

the account

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*Integration
Imperative*



all clear...



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Design and Layout



Appreciating the courage of the BANKSETA team to explore uncharted waters to the benefit of the entire sector.

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editor's note

As BANKSETA works in a focused manner towards ending its tenure on a high note, this instalment of The Account has some remarkable success stories captured. The theme of this edition is Integration Imperative.

There is something magical that happens when integration comes into play in an organisation. People align energy and focus and the rhythm of delivery synchronises. With these dynamics hard at work at BANKSETA, we trust that each page will inspire you.

BANKSETA is dedicated to providing exceptional customer service, and I am proud to share with you our recent score of 82.4% for overall satisfaction, which we secured in our Customer Satisfaction Survey. We would like to thank every stakeholder that has participated in the survey. The feedback gathered does provide for some good insights and also helps us to remain focused on our mandate and serving the sector.

Other good news is that we have launched two new regional offices, one being in Polokwane and the other in East London. We would like to encourage all stakeholders in those areas to contact our offices for any skills development, learnership, Inclusive Banking, Small & Medium Enterprises and Accreditation related queries.

We have some not to be missed plans to keep on your radar. These include the upcoming launch of our new website, which will remain at www.bankseta.org.za. We will also be hosting career exhibitions throughout the year, with further information in this regard to be found on our social media fan pages. Please do follow us on our social pages to stay abreast of our activities.

As the Easter holiday season has just passed, I hope that it was a blessed one with a time of joy and relaxation. If you are going to be travelling again during the last holiday break at end of April to see friends and/or family, I wish you a safe journey there and back again.

Enjoy this issue of The Account as much as the editorial team enjoyed producing it!

The Account welcomes letters from its readers. Letters must carry the name and address of the sender. Please send your thoughts to us: The Account, PO Box 11678, Vorna Valley, 1686. E-mail: theaccount@bankseta.org.za

Zandile Skosana
Zandile Skosana
Chief Editor

*from
the CEO*

Banking is a crucial pillar of the South African financial services system and a major contributor to tax revenues, job creation, skills development and training, and a critical enabler of social stability. At BANKSETA, ours is an approach to invest in the training of young graduates and to empower them to access job opportunities by stimulating the development of crucial skills.

BANKSETA is approaching the end of its licensing period and I am pleased that we are ending on a high note. Since being entrusted to build coherence between the post-school system and the labour market for graduates in our industry, we have consistently exceeded targets. Today the domestic banking sector employs more Chartered Accountants than any other comparable sector. Certainly, this is a strong sign of confidence in our efforts to develop and supply critical skills that are relevant to needs of the industry.

We were able to sustain such achievements whilst adhering to the principles of good corporate governance through the stringent financial controls we have introduced and by maintaining a clean audit record. Whilst we have made measurable progress with innovation - more than 30% of our project portfolio is comprised of new projects - we have established institutional integrity in the execution of our mandate and vision.

Here are some of BANKSETA's priorities for 2015:

- Significant time is being invested into consolidation of our bursary portfolio to ensure that it has a sound structure and is representative. We are also working closely with tertiary institutions to rollout a shared development focus to assist them to create capacity. We are working hard at our throughput strategy to help matriculants achieve better in gateway subjects, which is critical to enable learners to gain access to, and succeed in commerce degrees.
- For a long time, microfinance and financial co-operatives were seen to be the competition of the traditional banking industry. We believe that a successful microfinance sector will promote access to financial services for marginalised or under-served consumers. Our Inclusive Banking and Skills Development departments are focused on providing these financiers with training and business capacitation support. Our goal is to enable them to become competitive and integrated in the traditional value chain of banking.
- BANKSETA is focused on expanding and entrenching our reach into, and support of South African rural communities. As such, we are working to bring our services and stakeholders closer to people living outside of Gauteng. We are moving quickly to achieve this and to date, have established two offices, one in East London and the other in Polokwane to expand our services.
- Cognisant of the imperative to boost technological proficiency and skills in banking, we will be participating in a pilot programme through which 100 students, predominantly Black and Coloured South Africans, will study IT at three universities in India. We are confident that this approach to inject new technology skills will have a profound impact, not only for our stakeholders in banking, microfinance and co-operatives, but in the broader South African telephony and IT industries.

There is nothing that compares to an environment that empowers people. In this vein, I am pleased to confirm that the new management structure of BANKSETA, introduced in 2014, has been a success. We have an exceptional team, structured exceptionally and whose focus is intensively on impact through integration. I am honoured to lead BANKSETA in tandem with a team of banking education professionals who provide dynamic solutions to financial institutions and most importantly, are dedicated to the development of South Africans.

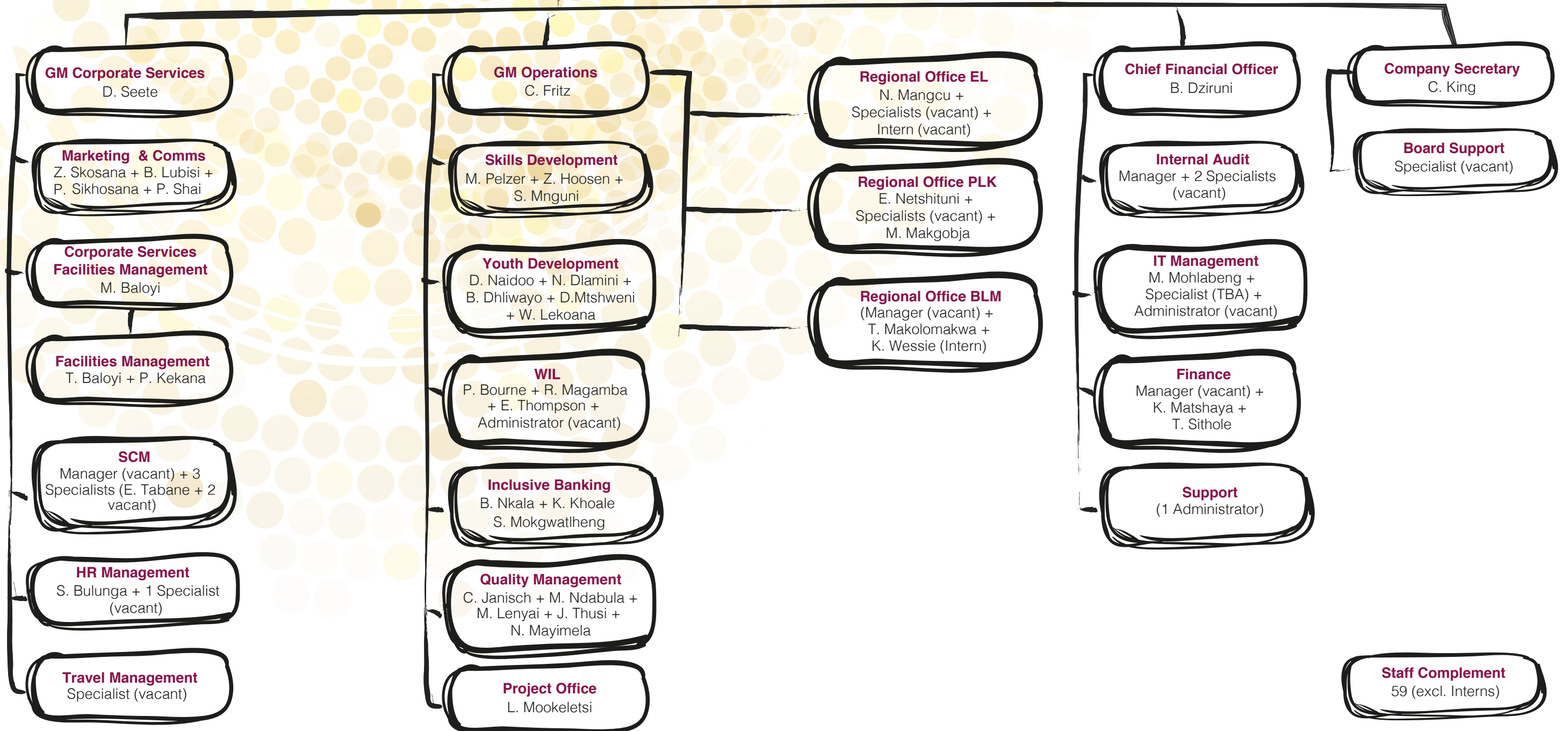
Max Makhubalo
Max Makhubalo
CEO



Bankseta Board

CEO
M. Makhubalo

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In pursuit of **integration**

2015 is set to be a year of tightening consistency in the way in which youth development programmes of the BANKSETA are written, implemented and measured. It aims to standardise the baseline support provided, which will ensure that every beneficiary, in every programme gains access to equal basic skills development.

Christine Fritz, GM of Operations reports that the SETA has in excess of 4 000 learners annually within its Youth Development programmes. Our goal, she says "is to ensure that everyone across all of our programmes gets the same support, not necessarily limited to financial support but also induction, orientation, soft skills development and exit opportunity related support."

"We have to maintain our high performance levels, and push ourselves to even higher levels of achievement," says Fritz.

"Our new organisational structure through which all BANKSETA departments are now integrated under the Operations umbrella, gives us the opportunity to leverage projects off each other. It enables us to create a pipeline of projects into the banking sector."

Think of the BANKSETA as being a complex jigsaw puzzle. And the team building the holistic picture is now able to work together more closely, able to find and place the right pieces, because as Fritz says they are able to "know the finer details of what their colleagues are producing."

For example, she points to the highly successful Maths and Science Scholarship Project. "Historically, this project would have ended there, but now we can take its outputs and re-route them, applying this information as input into our Matric Learnership Programme," she explains. "In identifying and making synergies work for better programme performance, we can unlock economies of scale for our stakeholders."

What's more is a focus by the SETA to strengthen and integrate its support of financial co-operatives, which Fritz believes is a "movement that really needs to grow". She says: "The co-op movement is desperately needed in South Africa. We have some strong co-ops but not nearly enough. In response, we are integrating our support and partnership with the Co-operative Bank Development Agency to make sure we make an even bigger impact in this area."

She adds that the BANKSETA is operating in the last year of the third NSDS cycle: "While we have to continue to deliver, this year is also about looking back over the past five years on our contribution to NSDS III. At the same time we are looking forward and planning accordingly."

One thing is certain. BANKSETA aims to even out the playing field more, by putting the many pieces together to continue delivering a coherent and high performance post-school education and training sphere for banking in South Africa.

MAKE A NAME FOR YOURSELF WITH MINUTES

What keeps a graduate awake at night?

Balancing academic performance and keeping up with the fast pace of social life adds its fair share to keeping students awake at night. But more often than not, what keeps the near-graduate's mind racing is the future, and the big question mark it holds.

Then again, there are practical things that a graduate can do to go beyond just getting his or her foot in the door of the work place. There is a work ethic of excellence that when employed by graduates, enables them to engage with senior executives with confidence - and in a memorable way.

Christine Fritz, the GM of Operations at BANKSETA shares sage advice for graduates as they embark on their career journey:

"The most powerful person in a meeting is the one taking minutes, the one making the copies. As this person, despite being at an entry level, you get the opportunity to rub shoulders with the executives. That is an opportunity that even people in senior positions don't always get."

"So if you get the chance to take minutes," she adds, "do it with excellence. Even if you just get the detail right of how the CEO takes his tea, the point is that you have the chance to begin building a relationship. As a graduate entering the work environment you have got to look for the opportunities, and they are not always obvious. This is your chance to make a great impression and to learn."

Meet the SPECIALISTS

Mary Baloyi and Sharon Mokgwatheng are two very different women – but they have much in common. Both were beneficiaries of the BANKSETA Kuyasa Learnership and today, are exceptional BANKSETA Specialists. They also share tenacity, resilience and a commitment to forge careers, through which they are making a difference.

In Mary's early years after school, she did her basic military training while raising her young daughter, eventually trading her fatigues for a steady job at a prominent building supplies retailer to be able to spend more time as a mother. It was there that her search for purpose led her to BANKSETA's Kuyasa Learnership. "One of my friends told me there were learnerships for university level graduates. I took a chance, saying to myself, "let me try and see the way forward"."

She was an ideal candidate, having completed her National Diploma in Accounting in 2004 at TUT. Despite a touch-and-go interview experience -which saw Mary caught in taxi strikes and getting horribly lost while taking the train to Johannesburg for the first time ever, she easily passed the required assessment and her career journey began. Sharon Mokgwatheng from Alexandra always wanted to study accounting. "I ended up doing a Credit Management National Diploma," she says. Her drive to find her place in the workplace began in her third year of study, when she literally walked business-door to business-door with her CV in hand. This led to her being taken on as an intern for just R16 per day at a corporate clothing company - she was that hungry to apply her studies.

Despite being saddled with a host of menial tasks – chief among them, making endless photocopies – she never lost sight of her vision to forge herself a career in accounting. "One day, I found The Star open with an advert for Absa looking for learnership candidates, so I applied for that," says Sharon. "It turned out it was a BANKSETA learnership, with the SETA calling me to say that they were not going to take me for this learnership because I was overqualified. But that they were going to put my name forward for a new learnership." Walking away from a permanent position in a call centre, Sharon opted for long-term employability over a salary for that moment. "I had high hopes," she explained.

Another experience that Mary and Sharon have in common is their initial hesitation when placed with the BANKSETA. Both had their hearts set on working in the formal banking environment and yet today, both are vital and vibrant members of the BANKSETA people-empowering team. Sharon says: "They placed me with BANKSETA and I was a bit disappointed - then I started working here. That was in March 2006 and I am still here." Working in the Inclusive Banking team, she explains that she is a Specialist who works with SME and microfinance companies, for which she runs projects. "I am very client-orientated and am passionate about helping SME companies with development and training of their people," she adds.

On hearing that she was to be placed at BANKSETA for the duration of her Kuyasa Learnership, Mary said, "I did not know what to expect from BANKSETA. I was expecting to go into the bank. She had wanted to go into what she calls the "big banking environment". Yet she held fast through the uncertainty and having her second child. "I managed to turn things around and I decided to learn more and more every day especially the project side of the business." She began to enjoy learning about heavyweight subject matter such as regulation that governs the SETAs and BANKSETA as well as the South African Constitution. "All these things I now know well," she affirms.

This is in part due to her having worked at Deloitte, who offered her a position after just three months at the firm. But it was at BANKSETA that Mary found her home, as she took up an offer for permanent employment in the new Development Programme department instead. "A year later I was assigned to a Specialist role under the Corporate Service division," she says.

And Sharon? What does her future hold? This mother of two sons who has always wanted to move into corporate governance, is currently studying Law and reports humbly, "I am coping." We are sure she is doing more than coping – she is excelling as usual!



Sharon Mokgwatheng



Mary Baloyi



Beaula Dziruni

Moving on Up

PASSION FOR LIFELONG LEARNING

We've done the numbers and there's little doubt why Beaula Dziruni was appointed Chief Financial Officer (CFO) of the BANKSETA in 2014. She brings with her one and a half decades of experience as a Chartered Accountant, having completed training at PwC and had a career in banking and skills development.

She feels strongly that in order for positive change to take place in South Africa, particularly within the financial engine of the economy, active participation from stakeholders is key. "It is important for SETAs and the public sector to work closely with National Treasury and regularly participate in their forums. You need to be proactive to make sure that you are part of the contribution to the change as opposed to just reacting to what has changed," she says.

However, it's not just about being the loudest voice. "You have to read first then you make your voice heard." Beaula believes in continual learning, which is important in a fast-paced and ever-changing industry like finance. While working full-time and raising her now 12-year-old triplets, Beaula completed her MBA in 2014 through Wits University. "General management is just not one-sided ... you need to have a wider view of how the whole entity works together," she says.

Being able to see the bigger picture is part of what she does at the financial helm of the SETA. "We all contribute to the overall view of how the Government is managing its finances." Under her financial leadership and the thorough implementation of efficient financial management facilities, she has no doubt that the run of clean audits for BANKSETA will continue. "In keeping with its commitment to skills transfer in the sector, the BANKSETA has this year welcomed a student for a 12-month learnership," she adds.

She looks at the changing demographics of the finance sector with approval, noting a growing number of women being appointed to management positions. "Women have the ability and drive to make it!"

Beaula's own story is testament to this, starting off as she did with limited finances. "My parents couldn't afford my studies but by getting guidance from the school, I actually managed to do my degree whilst completing my articles," she says.

She encourages young people not to give up so quickly when finance is not available, as there are many alternative training opportunities on offer. In her view, life is a step-by-step process and you need to plan and execute each step before finally reaching your goals. "Always ask for advice and remember, it's not a race," she says.

Life may not be a race but Beaula certainly seems to have found the winning formula in her balanced approach to hard work, lifelong learning and humility.





Christine Fritz

Operationally focused success

Meet Christine Fritz, the GM of Operations at the BANKSETA. They say first impressions last and as she walks into the meeting room, there is no doubt that she is one of the Wonder Women in the organisation. What is clear is how she embodies action.

"I think operationally," is her humble way of describing herself. And it is her consistent focus and work ethic that has led to her forging a path to her current position.

Her experience in education, training and development began with a BANKSETA stakeholder, "just as the SETA's education leg started being implemented," she recalls. In this role, she was involved in a team that was responsible for implementation in that bank. "That's where the bug got me," she explains. "Moving from profit driven big corporate to an environment where I found my home."

Her years at the BANKSETA have seen her bring pragmatic solutions to the table. Touching on the responsibilities of the BANKSETA, she says: "We have to deliver programme excellence to stakeholders. Our operations are central to everything. What we think, becomes reality and because of that, we have to excel."

Her resolve for attending to the detail not only serves her and the BANKSETA well. It serves her daughter well too, of whom Christine shares: "She, together with all of the learners whose lives we are changing is my reason for working here."

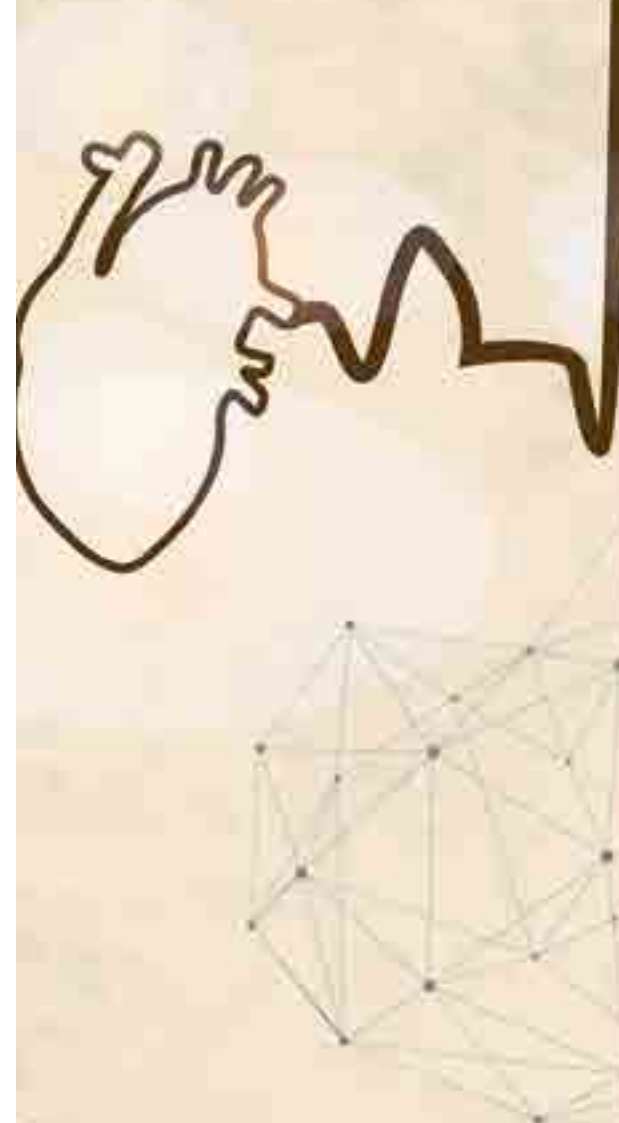
What advice would she give to the next generation? "Choose something you believe in and do something that you want to do. But always remember that success doesn't just come to you. You need to get the expertise, depth and insight. You need to pay the fees. You need to do the work and make the mistakes."

"And you will land on your feet!" she resolves. Coming from her, this is 100% believable.

"Choose something you believe in and do something that you want to do."

"But always remember that success doesn't just come to you. You need to get the expertise, depth and insight. You need to pay the fees."

"You need to do the work and make the mistakes."



The heartbeat of BANKSETA

"What I have always aspired to was to earn a salary, drive my own car and be independent... but with time, I realised that all of these achievements comes at a cost. Experience has taught me that having to strike a balance between work and personal life whilst succeeding at both is not easy." This is an ongoing assignment that Dimakatso works at mastering.

Dimakatso joined the BANKSETA on 01 October 2008 holding the position of an "HR Specialist". Through hard work and dedication, she managed to climb the corporate ladder and today serves as a member of the Executive Management team of the BANKSETA responsible for HR, Office Management, Supply Chain Management and Marketing & Communications.

She attributes her success to her dedication and love for her work; the remarkable support received from her team and the BANKSETA at large; collaboration and rubbing shoulders with industry leaders; opportunities afforded, including the lessons learnt from all happenstances and the "boldness" of the CEO for entrusting her with the portfolio that she oversees.

"You need to believe people are capable, present them with opportunities to realise their full potential and ultimately, self-fulfilment. Reward good performance, and equally so, address poor performance. Do it in such a way that you do not scare people from trying new ways; allow people to make mistakes as it is part and parcel of being innovative." she adds. "An environment that is intolerant of mistakes instils fear, she says. "People may have ideas that would solve a whole lot of problems, but if they're too scared to put it forward, you'll never know that the solutions exist".

What is her advice to young women trying to find their way in business?

Be hungry for knowledge and learn as much as you possibly can. Lessons learned (from own and that of others) are free but very worthy. In all that you do, do it the best way you know how. Stay positive, resilient and be open to criticism and learn from it.

Our collective commitment to improving and changing lives is the driving force behind what we do. This is evident in BANKSETA's performance from inception to date.



Dimakatso Seete



INTERNATIONAL EXECUTIVE DEVELOPMENT PROGRAMME (IEDP)

Management in sight, thanks to **BANKSETA**

To be 29 years old and considered an 'Exec of the Future' is quite unheard of, particularly in the banking sector, and yet Caiphus Shilenge takes it all in his stride, remaining humble and mindful of the difficult journey he has walked to get there. His was a journey in which BANKSETA has walked alongside him.

Caiphus' relationship with BANKSETA began in 2004 when he was accepted into the inaugural Letsema Learnership programme.

"I matriculated in 2002 from Katlehong Technical Secondary School in the East Rand, but due to financial constraints I could not go to university to further my studies, so in 2003 I was really stranded in the township and on the lookout for opportunities," he says. A friend showed him the BANKSETA learnership advert in the Star newspaper and he applied immediately.

He says that workplace readiness was a real challenge. Swapping his couch at home in Katlehong for a desk chair in the corporate world of Nedbank was a big adjustment for Caiphus, but BANKSETA helped to smooth the transition. "I really enjoyed the fact that the learnership was structured in a way that provided formal education, which ultimately resulted in the Certificate in Banking Services Advice. And in the same breath, I was provided with the opportunity of being in the workplace (Nedbank Group) and become really experienced working for a bank at the tender age of 19," he says.

The learnership experience opened up a new world of opportunities for Caiphus, equipping him with the personal and professional skills he needed.

"I think at a personal level, being part of this experience has instilled self-belief in me that I could literally become anything I wanted to be in life."

This is very important for most young people, especially those of us that come from disadvantaged backgrounds. This experience allowed me to break my mental barriers and has allowed me to continuously push myself to accomplish my goals."

After completing the learnership programme, Caiphus decided to enroll for part-time studies at the University of Johannesburg, graduating Cum Laude with a BTech Degree in Management Services in 2010. His decision to study further was prompted after seeing the careers of other young people - who had entered the bank through university graduate programmes - somewhat fast-tracked due to their qualifications. Nedbank continued to support him during this journey of personal development and he also completed a BCom Honours degree in Strategic Management in 2011.

Caiphus then decided to challenge himself further by going on to study an executive MBA at the Gordon Institute of Business Science (GIBS) from 2012 to 2013. This opportunity was funded by BANKSETA through the Masters & Executive Short Courses funding pool. "Being part of the GIBS MBA afforded me the opportunity to grow both personally and professionally. It allowed me to grow my network and really set me up for the next step in my career," he says.

Caiphus Shilenge

LEADERSHIP

MANAGEMENT ESTEEM FEEDBACK SKILLS LEADER DISCIPLINE COMPETENCE GOAL
RESPECT INFORMATION DELEGATING APPRECIATION POWER MEMBER NEEDS SUCCESS
INSPIRING MOTIVATION COMMITMENT
SELF-RELIANT ATTITUDE BEHAVIOR MANAGER STYLE TRUST TEAM
EMPOWERING SAFETY EXPERT ROLE EMOTION
COLLABORATING COACHING SOCIAL TOOLS DIRECTING SUPPORTING

Caiphus is currently employed as a Change Advisor and is integrally involved in delivering the strategic projects within the retail banking business.

Yet his career development does not end here. He is now part of BANKSETA's International Executive Development Programme, which targets beneficiaries with the potential to occupy executive management positions in the banking and microfinance sector.

To be chosen for such a prestigious programme means that Caiphus is considered an 'Exec of the Future', a role he would take very seriously.

"Being in such a (leadership) position means you've been given an opportunity to serve, I would certainly welcome this challenge. It would be an opportunity to make a difference within the organisation in the smallest possible way I can," he says.

The programme will equip Caiphus with a new set of leadership skills that he will be able to put to use as he climbs the corporate ladder.

"The programme will give me exposure to pan-African and global practices, which has become increasingly important because our organisation functions at that level. This will further sharpen my skills and business acumen to operate at that level," explains Caiphus.

In addition, he will gain business knowledge and be exposed to a wide network of senior executives in the industry. "It will also provide me with exposure to different environments and people across Africa and the globe, which will benefit me in my current role and allow me to accelerate towards achieving my short- and long-term career goals."

Caiphus has worked extremely hard to get to where he is today and still, he acknowledges the important role that BANKSETA has played in his journey. "I would say I owe much of my success to BANKSETA. Their programmes have provided me entry into the banking sector and presented me other opportunities to accelerate my career even further. Most importantly, it has allowed me to develop business acumen and general management skills that allow me to operate at any level within the organisation," he says.

He urges young people to believe in themselves, to stay hungry enough to continuously pursue their dreams, and to take every opportunity they are provided seriously.

"It is key to highlight the importance of the SETAs and the role they play in the economy because they essentially become a ladder to get young people into the world of work. I think the BANKSETA has done exceptionally well with its programmes," he says. Caiphus notes that many of his fellow learnership graduates remain in the banking sector, having grown in their respective careers. "On mine and their behalf, I would like to express my deepest appreciation to the BANKSETA for their great work and contribution to society."



Lucia Hlongwane

Embracing the IEDP experience

Barclays Africa Group Head of Tax, Lucia Hlongwane was nominated for the BANKSETA International Executive Development Programme on the back of her stellar career thus far – but it was still far from plain sailing.

The International Executive Development Programme in investment banking is a one year course, run jointly by BANKSETA and the Gordon Institute of Business Science (GIBS).

“Once you’ve been nominated, you still have to go through a ‘grilling process’ in front of a panel of HR and Learning & Development role players and a BANKSETA representative,” says Lucia, whose impressive career has seen her work with SARS, Shell and PricewaterhouseCoopers (PwC) before joining Absa in March 2013.

She has a formidable academic record and serves on a number of committees tasked with improving all areas of the industry. Her academic qualifications include a B.Proc from Wits, along with an LLB, LLM (Taxation), Diploma in Insolvency Law and being admitted as an Advocate to the High Court of South Africa.

Lucia is also the Chairperson of Barclays Africa Women in Finance, Hosted the South Africa D&I Listening Group, has been President of the South African Institute of Tax Professionals and a member of both the Black Management Forum and The Association of Black Securities and Investment Professionals (ABSIP).

“It was a combination of two sessions of one week each in South Africa, a ten day session in New York and a week in Ghana,” she explains. The coursework includes research on various topics such as innovation, visiting businesses that have turned great ideas into great opportunities, and doing a final presentation on a chosen topic as a syndicate.

“While I’ve completed a Shell Executive Leadership Development Programme, I found this particular BANKSETA programme to be a great investment towards my personal and professional growth, especially given that my background is not in the financial sector,” she says. “I want to believe that participating in the programme puts me in a better place to remain competitive outside my comfort zone of taxation. I found myself dealing with Reserve Bank Regulators as we chose a very interesting topic regarding the reactive nature of regulations in the financial sector, asking questions about whether we are always caught napping in this area, given the 2008 financial crisis and recent collapse of African Bank”.

Lucia firmly believes that the experience of being part of the IEDP goes beyond the qualification itself.

“I worked with a very professional syndicate team and we built good relationships,” she concludes.



Make every workplace a training space

Banking and microfinance is a serious game where players with skills and expertise are the ones who move ahead.

Give young players the opportunity to learn from you. Join the BANKSETA in its drive to make every workplace a training space. With work-integrated learning, learnerships and work-readiness programmes you can invest in developing the scarce and critical skills the banking and microfinance sector needs.

It’s a winning formula. **Go on, make the first move.**



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WORK INTEGRATED LEARNING

Ramping up SUCCESS

For the past 16 months, the BANKSETA has been abuzz with Work Integrated Learning activity. The progress, driven by a team who are dedicated to this powerful education activator, has been phenomenal. Paulette Bourne, Manager: Work Integrated Learning & Bursaries reflects on the route taken to date and milestones reached.

Banking and inclusive banking are intensively professional and high-tech. The sector is complex and calls for technical and professional excellence. Add to that the 2030 goals of the Department of Higher Education and Training (DHET), which aim to see the University enrolment rise by 23% and FET College and other post-school institutions enrolment increase by 60%.

It is against this backdrop that the BANKSETA needs to empower promising young professionals to get a foot in the door. But what role does our SETA need to fill when it comes to Work-Integrated Learning? It is our responsibility to improve use of the levy grant system with a focus on building capacity in public FETs and Universities; be the Lead SETA in the Free State; and facilitate access to information including being visible in rural communities. We are required to assist by linking learners to host employers for workplace experience and workplace integrated learning.

Our mandate is as follows: "The National Development Plan calls for active citizenship, driving innovation and new ideas of learning through the public Further Education and Training system. The BANKSETA is committed to assist employers in the banking and microfinance sector to step in and support government's plan to "make every workplace a training space".

In response, we have ramped up our capacity-building strategy through heavyweight HEI Strategic Partnerships in which our focus is on Accounting and Actuarial Science, while IT will be the next wave.

We have secured mission critical agreements with eight public technical, vocational education and training (TVET) institutions. Working in collaboration with the South African Institute of Chartered Accountants (SAICA) and the Association of Accounting Technicians South Africa (AATSA), 2014 saw us launch a pilot project to capacitate these Technical Vocation Education and Training (TVET) Institutions in the level three Accounting Technicians qualification. Our initial intake was 300 learners. This project includes taking 35 nominated lecturers from six provinces through the qualification, but at level four. The key to its success lies in the additional support that we will provide to enhance learners' employability, as well as facilitation of their placement with host employers for practical experience.

At the BANKSETA we are important middle ground for different sectoral stakeholders. We are the meeting place for learners, tertiary institutions and banking sector employers and it is our focus to get the three talking. We are turning up the volume on encouraging institutions of learning to get learners exposed to workplace earlier, and we remain committed to working effectively to create banking workplaces in which learning translates into success.

It is against this backdrop that the we empower promising young professionals to get a foot in the door.

We are committed to assist employers in the banking and microfinance sector to step in and support government's plan to 'make every workplace a training space.'



Paulette Bourne
Manager: WIL

signed & sealed

BANKSETA entered into Memoranda of Understanding (MOU) with more than eight Further Education and Training (FET) institutions in 2014. This is an important step to fulfilling its mandate to develop skills and empower individuals within the banking and microfinance sector.

"We are very pleased with the progress we have made in line with BANKSETA's Work Integrated Learning focus by entering into these MOUs with such important partners," says Paulette Bourne, Manager: Work Integrated Learning at BANKSETA. The aim of these strategic partnerships is fourfold:

- To develop programmes that lead to an occupational qualification or part qualification;
- To build sustainable alternative talent pipelines informed by sector requirements;
- To increase the number of students who complete meaningful workplace learning, thereby becoming more employable; and
- To encourage employers to make input into the curriculum-advisory board participation.

BANKSETA's support will, in turn, build the capacity of the colleges to develop graduates more suited to the world of work. "These strategic partnerships will open the doors of opportunity to more deserving learners, who will eventually become real assets in our sector," concludes Paulette.

DID YOU KNOW?

Between 2009 and 2013, the BANKSETA supported 27 PhD students, funding candidates from the North West University, University of Venda, The University of the Witwatersrand, Stellenbosch University, UNISA, GIBS, UKZN, DaVinci Institute, University of the Free State, Nelson Mandela Metropolitan University, University of Cape Town and University of the Western Cape.

Please log onto our website to learn more: www.bankseta.org.za

Six steps to closer tertiary ties

Max Makhubalo, CEO of the BANKSETA shares six steps and related potential engagement opportunities, through which South African tertiary institutions can make the strengths of the SETA work for them.

1. Qualifications must be recognised for FAIS (Financial Advice and Intermediary Services), which assists banks and insurance companies when recruiting new entrants.

Ask us about FSB industry compliance requirements.

2. Facilitation of learner progression must be addressed through the likes of bridging courses from public FET colleges to second year university degrees.

Ask us about articulation and progression policies.

3

Universities need to build in a formal work-integrated learning/soft skills component, irrespective of the programme being taught to ensure that students are exposed early to the world of work.

Ask us about our Work Integrated Learning programmes.

4. There must be a concerted focus on providing merit bursaries for Accounting, Financial Modeling, Computer Engineering, Economics and Actuarial Science students.

Ask us about our Merit Bursaries.

5. Doctoral studies play a role in support of BANKSETA research into strategic focus areas, scarce and critical skills and broader banking and microfinance sector skills priority areas.

Ask us about our funding for Post-doctoral and PhD studies.

6. Capacity building of niche departments is important to build faculties focused on specialised banking and insurance operations, risk, compliance, strategy, supervision, finance, investment banking, IT and innovation, development finance, and microfinance.

Ask us about our Niche Programmes.

5

Centered on **Excellence**

A revival of resources is underway in historically under-resourced academic institutions. So says Paulette Bourne, Manager: Work Integrated Learning at the BANKSETA. "We have formalised strategic partnerships with, and are bolstering professional career training capacity at the University of Fort Hare, University of Zululand and University of Venda."

The point of this critical focus is to enable these tertiary education brands to "play against the well known brands". To give these important learning hubs the support that they need and at the same time, to give South Africans more access to what is currently a limited number of tertiary learning seats.

BANKSETA is hot on the heels of creating what it calls Centres of Excellence. In other words, investing in an institution identified as having the potential, with capacity building and financial support, to provide high-quality training aligned to its strategic objectives. "We are focussing specifically on supporting undergraduate faculties of Accounting and Actuarial Sciences and banking-related post-graduate studies," says Paulette.

She cites the example of "an excellent partnership with SAICA, known as the SAICA Thuthuka Project, to build the capacity of these Universities". The BANKSETA also sponsors bursaries for entry-level Accountants at these same Institutions.

The SAICA Thuthuka Project, which entails bursary funding for BCom Accounting and university capacity building for SAICA accreditation at the University of Venda and University of Zululand has seen an intake of 350 learners (2014-2018) for the former and the same amount of learners for the latter (2012 - 2016). What is worth writing home about is how the University of Zululand group achieved a 92% pass rate in 2012 and an 81% pass rate in 2013.

An example of post-graduate excellence from the BANKSETA is its Financial Markets Honours Programme and Trading Lab at the University of Fort Hare, which is well on its feet despite only being established in 2014. The Lab, an online banking laboratory created in partnership with the University of Toronto, exposes aspirant market practitioners to simulated training and theoretical training in trading strategies.

Other high performers are the Actuary Programme at the University of Pretoria, University of Cape Town and WITS. The 2014 group has seen a pass rate of 83% within such a rigorous programme.

Paulette notes that each of the Work Integration programmes provides an opportunity to give students vacation work and on completion of their studies, to recruit them. "We are creating learning environments of excellence where people live, rather than maintaining the status quo, which requires learners to relocate to urban areas to study further. We are taking learning opportunities into communities. Every pass mark, every distinction is an achievement for South Africa's future." She concludes.

Every pass mark, every distinction is an achievement for South Africa's future."

Certificate

IN MANAGEMENT DEVELOPMENT PROGRAMME

CMD PROGRAMME UNEARTH'S GEMS

Standard Bank Learnerships Project Manager, Brandon Brown, is a proud graduate of the BANKSETA Certificate in Management Development (CMD) Programme. He is also tasked with looking after the SETA's Letsema and Kuyasa Learnership Programmes.

His Manager Maymoona Ismail, who is the Head of Standard Bank Learnerships, nominated him for the Programme. "I'd like to think she nominated me because she saw potential in me, based on my performance within the workplace," says Brandon.

Run by the prestigious Milpark Business School, the CMD has been offered since 2010. It has included participants from the banking sector and motor industry. It has six modules which, when structured together, provide participants with well-rounded approach to management essentials.

"Each module plays its part in terms of broadening your view of what management is all about and the things managers should know," he explains. "For me, the most helpful module was the Project Management Module. Since attending the course, I've been able to take my project management skills to the next level and this has been evident within my work".

Brandon says that the Programme meant more to him than most people will ever know. "I grew up with a genuine phobia of furthering my studies. I developed this out of a fear of failure and possibly not being good enough to actually be successful. Upon completion of the programme, I graduated as the top academic student across all regions and participating organisations.

This boosted my confidence and my overall belief in myself," he says. "Being in class with other students who were also selected and nominated, and understanding that the fears I once had, are common amongst adults when it comes to learning and studying. The Programme was a way for me to know that I can actually do it and do it well," he comments.

The CMD has given Brandon extra confidence to consider furthering his studies, should the opportunity arise. "Looking back at the person I have become, compared to the person I was in 2012, the future seems so much brighter, thanks to the opportunity that CMD has given me," he concludes. "In the past, I'd shy away from even considering studying further due to my phobia. But with what I've gained through the CMD programme, my phobia no longer exists".



The Banking Sector Skills Plans (SSP) 2014-15 is now available for downloading from www.bankseta.org.za. The BANKSETA is mandated to develop a Sector Skills Plan that analyses skills demand and supply in the banking and inclusive banking industry with the aim of determining the skills gaps. The Skills planning process attempts to identify the scarce and critical skills and occupations in the sector. Angie Naidoo, Head of Research at BANKSETA says, "The SSP serves as a core reference documents for employers, training providers and other stakeholders to determine appropriate interventions to enhance skills development in the broader banking and inclusive banking sector."

Entrepreneurs on a growth path

Here are some of the comments received from participants who can now look forward to greater business opportunities.

"Thank you for giving me this opportunity - a second chance, really. This course is changing my life - and my family's lives - for the better. I have a new-found confidence and a will to strive and achieve any goal I set for myself. All thanks to you."
- **Jade Marian Marais, LCI Properties**

"Thank you ever so much. Without your support I wouldn't have such a great academic record! I am truly grateful and happy that I am still growing with you through our coaching sessions. I am positive you will add value to turn my business around."
- **Octavia Ephraim, OCTAPEAR Image Consulting Firm & Leadership Academy**

"I was extremely excited to be given the opportunity to attend the Programme in Entrepreneurial Skills. Coming from a purely marketing background with very limited business and financial knowledge, the course has provided me with the stepping-stones further. The class discussions were very welcome as they open one's mind to a style of thinking needed for business. I feel I have learnt a lot of valuable business knowledge through this course and am now more inclined to think in terms of the 'numbers'. The mentorship programme is beyond helpful, needed and appreciated."
- **Shree Moodley, Goplan Homes**

"Thank you very much for making this course possible and the quality that was invested into it. To all the different institutions that are involved, I would like to say that you are truly making a difference to many lives. This is real empowerment. The mentoring is also one of the aspects that will prove to be of great importance to the way we look at moving forward in the business world."
- **Leon Burger, Nesco Engineering**

"Refreshing and worthwhile. A must for all aspiring entrepreneurs."
- **Juanette Knoetze, Misti Graph**

"I would like to thank you for the opportunity and generous support we have received from the Entrepreneurship Programme. This has been the most incredible 10-week journey - my staff and the company environment have changed since the very first week."
- **John Ntai, VKS Telecomms**

"The course was very good for me, especially because I have just started my company. The finance modules were particularly important. For me, this course will be a solid foundation of emerging entrepreneurs."
- **Prince Phaka, Advanced Solar**

"Thanks for all the work you put into this class. We see your passion for this course and appreciate it. The opportunity that we have to learn how to start up a new business and how to conduct and maintain it is invaluable."
- **Maria Ramjee, Generational Inheritance Group**

"I would like to thank BANKSETA for giving us the opportunity to acquire the skills we got through this programme to become successful business people. The course was very helpful in a sense that it gives you an exact indication of what you must do in order to achieve your goals. I personally have grown so much that I now have an idea of exactly what is needed and how much effort, time and money I need to start my own business."
- **Phiwokuhle Nyobo, MacRobert Attorneys**

"Thank you for your unwavering dedication and for believing in us all... regardless! God bless."
- **Felicia Doris Pietersen, AF Creations**

"I would like to thank the BANKSETA, in association with the North West University for the programme in entrepreneurial skills, which was a real eye-opener to how proper entrepreneurship must be conducted. I recommend this programme to any aspiring business owner and entrepreneur. Thank you for such a great opportunity."
- **Lwandle Shitthangu, Dwala Plant and Tool Hire**

The BANKSETA Entrepreneurship Programme is taking banking to rural areas, and helping people access the world of finance. Bringing rural entrepreneurs into the banking space can only benefit the overall economy, and the impact of the programme is changing lives, every day.

The BANKSETA Entrepreneurship skills programme was developed to meet the need for SMEs to improve business management skills, as identified in the Inclusive Banking Sector Skills Plan. The partnership between BANKSETA and the South African Entrepreneurship Development Hub of the University of North-West has provided SME owners with the opportunity to train towards a nationally recognised Certificate in Entrepreneurship Skills.

The programme is not only limited to SMEs in the Banking and Financial Services sector, but is also open to other SMEs as part of BANKSETA's contribution towards the development of SMEs, as they have a crucial role in creating employment opportunities for the unemployed. The programme provides a valuable benefit to the candidates in that it has a mentorship element, which is provided for up to six months after completion of the training programme.

Certificate

**IN MANAGEMENT
DEVELOPMENT
FOR MICROFINANCE**

A new course created by BANKSETA in 2014, the Certificate in Management Development for Microfinance has been delivered in association with Millpark Business School. The course equips the supervisor-level staff with the tools and skills required for promotion to junior, middle-management positions and the first group of participants will graduate in May 2015.

One of the inaugural course's real stars, Riette Russion shared some thoughts on the experience.

"In 2013 I applied to fulfil a lifelong dream of studying towards my B.Com degree in Business Management. This dream was shattered when I was told that I first needed to do a bridging course in Maths, as a result of a low Maths symbol on my Matric certificate. I had no motivation at all to continue, as I really hoped my overall good matric results on other subjects would have assisted.

I continued with my day job, and at the end of 2013, this wonderful opportunity from the BANKSETA arose to do the Certificate in Management Development in 2014. I was immediately interested and my employer identified me as a suitable candidate for the programme. Not giving up was the best decision I've ever made.

This programme taught me discipline, diligence and determination. It was more than just a foot in the door or a line on my resume. It is

the perfect set-up to gain insight into your field of interest and a great chance to make lasting connections with some really amazing people with worldly knowledge.

My motivation levels were sky-high and although being a working mother and wife, I learned to manage my time and push myself to strive for the best possible outcome. Rewriting a subject was not an option.

This was an amazing opportunity that I never could've afforded myself. The level of education received was top-class and of international level. The once-off classes received from facilitators were insightful and a valuable aid towards exam preparations.

The method of teaching and case scenarios provided real-life examples that we could relate to. I believe that this level of teaching impacted my learning experience in a positive way.

I am thankful to have further developed my managerial skills through this programme. I feel extremely well-equipped and can apply what I've learned within the workplace. I can finally be the leader, not the manager, that I dream of becoming as I have all the tools.

Thank you BANKSETA for bringing me closer to my dreams and giving me back my confidence to pursue opportunities."

"This was an amazing opportunity that I never could've afforded myself. The level of education received was top-class and of international level." *Riette Russion*

Stories of Success

Sweet sound of
Success

Letsema learnership graduate Lerato Mabula has come a long way since she was placed at African Bank as an HR Assistant in 2005, while completing her Financial Services Advisory Certificate. Fast forward a decade, and Lerato is still at African Bank – but now working as a Data Analyst.

Her progression through the ranks has seen her serve as an HR Coordinator, HR MIS & Organisational Management Consultant, MIS Change Administrator, Data Specialist, PA to the Head of Operations and MIS Coordinator in the Consumer Advocate's Office.

This Northview High graduate has supplemented the skills that she picked up during her Letsema Learnership with courses in Management Development at Unisa, and she also started a BComm with specialisation in Business Informatics via Unisa, which is currently on-going.

The hard-working problem-solver manages to marry her softer people management skills with her academic qualifications, something she sees as crucial for her role as a Data Analyst. It's a role she relishes, and her approach to her work is an example to all Letsema learners, past and future.

Lerato Mabula



{2} Reach new Heights

"When I first started my course, I felt like a little kid in a football stadium where you look around and everything is bigger than you. Everyone was really nice though and made me feel at home. It feels like a family working for Nedbank.

Nedbank has shown commitment to supporting staff through the Banking NQF5 qualification and also shown true dedication. I knew when I started that this was probably my best chance to achieve something in life and go on to great things.

When I finished my course, I was so happy because I could feel that all my time and effort had paid off. Having the hunger to get more out of life should, in my opinion, be on everyone's mind.

I feel happy with what I've achieved at the age of 24, and hope that I will continue to learn whilst working. Nedbank, BANKSETA and my coach have given me an opportunity to widen my knowledge and achieve something that I would never have thought possible."

Zoliswa A. Mlenze



Xabiso Ngqabe

3

Xabiso gets second chance through Letsema Learnership

"I am Xabiso Ngqabe, born and raised in Port Elizabeth. I did my Letsema Learnership in 2012 and when I look back I can safely say it took a divine power and faith." This remarkable young banking professional is now a Central Assessor at Capitec, where he deals extensively with credit policy interpretation.

Xabiso's story illustrates the empowering nature of the BANKSETA Letsema Learnership. The programme not only provides graduates with on-the-job training in a real banking environment, but a formal qualification. This is an absolute necessity in today's job market and something that for many young people in South Africa is financially unattainable.

"BANKSETA has taught me that most often in life it's not only the smart that get ahead, but the bold. I dropped out of the Nelson Mandela Metropolitan University (NMMU) but today, through BANKSETA I acquired a National Certificate in Banking Services Advice and remain relevant in the banking sector," he says.

Xabiso was placed at Nedbank during the learnership, where he was afforded a number of opportunities to grow his banking skillset. "I started as a teller and after a year I was exposed to Enquiries, Sales and Service Champion duties within a branch. The idea was to be multi-skilled in a fast-paced environment like a bank, which presents changes due to legislation and technological advances," he says.

He was supported and guided throughout his learnership journey. "I had just dropped out of varsity and had a lot of challenges at home. But I was blessed to be under the leadership of the multi-talented Sylvester Funani who was not only a branch manager to me but a mentor."

Xabiso also had a very supportive Learnership Support Officer (LSO), Ntuthu Mpondo, who worked closely with him as he worked to achieve his goals. "We met every second month to cover all possibilities and she even chose me to motivate the class of 2013," he says.

A highlight of his learnership took place while he was attending the Nedbank Talent Management workshop. "I gave testimony to the fact that BANKSETA plays a key role in the banking sector and has been shaping the social, economic and political landscape within our country for a long time," he adds. Xabiso was then invited to share his story during 'Morning Happenings,' a national TV broadcast that plays across all Nedbank branches in the country.

After the learnership programme, Xabiso secured a permanent position as a Sales Consultant at Nedbank. He then relocated to the Western Cape where he was hired as a Risk Quotation Specialist at Sanlam Investment Management. This opportunity allowed him to sharpen his skills and move into a risk or credit analysis environment, which he thoroughly enjoyed.

Going forward, Xabiso hopes to become more involved in empowering people, especially the youth. His own story illustrates how the journey to success begins with just one opportunity. "That is why I always believe that the 'stream that you drink from is the stream that you think from, and ultimately the stream that you become'."

I am what I am because I did not allow myself to be constrained by my past circumstances. It is true that the tougher your upbringing, the more remarkable your success," concludes Xabiso.

4

Wise Words

Widaad Aziz, an employee at Albaraka Bank and a BANKSETA beneficiary shared wise words at the recent NQF5 qualification graduation. "On behalf of my colleagues at the Athlone Branch, we would like to thank the BANKSETA for having afforded us the chance to partake in this unique learning experience," he said.

"We have all worked hard to get here today. Some assignments were harder than others. However our presence at graduation is evidence of the ability of each student to persevere," he continued. The most defining moment for this graduating group, he noted was "teamwork, enthusiasm and motivation from each and every graduate." He believes that it doesn't take the smartest person in the room to be the most successful, but usually, the hardest working. Quoting Carl Jung, he reminded the audience: "Your vision will become clear only when you can look into your own heart. Who looks outside, dreams. Who looks inside, awakes."

"From now on it is up to us to choose. I say make a choice when you are fully awake, a choice that is informed by your heart and not by what others say or believe. Our contribution to the world will not be measured by the money we make or the recognition we receive, but rather by the way in which we share our unique gifts with the world."

But it was his closing thoughts that were revolutionary:

"Consult not your fears, but your hopes and your dreams. Think not about your frustrations, but about your unfulfilled potential. Concern yourself not with what you have tried and failed in, but with what is still possible for you to do."

Learnership gives wings to Finetown youth

For Calvin Lubengo, it was an advertisement spotted by his mother in the Daily Sun that changed his future. His had been a future that seemed bleak in Finetown, an informal settlement in the South of Johannesburg, which suffers from high levels of unemployment. The advert was promoting BANKSETA's entry-level learnerships for matriculants. Calvin jumped at the chance and once accepted into the programme, took advantage of every opportunity to learn, ask advice and be guided into a banking career. He was placed at Standard Bank where he was coached by the Head of Learnerships and later, Brandon Brown, an ex-BANKSETA learner. "My coaches in my learnership year had an impact on my behaviour, attitude and life at large," he says. At the end of the Learnership in 2010, Calvin was offered a contract for the next year. "Today I am permanently placed in the Standard Bank of South Africa and wish to grow within this blue blooded organisation."

Calvin says the Learnership has had a "magnificent" impact on him, enhancing his life in many ways. "I've improved in terms of being able to communicate better. I've been exposed to technology and the use thereof; my way of thinking in terms of tackling tasks has changed for the better; I am now comfortable with working in teams; and my confidence has grown professionally and personally," he says. He continues to learn on a daily basis and has committed to studying further. "I recently registered with Unisa and I'm funding my studies toward a degree in Human Resources, which I would like to utilise to have an impact in my current department and with Standard Bank," he adds.

For Calvin, the Learnership was just the beginning of his journey to success. "I would like to thank BANKSETA for giving me the opportunity to make a difference in my life," he says, encouraging other young people to investigate similar learnerships on offer.

"I believe that the youth of South Africa must take advantage of the wonderful journey of learning and upskilling themselves. Through programmes such as these, a bright future is possible," concludes Calvin.



SUCCESS STORIES

6 Against all odds

Petro Quaglia has not had it easy. She grew up in the Charlotte Theron Children's Home in Bethlehem, Free State, from the age of three. She became deaf as a result of damage done to the nervous system in her ears after a school nurse sent her to the local hospital to have them cleaned out.

"I became deaf in both ears throughout the years, which also affected my speech," explains Petro. In 2006, she suffered a Transient Ischemic Attack (TIA) stroke and she also began to exhibit symptoms of multiple sclerosis.

Despite these health setbacks Petro continues to live a full life. "I have been married for 31 years and (am) very happy with two daughters, Amoret and Carla-Maria. Amoret is married with two children and Carla-Maria will be getting married next year," she says.

Petro's career in banking began in 2004, when she joined the Home Loans department at Nedbank. She was then made permanent in 2006.

"I started as an indexer in the Siyeza space and worked myself up. I am currently doing the Document Exchange Association (DEA) checking on cases, where we have to validate details on the home loans system against documents received from the branches, in order to request digital bank statements on home loan applications," she explains.

She left school in 1978 after finishing her Standard 8 (Grade 10) year. "I always wanted to better myself by completing my matric and in 2014 our Learning and Development department offered me this opportunity to do my NQF Level 5 through BANKSETA," she says.

Petro adds that at first she was nervous as she had not studied for some time. "I took this course very seriously and made sure that I did my homework before I went to class, even when it meant that I had no sleep for one night, and went straight to class the following morning."

Petro says the facilitators went the extra mile to accommodate her and ensure that she could fully participate in class. "After explaining to them about my hearing problem, they made me feel comfortable and made sure I understood what they were talking about."

She says the course has helped her gain a fuller understanding of the banking environment, learn about more of the products on offer and develop the techniques of effective client liaison. "Although I am not working with customers directly, I now have an idea of how to treat people with different personalities," she comments.

She has grown in confidence since completing the course, something that has had a positive impact on both her personal and professional life. Petro's story is an inspirational one, reminding us that it is only our own fear of failure that disables us from achieving our dreams.

"I urge anyone with disabilities to go for their goal, no matter how insignificant their goal might seem. Aim for space, and land amongst the stars!"



7 Knowledge empowers your future

Two of Luzuko Mrwebo's passions in life are learning and empowering others with that knowledge.

At the University of Fort Hare, he completed his Bachelor of Commerce in Economics and Business Management, and his first Honours degree in Business Management. However, it was only when he did his Honours in Financial Markets at Fort Hare, made possible by a bursary from BANKSETA, that he discovered his niche in the financial market.

"It was that Programme that decided my future," says Luzuko. He has since completed his Masters in Economics and is currently working on his Ph.D in an aspect of financial literacy. In February this year, he began lecturing Economics at the University of Fort Hare.

Luzuko is an entrepreneur and an academic, having registered a consulting company that he believes will add great value to the financial sector. "I am trying to take the knowledge that I have to other people," he says.

This sterling role model in the banking sector encourages young people to focus on their studies first. "They should be patient and not rush things. They should learn as much as they can and not go into business without a clear understanding of the space they are entering in, so they offer quality products or services to their customers."

"I believe that knowledge liberates you and builds you as a person more than anything," he concludes. These are strong and inspiring words from a passionate lifelong learner and leader.

Luzuko Mrwebo



SKILLS DEVELOPMENT

Mosé proves that age is nothing but a number

"I am truly blessed for being awarded the opportunity to complete my NQF Level 5 at the ripe age of 50," says Mosé Daniels, Sales Consultant at African Bank.

Mosé did not have a Matric so she was eager to pursue her NQF Level 5 qualification through BANKSETA. African Bank awarded her the opportunity. Studying while working to meet daily and monthly targets as a sales consultant is no mean feat, but Mosé was able to manage her responsibilities and complete her qualification in October 2014.

She is proof that hard work really does pay off. "I have had my fair share of ups and downs but I still proudly maintain that this is 'My African Bank'. I have also been a top consultant for the past couple of years and won numerous competitions that the bank offered. Two being overseas trips to Brazil for Top Consultant and the other being for Top Credit Card Consultant," she says.

Now with an NQF Level 5 qualification behind her, Mosé is ready to take on a new challenge and pursue a career in management. She is also FAIS accredited and an RE5 representative. "I am now equipped with the tools required to apply for management positions that may be available," she says.

Mosé has proved that it is never too late to pursue a qualification and advance one's career. "There were lots of obstacles and challenges. There were times when I felt despondent but I kept my goals in mind and persevered. I pushed myself to the limit in order to achieve my success," says Mosé.

"I never ever thought in my wildest dreams that I would achieve this success!" she concludes. Yet it is achievements such as hers that will inspire others to reach their goals.

It's by no means just a phase. It's FAIS.

Since its inception in 2012, BANKSETA's Recognition of Prior Learning (RPL) for Financial Advisory and Intermediary Services (FAIS) project has benefitted 3 000 learners.

"FAIS compliance has become a critical requirement for the banking sector so this project is making significant inroads in bringing banking staff up to speed," comments Charmaine Janisch, Manager: Quality Management at BANKSETA who heads up the RPL project.

Learners are nominated by employers to participate in the project. They go through a process of the Credit Accumulation Transfer (CAT) matrix/analysis, which recognises what they have achieved in the workplace, awarding them with credits

accordingly. Once assessed, their learnership is activated and they begin the journey towards their National Certificate in Banking by completing the outstanding modules.

"In line with BANKSETA's mandate to upskill the sector, it is important that we do not simply dismiss out-of-date or unconventional prior learning.

The RPL for FAIS project therefore acknowledges on-the-job learning and legacy credentials, and assists learners in achieving the current industry-recognised qualification," concludes Charmaine.

Consumer education project

Not only is BANKSETA committed to upskilling the banking and microfinance sector but the consumers interacting with the sector as well. BANKSETA continues its drive, to educate consumers by providing funding for the development of training materials. "We are meeting an important need by enabling the sector to empower customers by educating them on the basic principles of banking," comments Madeleine Pelzer, Manager of the BANKSETA Skills Development Department.

"We truly believe that knowledge is power," she concludes.

Inter-bank compliance project

"Our two-phase Inter-Bank Compliance project continues to equip banking staff with the up-to-date knowledge they require to offer professional services to South African consumers," explains Madeleine Pelzer, Manager of the BANKSETA Skills Development Department at BANKSETA. The first phase of the project enables banking staff to access and understand the major legislation that affects their industry, including FICA, FAIS and money laundering, through e-learning resources developed by BANKSETA.

The second phase focuses on compliance officers within the sector. BANKSETA is currently running a pilot for 50 compliance officers across the banking sector to reach an NQF6 level qualification by July, the Occupational Certificate for Compliance Officers.

"Compliance with legislation is a key element of the banking business and being able to develop and certify these officers from FirstRand, Barclays Africa and Standard Bank is part of our commitment to professional banking services," says Madeleine.

The project also falls in line with the Compliance Institute of South Africa's drive towards international best practice in the banking sector. The project has not only upskilled compliance officers but the project facilitators as well. "We are so pleased that some of the facilitators received designations on a professional level last year as a result of their participation in this project," she concludes.

Numbers that add up

To secure the financial future of our country, we have to invest in our young bankers and potential financial services experts still at school. For this reason, BANKSETA has implemented a Maths and Science Support Programme, which assists Grade 10 – 12 learners from Limpopo, KwaZulu-Natal, Free State, Gauteng and Mpumalanga.

Last year, 15 out of 63 learners who benefitted from the programme at the Mpefu Centre in Venda, Limpopo received distinctions in Maths. Nine learners were awarded distinctions in Science. According to Max Makhubalo, BANKSETA CEO, results like this

"boost confidence in the work we do".

We hope to welcome some of these learners into the sector in the near future!

RPL for SDFs project kicks off

2015 is another great year for skills development at BANKSETA. We have implemented a pilot project involving 50 facilitators entitled Recognition of Prior Learning for Skills Development Facilitators or 'RPL for SDFs'. The project seeks to bolster the qualifications of those hardworking individuals who work tirelessly in the field, assisting BANKSETA in achieving the mandate to develop skills in the banking and microfinance sector.

"The aim of the project is firstly, to acknowledge the important contribution that these facilitators are making in developing the skills base of South Africa. Secondly, to enable them to study further as they may be granted RPL of up to 50% of a particular qualification," says BANKSETA Manager: Quality Management, Charmaine Janisch. Based on the success of this pilot, we hope to rollout the project to include more SDFs in the near future.



RECOGNITION OF PRIOR LEARNING
Learning and skills development into national qualifications

Charmaine Janisch
 Manager: Quality Management

Madeleine Pelzer
 Manager: Skills Development

BANKSETA AS DEVELOPMENT QUALITY PARTNER

BANKSETA is not only involved in Recognition of Prior Learning (RPL) within the sector, but is also a key stakeholder in the development of new qualifications. "For this reason, BANKSETA is very excited to be part of the development of a Credit Loan Officer qualification," says Charmaine Janisch, Manager: Quality Management at BANKSETA.

As the Development Quality Partner, BANKSETA is involved in developing curriculum, confirming the service level agreement and partnering with an Assessment Quality Partner. "We expect the process to take another year," Charmaine adds.

BANKSETA has also applied to the South African Qualifications Authority (SAQA) and Quality Council in Trade and Occupations (QCTO) to include a generic management qualification, as there is a definite sector need for additional formal management training.

BANKSETA also played the quality assurance role in the development of the Organisational Risk Practitioner qualification, which has been registered with the QCTO. Both National Treasury and Institutional Risk Management of South Africa (IRMSA) were also heavily invested in the process.

"We look forward to the official launch of the qualification soon, and welcoming in the first class of Organisational Risk Practitioners!" she concludes.



BANKSETA @ YOUR SERVICE

Under the magnifying glass

The Quality Management (QM) department at BANKSETA oversees all BANKSETA qualifications, skills programmes and unit standards – and ensures that the level of quality meets the requirements of the National Qualifications Framework.

Their unerring dedication to high standards ensures that FAIS and QCTO compliance is maintained, though they also look after some of the 'softer skills' that don't demand compliance, but remain key. The QM Department further manages a database of 50 training providers and ensures that they maintain the required standards of training to help drive the sector forward.

In addition, they are responsible for certification of learners, conducting external moderation of assessments. They check to see that the relevant criteria has been met, that the assessment process has been followed correctly and that moderation has been applied. Once that process has taken place, the training provider gets a report from BANKSETA, which allows them to release certificates to learners.

The QM department's work is critical in ensuring that BANKSETA continues to drive the sector onwards to greater heights.



Environmental and social risk management training material

We continue to appreciate the sector's positive response to the training material developed by BANKSETA. Together with Gijima, we have developed training resources on various subjects recently, including Environmental and Social Risk Management (ESRM) and National Payment Systems.

"The development of the resources is in response to key industry needs at the time," explains Charmaine Janisch. For example, last year, the Land Bank and Development Bank were in the process of buying pieces of land and staff required training on the management of the associated environmental and social risks of the transactions.

The National Payment Systems training material addresses the knowledge vacuum within the retail and banking sectors. "The development of the National Payment Systems material was a huge success as there had been no training material on this subject before," comments Charmaine. The curriculum had to be created "out of nothing," with inputs from the Payment Association of South Africa (PASA) and an SME from the industry.

"The material is now being utilised by the retail and banking sectors, equipping staff with the skills they need to navigate the often complicated payment systems within their respective industries," she concludes.

Giving credit where credit is due

We are pleased to announce that the Organisational Risk Practitioner qualification has been officially registered with the Quality Council for Trade and Occupations (QCTO). The BANKSETA was integrally involved in the development of the qualification, playing the role of Development Quality Partner (DQP). Both National Treasury and Institutional Risk Management of South Africa (IRMSA) were also heavily invested in the process.

Information Technology Survey Report NOW AVAILABLE

The Research Unit of the BANKSETA recently published a report that initiates investigation into "IT skills as an enabler in banking". The research emanated from a discussion at BANKSETA leadership relating to the importation of IT Skills by several banks.

With a country that faces high levels of youth unemployment, BANKSETA leadership felt that it was necessary to investigate what skills were being imported and how are these being developed overseas.

BANKSETA undertook a study tour to India early in 2014, to investigate the supply model of ICT skills for the banking sector. "India was chosen as the country of study based on the premise that the South African banking fraternity is importing ICT skills from India either directly as foreign employees or via contracting agencies," explains BANKSETA's Head of Research, Angie Naidoo.

"One of the reasons why India is so successful in providing a throughput of high quality ICT graduates is its large investment in Mathematics and Science in the schooling system," explains Max Makhubalo, the CEO of BANKSETA.

The report states, "IT course content at the three universities in India is unique and well-structured to cover the range of skills needed in our sector. In most instances, the programmes seem to maintain a balance between technical skills and banking skills. This creation of a balanced graduate ensures that they are highly marketable across the globe. Even the models of training are creative."

The report provides an outline of the areas where skills development in Information Technology is scarce. It also provides an opportunity for the development of new innovative programmes for the South African IT and Banking sector. Electronic copies of the report are available at www.bankseta.org.za



BANKSETA EMPOWERS SME to empower other SMEs

The success of Debt Advise is not only a story of one SME that has overcome challenges such as learning management skills, obtaining finance and credit, gaining market access and complying with burdensome regulations. It is a success story for many, as the SME equips other SMEs with financial business management knowledge in partnership with the BANKSETA.

Tsholofelo Monyausi, who was joined by Oupa Sehume six months later, started Debt Advise in 2007. Initially, the aim was to provide educational and remedial services to individual clients who struggle with debt.

"As we got a better analysis of the needs in the industry, our offering evolved to training corporates as part of employee wellness, as well as training microfinance SMEs and co-operatives, who are the main providers of finance to the poor, on how to sell credit responsibly and still be profitable," explains Oupa.

As a BANKSETA accredited training provider, Debt Advise offers capacity building workshops and training to co-operatives, SMEs and graduates from Technical and Vocational Education and Training (TVET) institutions through a mobile training facility.

"The intention of this innovative training model is to take training to rural areas in all provinces, where the SETA would not necessarily have the facilities and/or visibility, and to establish good relationships between the SETA, local businesses and TVET colleges," he says.

Tsholofelo and Oupa would like to get involved with other SETAs as well. "We would like to attract more SETAs and assist them in fast-tracking skills development nationally, especially in rural areas that would not necessarily have the facilities and the training support needed," comments Oupa.

This is in line with the SETA's mandate to assist SMEs by helping them to comply with legislation, addressing skills shortages, and giving them the proper tools on how to access much needed finance.

Debt Advise has already built up a network of SMEs and co-operatives that provide financial products around the country, as well as good partnerships with TVET institutions and local municipalities. "This (partnership) has not only brought focus to our offering, but it has set the foundation for the facilitation of work integrated learning projects through learnerships and internships between TVET colleges, local business and co-operatives," says Oupa.

It has, he adds also given them the opportunity to market their Financial Relief initiatives to local municipalities, as well as the rest of the network.

Oupa says the nationwide creation of more SMEs, co-operatives and the increased focus on building capacity at TVET institutions offers Debt Advise a unique opportunity to provide non-traditional forms of support. Debt Advise hopes to partner further with TVET institutions "to help them meet their practical training requirements through the use of our Mobile Training Solution (MTS) facilities, as well as internships through our SME partners," he explains.

In 2014, Debt Advise received a Special Commendation Award from BANKSETA. "Our commitment to ensuring that this project is a success reinforces the fact that we can deliver under pressure, to different markets and geographical areas," says Oupa.

Debt Advise showcases entrepreneurship at work. Tsholofelo and Oupa identified a lack of training initiatives in rural areas and created a relevant product. "In the future we hope to provide the practical component of TVET education through the MTS Facility, and to keep growing our client base," concludes Oupa.

Book Reviews



21 Yaks and a Speedo

How to achieve your impossible

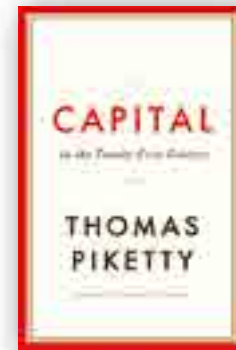
Author: Lewis Pugh

Publisher: Jonathan Ball Publishers

Price: +- R184.00

'Lewis is an inspiration! This book will make you want to stand a little taller,' said Archbishop Desmond Tutu. South African ocean advocate Lewis Pugh has literally achieved the impossible and both made history and raised awareness of the state of our oceans through unthinkable long-distance swimming feats.

In telling 21 short stories, each corresponding to an expedition of his, Pugh shares his ability to dream big dreams, build exceptional teams, and get the job done. He captures simple and effective principles that have helped him to never give up, even under deadly circumstances. It's a business book with a difference, which will have you evaluating not just your work life, but the challenges you face in your private life, too.



Capital in the Twenty-First Century

Author: Thomas Piketty

Publisher: The Belknap Press of Harvard University Press

Price: +- R270.00

French economist Thomas Picketty rattled opinions with this outlook on global inequality, initially published in French (2013) and translated into English last year. His arguments on wealth distribution, grounded in extensive historical data, earned him the reputation of being a radical.

The Economist hailed the book as "the economics book taking the world by storm", while the Guardian said it had "angered the right with its powerful argument about wealth, democracy and why capitalism will always create inequality." Even Bill Gates tweeted about the author's challenger view, recommending it as a must-read. For the economist in all of us who enjoys interrogating tough issues, this is an in-depth and intense read, encouraging analytical thinking about how we can close our nation's dire poverty gap.



Lean In

Women, work, and the will to lead

Author: Sheryl Sandberg with Neil Scovell

Publisher: Random House

Price: +- R270.00

Straight-talking Facebook COO Sheryl Sandberg doesn't hold back any punches in Lean In, as she encourages women to 'sit at the table', take risks, and pursue their goals with gusto. The Times called it 'the business manual of the year.' Chairman of the Virgin Group, Sir Richard Branson said: "... Sheryl Sandberg has first-hand experience of why having more women in leadership roles is good for business, as well as society.

Lean In is essential reading for anyone interested in righting the injustice of this inequality." Her passion for activating solutions that enable women to achieve their full potential makes it a page-turner – though Facebook Founder and CEO Mark Zuckerberg also believes men can "become better and more effective leaders" through this read.

Book Reviews

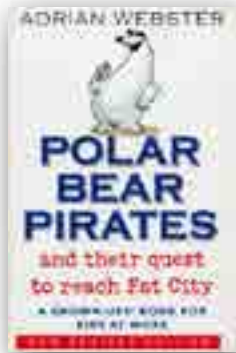


Business Adventures: Twelve Classic Tales from the World of Wall Street

Author: John Brooks
Publisher: Open Road Media
Price: +- R180.00

Originally published in the 1960s, Business Adventures is still relevant in the 21st century for America's two richest men to claim it as their favourite book about business. And anyone who taught Warren Buffet and Bill Gates anything about business is worth a read ...

Long-time New Yorker contributor Brooks turns eye-glazingly boring topics like price fixing in the electronics market into rollicking reads, tinged with humour. His reporting is nuanced, drawing rich portraits of powerful people and inviting the reader to draw their own conclusions about best practice. He discusses how success and failure defined megalithic corporates in the US. The astounding market crash of 1962, the collapse of a well-known brokerage firm or the bold attempt by American bankers to save the British pound are eerily familiar nearly 60 years after the book's original date of publication.

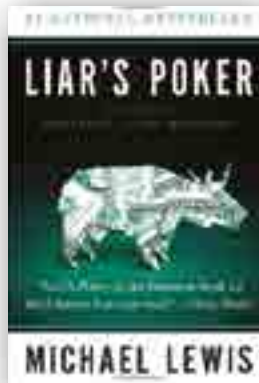


Polar Bear Pirates and their quest to reach City: A Grown-ups' Book For Kids At Work

Author: Adrian Webster
Publisher: Bantam
Price: +- R150.00

Written in the Who Moved My Cheese tradition, Polar Bear Pirates does exactly what it says on the cover. Uniquely entertaining and often hilarious, the book looks at business and personal development using a universe of characters and terminology that anyone who's ever set foot in an office will instantly recognise and relate to.

Polar Bear Pirates are highly focused, successful, fun-loving people who live life to the fullest. Their trip to Fat City is fraught with danger as they encounter Sinkers, Head Treads, Neg Ferrets, Bloaters and the Molasses Man – all of whom are dead-set on blocking their paths and shattering their dreams. Set up as a 'game book' with questions, traps and signposts, the book delivers powerful messages any professional will find inspiring, en route to personal and business success.



Liar's Poker

Author: Michael Lewis
Publisher: W.W. Norton & Company
Price: +- R150.00

The book's title describes a game played by Wall Street brokers in the 1980's during rare idle moments, which rewarded trickery and deceit. Fresh out of Princeton and the LSE, Michael Lewis joins Salomon Brothers as a trainee – and Liar's Poker is the semi-autobiographical tale of the journey that saw him rake in millions at the height of Wall Street's most excessive period.

Alternating between illustrating how legislation almost encouraged the insane behavior of brokers in the 80's US bond market, and recounting funny and disturbing tales of how a pack of young fraternity boys gambled with the American economy, Liar's Poker is a fascinating insight into the ultimate in high-rolling excess. Part Bonfire of the Vanities, part Wolf of Wall Street, Lewis' insights into a business world gone mad are both funny and chilling.

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THE ROLE OF RESPECT

David Mtshweni, currently completing his Kuyasa Learnership and placed in BANKSETA, has a mix of passion, humility and a natural connection with people that will get him far in life. "I always had an interest in working in a bank and so, it was not the first time I had applied for this learnership. I applied while doing final year in my National Diploma and then again the following year," he says.

His marketing studies background stands him in good stead. "As a member of the Youth Development team, I get to interact with learners", he adds, as he notes that the BANKSETA environment is good for him as a person. "It challenges me and I would like to see myself growing in the SETA industry. In the next few years, I hope to be a manager in the BANKSETA," he adds.

When asked what his favourite moment has been while working at the BANKSETA, he says, "What I can say is I have learned the importance of respect. When you have respect for your job, everything is possible." It seems being a future role model is rooted deep in his DNA!

Today David is permanently employed by BANKSETA after 12 months of serving his learnership term with the SETA.

Taking the first step

is the hardest part of the journey to success.



According to the World Economic Forum's Competitive Strategy 2013/14, South African babies are rated amongst the best out of 147 countries. Choosing a career path can be daunting, but entering a stable industry in a skills short market is a journey which can only lead to success. With various roles within the banking and microfinance sector, the right training will lead to success stories beyond your imagination.

Contact Bankseta today to get a copy of a career guidance toolkit.

www.bankseta.org.za

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