



**STRATEGIC PLAN**  
**2022/23**



higher education  
& training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN  
2022/23

## LIST OF ABBREVIATIONS

<b>APP</b>	Annual Performance Plan
<b>DHET</b>	Department of Higher Education and Training
<b>ETQA</b>	Education and Training Quality Assurance
<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>GBV</b>	Gender-based Violence
<b>GDP</b>	Gross Domestic Product
<b>ICT</b>	Information Communication and Technology
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>NSDP</b>	National Skills Development Plan
<b>PSET</b>	Post-School Education and Training
<b>SASSETA</b>	Safety and Security Sector Education and Training Authority
<b>SETAs</b>	Sector Education and Training Authorities
<b>SSP</b>	Sector Skills Plan
<b>SDA</b>	Skills Development Act (No. 97 of 1998)
<b>SDLA</b>	Skills Development Levies Act (No. 9 of 1999)
<b>SLA</b>	Service Level Agreement
<b>SP</b>	Strategic Plan
<b>TERS</b>	Training Lay-off Scheme
<b>TIDs</b>	Technical Indicator Definitions
<b>TVET</b>	Technical Vocational Education and Training

## 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 BE Nzimande**

Minister of Higher Education, Science, and Innovation

## STATEMENT OF THE CHAIRPERSON OF BOARD

SASSETA continues to deliver on its mandate to promote and facilitate skills development in the safety and security sector, despite significant challenges resulting from the COVID-19 pandemic.

On the positive side, we have improved our performance, achieving 97% of our targets in 2020/21 financial year - an increase of 5% from the prior year; and achieved a clean audit outcome, notwithstanding the challenging environment. On the negative side, our revenue for the year ending 31 March 2021 declined by R108m to R395.64m. Because of the shrinking economy as a result of the social unrest that took place in July 2021 predominantly in KwaZulu-Natal and Gauteng, we do not project a significant change on the revenue growth and this necessitated revision of the budgeted revenue for the 2021/22 financial year.



The Accounting Authority and Management have worked tirelessly to identify ways of delivering the mandate of the SETA in the new normal. Interventions that will be rolled out include the use of digital technology as a replacement of classroom training (online training or e-learning) and remote instruction to learners in the short term, and the digitisation of operations in the SETA in the medium term.

In January 2021 Cabinet approved the Economic Reconstruction and Recovery Plan Skills Strategy. To date, SASSETA prioritised the implementation of the following Learning Programs: Traffic Officers Learnerships (722 learners); Paralegal Learnerships (195 learners); and Candidacy placements (652 candidate attorneys and pupil advocates).

In addition, SASSETA has awarded R15 million to Universities South Africa, and R3 million to the University of the Witwatersrand, to assist the funding of students who are studying in fields that are relevant to SASSETA in terms of the Occupations listed in the ERRP and SASSETA Scarce Occupations. Examples of this are ICT Systems Analyst; ICT Security Specialists and Computer Network and Systems Engineers; Attorneys, Trademark Attorneys and Paralegals.

In the medium to long term SASSETA will focus on the following as part of the implementation of the Skills Strategy: -

- Strengthening collaboration with stakeholders to advance skills development within the Safety and Security Sector.
- Enhancing risk intelligence to promote good governance and an ethical environment.
- Identifying occupations in high demand in the Safety and Security Sector, and as guided by the Skills Strategy.
- Increasing the production of occupations in high demand.
- Linking Education and the Workplace.
- Improving the level of skills in the Safety and Security Sector.
- Increasing access to occupationally directed programmes.
- Supporting initiatives to grow the public college system.
- Ensuring efficiency in the delivery of occupational qualifications for the Safety and Security sector.

We are committed to improve governance, maintain the clean audit outcome, and the risk maturity level 5, whilst we deliver according to the vision and aspirations of the National Skills Development Plan; of building an educated, skilled and capable workforce for South Africa.

It is with pleasure that I present the revised SASSETA's Strategic Plan and look forward to full implementation with the support of the SETA Board, Management, Staff, and Stakeholders.

**Mr C Mudau**  
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

(Programme 3: Learning Programmes and  
Programme 4: Quality Assurance)

**Ikalafeng Diale(Mr)**  
Chief Financial Officer

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

(Programme 2: Research, Skills Planning  
& Reporting)

**Thamsanqa Mdontswa (Mr)**  
Chief Executive Officer

**Mr C Mudau**  
Chairperson of the  
SASSETA Board

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## PART A: Our Mandate

### 1. Constitutional Mandate

Sector Education and Training Authorities (SETAs) are operating in a complex regulated environment. 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 are 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 will strive to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation, and social development while seeking to address systemic considerations. This shall be advanced through the provision of job-oriented programmes to assist individuals in obtaining employment opportunities. Other legislation, policies and strategies that underpin the operations of the SETAs, including SASSETA, 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.

LEGISLATION/POLICY/STRATEGY	DESCRIPTION
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.

Our strategic plan is only one part of our strategic planning process. SASSETA further strengthens its planning process by developing institutional policies and strategies for the five (5) year period. To give effect to the internal policies listed below, SASSETA developed Standard Operating Procedures and established committees to oversee implementation. Policies are reviewed and updated, where necessary, to ensure that they address the strategic intent of the organisation and both external and internal contemporary environment.



POLICY NAME	PURPOSE OF THE POLICY
<b>Programme 1: Administration</b>	
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.

POLICY NAME	PURPOSE OF THE POLICY
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.

POLICY NAME	PURPOSE OF THE POLICY
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.
POPIA Policy	To ensure protection of and management of personal information.
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.

POLICY NAME	PURPOSE OF THE POLICY
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.
<b>Programme 2: Skills Planning, Monitoring, Evaluation, Reporting and Research</b>	
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.
<b>Programme 3: Learning Programmes</b>	
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.

POLICY NAME	PURPOSE OF THE POLICY
<b>Programme 3: Learning Programmes</b>	
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.
<b>Programme 4: ETQA</b>	
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

In October 2019, BUSA won a court case against DHET where the department's decision to decrease the mandatory grant levies and grants percentage from 50% to 20% and, in terms of section 4(4) of the Seta grant regulations, the decision was set aside.

The effect of the ruling is that the Minister would have to decide on the percentage for mandatory grants in consultation with the sector. The Minister has not yet made the decision regarding the mandatory grant percentage.

The SETA therefore discloses a contingent liability. This is disclosed as a contingent liability as the intention of the litigants, BUSA, was to increase the mandatory grant percentage from 20% upwards. The timing and amount of this contingent liability is uncertain, and no reasonable estimate can be made at this point. The department is currently in discussions with BUSA regarding the mandatory grant percentage and effective date of implementation of the ruling. No new information has emerged which changes the status of this disclosure from the prior year.

## 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:

#### 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

South Africa faces severe economic challenges. Real GDP per person has dropped since 2013/14, meaning that the average South African is becoming poorer, despite high and rising fiscal deficits. The National Treasury projects real economic growth of 3.3 per cent this year, from a low base of -7.2 per cent in 2020. Growth in the outer two years of the forecast averages 1.9 per cent. Household consumption is expected to rebound in 2021/22, but investment is expected to decline for the third consecutive year because of persistent electricity interruptions, low political confidence, and low capital spending by public corporations.

The global economic effects of the COVID-19 pandemic are far-reaching and will likely be long-lasting. In South Africa, the large increase in unemployment and income losses has entrenched existing inequalities. The impact of the four-months skills development levy holiday of May to August 2020 and the devastating impact of the COVID-19 pandemic to the economy necessitated the revision of the 2021/22 financial year budgets for all state entities, including SETAs.

This situation necessitated the revision of income and adversely affected SASSETA's service delivery objectives> it will also have an impact on its ability to meet the MTSF targets set by the current administration.

Although government will conduct a mass vaccination campaign, the threat of resurgent waves of infection lingers, and the rollout is only expected to gather pace in the second half of 2021.

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 34.4% in the second quarter for 2021 financial year. 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. A broad economic recovery remains a necessary - but not sufficient - condition for sustained improvement in labour market conditions. Without accelerating the implementation of growth- and employment-enabling reforms, job growth will remain very low in line with modest average Gross Domestic Product (GDP) growth over the medium term.

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, 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.

SASSETA is responsible for the facilitation of skills development in the safety and security sector by 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

The 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, while 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, service delivery protest, cybercrime, armed robbery, and murder, among others. The country is also not winning in the fight to lower increasing road fatalities.

The White Paper on Post School Education and Training (November 2013) locates SETAs as one component of the post-schooling system, therefore the need remains for the SETA to intensify skills development initiatives and assess the impact of these initiatives to respond to the challenges mentioned herein.

The PSET aims to build a fair, equitable, non-racial, non-sexist, 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 which details the Private Security Sector governing conditions of employment and sets 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 and meaningful, education and training opportunities particularly for young people. It also calls for improvement in the quality of education and training to enhance the 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 several 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 modernisation, efficiency, and transformation of the system.

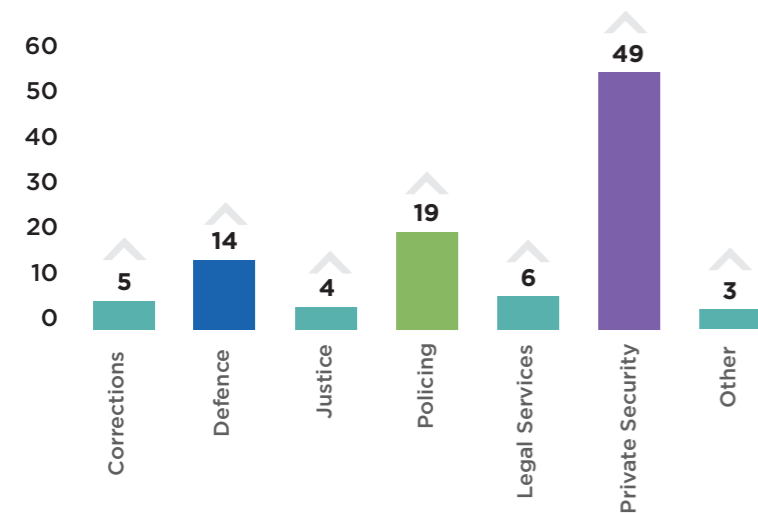
With regards to the Medium Term Expenditure Framework (MTEF) there is a need for greater focus and acceleration of the implementation of the seven-point plan to make the Criminal Justice System more efficient and effective; Building a professional police service that is a well-resourced professional 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 while 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".

SASSETA's internal processes are geared to support the NSDP outcomes as well as the SSP priorities, with a steadfast focus support on the TVET Colleges, Community Educational and Training Colleges, Public Universities and Universities of Technology. In addition, SASSETA will be implementing the Training Lay-off Scheme (TERS) in partnership with the Unemployment Insurance Fund and affected employers in the sector over the MTEF and provision has been made to do this in the the SASSETA's Discretionary Grant Policy. SASSETA will work together with its strategic partners to promote small business development and the establishment of cooperatives to bolster income-generating opportunities for the NEET over the next 8-year period. SASSETA will also implement dynamic and impactful targeted programmes for youth, disabled persons, women, and programmes that address the human rights issue of gender based violence.

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 sector employs 56% of the workforce, while the public sector employs the remaining 44%.

**Figure 1:** Employment status per subsector (%)



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.

Source: SASSETA SSP data (2021)

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 expenditure 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

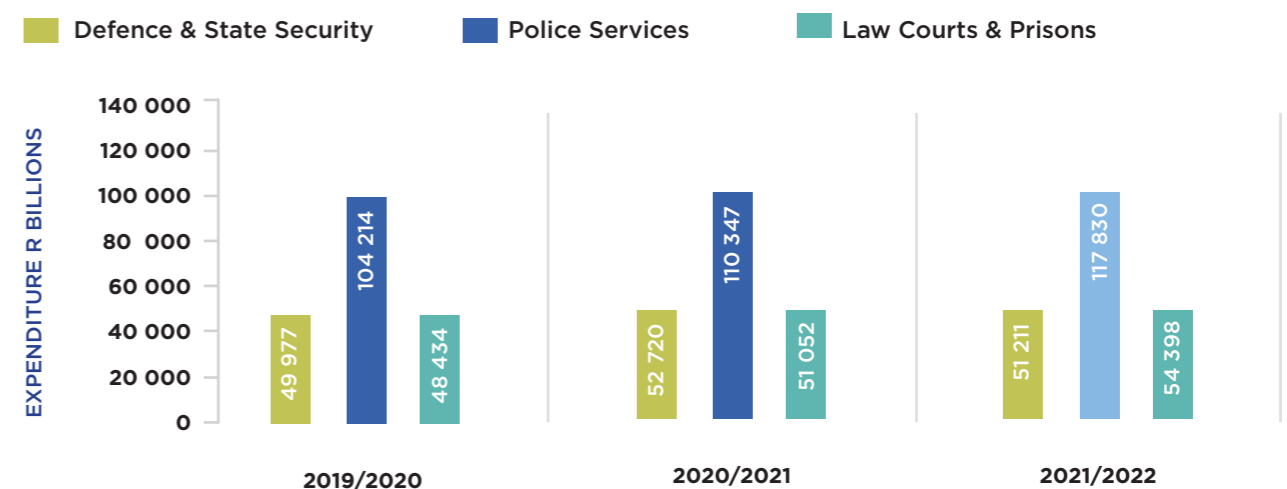
GOVERNMENT EXPENDITURE	2016/2017	2017/2018		2018/2019	
	R billion	R billion	Annual Average Growth (%)	R billion	Annual Average Growth (%)
Defence & State Security	52 303	49 723	4.9	48 382	-2.6
Police Services	87 305	93 711	6.5	99 127	5.8
Law Courts & Prisons	41 639	43 705	5.8	45 372	3.8
Total Consolidated 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 on the peace and security cluster shows an increasing trend between 2019 and 2022, even though budgets for the defence and police service function are under pressure. (This is depicted in figure 2 below).

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

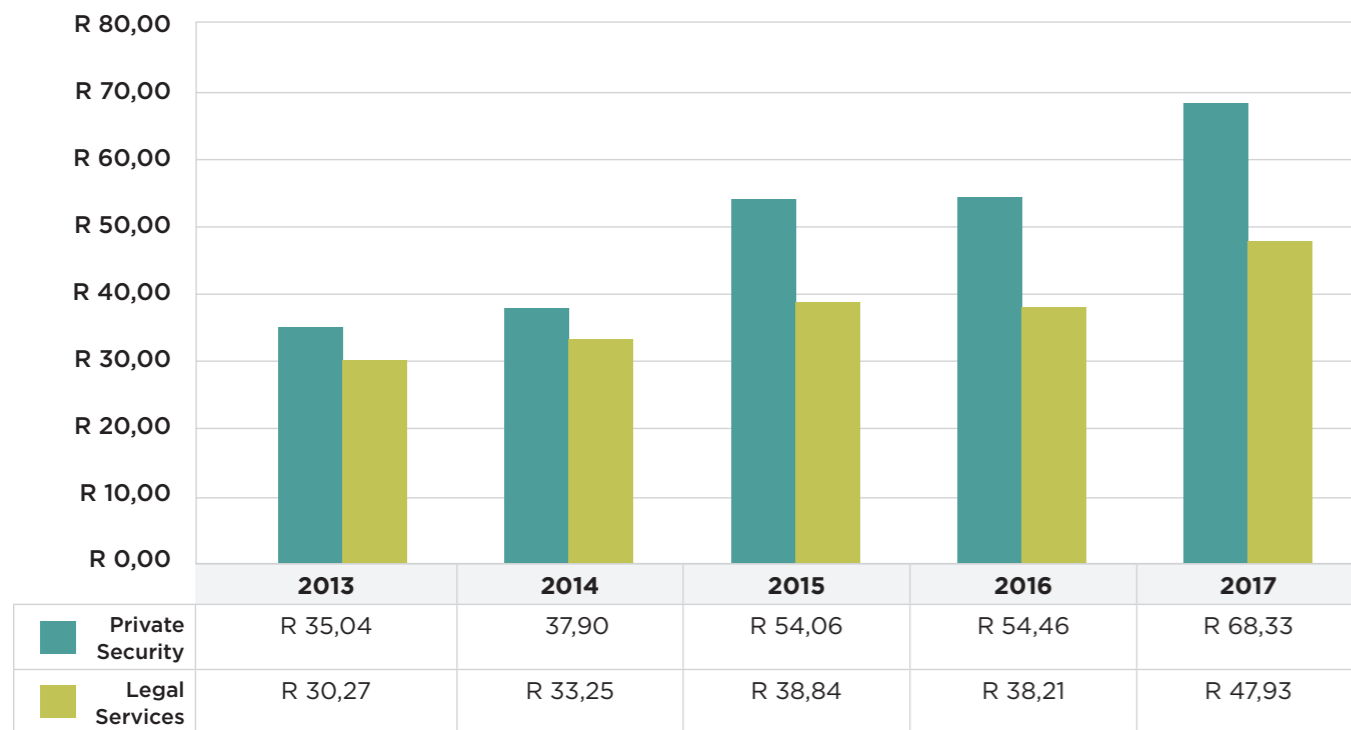
**ESTIMATE OF FUTURE GOVERNMENT EXPENDITURE ON DEFENCE, PUBLIC ORDER AND SAFETY FUNCTIONS, 2019-2022**



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)

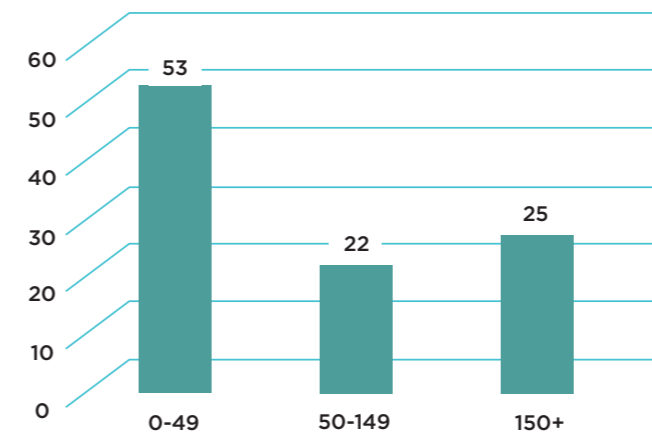


Source: Statistics South Africa (2019)

The private security sub-sector firms earned in the region of 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

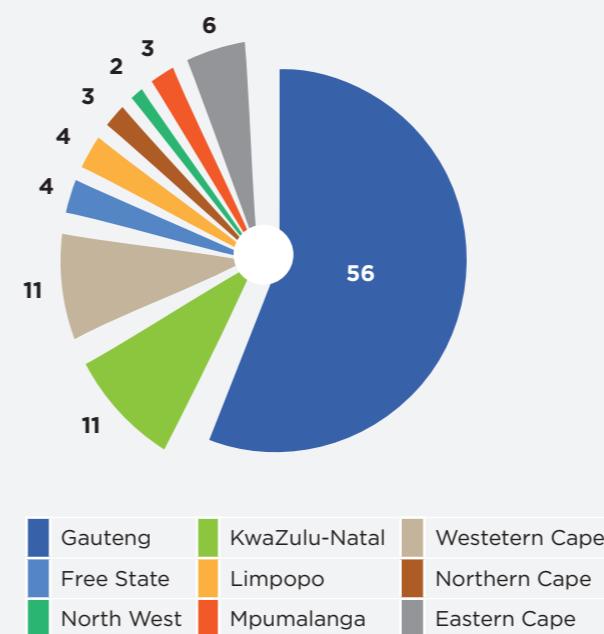


Source: SASSETA SSP data (2021)

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 (%)



Source: SASSETA SSP data (2021)

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 (%)

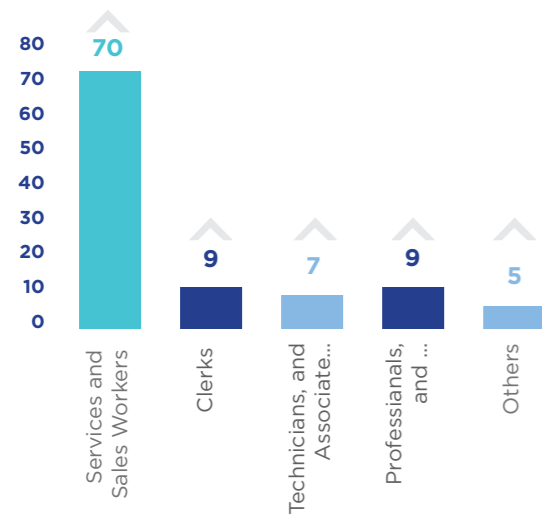
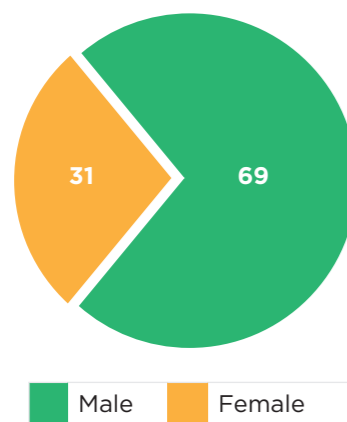


Figure 6 shows that most employees in the sector are Service and Sales Workers (70%), with the remainder comprising of Clerks (9%), Technicians and Associate Professionals (6%), Professionals, Legislators and Senior Officials (5%), and Managers (4%).

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

Source: SASSETA SSP data (2021)

**Figure 7:** Gender (%)



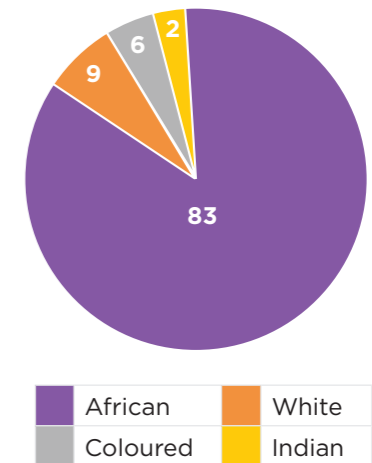
Source: SASSETA SSP (2021)

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 8:** Demographic Composition in the Sector (%)



Source: SASSETA SSP (2021)

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.

Tables 2, 3 and 4 present the top 10 scarce and critical skills list for the sector. Employability remains a concern as evidenced by in people getting degrees and becoming 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 trained learners 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	2019-341110	Associate legal professional	Legal Analyst	7	Bursary/ Skills Programme
2	2019-252901	ICT Security Specialist		7	Bursary
3	2019-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Manager	7	Bursary /skills programme
			Radiation Protection		
4	2019-242401	Training and Development Professional	Training Material Developer	7	Bursary/ Skills Programme
5	2019-143904	Security Services Manager	Security Services Manager	6	Learnership
6	2019-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	5	Learnership/ Skills Programme
7	2019-134402	Community Development Manager		6	Learnership
8	2019-261101	Attorney		8	Bursary
9	2019-355501	Detective		5	Learnership / Bursary
10	2019-252301	Computer Network and Systems Engineer		7	Bursary

Source: SASSETA, SSP 2022/23 Update

**Table 3:** Sectoral Priority Occupations (PIVOTAL) List

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-541401	Security Officer	Security Guard	Learnership	6580
2019-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary	3246
2019-235101	Education or Training Advisor	Education or Training Advisor	Skills Programme	605
2019-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills Programme	2562
2019-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary	682
2019-263403	Organisational Psychologist	Organisational Psychologist	Bursary	91
2019-143904	Security Services Manager	Security Services Manager	Skills Programme / Bursary	20
2019-311301	Electrical Engineering Technician	Electrical Engineering Technician	Bursary	10
2019-351101	Computer Operator	Computer Operator	Bursary	100
2019-541201	Traffic Officer	Law Enforcement Officer	Learnership	100
2019-252901	Security Service Administrative Officer	Security Specialist	Bursary	15
2019-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship	120
2019-132404	Warehouse Manager	Warehouse manager	Bursary	200
2019-516501	Driving Instructor	Driving Instructor	Learnership	170
2019-121908	Quality Systems Manager	Quality Systems Manager	Skills Programme	160
2019-421401	Debt Collector	Debt Collector	Skills Programme	71
2019-351301	Computer Network Technician	Computer Network Technician	Bursary	51

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-335501	Detective	Forensic Detective / Investigator	Skills Programme	1 200
2019-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Practitioner Paralegal Attorney Notary Skills Development Facilitator	Skills Programme / Bursary	36
			Bursary	30
2019-341103	Paralegal	Paralegal	Learnerships	151
2019-261101	Attorney	Attorney	Bursary	870
2019-261905	Notary	Notary	Skills Programme / Bursary	5
2019-261901	Skills Development Facilitator	Skills Development Facilitator	Skills Programme / Bursary	6
2019-263101	Economist	Economist	Bursary	8
2019-341107	Law Clerk	Legal Clerk	Skills Programme / Bursary	155
2019-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary	130
2019-334201	Legal Secretary	Legal Practice Manager	Learnership	450
2019-132402	Logistics Manager	Dispatch Logistics Manager	Bursary	7
2019-121903	Physical Asset Manager	Contract Manager	Skills Programme / Bursary	10
2019-242403	Assessment Practitioner	Assessor	Skills Programme / Bursary	68
2019-341104	Clerk of Court	Clerk of Court	Learnership	20
2019-134914	Correctional Services Manager	Correctional Services Manager	Learnership	9
2019-541501	Intelligence Operator	Police Intelligence Operators	Learnership	23

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-121202	Business Training Manager	Training & Development Manager	Bursary	15
2019-341101	Conveyancer	Conveyancing Compliance Officer	Learnership	13
2019-331201	Credit or Loans Officer	Financial Accounting Officer	Learnership	60
2019-341102	Legal Executive	Legal Executive	Learnership	6
2019-121905	Programme or Project Manager	Project Director	Learnership	3
2019-121908	Quality Systems Manager	Quality Systems Coordinator	Learnership	7
2019-541904	Armoured Car Escort	Armoured Car Escort	Learnership	34
2019-351301	Computer Network Technician	Network Support Technician	Learnership	51
2019-261104	Trademark Attorney	Trademark Advisor	Bursary	300
2019-343401	Chef	Executive Chef	Bursary	38
2019-515103	Commercial Housekeeper	Housekeeper (Not Private)	Commercial Housekeeping Training	40
2019-133103	Data Management Manager	Data Processing Manager	Learnership	7
2019-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship	119
2019-241104	External Auditor	Forensic Auditor / Investigator	Internship	15
2019-242215	Fraud Examiner	Fraud Examiner	Bursary	5
2019-651302	Boiler Maker	Boilermaker-welder	Apprenticeship	11
2019-641201	Bricklayer	Chimney Repairman	Apprenticeship	20
2019-641501	Carpenter and Joiner	Panel Erector	Apprenticeship	17
2019-643302	Chimney Cleaner	Chimney Cleaner	Training	25

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-263401	Clinical Psychologist	Forensic Psychologist	Bursary	3
2019-251901	Computers Quality Assurance Analyst	Software tester	Bursary	41
2019-341105	Court Bailiff	Court Collections Officer	Training	2
2019-335101	Customs Officer	Customs Investigator	Learnership	4
2019-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership	91
2019-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership	87
2019-215201	Electronics Engineer	Communications Engineer (Army)	Bursary	10
2019-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary	20
2019-143901	Facilities Manager	Facilities Supervisor	Learnership	4
2019-862202	Handyperson	Handy Man	Training	8
2019-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership	56
2019-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary	5
2019-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership	3
2019-652203	Locksmith	Safe maker	Learnership	10
2019-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership	7
2019-643101	Painter	Painting Contractor	Learnership	12
2019-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary	351

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-642601	Plumber	Sanitary Plumber	Learnership	11
2019-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary	12
2019-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary	1529
2019-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	Learnership	8
2019-216402	Transport Analyst	Logistics Analyst	Bursary	6
2019-216604	Web Designer	Web Designer	Bursary	4
2019-718907	Weighbridge Operator	Licensed Weigher	Learnership	6
2019-732203	Driver	Advance/k53 security driver	Driving learnerships	204
2019-263507	Adoption Social Worker	Occupational social worker	Bursary	745
2019-6531	Motor Vehicle Mechanics and Repairers	Motor Vehicle Mechanics and Repairers	Learnership	76
2019-214401	Mechanical Engineer	Mechatronics Engineer	Bursary	14
2019-261106	Advocate	Advocate	Bursary	311
2019-134905	Judicial Court Manager	Judicial Court Manager	Learnership	12
2019-264301	Interpreter	Court Interpreter	Bursary	19
2019-341110	Associate legal professional	Legal Analyst Legal Officer	Bursary	54 49
2019-251203	Developer Programmer	ICT Programmer	Bursary	6
2019-331301	Bookkeepers	Financial Administration Officer	Learnership	9

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2019-315305	Pilot	Attack Helicopter Pilot	Bursary	15
2019-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership	4
2019-225101	Veterinarian	Veterinary Pathologist	Bursary	7
2019-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary	9
2019-252901	ICT Security Specialist	Database Security Expert	Bursary	400
2019-221207	Pathologist	Forensic Pathologist	Bursary	21
2019-311901	Forensic Technician (Biology, Toxicology)	Forensic Technician (Biology, Toxicology)	Bursary	19
2019-242401	Training and Development Professional	Training Material Developer	Bursary	75
*****	Tourism Safety Monitor		Learnership	150

Source: SASSETA, SSP 2022/23 Update

**Table 4: 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
Report writing skills	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
Firearm 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
Victim Empowerment	Skills Programmes

Source: SASSETA SSP data (2020)

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

PESTLE	OPPORTUNITIES		THREATS	RESPONSE
<b>Political</b>	<ul style="list-style-type: none"> <li>South Africa's political stability is described as reasonable according to the World Bank's governance indicators and Credit Ratings Agency reports, despite recent Civil Unrest.</li> </ul>		<ul style="list-style-type: none"> <li>Uncertain political climate because of high-income inequality and unemployment which could jeopardise social and political stability.</li> <li>Uncertainty in political climate due to mismanagement of government funds</li> <li>Recent Civil Unrest, demonstrated in KwaZulu-Natal and Gauteng</li> <li>Rising levels of transnational crime, gender-based violence and femicide affect the political stability of the country</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with training institutions to enhance their capacity and advance the production of occupations which are in high demand in the sector; and with employers to fund the placement of unemployed youth.</li> <li>Continued compliance with all laws in the management of public funds and maintain the clean audit opinion SASSETA obtained in the 2020/21 financial year.</li> <li>Support government's efforts to restore normalcy following the Recent Civil Unrest; and</li> <li>Support the sector to produce the skills required to prevent and combat transnational crime, GBV and femicide.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>Government has developed and is implementing an Economic Reconstruction and Recovery Plan (ERRP).</li> <li>The DHET has in turn developed a Skills Strategy to support the ERRP.</li> <li>The economy recorded its fourth consecutive growth, expanding by 1.2% in the second quarter of 2021 (April-June).</li> </ul>		<ul style="list-style-type: none"> <li>The economy is 1.4% smaller than what it was before COVID-19 pandemic.</li> <li>Economic decline leading to retrenchments and/or companies closing, negatively impacts SETA levy income.</li> <li>The effects of the 4-month skills levy holiday in 2020 has reduced revenue and is limiting the SETA's reach and impact.</li> <li>Drastic increase in unemployment levels (34.4%)</li> <li>Impact of load-shedding on businesses,</li> <li>Impact of cable theft</li> <li>Impact of environmental crimes</li> </ul>	<ul style="list-style-type: none"> <li>Focus on the production of skills required by the ERRP in the sector.</li> <li>Implement the revenue enhancement strategy.</li> <li>Communicate to all stakeholders (above R500k) the benefits of paying levies and joining the skills development arena</li> <li>Enforce remedies available in legislation providing for recovery of funds via SARS</li> </ul>
<b>Social</b>	A potentially larger population of young people to be trained		<ul style="list-style-type: none"> <li>Increased levels of serious crime.</li> <li>High unemployment levels (34.4%).</li> <li>Lack of employer capacity to host people with disabilities</li> <li>Employers unable to continue with training due to COVID-19 protocols</li> <li>Skills development in rural areas restricted due to digital divide</li> <li>Undocumented nationals placing strain on the justice system/safety and security services</li> <li>Recent Civil Unrest</li> <li>Destruction of social and economic infrastructure</li> <li>Lack of adequate ICT and electricity, especially in rural areas</li> <li>Covid-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Skills Strategy to support ERRP.</li> <li>Implement more targeted training to enhance employability.</li> <li>Implement entrepreneurship training to create self-employment.</li> <li>Finalise research into the SETA's readiness to implement e-learning and will implement recommendations from that study.</li> </ul>

PESTLE	OPPORTUNITIES		THREATS	RESPONSE
<b>Technological</b>	<ul style="list-style-type: none"> <li>Emerging and evolution of new technologies such as 5G, Block-Chain, Artificial Intelligence and Cloud Computing, Cybersecurity, etc.</li> <li>Technology provides an opportunity for smart policing and creates new jobs.</li> </ul>		<ul style="list-style-type: none"> <li>Inadequate capacity to deal with cybercrime</li> <li>Inadequate infrastructure to deal with advanced technological space</li> <li>Impact on the workforce as current roles will evolve from largely administrative functions to more analytical work and the implications to staffing models.</li> <li>Cybercrime threats</li> </ul>	<ul style="list-style-type: none"> <li>Implement more training on ICT</li> <li>Invest in ICT infrastructure</li> <li>Implement ICT Strategy</li> <li>Aggressively implement eLearning within the sector</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>Clear legislative and policy mandate, as espoused in the Skills Development Act and the National Skills Development Plan</li> <li>Credible and independent judicial system</li> </ul>		<ul style="list-style-type: none"> <li>Delayed implementation due to funding constraints limits the impact of the legislative intervention.</li> <li>Lockdown regulations impedes and/or limits the implementation and execution of the core mandate of the SETA</li> </ul>	<ul style="list-style-type: none"> <li>Implement revenue enhancement strategies.</li> <li>Ensure that training plans consider the risks presented by Lockdown regulations and by the COVID-19 pandemic.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>The Green Economy has been identified as sustainable development imperative with the potential for job creation.</li> </ul>		<ul style="list-style-type: none"> <li>Disruptions caused by lack of proper infrastructure to deal with environmental issues (e.g. flooding, fires, greenhouse gas emission)</li> <li>Illicit abalone trade</li> <li>Illicit mining trade</li> <li>Stock theft and other less profile crimes</li> </ul>	<ul style="list-style-type: none"> <li>Forge relationships with employers in the Green Economy to open opportunities for the placement of youth with skills developed by our sector.</li> <li>Train the sub-sectors to assist in the enforcement of the environmental laws</li> </ul>

## 5.2 Internal Environment Analysis

The Board was appointed in April 2020 for a period up to 31 March 2025, and under its guidance SASSETA continues to align its contributions to conclude the implementation of National Skills Development Plan 2030, 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 championed 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) Advance professionalisation and transformation of the sector, (iii) Support Information communication and technology (ICT), (iv) Support production of technical and specialised skills, and (v) Building active citizenry.

SASSETA will further:

- facilitate and monitor skills development in the sector.
  - Re(up)skilling the workforce in the sector.
  - Support dynamic & impactful skills development in the sector.
  - Build & maintain competencies in the sector.
- Analysis of the skills supply & demand:
  - Hard - to - Fill- Vacancies.
  - Skills gap reported by employers.
  - Support better training and jobs match.

In pursuing our visionary goal to be the leader in skills development for the safety and security sector in the SADC region, we also aim to drive SASSETA towards principles of intellectual excellence, and 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 others 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 above 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 applicable 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 most 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, SASSETA's focus for the next few years will be on :

- (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 training providers to ensure that training takes place via virtual means and that 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 younger than 35 years.

**Table 5:** SASSETA internal environmental analysis using the PFLIMS framework

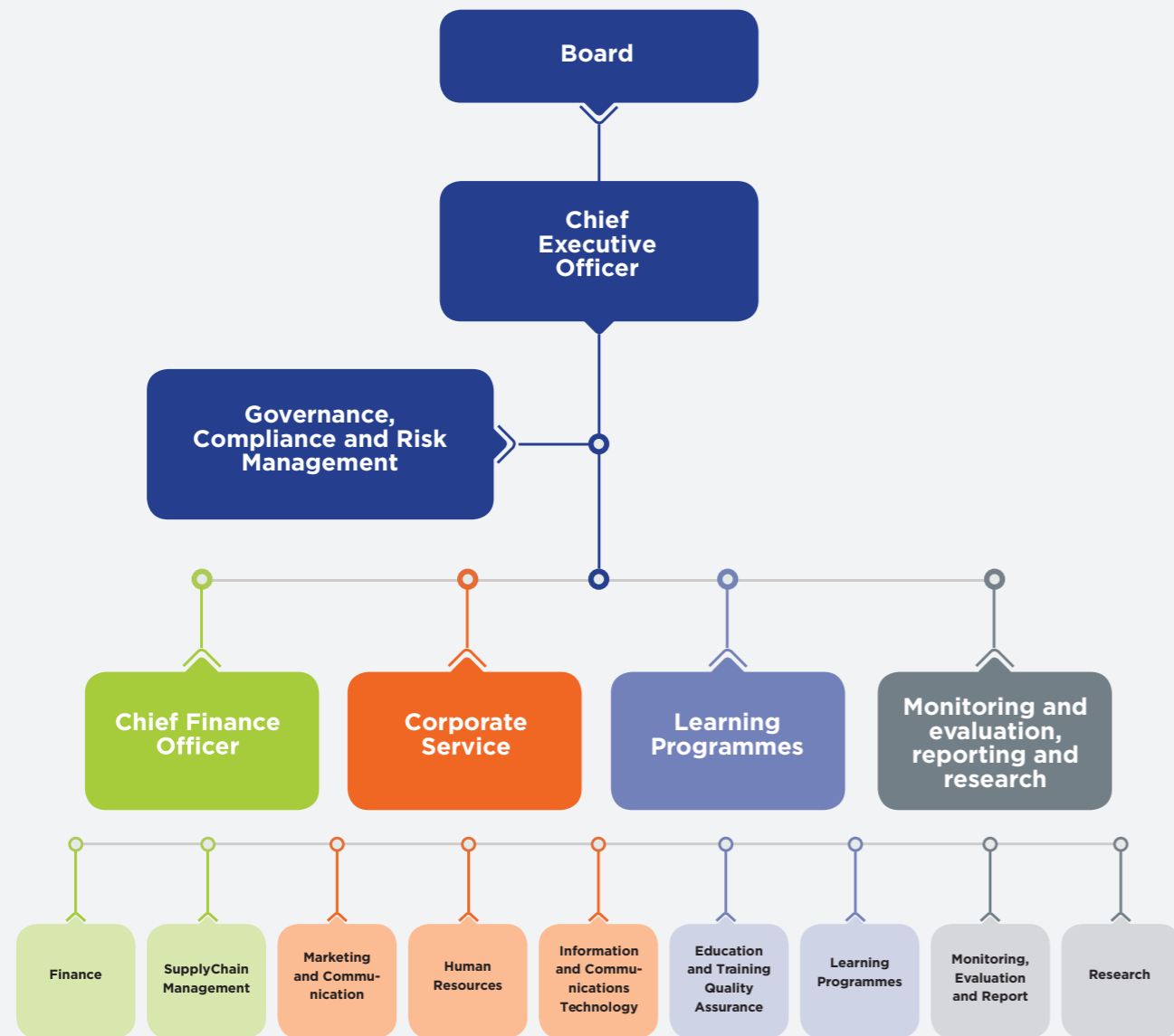
PFILMS	STRENGTHS		WEAKNESSES	RESPONSE
<b>Personnel</b>	<ul style="list-style-type: none"> <li>• A revised Organogram was approved by the Board</li> <li>• Vacancies are filled with required NQF level and experience</li> <li>• Fair balance between youth and experienced personnel within the organisation</li> <li>• Continuous staff development</li> <li>• Competitive remuneration packages</li> <li>• The challenges brought about by the COVID-19 have disrupted the traditional way of working forcing us to be flexible in our approach.</li> </ul>		<ul style="list-style-type: none"> <li>• Limited financial resources to implement the revised Organogram</li> <li>• Limited SETA lifespan has a negative impact in attracting and retaining talent.</li> <li>• Adverse psychological impact on staff caused by COVID-19 and remote working requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the revised Organogram in phases to match available income</li> <li>• Create an enabling environment for staff to excel in the performance of their duties</li> <li>• Revise HR policies to suit new methods of working</li> <li>• Encourage staff to use employee wellness programmes. This includes the introduction of coaching and change management</li> <li>• Continuously promote safe working arrangement for staff against COVID-19 pandemic by advancing strict measures in the workplaces such as social distancing, the use of PPEs and promotion of remote/virtual working arrangement</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Clearly defined revenue framework.</li> <li>• Predictable contributing sources of funds.</li> <li>• Adequate internal controls deployed for effective financial administration (hence the clean audit opinion in 2020/21 financial year).</li> </ul>		<ul style="list-style-type: none"> <li>• Inadequate levy income</li> <li>• Limited flexibility in budget repurposing due to the current SETA Grant Regulatory framework</li> <li>• Late payment by some entities threaten the SETA's revenue commitment programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the approved venue enhancement strategy</li> <li>• Continued compliance with financial management regulatory framework and improvement of internal controls</li> <li>• Effective implementation of the annual plans</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• ICT strategy and ICT governance framework have been approved by the Board.</li> <li>• The current ICT systems have been improved, are more reliable and downtime has been minimised.</li> </ul>		<ul style="list-style-type: none"> <li>• Inadequate integration of ICT systems and the capacity to provide a holistic view of the business performance.</li> <li>• Cost of implementing a fully integrated ICT system</li> <li>• Cybercrime threats</li> <li>• Unauthorised use of software could result in fines and other penalties for the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the ICT strategy and governance framework.</li> <li>• Increase investment for the optimisation of ICT to meet the changing business needs.</li> <li>• Test and modify the external hosting of ICT infrastructure</li> <li>• Conduct regular threat assessments, including auditing software on the ICT hardware to ensure the SETA is not exposed to any risks and penalties to unauthorised or illegal software.</li> </ul>



PFILMS	STRENGTHS		WEAKNESSES	RESPONSE
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Visionary, diverse, leadership has provided the SASSETA with a clear strategy</li> <li>• Improved governance and internal controls have resulted in improved performance and a clean audit opinion in the 2020/21 financial year.</li> <li>• Approved stakeholder engagement policy</li> <li>• Strong policy framework has enhanced oversight over risks</li> </ul>		<ul style="list-style-type: none"> <li>• Insufficient resource capacity to execute the mandate (although the organisational structure has been revised, there are no financial resources to implement it)</li> <li>• Lack of alignment in best practice approach to business operations</li> <li>• There is limited continuity in leadership resulting from the institutional architecture.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage our partnerships to deliver on our mandate.</li> <li>• Continuously develop leadership capabilities at all levels.</li> <li>• Ensure inclusive and continuous engagement of stakeholders</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Approachable</li> <li>• Hands on, flexible</li> <li>• Collaborative</li> </ul>		<ul style="list-style-type: none"> <li>• Management not fully diversified in terms of race and gender</li> <li>• Ineffective management techniques caused by remote working arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Enforce compliance with employment equity legislation in our recruitment.</li> <li>• Revise HR policies to attract and retain talent</li> <li>• Create an enabling environment for staff to excel in the performance of their duties.</li> </ul>
<b>Systems</b>	<ul style="list-style-type: none"> <li>• Well researched policies</li> <li>• Timely approval of policies</li> <li>• Effective implementation of policies</li> </ul>		<ul style="list-style-type: none"> <li>• Limited integration between various functions within Departments</li> </ul>	

SASSETA will implement 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 timely implement training.

### 5.3 High Level Organisational Structure



### SASSETA's demographic variables for employees

**Table 6:** SASSETA's employees demographic variables.

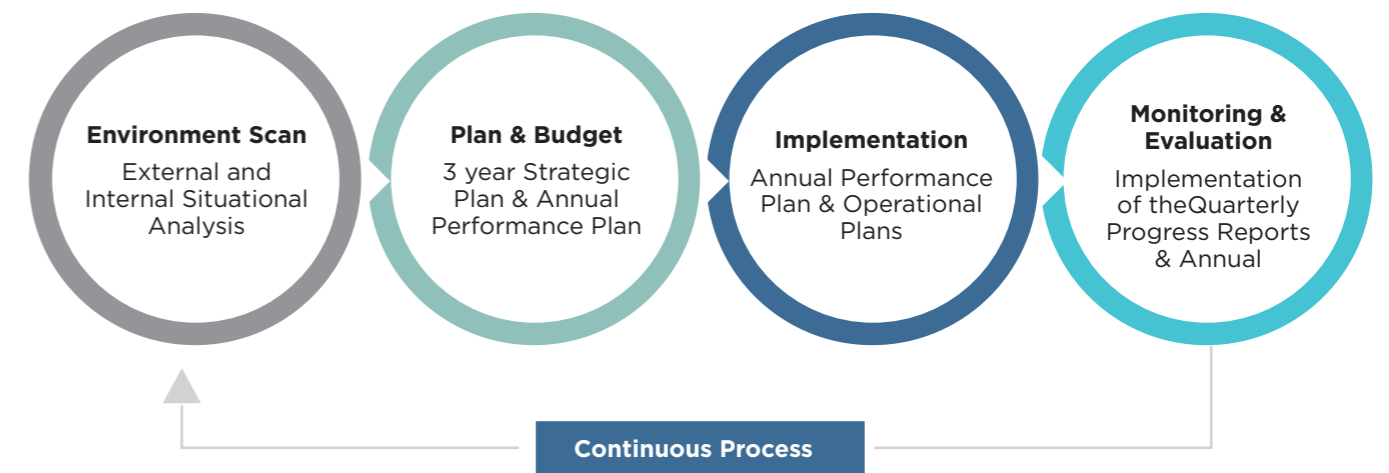
TOTAL NUMBER OF EMPLOYEES	MALE	FEMALE	YOUTH	DISABLED EMPLOYEES
<b>141</b> (this figure includes the interns and temporary employees)	<b>43</b>	<b>98</b>	<b>52</b>	<b>1</b>

### 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**





## 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 also plays a pivotal role to inform budgeting and will therefore be used to monitor service delivery.

The SETA utilises the developmental approach to planning as a means of achieving national 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, planning 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 centred on its impact and outcomes. The outcomes seek to respond to the challenges and key skills issues outlined earlier and that 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 to describe how it will bring about social impact through skills development planning and implementation of skills development initiatives.

**PROGRAMME 1: ADMINISTRATION**

wherein citizens are safe and feel safe, are well educated

<b>Impact statement</b>	Good governance and sound administration
<b>Outcome</b>	<ol style="list-style-type: none"> <li>1. Strengthened collaboration with stakeholders to advance skills development within the sector</li> <li>2. Enhanced risk intelligence to promote good governance and an ethical environment</li> </ol>
<b>Outcome Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025</li> <li>2. National Treasury Risk management maturity level maintained by 31 March 2025</li> </ol>

**PROGRAMME 2: RESEARCH, SKILLS PLANNING & REPORTING**

<b>Impact statement</b>	Improved access to occupations in high demand
<b>Outcome</b>	Identified occupations in high demand
<b>Outcome Indicator</b>	SSP annually updated with the list of occupations in high demand

**PROGRAMME 3: LEARNING PROGRAMMES**

<b>Impact statement</b>	Increased skills development in the safety and security sector targeted at occupations in high demand
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Increased production of occupations in high demand</li> <li>2. Linking Education and the Workplace</li> <li>3. Improved level of skills in the Safety and Security Sector</li> <li>4. Increased access to occupationally directed programmes</li> <li>5. The growth of the public college system supported</li> </ol>

<b>Outcome Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of qualified individuals available to fill occupations in high demand by 31 March 2025</li> <li>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</li> <li>3. Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners by 31 March 2025</li> <li>4. Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025</li> <li>5. Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025</li> </ol>
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**PROGRAMME 4: ETQA**

<b>Impact statement</b>	Increased number of learners with SAQA recognised qualifications
<b>Outcome</b>	Ensured efficiency in the delivery of occupational qualifications for the safety and security sector
<b>Outcome Indicator</b>	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
<b>PROGRAMME 1: ADMINISTRATION</b>					
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
<b>PROGRAMME 2: RESEARCH, SKILLS PLANNING &amp; REPORTING</b>					
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)
<b>PROGRAMME 3: LEARNING PROGRAMMES</b>					
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 artisans 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
<b>PROGRAMME 4: ETQA</b>					
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)		
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Human Resources	7 313	10 147	6 909	11 842	12 612	13 431	14 304
Marketing and Communication	7 108	12 118	5 340	12 284	13 082	13 933	14 838
Information Communication Technology	7 290	13 051	8 797	14 065	14 980	15 953	16 990
Finance and Supply Chain Management	33 009	43 144	41 000	53 598	57 081	60 792	64 743
Office of the Chief Executive Officer	23 438	24 469	8 816	16 939	18 040	19 212	20 461
Governance, Risk and Compliance	1 921	8 212	3 656	8 539	9 094	9 685	10 314
Auxiliary Services	5 920	6 839	6 944	6 362	6 776	7 216	7 685
Provincial Offices	1 386	4 196	1 178	6 373	6 787	7 228	7 698
<b>TOTAL</b>	<b>87 384</b>	<b>122 176</b>	<b>82 641</b>	<b>130 001</b>	<b>138 451</b>	<b>147 450</b>	<b>157 035</b>

#### 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)		
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Mandatory grant expenditure	52 945	65 436	47 443	69 472	73 987	78 796	83 918
Monitoring, reporting and evaluation	683	253	-	954	1 016	1 082	1 152
CAATs, conflict of interest and business intelligence	-	6 084	2 569	7 208	7 677	8 175	8 707
Research	734	592	184	3 180	3 387	3 607	3 841
Filing and archiving	-	3 195	9 558	7 500	7 988	8 507	9 060
Postage and registry	-	17	24	30	32	34	36
Evaluation (Impact studies)	273	307	2 288	1 750	1 864	1 985	2 114
Roadshow and exhibitions	355	385	199	1 242	1 323	1 409	1 501
ATR/WSP verification	-	35	-	395	421	448	478
Sector Skills Plan	-	-	-	1 500	1 598	1 701	1 812
Other administration expenditure (payroll)	13 257	15 467	15 446	18 615	19 825	21 113	22 486
<b>TOTAL</b>	<b>68 246</b>	<b>91 772</b>	<b>77 711</b>	<b>111 846</b>	<b>119 116</b>	<b>126 859</b>	<b>135 104</b>

#### 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)		
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Discretionary grants expenditure	224 840	193 143	150 021	233 560	231 070	246 090	262 085
Project administration costs - 7.5%	17 431	22 995	537	2 500	2 663	2 836	3 020
Other non-pivotal grant	518	847	2 500	15 500	17 500	18 638	19 849
<b>TOTAL</b>	<b>242 789</b>	<b>216 985</b>	<b>153 058</b>	<b>251 560</b>	<b>251 233</b>	<b>267 563</b>	<b>54</b>

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Workers entering learnerships	28 598	28 724	15 807	12 000	12 000	12 780	13 611
Unemployed entering learnerships	49 622	35 653	19 357	42 000	42 840	45 625	48 590
Workers entering bursaries	10 308	5 625	3 074	4 000	4 250	4 526	4 820
Unemployed entering bursaries	16 514	14 762	14 852	42 000	48 300	51 440	54 783
Workers entering skills programme	13 688	14 502	7 838	11 200	11 600	12 354	13 157
Unemployed entering skills programme	23 289	8 344	6 282	4 800	4 920	5 240	5 580
Unemployed entering internships	17 094	17 146	15 076	30 000	30 000	31 950	34 027
TVET student placement	23 551	31 172	40 871	36 000	28 800	30 672	32 666
University student placement	20 862	23 388	20 113	4 185	4 185	4 457	4 747
Artisans entered	21 314	13 827	6 754	20 900	20 900	22 259	23 705
Lecturer development programmes	-	-	-	50	70	75	79
Candidacy programmes	-	-	-	25 200	21 840	23 260	24 771
Career guidance	-	-	-	1 000	1 065	1 134	1 208
Entrepreneurs	-	-	-	225	300	320	340
Project administration costs - 7.5%	17 431	22 995	537	2 500	2 663	2 836	3 020
Other non-pivotal	518	847	2 500	15 500	17 500	18 638	19 849
<b>TOTAL</b>	<b>242 789</b>	<b>216 985</b>	<b>153 058</b>	<b>251 560</b>	<b>251 233</b>	<b>267 563</b>	<b>284 954</b>

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)		
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
External verifiers	1 102	3 076	998	700	745	794	845
Programme evaluators	145	83	-	903	962	1 024	1 091
Learner certificates	539	40	-	565	602	641	682
Qualification development and learning material	523	847	362	1 694	1 804	1 921	2 046
Other administration expenditure (payroll)	9 421	9 527	9 160	12 663	13 486	14 363	15 296
<b>TOTAL</b>	<b>11 731</b>	<b>13 573</b>	<b>10 519</b>	<b>16 525</b>	<b>17 599</b>	<b>18 743</b>	<b>19 961</b>

## 7. Key Risks

OUTCOME	RISK FACTOR	KEY RISK DESCRIPTION	RISK MITIGATION STRATEGY
<b>Programme 1: Administration</b>			
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
<b>Programme 2: Research, Skills Planning &amp; Reporting</b>			
Identified occupations in high demand	Programs implemented will not be able to address all the scarce and critical skills/ occupations in high demand	Misalignment of skills development interventions to increase the production of occupations in high demand and critical skills in the safety and security sector	Continuous implementation of: <ul style="list-style-type: none"> <li>The effective Research Agenda</li> <li>Stakeholder engagement</li> </ul> Research partnerships with Universities, research institutes and other organizations
	Human Capital capacity constraints in the M&E function	Unreliable and inadequate data from the M & E process to influence decision-making	Effective implementation of the M&E framework Capacitation of the M&E function.
<b>Programme 3: Learning Programmes</b>			
Increased production of occupations in high demand	Scarce and critical skills gap and hard to fill vacancies not addressed	Inability to ensure throughput of sufficient learners completing learning programs	Pre-assessment of learners to ensure that they meet minimum entry requirements. Strengthening the effective induction of Employers, Training Providers and Learners to ensure that they understand the roles, responsibilities and processes that apply to their learning programmes. Formalization of portfolio management and re-enforcement of working committee with stakeholders and other SETAs to enhance collaboration
	Lack of an electronic system for project management	Inability to roll out learning programmes due to the current manual systems and limited resources	Automation and synchronization of the awarding of learning programmes

OUTCOME	RISK FACTOR	KEY RISK DESCRIPTION	RISK MITIGATION STRATEGY
<b>Programme 4: Quality Assurance (ETQA)</b>			
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 QCTO regarding delegated functions  Continuous engagement with the ETQA staff providing assurance that the takeover of the QA functions by the QCTO should not result in loss of employment
		Lack of capacity to monitor accredited training providers	Procure external resources to strengthen ETQA functions on monitoring



# PART D: Technical Indicator Definitions

## 8. Technical Indicator Definitions

### 8.1 Programme 1: Administration

1. INDICATOR	
<b>Indicator Title</b>	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025
<b>Definition</b>	To ensure that the SETA enters and implements Strategic Partnerships with stakeholders within the sector
<b>Source of data</b>	Implementation reports or contracts/SLA with specific deliverables
<b>Method of calculation/ Assessments</b>	A count of the number of Implementation reports or contracts/SLA
<b>Assumptions</b>	Stakeholders will enter and implement partnerships with SASSETA
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	20 Partnership agreements approved, signed, and implemented (4 Annually)
<b>Indicator Responsibility</b>	Office of the CEO

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

## 8.2 Programme 2: Research, Skills Planning & Reporting

3. INDICATOR	
<b>Indicator Title</b>	SSP annually updated with the list of occupations in high demand
<b>Definition</b>	To identify occupations in high demand in order to inform skills development interventions
<b>Source of data</b>	<ul style="list-style-type: none"> <li>SASSETA Board approved SSP for the period 2021-2025</li> <li>Acknowledgement of receipt letters from DHET</li> </ul>
<b>Method of calculation/ Assessments</b>	SSP Approved by the SASSETA Board by 1 August, annually
<b>Assumptions</b>	SASSETA will continue to implement skills development initiatives for the Safety and Security Sector
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	SASSETA Board approved SSP by 1 August annually
<b>Indicator Responsibility</b>	Executive Manager: Research, Skills Planning and Reporting

### 8.3 Programme 3: Learning Programmes

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

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

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

7. INDICATOR	
<b>Indicator Title</b>	Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025
<b>Definition</b>	To measure the number of partnerships entered with TVET Colleges for the training of artisans
<b>Source of data</b>	Partnerships agreements with TVET Colleges for training of artisans
<b>Method of calculation/ Assessments</b>	Number of partnerships agreements signed with TVET Colleges for the training of artisans
<b>Assumptions</b>	There will be 15 TVET Colleges whom will sign partnership agreements with SASSETA
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	15 partnerships (3 TVET Colleges Annual)
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes

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

#### 8.4 Programme 4: ETQA

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

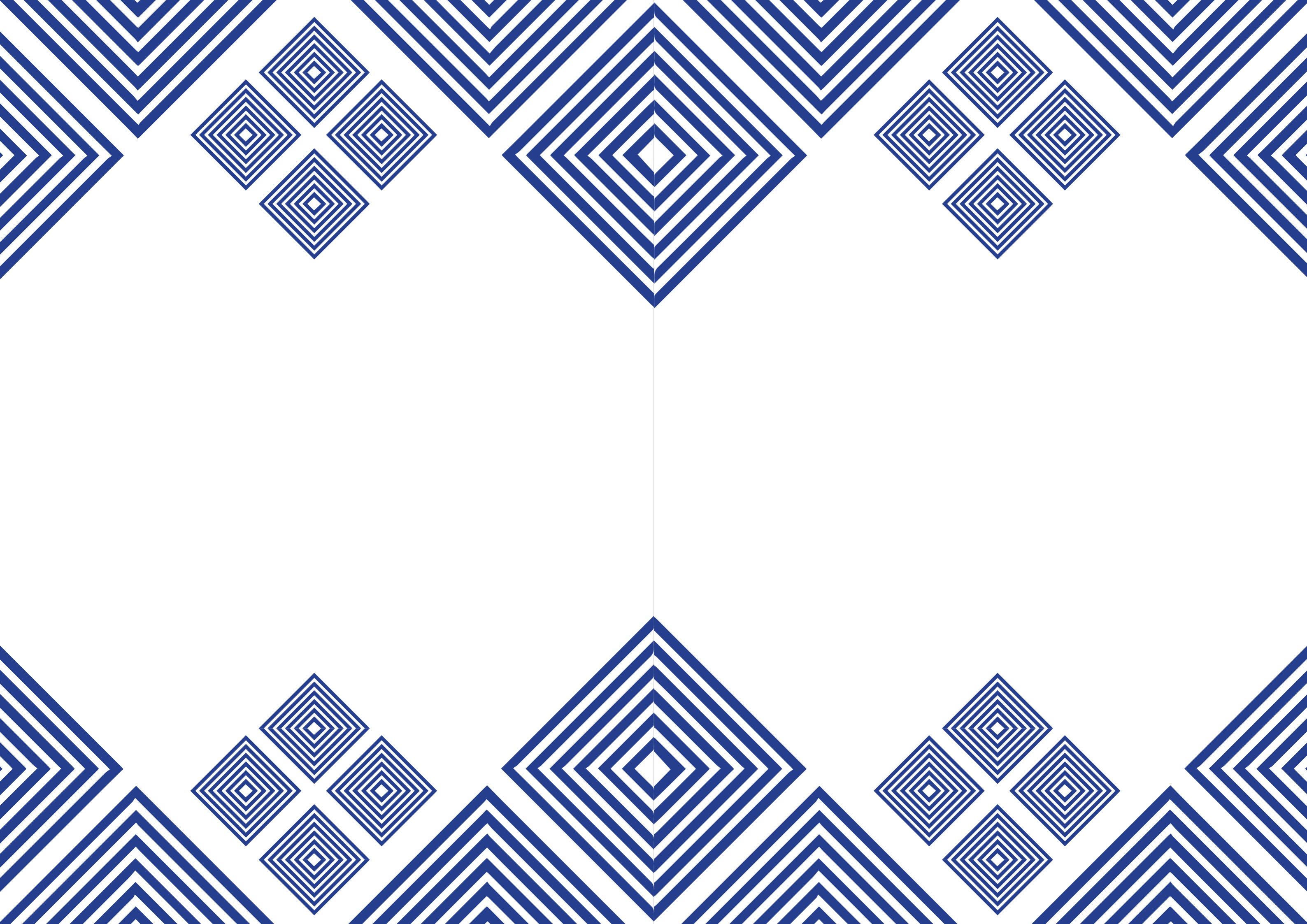


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STRATEGIC PLAN  
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