SASSETA
SAFETY & SECURITY

STRATEGIC
PLAN 23/24

LIST OF **ABBREVIATIONS**

APP	Annual Performance Plan
ATR	Annual Training Report
B-BBEE	Broad-Based Black Economic Empowerment
BUSA	Business Unity South Africa
COVID-19	Coronavirus disease
DHET	Department of Higher Education and Training
ERRP	Economic Reconstruction and Recovery Plan
ETQA	Education and Training Quality Assurance
ICT	Information Communication and Technology
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEET	Not in Employment, Education or Training
NQF	National Qualifications Framework
NSDP	National Skills Development Plan
OFO	Organising Framework for Occupations
PFMA	Public Finance Management Act (No. 1 of 1999)
PIVOTAL	Professional, Vocational, Technical and Academic Learning
PPPFA	Preferential Procurement Policy Framework Act (No. 5 of 2000)
PSET	Post-School Education and Training
QCTO	Quality Council for Trades and Occupations
SASSETA	Safety and Security Sector Education and Training Authority
SDA	Skills Development Act (No. 97 of 1998)
SDLA	Skills Development Levies Act (No. 9 of 1999)
SETAs	Sector Education and Training Authorities
SIPs	Strategic Integrated Projects
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro Enterprises
SSP	Sector Skills Plan
TIDs	Technical Indicator Definitions
TVET	Technical Vocational Education and Training
WSP	Workplace Skills Plan

EXECUTIVE **AUTHORITY STATEMENT**

I hereby endorse the Safety and Security Sector Education and Training Authority (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

I present the 2023/24 revision of SASSETA's Strategic Plan 2020/21 – 2024/25 to address skills challenges in the safety and security sector of the economy and country in general.

South Africa remains challenged by low economic growth, high levels of unemployment – especially of the youth, growing inequalities, high levels of poverty, a rising cost of living, rising crime levels, and many other challenges. Unemployment rate was at 33.9%, and the informal rate at 44.1 %, at the end of the second quarter of 2022. Even more worrying is that youth unemployment was at 46.5%, and 4.8 million young people were not in employment, education or training.

The revised Strategy is guided by the Sector Skills Plan and SASSETA's operational environment. It sets the tone for the two and a half years of the remaining term of the current Board of maximising the efficiency, effectiveness and impact of the SETA. It sets out skills development interventions to be implemented, including interventions to support the Economic Reconstruction and Recovery Plan Skills Strategy, interventions to support and strengthen the District Development Model and other national skills priorities announced by the President of the Republic South Africa and of the Minister of Higher Education, Science and Innovation; and those identified by employers, organised labour, and society at large.

SASSETA has been doing well in terms of delivering against its targets. In the financial year recently audited (2021/22 financial year), SASSETA met 100% of its targets and obtained a clean audit. This is a remarkable performance and audit outcome, a first for this SETA. It is a result of the dedication of Management and staff, effective oversight by the Board and other governance structures, and support of the Department of Higher Education and Training, National Treasury and Ministry of Higher Education, Science and Innovation.

The challenge for the SASSETA going forward is to maintain these performance levels, whilst making more impact and adding more value to the safety and security sector.

Work is being done to improve revenue collection, through the revenue enhancement strategy. The SETA is also intensifying these efforts by looking at the Inter-Seta transfers.

SASSETA is transforming its business operations, creating a new business model on the backbone of technology, as part of a broader digital transformation agenda. Over the next few years, the SETA will progressively be investing in technology to ease the way it delivers on its mandate.

We reaffirm out committed to continuously 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.

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)
(Programme 3 and 4)**
Executive Manager: Learning Programmes

**Vukani Memela (Mr)
(Programme 2)**
Executive Manager: Research, Skills Planning & Reporting

**Ikalafeng Diale (Mr)
(Program 1)**
Chief Financial Officer

Thamsanqa Mdontswa(Mr)
Chief Executive Officer

Mr C Mudau
Chairperson of the 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 of the Republic of South Africa, 1996 (hereafter, "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, 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, which makes provision for the establishment of the Security Services. These incorporates the establishment of the National Defence Force, the South African Police Service, the 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) of the Constitution states that the State should take reasonable measures to ensure that adult and further education is accessible to all citizens as a human right. Additionally, 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 (SDA) 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's 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, the creation of employment and social development whilst seeking to address systemic considerations. This shall be advanced through the provision of job-oriented programmes to assist individuals in obtaining jobs and employment opportunities. Other legislation, policies and strategies that underpin the operations of the SETAs including SASSETA are depicted in Table 1.

Table 1: Legislation, policy and strategies that underpin operations of the SETAs

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 and must therefore conduct its financial affairs in line with the PFMA. PFMA regulates financial management in the public entities to ensure that all their revenue, expenditure, assets, and liabilities are managed efficiently and effectively.
National Development Plan 2030	Chapters 3, 5, 12 and 13 of the National Development Plan 2030 (NDP) are relevant to the sphere of the SETA. The NDP 2030 aims to eliminate poverty and reduce inequality and unemployment in the nominated period.
National Skills Development Plan, 2030	The NSDP is the critical strategic guide to inform skills development interventions and sector skills planning to respond to skills development challenges in the country by making an active contribution towards the realisation of 'An Educated, Skilled and Capable Workforce for South Africa.'
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.

LEGISLATION/POLICY/STRATEGY	DESCRIPTION
National Skills Accord	The National Skills Accord is a multi-constituency agreement between business, organised labour, community constituents at the National Economic and Development Labour Council (NEDLAC), and Government. It was signed to support the New Growth Path target of creating five million jobs by 2020. The Accord identifies eight commitments concerning training and skills development that need to be implemented by the constituencies to achieve the New Growth Path.
Youth Employment Accord	The Youth Employment Accord has six commitments, namely, education and training; access to work exposure; public sector measures to increase the number of young people employed in the public service; youth target set-asides; youth entrepreneurship and youth cooperatives; and private sector measures.
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.
Economic Reconstruction and Recovery Plan (ERRP)	The ERRP focuses on strengthening key sectors/industries of the economy and includes a major mass employment drive linked to public services. It aims to ensure that the economy recovers and rebuilds capacity during and post-global health pandemic. It targets multiple economic sectors in a gender- and youth-equitable manner. The implementation of the ERRP is anticipated to create jobs for individuals in the country.
ERRP Skills Strategy	The strategy sets out ten (10) interventions to ensure that the skills required are produced. Six (6) of the interventions are focused on delivery (specific skills to be produced immediately linked to sectoral strategies); and four (4) interventions are systemic and include mechanisms for refining and adding to skills and qualifications needed for fast responsiveness as the economy changes with the ERRP interventions. SETAs are a key stakeholder in the implementation of the ERRP.

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 in Table 2, SASSETA developed Standard Operating Procedures and remains committed to oversee the implementation of the same. These policies are reviewed and updated, where necessary, to ensure that they address the strategic intent of the organisation in both external and internal contemporary environments.

POLICY NAME	PURPOSE OF THE POLICY
Programme 1: Administration	
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 Public Finance Management Act (PFMA), Preferential Procurement Policy Framework Act (PPPFA) and Broad-Based Black Economic Empowerment (B-BBEE) Act.
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.

Table 2: SASSETA Internal policies

POLICY NAME	PURPOSE OF THE POLICY
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	To regulate the process of delegation of authority across all levels.
Human Resources Development Policy	To develop and unleash the potential of its employees, and thus enhance the productivity levels through training and development interventions in line with individual learning needs.
Internship Policy	To establish a clear framework that will guide and give direction to the management of all internship training for interns placed in terms of this policy.
Job Evaluation Policy	To provide a regulatory framework for the evaluation of jobs.
Leave Policy	To provide a regulatory framework and procedures for the granting, withdrawal, management, and administration of leave for employees.
Overtime Policy	To provide a framework for the compensation of employees for additional duties performed in specific circumstances which are in excess of the prescribed working hours.
Performance Management Policy	To provide a framework to supervisors in managing performance in all employees to ensure that performance standards are met, objectives are reached, and employees are rewarded in accordance with their performance.
Recruitment and Selection Policy	To provide direction on the consistent implementation of the recruitment and selection of human resources.
Remuneration Policy	To articulate and give effect to SASSETA's directive on fair, responsible and transparent remuneration.
Resettlement Policy	To provide measures and guidelines for SASSETA to meet, within reasonable economic limits the actual expenses incurred by an employee and their immediate family due to relocation and concomitant resettlement.

POLICY NAME	PURPOSE OF THE POLICY
Staff Retention Policy	To regulate the retention of staff.
Termination of Employment Policy	To regulate terms and conditions for the termination of employment contracts between SASSETA and its employees.
Working Hours Policy	To determine official hours of duty for all SASSETA employees
Liability Policy	To regulate the circumstances in which SASSETA as an employer shall be liable for reimbursing and compensating employees for losses they may occur whilst performing official duties.
Smoking Policy	To ensure legal compliance and demonstrate commitment to promote health at work by protecting SASSETA employees from passive tobacco smoking
Sexual Harassment Policy	To develop a workplace that is free of sexual harassment.
Incapacity Policy	To provide a framework within which incapacity of employees due to injury or ill health can be handled effectively, efficiently, and uniformly.
Information Security Policy	To protect Information Communication and Technology (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

POLICY NAME	PURPOSE OF THE POLICY
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 minimum standards for managing risk and opportunities relation to the conduct of sponsorships and donations
Call Centre Policy	To define the roles and responsibilities of call centre agents in terms of client service
Frontline Policy	To outline customer service improvement at the main entrances of the SETA
Events Policy	To define the events guiding principles while providing detailed task instructions, and to promote cooperation between internal and external partners.
Brand and Corporate Identity Policy	To manage develop usage and protection of the SASSETA brand as a strategic corporate asset
Communications Policy	To ensure that SASSETA communications are well coordinated, effectively managed and are responsive to diverse stakeholder needs
Media Policy	To foster healthy relationships with the media as an effective communication channel with external stakeholders
PROGRAMME 2: SKILLS PLANNING, MONITORING, EVALUATION, REPORTING AND RESEARCH	
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 Annual Performance Plan (APP) and Service Level Agreement (SLA) targets and to monitor performance on individual projects.

POLICY NAME	PURPOSE OF THE POLICY
Mandatory Grants Policy	Aimed at guiding and implementing the disbursement of Mandatory Grants in line with SETA grant regulations
PROGRAMME 3: LEARNING PROGRAMMES	
Centres of Specification Policy	To set out the funding framework for the specified trades, the different delivery models and project types that will be deployed to assist qualifying employers to access the discretionary grant and implement the Centres of Specialisation accordingly.
Discretionary Grants Policy	To set out the funding framework for Professional, Vocational, Technical and Academic Learning (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 programmes accordingly.
Learner Administration Policy	To regulate the registration of learners on learning programmes.
PROGRAMME 4: QUALITY ASSURANCE	
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, Business Unity South Africa (BUSA) won a court case against DHET where the decision of the department to decrease the mandatory grant levies and grants percentage from 50% to 20% in terms of section 4(4) of the SETAs Grant Regulations regarding monies received was set aside. The court did not decide on the mandatory levy or grant percentage to be applied from the court date onwards.

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%. 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

Economic outlook remains subdued, Gross Domestic Product (GDP) growth decreased by 0.7% in the second quarter of 2022. The contributing factors to the decline included load shedding, the devastating floods in Kwa-Zulu-Natal, fragile national economy that had just recovered to pre-pandemic levels. The Consumer Price Index (CPI) sitting at 7.4%, which is above the upper inflation band set by the South African Reserve Bank's inflation targeting – the Reserve Bank has set an inflation target of between 3% and 6%).

The labour market remains volatile and fragile, with an unemployment rate of 33.9% at the end of the second quarter of 2022. Job losses continue to be more pronounced in lower skilled occupations, many of which were highly sensitive to the pandemic restrictions. Youth unemployment was at 46.1%, and 4.8 million young people were not in employment, education or training

Businesses in the sector have been severely affected and many have closed their operations. Energy security remains a lingering challenge. Load shedding is adversely impacting all the economic sectors and has negatively impacted on the productivity and efficiency of businesses.

Skills development is critical for 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. South Africa remains the world's most unequal society and inequality has persistently increased from 0.61 in 1996 to 0.63 in 2015 as measured by the Gini coefficient (a gauge of economic inequality). 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 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 are required to upskill the workforce, 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 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 (SDLA). 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 and ensuring that skills needs are identified and addressed through a number of initiatives by the SETA and the sector. The safety and security sector includes components of two of the major sectors in the Standard Industrial Classification (SIC) namely: Group 8 (Finance, Real Estate and Business Services) and Group 9 (General Government Services). The SIC codes and the specific constituencies associated with each of the sub-sectors are depicted in Table 3.

Table 3: 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 the 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 for Sheriffs (SABFS), and Legal Aid Services.
88920	Private Security and Investigation Activities	Private security companies, investigation, and polygraph services

The safety and security sector in South Africa include both public and private entities. 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 Africa is also confronted by an increase in certain categories of crime such Gender-Based Violence, service delivery protests, cybercrimes, armed robbery, and murder, amongst others. The country is also not winning in the fight to lower increasing road fatalities.

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

The Post-School Education and Training (PSET) aims to build a fair, equitable, non-racial, non-sexist and democratic South Africa and to provide expanded access, improved quality and increased diversity in the provision of a stronger and more cooperative relationship between education and training institutions and the workplace.

The government has promulgated Sectoral Determination 6: Private Security Sector, in accordance with the Basic Conditions of Employment Act, No. 75 of 1997, governing conditions of employment and setting minimum wages for employees in the South African Private Security Sector. The sectoral 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 NDP identifies the need for expanded systems of further education and training to offer clear, meaningful education and training opportunities particularly for young people. It also calls for such an improvement in the quality of education and training to enhance capabilities of our people so that they are active participants in developing the potential of the country. As part of the vision for 2030, the NDP identifies the need for people living in South Africa to feel safe and have no fear of crime. To achieve this, the NDP identifies 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 revamp, modernisation, efficiency, and transformation of the system. With regards to the Medium Term Expenditure Framework (MTEF) there is a need for greater focus and acceleration of the implementation of the seven-point plan to make the Criminal Justice System more efficient and effective; Building a professional police service that is a well-resourced professional institution staffed by highly skilled officers; and Building safety using an integrated approach of mobilising a wider range of state and non-state capacity and resources and building active citizen involvement.

The NSDP sets a vision of *'An Educated, Skilled and Capable Workforce for South Africa'* through mutual supportive relationships that advance the skills development at large. Furthermore, to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation and social development whilst seeking to address systematic considerations. According to the International Labour Organisation, "Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development."

Our internal processes are geared to support the NSDP outcomes as well as the Sector Skills Plan (SSP) priorities, with a steadfast focus support on the Technical Vocational Education and Training (TVET) Colleges, Community Educational and Training Colleges, Public Universities and Universities of Technology.

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 Not in Employment, Education or Training (NEET) over the next 8-year period. SASSETA will also implement dynamic and impactful targeted programmes for youth, disable persons, women, and programmes that address gender base 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 provides an overview of the total employment in the safety and security sector. Based on the information from the SMS (2022) and Annual report of 2021/22, 917 178 employees are represented in the sector.

The majority of employees are engaged in the Private Security (557 277 or 60.76%) and Policing (183 286 or 19.98%) subsectors, while the least number of employees are in the Justice (22 831 or 2%) and the Legal subsectors (39 876 or 4.35%).

Figure 1: Employment status per subsector (%)

SECTOR EMPLOYMENT (%)
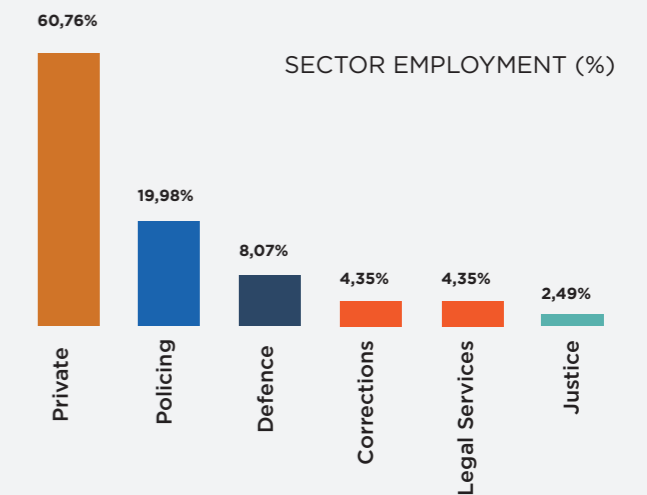
Source: SASSETA - WSP data (2022)

R426 million has been allocated to the Investigating Directorate of the NPA and the Financial Intelligence Centre National Treasury (2022). From the R426 million mentioned above, R262.1 million will be utilised to appoint 68 permanent personnel in the Financial Intelligence Centre and an estimated 90 staff members in the Investigating Directorate of the NPA. An amount of R34.3 million is reprioritised to Legal Aid South Africa over the Medium-Term Expenditure Framework (MTEF) period to capacitate the six newly established Specialised Commercial Crimes Courts in Limpopo, Mpumalanga, North West and the Northern Cape provinces (National Treasury, 2022).

Table 4: Consolidated Government Expenditure - Defence, Public Order And Safety

| Departments	2021/22 R billion	2022/23 R billion	2023/24 R billion	2024/25 R billion	Percentage (%) of total MTEF allocation	Average annual MTEF growth
Defence and State Security	49 042	49 983	48 871	50 289	22.5%	0.8%
Police Service	108 453	110 220	108 577	114 222	50.1%	1.7%
Law courts and prisons	4 9 713	50 800	50 015	52 296	23.0%	1.7%
Home Affairs	11 208	9 670	9 564	9 822	14.1%	-4.3%

Source: National Treasury, Budget Review (2022)

The South African Defence Force is expected to spend R1 billion to implement the required reforms to its human capital structure. The department is allocated R1 billion in 2022/23 and R800 million in 2023/24 to implement these reforms, which include early retirement without penalisation of pension benefits structure over the medium term.

The South African Police Service receives an additional R8.7 billion over the MTEF period, of which R2.9 billion is to cover costs arising from the 2021 public service wage agreement. The remaining allocation will enable the department to appoint 12 000 entry level constables.

Over the medium term, government intends to intensify the fight against corruption and ensure sufficient capacity for investigating and prosecuting criminal cases emanating from the State Capture Commission.

Figure 2: Projected Expenditure on Defence, Public Order and Safety
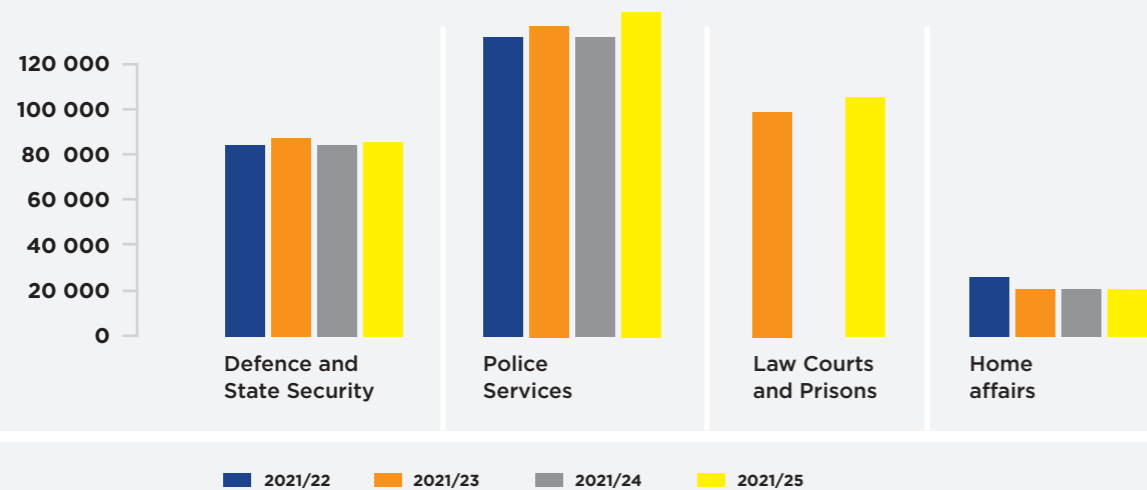
Source: National Treasury, Budget Review (2022)

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: International Monetary Fund (2021)

The figure depicts a consistent increase in the two economic sub-sectors (i.e., private security and legal services). The private security industry seems to be more resilient compared to the legal services sub-sector. However, if these values are interpreted in a per-capital model, the legal services contribute far more than the private security services (IMF, 2021).

Figure 4: Organisations per Size

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.
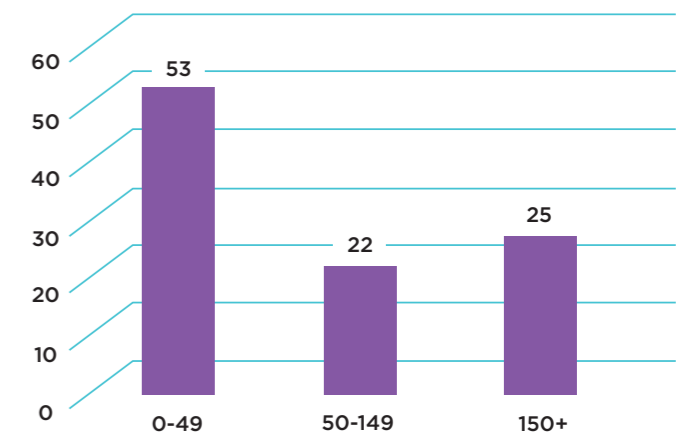
Source: SASSETA SSP data (2022)

Figure 5: Labour Force Status Per Province (%)

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.

■ Gauteng	■ KwaZulu-Natal	■ Westetern Cape
■ Free State	■ Limpopo	■ Northern Cape
■ North West	■ Mpumalanga	■ Eastern Cape

Source: SASSETA SSP data (2022)

Figure 7: Gender (%)

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.

■ Male ■ Female
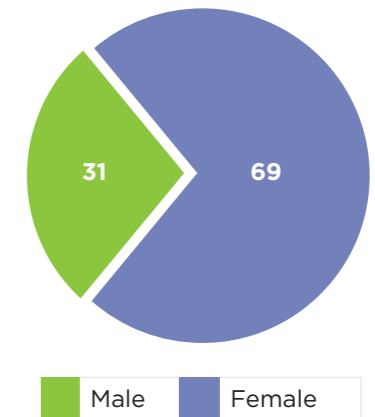
Source: SASSETA SSP (2022)
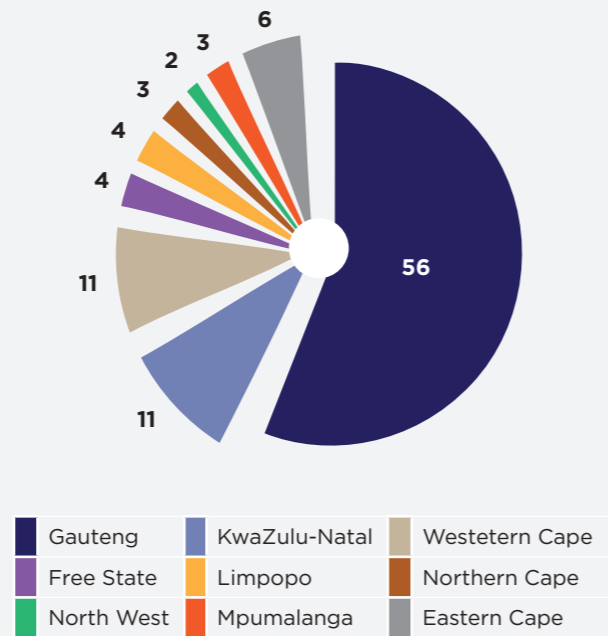
Figure 6: Occupational Classification in the Sector (%)

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 large Private Security subsector, where 90% of employees are classified as Service and Sales Workers.

Source: SASSETA SSP data (2021)

Figure 8: Demographic Composition in the Sector (%)

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 Employment and 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%.

■ African   ■ White
■ Coloured ■ Indian
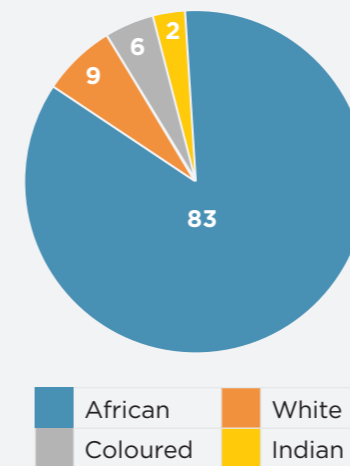
Source: SASSETA SSP (2022)

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 skills and critical skills list for the sector respectively. Employability is a serious problem today. This is evident in people getting degrees and become unemployed or underemployed.

The quality of education is directly linked to the resources available, and it is important for the government to improve resource allocation to bring about qualitative changes in the field of education. SASSETA will be implementing learning programmes which address the needs of the employers to enable learners who are trained to meet the requirements of the job market with more success.

Table 5: Table 5: Top 10 PIVOTAL List for the Sector

NO	OFO CODE	OCCUPATION	SPECIALISATION	INTERVENTION	NQF
1	2021-225101	Veterinarian	Veterinary Pathologist	Doctor of Veterinary Medicine Bursary	7
2	2021-252901	ICT Security Specialist	Database Security Expert	National Certificate: IT Systems Support (Cybersecurity Specialization) (Bursary)	5
3	2021-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	ICT related Degree (Bursary)	7
4	2021-242215	Fraud Examiner	Fraud Examiner	Forensic related qualification (Bursary)	5
5	2021-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	CCTV and Control Room Operator Course (Skills Programme)	4
6	2021-541501	Intelligence Operator	Police Intelligence Operators	Bursary	7
7	2021-242403	Assessment Practitioner	Assessor	Bachelor of Community Development (Bursary)	7
8	2021-341101	Conveyancer	Conveyancing Compliance Officer	LLB (Bursary)	8
9	2017-355501	Detective	Forensic Detective, harmful and occult investigator commercial crime	Detective Training (Learnership)	5
10	2021-341110	Associate legal professional	Legal Analyst and Legal Officer	Bachelor of Law (LLB) (Bursary)	8

Source: SASSETA, SSP 2023/24 Update

Table 6: Sectoral Priority Occupations (PIVOTAL) List

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-221101	Doctor	Medical Practitioner	Bursary	650
2021-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary	3246
2021-541401	Security Officer	Security Guard	Learnership	6580
2021-235101	Education or Training Advisor	Education or Training Advisor	Skills Programme	605
2021-226204	Authorised Pharmacist Prescriber	Clinical Pharmacist	Bursary	520
2021-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills Programme	2562
2021-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary	682
2021-263403	Organisational Psychologist	Organisational Psychologist	Bursary	91
2021-143904	Security Services Manager	Security Services Manager	Skills Programme / Bursary	20
2021-311301	Electrical Engineering Technician	Electrical Engineering Technician	Bursary	10
2021-351101	Computer Operator	Computer Operator	Bursary	100
2021-541201	Traffic Officer	Law Enforcement Officer	Learnership	1600
2021-252901	Security Service Administrative Officer	Security Specialist	Bursary	15
2021-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship	120
2021-132404	Warehouse Manager	Warehouse manager	Bursary	200
2021-516501	Driving Instructor	Driving Instructor	Learnership	170

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-121908	Quality Systems Manager	Quality Systems Manager	Skills Programme	160
2021-421401	Debt Collector	Debt Collector	Skills Programme	71
2021-343401	Chef	Commis Chef	Bursary	89
2021-351301	Computer Network Technician	Computer Network Technician	Bursary	51
2021-335501	Detective	Forensic Detective / Investigator	Skills Programme	1 200
2021-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Manager Radiation Protection	Skills Programme / Bursary Bursary	36 30
2021-341103	Paralegal	Paralegal	Learnerships	151
2021-261101	Attorney	Attorney	Bursary	870
2021-261905	Notary	Notary	Skills Programme / Bursary	5
2021-261901	Skills Development Facilitator	Skills Development Facilitator	Skills Programme / Bursary	6
2021-263101	Economist	Economist	Bursary	8
2021-341107	Law Clerk	Legal Clerk	Skills Programme / Bursary	155
2021-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary	130
2021-334201	Legal Secretary	Legal Practice Manager	Learnership	450
2021-132402	Logistics Manager	Dispatch Logistics Manager	Bursary	7
2021-121903	Physical Asset Manager	Contract Manager	Skills Programme / Bursary	10

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-242403	Assessment Practitioner	Assessor	Skills Programme / Bursary	68
2021-341104	Clerk of Court	Clerk of Court	Learnership	20
2021-134914	Correctional Services Manager	Correctional Services Manager	Learnership	9
2021-541501	Intelligence Operator	Police Intelligence Operators	Learnership	23
2021-121202	Business Training Manager	Training & Development Manager	Bursary	15
2021-341101	Conveyancer	Conveyancing Compliance Officer	Learnership	13
2021-331201	Credit or Loans Officer	Financial Accounting Officer	Learnership	60
2021-341102	Legal Executive	Legal Executive	Learnership	6
2021-121905	Programme or Project Manager	Project Director	Learnership	3
2021-121908	Quality Systems Manager	Quality Systems Coordinator	Learnership	7
2021-541904	Armoured Car Escort	Armoured Car Escort	Learnership	34
2021-351301	Computer Network Technician	Network Support Technician	Learnership	51
2021-261104	Trademark Attorney	Trademark Advisor	Bursary	300
2021-343401	Chef	Executive Chef	Bursary	38
2021-515103	Commercial House-keeper	Housekeeper (Not Private)	Commercial Housekeeping Training	40
2021-133103	Data Management Manager	Data Processing Manager/ data analysts	Learnership	252

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship	119
2021-241104	External Auditor	Forensic Auditor/ financial analyst / Investigator	Internship	15
2021-242215	Fraud Examiner	Fraud Examiner	Bursary	5
2021-651302	Boiler Maker	Boilermaker-welder	Apprenticeship	11
2021-641201	Bricklayer	Chimney Repairman	Apprenticeship	20
2021-641501	Carpenter and Joiner	Panel Erector	Apprenticeship	17
2021-643302	Chimney Cleaner	Chimney Cleaner	Training	25
2021-263401	Clinical Psychologist	Forensic Psychologist	Bursary	3
2021-251901	Computers Quality Assurance Analyst	Software tester	Bursary	41
2021-341105	Court Bailiff	Court Collections Officer	Training	2
2021-335101	Customs Officer	Customs Investigator	Learnership	4
2021-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership	91
2021-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership	87
2021-215201	Electronics Engineer	Communications Engineer (Army)	Bursary	10
2021-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary	20
2019-143901	Facilities Manager	Facilities Supervisor	Learnership	4
2021-862202	Handyperson	Handy Man	Training	8

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership	56
2021-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary	5
2021-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership	3
2021-652203	Locksmith	Safe maker	Learnership	10
2021-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership	7
2021-643101	Painter	Painting Contractor	Learnership	12
2021-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary	351
2021-642601	Plumber	Sanitary Plumber	Learnership	11
2021-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary	12
2021-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary	1529
2021-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	Learnership	8
2021-216402	Transport Analyst	Logistics Analyst	Bursary	6
2021-216604	Web Designer	Web Designer	Bursary	4
2021-718907	Weighbridge Operator	Licensed Weigher	Learnership	6
2021-732203	Driver	Advance/K53 security driver	Driving learnerships	204
2021-263507	Adoption Social Worker	Occupational social worker/ Forensic Social Worker	Bursary	745

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-6531	Motor Vehicle Mechanics and Repairers	Motor Vehicle Mechanics and Repairers	Learnership	76
2021-214401	Mechanical Engineer	Mechatronics Engineer	Bursary	14
2021-261106	Advocate	Advocate	Bursary	311
2021-134905	Judicial Court Manager	Judicial Court Manager	Learnership	12
2021-264301	Interpreter	Court Interpreter	Bursary	19
2021-341110	Associate legal professional	Legal Analyst Legal Officer	Bursary	54 49
2021-251203	Developer Programmer	ICT Programmer	Bursary	6
2021-331301	Bookkeepers	Financial Administration Officer	Learnership	9
2021-315305	Pilot	Attack Heli copter Pilot	Bursary	15
2021-542304	Armour Soldier	Armour Officer	Learnership	150
2021-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership	4
2021-225101	Veterinarian	Veterinary Pathologist	Bursary	7
2021-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary	9
2021-252901	ICT Security Specialist	Database Security Expert	Bursary	400
2021-221207	Pathologist	Forensic Pathologist	Bursary	21
2021-541202	Non - commissioned Police Official	Bomb Squad Officer	Learnership	500
2021-311901	Forensic Technician (Biology, Toxicology)	Forensic Technician (Biology, Toxicology)	Bursary	19

OFO CODE	OCCUPATION (SCARE SKILLS)	SPECIALISATION / ALTERNATIVE TITLE	INTERVENTION PLANNED BY THE SETA	REQUIRED NUMBER
2021-242401	Training and Development Professional	Training Material Developer	Bursary	75
***	Computer Aided Drawing specialist	Drawing Specialist	Bursary	190

Source: SASSETA, SSP 2023/24 Update

Table 7: Critical Skills and Planned Interventions

SKILLS GAP (SPECIALISATION)	NQF LEVEL	INTERVENTION
Alarms and Surveillance Monitoring skills	4	Learnership
Cybercrime investigating skills	6	Skills Programme
Crowd Management	4/5	Skills Programme
Bookkeeping	5	Skills Programme
Forensic analysis skills	5/6/8	Skills Programme / Learnership Bursary
Locksmith (Key Cutter skills)	4	Learnership
Automotive Mechanic skills	6	Bursary
Front Desk Support Officer	5	Bursary
Human Resources Systems Administrator	5	Bursary
ICT Systems Coordinator	5	Bursary
Patrolman	5	Learnership
Financial Administration Officer	6	Bursary
Storytelling	4	Learnership
Creative writing and editing in the SAPS	5	Skills Programme
Graphic design: software: adobe create cloud software, design, illustrator	5	Skills Programme
Crime Statistics and Research, Geographical information system, policy standards and Compliance	6	Skills Programme / Learnership Bursary
First aiders –Providing emergency care, First aid level 1-3	3	Learnership
Handling of hazardous snakes within academies, Snake Handlers	4	Skills Programme / Learnership Bursary
Controlling of fire around bushes, Basic fire fighting	4	Skills Programme / Learnership Bursary

SKILLS GAP (SPECIALISATION)	NQF LEVEL	INTERVENTION
Ballistics – Skills and Bomb technicians	6	Bursary
Giving Evidence-presentation skills, Crime scene reconstruction, Vehicle/ train accident reconstruction, plan drawing, Facial Composition, Facial Image Comparison	7	Bursary
Electronic Systems and Accessing to information skills.	4	Learnership
Archives and registry	4	Skills Programme / Learnership Bursary
In-Service Police Development, Development Biological Assets – Socialisation (Horses and Dogs)	7	Bursary
In-Service Police Development, Farriers – Specialist in equine hoof care	5	Bursary
X Ray machine operation & First line repairs	4	Skills Programme / Learnership Bursary
Auxiliary Development for Dogs	4	Skills Programme / Learnership Bursary
Effective stakeholder management enterprise	2	Skills Programme
K53 – Driver instructors	3	Skills Programme
Second Hand Good and Critical Infrastructure, Prevention and Investigation	2	Skills Programme / Learnership Bursary

Source: SASSETA WSP data (2022)

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

PESTLE	OPPORTUNITIES			THREATS	RESPONSE
Political	• Increase awareness, credibility and accountability resulting from the Judicial Commissions. • Amendments to election legislation (allowing independent candidates) will enhance accountability.			• Political instability and violence rated fourth in the 2022 Insurance Risk Barometer. • Uncertain political climate because of high-income inequality and unemployment which could jeopardise social and political stability. • Uncertainty in political climate due to mismanagement of government funds. • Civil unrest, service delivery protests (including #FeesMustFall).	• Work closely with training institutions to enhance their capacity and advance the production of occupations which are in high demand in the sector; and work closely with employers to fund the placement of unemployed youth. • Continued compliance with all laws in the management of public funds and maintain the clean audit opinion that SASSETA obtained in the 2021/22 financial year. • Continued support of the efforts of government to restore normalcy where there have been civil unrests.
Economic	• Government has developed and is implementing an Economic Reconstruction and Recovery Plan (ERRP). • The DHET has in turn developed a Skills Strategy to support the ERRP.			• Economic decline leading to retrenchments and/or companies closing, exacerbating the unemployment levels to 33.9% at the end of the second quarter of 2022 • The increasing cost of doing business. • The increasing cost of living. • Impact of load shedding, cable theft and inflation on businesses and society. • Further downgrade by credit ratings agencies. • The economy remained smaller than pre-COVID-19 levels at the end of the second quarter of 2022.	• Focus on the production of skills required by the ERRP Skills Strategy in the sector. • Implement the revenue enhancement strategy. • Communicate to all stakeholders (above R500k) the benefits of paying levies and joining the skills development arena • Enforce remedies available in legislation providing for recovery of funds via SARS • Roll out programmes to drive economic growth (support Small, Medium, and Micro Enterprises (SMMEs), qualified and unemployed)
Social	• A greater population of young people to be trained.			• Increased levels of crime. • High unemployment levels (33.9% at second quarter of 2022). • Lack of employer capacity to host people with disabilities. • Skills development in rural areas restricted due to digital divide. • Undocumented nationals putting strain on the justice system/safety and security services. • Destruction of social and economic infrastructure. • Lack of adequate access to ICT and electricity, especially in rural areas. • Rising levels of transnational crime, gender-based violence and femicide affect the political stability of the country. • Impact of load shedding on livelihoods.	• Implement more targeted training to enhance employability. • Implement entrepreneurship training and support to create self-employment. • Finalise research into the SETA's readiness to implement e-learning. • Continued support to the sector to produce the skills required to prevent and combat transnational crime, gender-based violence and femicide.

PESTLE	OPPORTUNITIES			THREATS	RESPONSE
Technological	• New technologies such as 5G, Block-Chain, Artificial Intelligence, Cloud Computing, Cybersecurity, etc.			• Inadequate capacity to deal with cybercrime • Inadequate infrastructure to deal with advanced technological space • Impact on the workforce as current roles will evolve from largely administrative functions to more analytical work and the implications to staffing models.	• Implement more training on ICT and awareness • Invest in ICT infrastructure • Implement the National Digital Future Skills Strategy South Africa • Implement e-learning within the sector based on the findings of the current research into the SETA's readiness to implement e-learning
Legal	• Clear legislative and policy mandate, as espoused in the Skills Development Act and the National Skills Development Plan • Credible and independent judicial system			• Delayed implementation due to funding constraints limits the impact of the legislative intervention (mandate). • Uncertainty regarding Mandatory Grants (BUSA matter)	• Implement revenue enhancement strategies. • Intensify inter-seta transfer process.
Environmental	• The Green Economy has been identified as sustainable development imperative with the potential for job creation.			• Disruptions caused by lack of proper infrastructure to deal with environmental issues (e.g. flooding, fires, greenhouse gas emission) • Environmental crimes, e.g. illicit abalone trade, illicit mining trade (zama zama), stock theft and other low-profile crimes	• Forge relationships with employers in the Green Economy to open opportunities for the placement of youth with skills developed by our sector. • Train the sub-sectors to assist in the enforcement of the environmental laws

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 within 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.

SASSETA is transforming its business operations, creating a new business model on the backbone of technology, as part of a broader digital transformation agenda. Over the next few years, the SETA will progressively be investing in technology to ease the way it delivers on its mandate.

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

Central to the sector skills plan, 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.

(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. SASSETA is mindful of the fact that the success of the skills development interventions and financial sustainability is likely to come about because of, among other things, resilient strategic partnerships, and collaboration with other social actors for shared purposes.

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

The SETA will continue to implement the Broad-Based Black Economic Empowerment Act both in terms of its Supply Chain Management Policy and Discretionary Grant Policy. This is to ensure that previously disadvantaged individuals are the first to benefit in terms of services required by SASSETA. Skills development providers who are required to provide training to government departments and public entities will also be selected based on their B-BBEE status. As reflected above the SASSETA will be intensifying support towards women who are being trained to enable them to work in the sector over the next five years.

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

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

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

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

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

**Table 9:** SASSETA internal environmental analysis using the PFLIMS framework

PFILMS	STRENGHTS			WEAKNESSES	RESPONSE
Personnel	• Vacancies are filled with personnel in possession of the required NQF level and experience. • Fair balance between youth and experienced personnel within the organisation. • Continuous staff development. • Competitive remuneration packages.			• Recent development from the Quality Council for Trades and Occupations (QCTO) require revision of the Organogram • Employment contracts of personnel are expiring 2025 which has a negative impact on the ability to attract and retain personnel. This is exacerbated by the SETA lifespan ending in 2030. • Changes in the macro environment impact on the wellbeing and productivity of staff.	• Revision of the organogram is in progress. • Consideration of extending staff employment contracts. • Elevation of the Employee Assistance Programmes (EAP) putting emphasis on management referrals.
Finance	• Clearly defined revenue framework. • Predictable contributing sources of funds. • Adequate internal controls deployed for effective financial administration as evidenced by the clean audit opinion in 2020/21 financial year.			• Limited financial resources to fully implement the APP and Strategic Plan. • Limited flexibility in budget repurposing due to the current SETA Grant Regulatory framework. • Late payment by some entities threaten the SETA's revenue commitment programmes.	• Effective implementation of the approved revenue enhancement strategy • Sustained compliance with financial management regulatory framework and improvement of internal controls • Management of stakeholder relations. • Develop an action plan for possible surplus fund priority area.
Infrastructure	• ICT policies revised and approved. • Continuous improvement of ICT systems which are more reliable resulting in minimal downtime.			• Inadequate integration of ICT systems and the capacity to provide a holistic view of the business performance. • Cost of implementing fully integrated ICT system • Inadequate capacity to deal with cybercrime • Unauthorised use of software could result in fines and other penalties for the organisation	• Implementation of the business automation projects • Increase investment for the optimisation of ICT to meet the changing business needs. • Upgrade security measures to detect and minimise impact of cyber threats and attacks. • 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.

PFILMS	STRENGHTS			WEAKNESSES	RESPONSE
Leadership	• Visionary, diverse, leadership has provided the SETA with a clear strategy • Improved governance and internal controls have resulted in improved performance and a clean audit opinion in the 2021/22 financial year. • Strong policy framework has enhanced oversight over risks			• Insufficient resource capacity to execute the mandate (although the organisational structure has been revised, there are no financial resources to implement it) • There is limited continuity in leadership resulting from the institutional architecture.	• Leverage our partnerships to deliver on our mandate. • Continuously develop leadership capabilities at all levels.
Management	• Approachable, hands-on, flexible and collaborative management with sound knowledge base			• Management not fully diversified in terms of race and gender	• Compliance with employment equity legislation in our recruitment.
Systems	• Well researched policies • Effective implementation of policies			• Limited integration between various functions within departments	• Implementation of integrated automated systems.

SASSETA will implement a revenue enhancement strategy to ensure that levy contributions are sustained. Regarding, 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 implement training timeously.

5.3 High-level Organisational Structure

Figure 9: High-level organisational structure
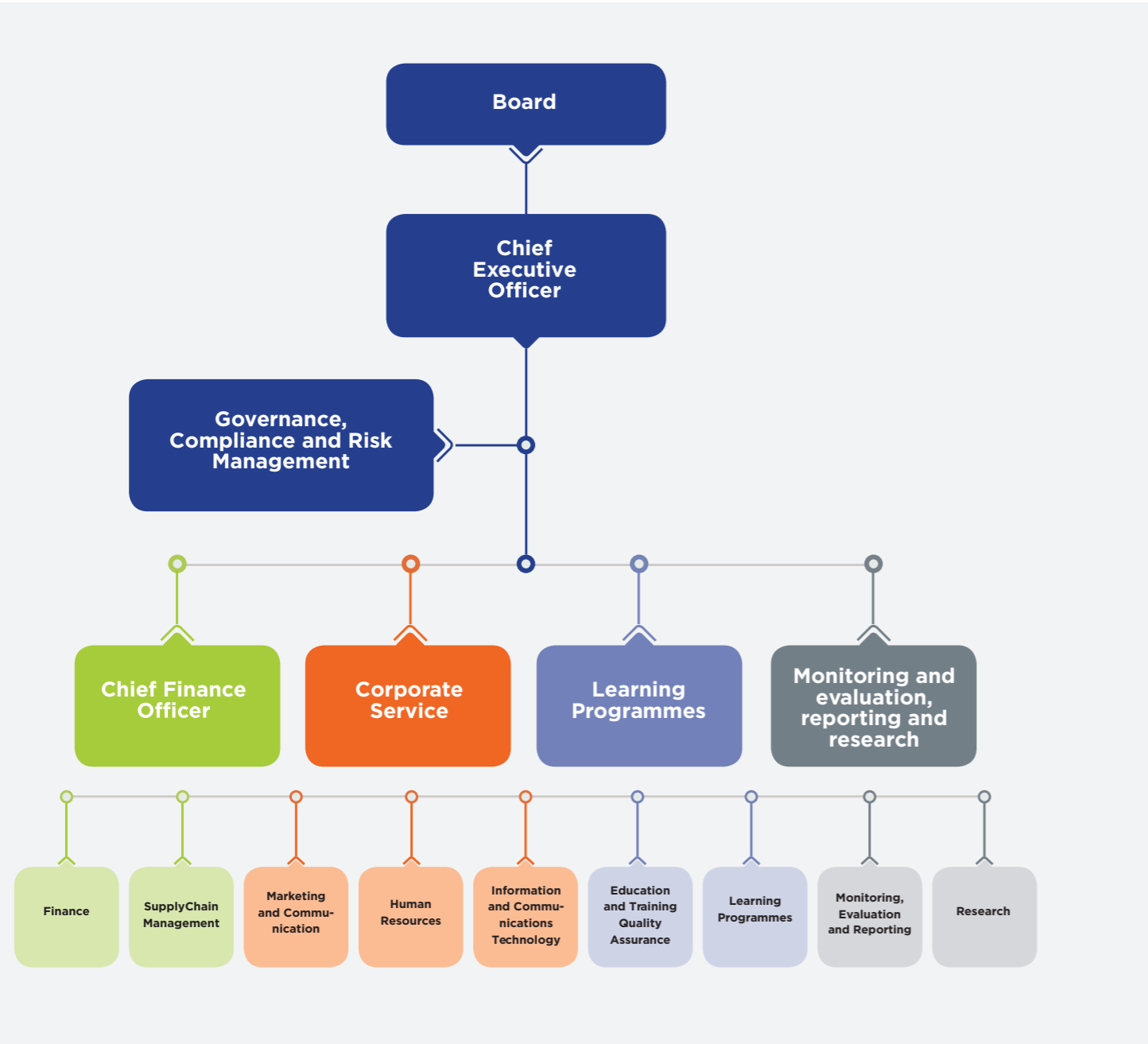
SASSETA's demographic variables for employees

Table 10: SASSETA's employees demographic variables

TOTAL NUMBER OF EMPLOYEES	MALE	FEMALE	YOUTH	DISABLED EMPLOYEES
148 (This figure includes the interns and temporary employees)	43	98	52	1

Description of the Strategic Planning Process

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

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

Diagram A: Strategic Planning Process
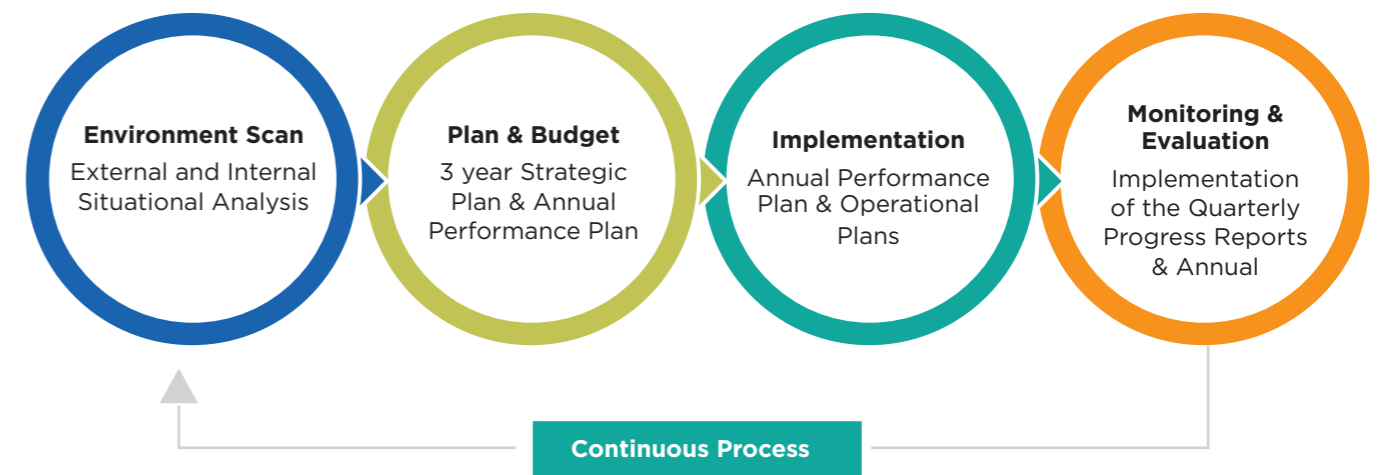
PART C:
MEASURING OUR PERFORMANCE

6. INSTITUTIONAL PERFORMANCE INFORMATION

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

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

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

Table 11: Measuring impact

PROGRAMME 1: ADMINISTRATION	
Impact statement	Good governance and sound administration
Outcome	1. Strengthened collaboration with stakeholders to advance skills development within the sector 2. Enhanced risk intelligence to promote good governance and an ethical environment
Outcome Indicators	1. Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025 2. National Treasury Risk management maturity level maintained by 31 March 2025
PROGRAMME 2: RESEARCH, SKILLS PLANNING & REPORTING	
Impact statement	Improved access to occupations in high demand
Outcome	Identified occupations in high demand
Outcome Indicator	SSP annually updated with the list of occupations in high demand
PROGRAMME 3: LEARNING PROGRAMMES	
Impact statement	Increased skills development in the safety and security sector targeted at occupations in high demand
Outcomes	1. Increased production of occupations in high demand 2. Linking Education and the Workplace 3. Improved level of skills in the Safety and Security Sector 4. Increased access to occupationally directed programmes 5. The growth of the public college system supported

Outcome Indicators	1. Number of qualified individuals available to fill occupations in high demand by 31 March 2025 2. Number of MOU's signed with TVET Colleges, Universities of Technology, Universities and employers for the placement of learners on work integrated learning programmes by 31 March 2025 3. Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners by 31 March 2025 4. Number of partnerships with TVET Colleges for the training of artisans by 31 March 2025 5. Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025
PROGRAMME 4: ETQA	
Impact statement	Increased number of learners with SAQA recognised qualifications
Outcome	Ensured efficiency in the delivery of occupational qualifications for the safety and security sector
Outcome Indicator	Number of occupational qualifications registered under sub-field 08 by SAQA by 31 March 2025

6.2 Measuring Outcomes

Table 12: Measuring outcomes

OUTCOME	OUTCOME INDICATOR			BASELINE	FIVE YEAR PLAN
PROGRAMME 1: ADMINISTRATION					
Strengthened collaboration with stakeholders to advance skills development within the sector	Number of partnerships with stakeholders to advance skills development which are implemented by 31 March 2025			No Audited Information Available (New Outcome Indicator)	20
Enhanced risk intelligence to promote good governance and an ethical environment	National Treasury Risk management maturity level maintained by 31 March 2025			Level 5	Level 5
PROGRAMME 2: RESEARCH, SKILLS PLANNING & REPORTING					
Identified occupations in high demand	SSP annually updated with the list of occupations in high demand			Sector Skills Plan (SSP) 2019	Sector Skills Plan (SSP)
PROGRAMME 3: LEARNING PROGRAMMES					
Increased production of occupations in high demand	Number of qualified individuals available to fill occupations in high demand by 31 March 2025			472	350
Linking Education and the Workplace	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes 31 March 2025			40	50
Improved level of skills in the Safety and Security Sector	Improvement in the skills level of recipients of SASSETA funded learnerships, bursaries and skills programmes for employed learners 31 March 2025			No Audited Information Available (New Outcome Indicator)	1000
Increased access to occupationally directed programmes	Number of partnerships with TVET Colleges for the training of artisians 31 March 2025			10	15
The growth of the public college system supported	Financial support provided to Community Colleges for the training of unemployed learners by 31 March 2025			No Audited Information Available (New Outcome Indicator)	R10 000 000
PROGRAMME 4: QUALITY ASSURANCE					
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 levies received and related expenditure are allocated to the four SASSETA programmes, i.e. Administration, Skills Planning, Learning Programmes and Quality Assurance. This model supports the tracking of the allocation of these against three main segments of Administration, Mandatory and Discretionary Grants and is key to the achievement of the SETA objectives.

Table 13: Reconciling performance targets with the Budget and MTEF: Programme 1

Programme 1: Administration	Audited Outcomes (R'000)			Revised Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Human Resources	10,147	6,909	7,836	9,801	10,487	11,221	12,007
Marketing and Communication	12,118	5,340	5,366	6,275	6,714	7,184	7,687
Information Communication Technology	13,051	8,797	10,206	13,301	14,232	15,228	16,294
Finance and Supply Chain Management	43,144	41,000	46,077	49,122	52,561	56,240	60,177
Office of the Chief Executive Officer	24,469	8,816	12,685	10,173	10,885	11,647	12,462
Office of the Board Secretariat	-	-	-	8,895	9,518	10,184	10,897
Governance, Risk and Compliance	8,212	3,656	7,515	5,703	6,102	6,529	6,986
Auxiliary	6,839	6,944	7,794	8,266	8,845	9,464	10,126
Provincial Offices	4,196	1,178	1,135	1,074	1,149	1,230	1,316
TOTAL	**122,176**	**82,641**	**98,614**	**112,610**	**120,493**	**128,927**	**137,952**

Table 14: Reconciling performance targets with the Budget and MTEF: Programme 2

Programme 2: Skills Planning, Monitoring and Evaluation including Research	Audited Outcomes (R'000)			Revised Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Mandatory grant expenditure	65,436	47,443	62,875	79,320	84,873	90,814	97,171
Monitoring, reporting and evaluation	253	-	-	1,015	1,086	1,162	1,243
Conflict of interest and business intelligence	6,084	2,569	535	6,150	6,581	7,041	7,534
Research	592	184	1,091	2,140	2,290	2,450	2,622
Filing and archiving	3,195	9,558	13,965	18,885	20,207	21,621	5,500
Postage and registry	17	24	34	210	225	240	257
Evaluation (impact studies)	307	2,288	2,658	1,750	1,873	2,004	2,144
Roadshow and exhibitions	385	199	1	680	728	779	833
ATR/WSP verification	35	-	-	395	423	453	484
Sector skills plan	-	-	-	1,000	1,070	1,145	1,225
Other administration expenditure (payroll)	15,467	15,446	15,267	18,615	19,918	21,312	22,804
TOTAL	**91,772**	**77,711**	**96,426**	**130,160**	**139,272**	**149,021**	**141,817**

Table 15: Reconciling performance targets with the Budget and MTEF: Programme 3

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Revised Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Discretionary grants expenditure	193,143	150,021	210,401	245,545	279,155	298,696	338,252
Discretionary grants expenditure - prior year	-	-	-	522,900	-	-	-
Project administration costs - 7.5%	22,995	537	1,804	2,000	2,200	2,354	2,519
Non-pivotal grant expenditure	847	2,500	13,914	50,865	37,944	40,600	43,442
TOTAL	**216,985**	**153,058**	**226,120**	**821,310**	**319,299**	**341,650**	**384,212**

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Revised Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Unemployed entering bursaries	14,762	14,852	17,456	48,300	56,400	60,348	68,412
Unemployed entering learnerships	35,653	19,357	21,840	42,840	54,000	57,780	61,825
Graduate internship placement	17,146	15,076	32,855	30,000	36,000	38,520	41,216
TVET student placement	31,172	40,871	54,586	33,320	36,000	38,520	42,672
Artisans	13,827	6,754	22,043	23,090	24,755	26,488	36,023
Candidacy placement	-	-	20,373	27,240	25,200	26,964	28,851
Workers entering learnerships	28,724	15,807	20,259	12,000	12,100	12,947	13,853
Workers entering skills programme	14,502	7,838	12,177	11,600	12,000	12,840	13,739
Workers entering bursaries	5,625	3,074	3,402	5,230	11,000	11,770	13,814
University of technology student placement	23,388	20,113	1,319	5,165	5,760	6,163	11,045
Unemployed entering skills programme	8,344	6,282	4,091	6,680	5,040	5,393	5,770
Centres of specilization support	-	-	-	80	500	535	572
Recognition of prior learning	-	-	-	-	400	428	458
Project administration costs - 7.5%	22,995	537	1,804	2,000	2,200	2,354	2,519
Non-pivotal grant expenditure	847	2,500	13,914	50,865	37,944	40,600	43,442
Discretionary grants expenditure - prior year	-	-	-	522,900	-	-	-
TOTAL	**216,985**	**153,058**	**226,120**	**821,310**	**319,299**	**341,650**	**384,212**

Table 16: Reconciling performance targets with the Budget and MTEF: Programme 4

Programme 3: Learning Programmes	Audited Outcomes (R'000)			Revised Estimated Expenditure (R'000)	Medium - Term Expenditure Estimate (R'000)		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
External verifiers	1,102	3,076	1,543	1,200	1,284	1,374	1,470
Programme evaluators	145	83	154	580	621	664	711
Delivery of learner certificates	539	40	-	120	128	137	147
Qualification development and learning material	523	847	571	2,500	2,675	2,862	3,063
Other administration expenditure (payroll)	9,421	9,527	9,470	10,035	10,737	11,489	12,293
TOTAL	**11,731**	**13,573**	**11,738**	**14,435**	**15,445**	**16,527**	**17,683**

6. KEY RISKS

Table 17: Key risks

OUTCOME	RISK FACTOR	KEY RISK DESCRIPTION	RISK MITIGATION STRATEGY
Programme 1: Administration			
Strengthened collaboration with stakeholders to advance skills development within the sector	The SETA unable to meet the APP and SP targets	Inadequate levy contribution resulting in inability to fully address skills development mandate within the sector.	Enhancement of the current Revenue Strategy to consider Stakeholder Relations, and Revenue Collection Road Map to ensure buy-in of stakeholders and sustainability of levies collected. NB: The strategy outlines all activities to be executed for the realization of the revenue enhancement strategy and progress is reported to the Board on a quarterly basis.
Enhanced risk intelligence to promote good governance and an ethical environment	Inability to timeously mitigate emerging business risks.	Ineffective and inefficient ICT function to support business objectives.	Expedite the implementation of business automation projects by 31 March 2025. Various milestones are set per activity as a build-up to 31 March 2025.
		Possible loss of business information and operations due to cyber-crimes.	• Implement the Security Policy for Incident Management and Response to enable the organisation to adequately respond to cyber security event • Develop and implement an ICT Security risk register at operational level to ensure all risk relating to cyber security are identified, documented, reviewed and tracked timeously • Improve the vulnerability and patch management capabilities to ensure early detection of potential weakness • Implement employee security training and awareness programmes

OUTCOME	RISK FACTOR	KEY RISK DESCRIPTION	RISK MITIGATION STRATEGY
		Inability to timeously mitigate and identify emerging business risks.	• Enhance integration of ERM with organisational process through MANCO and EXCO performance reports (i.e., Risk-based Agenda at Performance Reporting) • Continuous implementation on the incident manage - ment process and report various structures.
		Capacity constraints within the organisation (Inability to attract and retain)	• Request for alignment of SASSETA employment contract through all Board sub-committees to ensure that it meets the 10 years' SETA Landscape as deter- mined by DHET by 31 March 2023. • Continuous implementa- tion of the Revised Retention Strategy (i.e., market related salaries, bursaries, performance incentives).
Programme 2: Research, Skills Planning & Reporting			
Identified occupations in high demand	Programmes implemented will not be able to address all the scare and critical skills/ occupations in high demand	Inadequate labour market intelligence to inform business or evidence-based decision making.	• Annual updated Sector Skills Plan. • Annual update Top 10 PIVOTAL List & Scarce and Critical Skills List. • Chambers & Board. • Continuous improvement plan (CIP) - capacitating the department in line with the approved structure. • Request for an intervention for integration between the scarce and critical skills in the Sector Skills Plan and the training needs(wish-list) received by Programme 3 from stakeholder
	Human Capital capacity constraints in the M & E function	Inadequate monitoring and evaluation of the SETA programmes and objec- tives (i.e.. Skills and human capacity)	• Continuous implementa- tion of the M&E framework to ensure threat monitoring is conducted in a more effective manner.

OUTCOME	RISK FACTOR	KEY RISK DESCRIPTION	RISK MITIGATION STRATEGY
			• Expedite filling of critical and vacant positions and provide continuous training for the current staff and Every project will be evaluated in its lifetime with the current capacity. • Continue to hold monito- ring meeting are frequently to ensure that corrective action is timeously executed.
Programme 3: Learning Programmes			
Increased production of occupations in high demand	Scarce and critical skills gap and hard to fill vacan- cies not addressed	Inability to achieve the SETA Learning Programme APP & SLA targets.	• Compulsory submission of highest qualifications such that SASSETA can be certain that they do meet the minimum entry r equirements to do the learning program they are being enrolled for. • Conduct inductions is for all learning programmes. • Conduct Bi-Monthly meeting with recipient of discretionary grants to give necessary support and guidance. • Intensify collaborations with all Stakeholder and Other r elevant SETA's.
	Lack of an electronic system for project management	Inability to rollout learning programmes due to the current manual systems and limited resources.	• Finalisation of the automation of the business process by 31 March 2023. • Skills capacitation of the current staff by Quarter 3.
Programme 4: Quality Assurance			
Ensured efficiency in the delivery of quali- fications in the safety and security sectors	There is a lack of integra- tion between all relevant role-players in the quality assurance of the education and training sphere	Lack of Availability of the Community Expert Practi- tioners (CEPs) to partake in the development of the occupational qualifications required	• Continuous engagements with the CEPs and the stakeholders they represent • Provision of capacity building and support to relevant stakeholders

PART D:
TECHNICAL INDICATOR DEFINITIONS (TID)

8. TECHNICAL INDICATOR DEFINITIONS

8.1 Programmes 1: Administration

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

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

8.2 Programme 2: Research, Skills Planning and Reporting

Table 19: Technical indicators: Programme 2

3. INDICATOR	
Indicator Title	SSP annually updated with the list of occupations in high demand
Definition	To identify occupations in high demand in order to inform skills development interventions
Source of data	• SASSETA Board approved SSP for the period 2021-2025 • Acknowledgement of receipt letters from DHET
Method of calculation/ Assessments	SSP Approved by the SASSETA Board by 1 August, annually
Assumptions	SASSETA will continue to implement skills development initiatives for the Safety and Security Sector
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	SASSETA Board approved SSP by 1 August annually
Indicator Responsibility	Executive Manager: Research, Skills Planning and Reporting

8.3 Programme 3: Learning Programmes

Table 20: Technical indicators: Programme 3

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

5. INDICATOR	
Indicator Title	Number of MOU's signed with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes by 31 March 2025
Definition	To measure the number of partnerships entered with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes
Source of data	MOU's with TVET Colleges, Universities of Technology, Universities, and employers
Method of calculation/ Assessments	A count of the number of MOU's with TVET Colleges, Universities of Technology, Universities, and employers
Assumptions	Employers will be willing to take up learners into work integrated learning programmes
Disaggregation of Beneficiaries (where applicable)	10 partnerships with TVET Colleges 5 partnerships with Universities of Technology 5 partnerships with Universities 30 partnerships with the employers
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	50 partnerships
Indicator Responsibility	Executive Manager: Learning Programmes

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

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

8.4 Programme 4: ETQA

Table 21: Technical indicators: Programme 4

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

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

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SAFETY & SECURITY

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