011/2 – 2015/6	R 2,000,000
13.	Theta Projects Impact Study	R 700,000
14.	OFO Matrix & qualifications clean up	R 500,000
15.	ABET Grant 2010/11	R 4,545,200
16.	Revised TPCB/OD–ETD Modules	R 4,095,000
17.	Curriculum Design	R 1,539,000
18.	ICDL Computer Literacy	R 1,325,901
19.	National Tourism Career Expo 2010	R 3,164,348
20.	FET Colleges Internship Programme	R 2,398,000
21.	Accreditation Support Project	R 850 000
	<b>TOTAL BUDGET ALLOCATION</b>	<b>R 62,633,631</b>

## Budget Analysis of the 2009/10 financial year as at 31 March 2010

### Learnership Allocation Summary

Key areas	Employed	Unemployed	Total
Total Learner Allocation	1417	1787	3204
Percentage	44	56	100
Total Number of Companies	–	–	110

Table 1

Table 1 indicates that 1417 (44%) employed learners and 1787 unemployed learners were totaling 3204.

# Total number of Learnership Budget Analysis of the 2009/10

Learner Status	Total Contract Value	Percentage
Employed Learners	R 18,640,000	24
Unemployed Learners	R 58,585,000	76
Total	R 77,225,000	100

Table 2 indicates that 1417 (44%) employed learners and 1787 unemployed learners were totaling 3204.

## Report on Chamber Allocation

Chamber	Employed	Unemployed	Total Learners	Total Amount
Hospitality	654	859	1513	R 36,837,000
Tourism and Travel Services	52	145	197	R 5,638,000
Sport, Recreation & Fitness	271	210	481	R 10,733,000
Conservation and Tourist Guiding	260	423	683	R 16,985,000
Gaming and Lotteries	149	56	205	R 3,641,000
<b>Total</b>	<b>1386</b>	<b>1693</b>	<b>3079</b>	<b>R 73,834,000</b>

## Report on Chamber Allocation

Chamber	Total Amount	Percentage
Hospitality	R 36,837,000	50
Tourism and Travel Services	R 5,638,000	8
Sport, Recreation & Fitness	R 10,733,000	15
Conservation and Tourist Guiding	R 16,985,000	23
Gaming and Lotteries	R 3,641,000	5
Total	R 73,834,000	100

## Sport, Recreation and Fitness Sector Provincial Allocation

Region	Qualifications 2	Employed	Unemployed	Grand Total
Eastern Cape	NC SRF L 4	7	9	16
Eastern Cape Total		7	9	16
Gauteng	NC Fitness L 5	17	24	41
	NC Horticulture L 1	69	24	93
	NC SRF L 4	6	13	19
Gauteng Total		92	61	153
KwaZulu-Natal	NC Fitness L 5	4		4
	NC Horticulture L 1	43		43
	NC SRF L 4	11	16	27
KwaZulu-Natal Total		58	16	74

Region	Qualifications 2	Employed	Unemployed	Grand Total
Limpopo	NC SRF L 4		5	5
Limpopo Total			5	5
Mpumalanga	NC Horticulture L 1	12		12
	NC SRF L 4	3	10	13
Mpumalanga Total		15	10	25
North West	NC Fitness L 5	3		3
	NC SRF L 4		8	8
North West Total		3	8	11
Western Cape	NC Fitness L 5	45	1	46
	NC Horticulture L 1	20		20
	NC SRF L 4	1	47	48
Western Cape Total		66	48	114
Grand Total		241	157	398



# Hospitality Sector Provincial Allocation

Region	Qualifications 2	Employed	Unemployed	Grand Total
Eastern Cape	NC Accom L 2	20	21	41
	NC Food & Bev L 4	13	26	39
	NC General Travel L5		1	1
	NC Hosp L 4	26	39	65
	NC Prof Cookery L 4	22	36	58
	NC Tourism Guide L 2	4	6	10
	NC Tourism Guide L 4	4	2	6
<b>Eastern Cape Total</b>		<b>89</b>	<b>131</b>	<b>220</b>
Free State	NC Fast Food L 3	1		1
	NC Tourism Guide L 2	1	3	4
<b>Free State Total</b>		<b>2</b>	<b>3</b>	<b>5</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
Gauteng	NC Accom L 2	12	89	101
	NC Fast Food L 3	115	200	315
	NC Fast Food L 4	1	4	5
	NC Food & Bev L 4	81	133	214
	NC General Travel L5	5	65	70
	NC Hosp L 4	16	59	75
	NC Prof Cookery L 4	120	135	255
	NC Tourism Events Support L 4	8	3	11
	NC Tourism Guide L 2	2	8	10
	NC Tourism Guide L 4	3	59	62
<b>Gauteng Total</b>		<b>363</b>	<b>755</b>	<b>1118</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
KwaZulu-Natal	NC Accom L 2	12	6	18
	NC Fast Food L 3	14	12	26
	NC Food & Bev L 4	29	22	51
	NC General Travel L5		1	1
	NC Hosp L 4	22	23	45
	NC Prof Cookery L 4	30	45	75
	NC Tourism Guide L 2	19	45	64
	<b>KwaZulu Natal Total</b>		<b>126</b>	<b>154</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
Limpopo	NC Accom L 2	47	69	116
	NC Fast Food L 3	8	3	11
	NC Food & Bev L 4	10	11	21
	NC Hosp L 4	11	52	63
	NC Prof Cookery L 4	12	15	27
	NC Tourism Events Support L 4		5	5
	NC Tourism Guide L 2	4	10	14
	NC Tourism Guide L 4	16		16
<b>Limpopo Total</b>		<b>108</b>	<b>165</b>	<b>273</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
Mpumalanga	NC Accom L 2		2	2
	NC Fast Food L 3	4	1	5
	NC Food & Bev L 4	5		5
	NC Hosp L 4		24	24
	NC Prof Cookery L 4	3	8	11
	NC Tourism Guide L 2	1	4	5
	NC Tourism Guide L 4	5	9	14
<b>Mpumalanga Total</b>		<b>18</b>	<b>48</b>	<b>66</b>
North West	NC Accom L 2	10	7	17
	NC Fast Food L 3	11	11	22
	NC Food & Bev L 4	5	9	14
	NC Hosp L 4	6	3	9
	NC Prof Cookery L 4	17	18	35
<b>North West Total</b>		<b>49</b>	<b>48</b>	<b>97</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
Northern Cape	NC Accom L 2	10	10	20
	NC Fast Food L 3		1	1
	NC Food & Bev L 4	10	10	20
	NC Hosp L 4	13	20	33
	NC Prof Cookery L 4	11	10	21
	NC Tourism Guide L 2		1	1
	NC Tourism Guide L 4	7	6	13
<b>Northern Cape Total</b>		<b>51</b>	<b>58</b>	<b>109</b>
Western Cape	NC Accom L 2	7	7	14
	NC Fast Food L 3	3	5	8
	NC Food & Bev L 4	10	15	25
	NC General Travel L5		24	24
	NC Hosp L 4	3	3	6
	NC Prof Cookery L 4	17	31	48
	NC Tourism Guide L 2	5	10	15
	NC Tourism Guide L 4	4	17	21
<b>Western Cape Total</b>		<b>49</b>	<b>112</b>	<b>161</b>
<b>Grand Total</b>		<b>855</b>	<b>1474</b>	<b>2329</b>

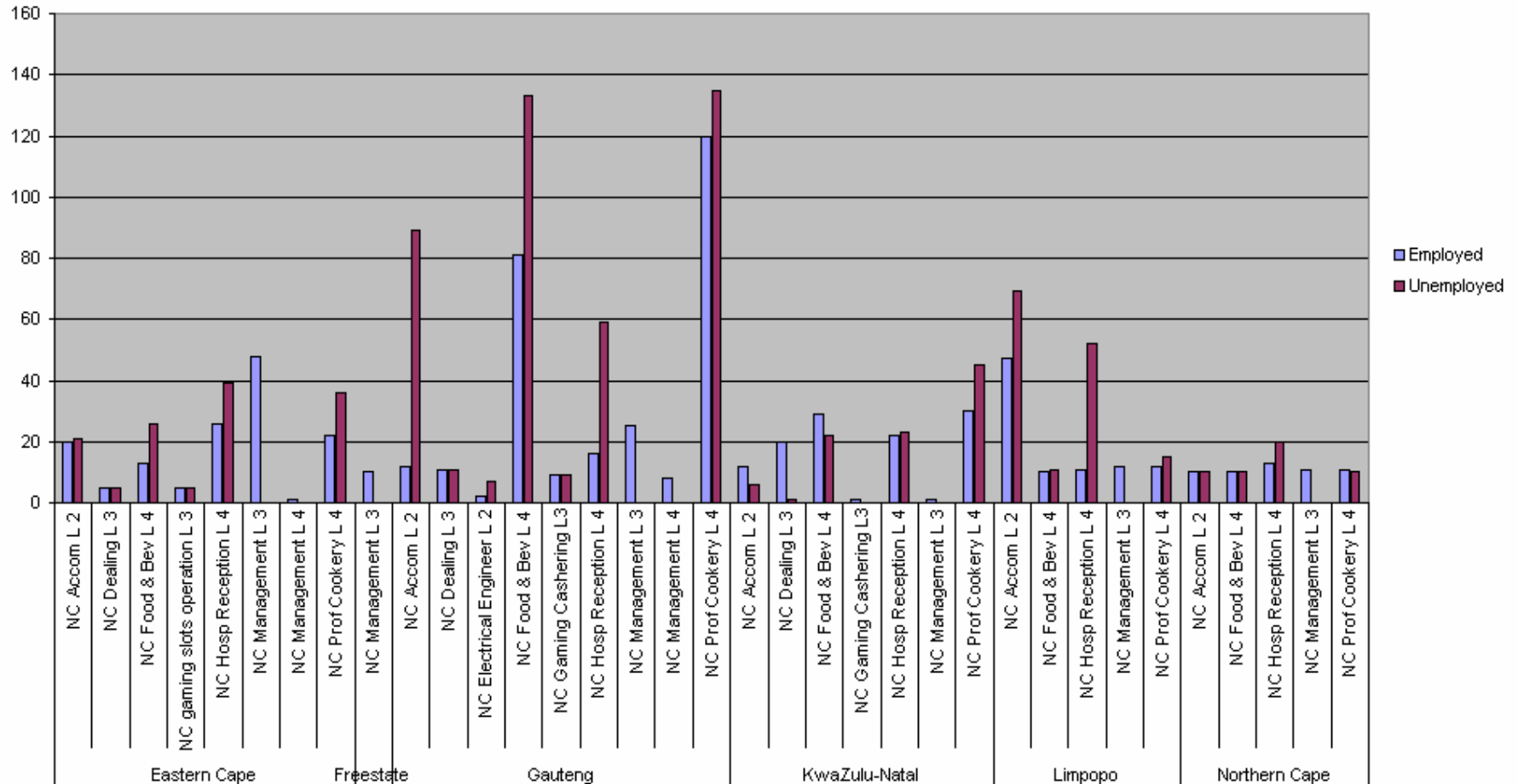
Region	Qualifications 2	Employed	Unemployed	Grand Total
Northern Cape	NC Accom L 2	10	10	20
	NC Fast Food L 3		1	1
	NC Food & Bev L 4	10	10	20
	NC Hosp L 4	13	20	33
	NC Prof Cookery L 4	11	10	21
	NC Tourism Guide L 2		1	1
	NC Tourism Guide L 4	7	6	13
<b>Northern Cape Total</b>		<b>51</b>	<b>58</b>	<b>109</b>
Western Cape	NC Accom L 2	7	7	14
	NC Fast Food L 3	3	5	8
	NC Food & Bev L 4	10	15	25
	NC General Travel L5		24	24
	NC Hosp L 4	3	3	6
	NC Prof Cookery L 4	17	31	48
	NC Tourism Guide L 2	5	10	15
	NC Tourism Guide L 4	4	17	21
<b>Western Cape Total</b>		<b>49</b>	<b>112</b>	<b>161</b>
<b>Grand Total</b>		<b>855</b>	<b>1474</b>	<b>2329</b>

Region	Qualifications 2	Employed	Unemployed	Grand Total
Eastern Cape	NC Conservation L 2	5	5	10
	NC Tourism Guide L 2	4	6	10
	NC Tourism Guide L 4	4	2	6
<b>Eastern Cape Total</b>		<b>13</b>	<b>13</b>	<b>26</b>
Freestate	NC Tourism Guide L 2	1	3	4
<b>Freestate Total</b>		<b>1</b>	<b>3</b>	<b>4</b>
Gauteng	NC Conservation L 2	6		6
	NC Tourism Guide L 2	2	8	10
	NC Tourism Guide L 4	3	59	62
<b>Gauteng Total</b>		<b>11</b>	<b>67</b>	<b>78</b>
KwaZulu-Natal	NC Conservation L 2	8	3	11
	NC Tourism Guide L 2	19	45	64
<b>KwaZulu-Natal Total</b>		<b>27</b>	<b>48</b>	<b>75</b>
Limpopo	NC Conservation L 2	77	9	86
	NC Tourism Guide L 2	4	10	14
	NC Tourism Guide L 4	16		16
<b>Limpopo Total</b>		<b>97</b>	<b>19</b>	<b>116</b>

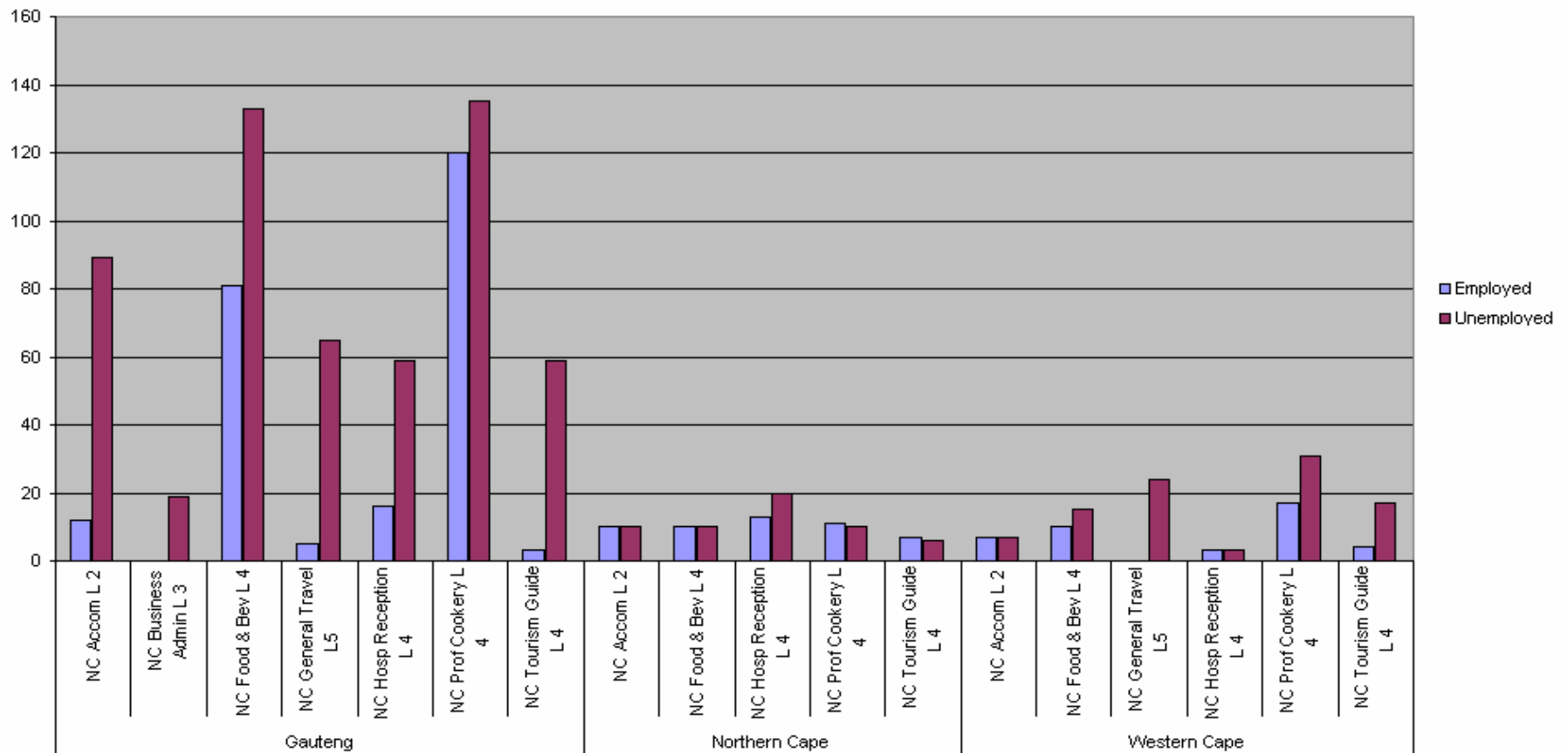


Region	Qualifications 2	Employed	Unemployed	Grand Total
Mpumalanga	NC Conservation L 2	7	62	69
	NC Tourism Guide L 2	1	4	5
	NC Tourism Guide L 4	5	9	14
Mpumalanga Total		13	75	88
Northern Cape	NC Tourism Guide L 2		1	1
	NC Tourism Guide L 4	7	6	13
Northern Cape Total		7	7	14
Western Cape	NC Conservation L 2	6	5	11
	NC Tourism Guide L 2	5	10	15
	NC Tourism Guide L 4	4	17	21
Western Cape Total		15	32	47
Grand Total		184	264	448

# Gaming and Lotteries Sector



# Travel and Tourism Sector



# SWOT Analysis

## Strengths

- Organisation has been the training authority in the sector for 10 years and is therefore the repository institution memory and knowledge of skills development in the sector.
- THETA has the support of line function national departments:
  - National Department of tourism (NDT, newly established)
  - Department of Environmental Affairs (DEA, newly established)
  - Sport and Recreation South Africa
  - Provincial departments with related portfolios
  - Organised Employer associations
- Sectoral Analysis indicates proper legislative framework in all five Theta sub-sectors including world class infrastructure and facilities
  - Tourism
  - Gaming
  - Conservation
  - Sport

# SWOT Analysis

## Strengths

- Fully Accredited ETQA
- Accredite Training providers
- Monitor and Audit quality of training provision
- Register assessors and Moderators
- Facilitate the development and registration on the NQF of unit standards and qualifications required by the sector
- Certify learners who have successfully completed training against registered unit standards and qualifications

# SWOT Analysis

## Opportunities

- Tourism Industry is one of the government priorities
  - Industrial Policy Framework
- Legacy of 2010 FIFA World Cup, Tourism will be the quickest industry to benefit, the sector is set to grow substantially and create thousands of jobs.
- NSDS III (2011 2016) provides new opportunities
  - Catalytic Grants
  - Sector Skills Plan 2011 to 2016
  - Ensure alignment to the QCTO regulations once finalised

# SWOT Analysis

## Weakness

- ▶ No clearly defined organised labour across all sub-sectors
- ▶ The sector is broad and consists mainly of non-levy payers and therefore small levy income base
- ▶ The Skills Development Funding Model works well where the majority of the sector consists of formal sector and regulated industry with large companies (private sector) as opposed to a sector that consists majority of the SMME (Travel and Hospitality establishments) who are exempted from paying Skills Development Levies. The situation is aggravated where the majority of the sector is public sector driven such as environment/conservation and sport.
- ▶ The sport sector is currently too dependent on donor funding, which is insufficient to develop the skills required to get the sector to be self-sustainable.
- ▶ Sport in South Africa is a new economic industry that is not yet fully developed and formalized to create formal employment. This sector including fitness and recreation sub sectors that generate levies to the value of about R20 million per year to support over 3300 organisations employing over 20 000 employees.
- ▶ Levy income from the conservation sub-sector remains trivial as the sector heavily relies on donor funding and mainly driven by tto support over 3500 organisations employing 30 000 employees.
- ▶ Insufficient training providers to meet the demands for training which may exist in the sector or providers not having the scope required in the sector.
- ▶ Training and job opportunities not being synchronised meaning successful learners are not always employed on completion.

# SWOT Analysis

**SETA landscaping** process underway taking too long for the organisation and the sector.

**Negative perception** amongst some stakeholders, who don't often understand all elements of skills development.

With good intentions, the **legislative compliance** and requirements are too cumbersome for service delivery, PFMA, PPP Act BBBEE, SDA, SDLA, NQF (SAQA) and related regulations, stakeholders view these too many requirements as redtape, too much paperwork and delaying mechanism and worst as inefficiency of government and its officials.

**Huge demand** for skills development grants by various society segments; the youth, old aged, the employed, unemployed, underemployed, labour movements, employer associations, learners, unemployed graduates, levy payers, non-levy payers, small levy payers, public and private training providers, cooperatives, NGOs, government departments, public entities, district and local municipalities, political leadership, and all interest groups view SETAs and in particularly Tourism as freely available for all with unlimited funds.

**Economic situation** *As companies seek ways to survive the economic downturn, training budgets are significantly reduced or even taken away entirely.*



# Provincial allocations and special projects for 2010

Province	Rural Ward	Learnership	No. of Learners	Unemployed	Employed	Costs
Gauteng		National Certificate in Fast Food Services National Certificate in Professional Cookery National Certificate in Food & Beverage National Certificate in Fitness National Certificate in Management Level 4 National Certificate in Generic Management Level 5 National Certificate in Dealing National Certificate in Sport Administration National Certificate in General Travel National Certificate in HR Management & Practices National Certificate in Technical Support	584	422	162	R16 993 000

# Provincial allocations and special projects for 2010

Province	Rural Ward	Learnership	No. of Learners	Unemployed	Employed	Costs
Western Cape		National Certificate in Food & Beverage National Certificate in Professional Cookery National Certificate in Accommodation Services National Certificate in Project Management National Certificate in Fitness	72	5	67	R1 103 000
KwaZulu-Natal		National Certificate in Fitness National Certificate in Professional Cookery FETC Tourism Guiding National Certificate in Accommodation Services National Certificate in Food & Beverage	86	46	40	R2 343 000

# Provincial allocations and special projects for 2010

Province	Rural Ward	Learnership	No. of Learners	Unemployed	Employed	Costs
<b>Eastern Cape</b>						
<b>Northern Cape</b>		National Certificate in Conservation	8	5	3	R182 000
<b>Free State</b>						
<b>Mpumalanga</b>		National Certificate in Accommodation Services National Certificate in Professional Cookery National Certificate in Tourism Guiding	54	27	27	R1 233 000
<b>Limpopo</b>		National Certificate in Accommodation Services	3	2	1	R54 000
<b>North West</b>		National Certificate in Accommodation Services	3	2	1	R54 000
<b>Total</b>			<b>810</b>	<b>509</b>	<b>301</b>	<b>R21 962 000</b>

## Plans to reduce the high unemployment rate among young people

In order to reduce the high unemployment rate among young people Theta has the following programmes:

- ▶ Learnership Programmes for 300 unemployed young people
- ▶ Skills Programmes for 1000 unemployed young people
- ▶ Bursary Programmes for 150 unemployed young (Learners)
- ▶ Workplace experience placements for 1000 Learners completing qualifications
- ▶ Internship Programme for 700 Graduates assisted find employment
- ▶ New Venture Mentorship for 30 Unemployed young people
- ▶ The National Tourism Careers Expo (NTCE) is a national event that targets unemployed youth and learners who seek opportunities in the Theta sector. Industry is invited to use the opportunity for new recruits.

FOR THE PERIOD 2010 TO 2011

THETA STRATEGIC PLAN