

2019 - 20

# BANKSETA STAKEHOLDER SATISFACTION SURVEY - EXTERNAL



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## ACKNOWLEDGMENTS

The incredible journey of implementing the successful 2019 – 20 Stakeholder Satisfaction Survey would not have been possible and complete without the incredible team of the BANKSETA Marketing and Communications led by **Busisiwe Lubisi** and supported by **Precious Sikhosana** and **Sipho Makgaba**. We further acknowledge inputs provided by **Christine Fritz** - General Manager: Operations and **Vuyani Ntanjana** – Head of Research.

Their incredible insights, professionalism, perfectionism, knowledge of the various stakeholder groups and their high expectations from Insurvey have ensured that all the tasks at hand are met and completed within the agreed timeline.

## EXECUTIVE SUMMARY

### MOTIVATION FOR DOING THE RESEARCH (SURVEY)

This report was compiled by Insurvey, who were commissioned by the Banking Sector and Training Authority (BANKSETA) to conduct 2019/20 External Stakeholder Satisfaction Survey. The report describes the findings from the satisfaction survey to measure perceptions and performance of the BANKSETA,

### RESEARCH APPROACH (METHODOLOGY)

The survey was administered using a quantitative survey to gather the data. The sample used for the survey was provided by the BANKSETA. The questionnaire was based on dimensions provided by the BANKSETA team. A few qualitative questions were included, and the responses for these questions aided the analysis of the Insurvey. The qualitative responses were kept verbatim to avoid data pollution.

### MAIN RESULTS (FINDINGS)

- BANKSETA is making great strides to maintain satisfaction for the stakeholders.
- Stakeholders are gaining from the valuable contributions of the BANKSETA as the BANKSETA is adding value to their careers and creating career opportunities for some of them.
- BANKSETA is creating hope in the learners and gives them direction that they never knew existed, this has contributed immensely to their confidence, career paths and also a sense of direction.

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- BANKSETA has significantly improved in all the dimensions and they are above the average score, closing in on a total score.
- The measures BANKSETA have taken to communicate are structured and also are going a long way to reach the targeted audience.
- BANKSETA staff are a huge resource for the stakeholder perspective of the BANKSETA and officers, and the staff alike are making huge contributions to the careers of learners.
- Gauteng Province has for the past two financial years contributed to the highest response rate of participants: 2018 – 19 at 53% and 2019 – 20 at 47% which has slightly declined by 6%
- The majority of participants were unemployed beneficiaries who contributed 48% of the response rate, which is very high in comparison to 2018 – 19 survey: 23%.

### RECOMMENDATIONS

- We recommend that the BANKSETA maintains the effective communication that they have with stakeholders, it is apparent that the stakeholders appreciate the various communication they receive from the BANKSETA.
- We further recommend that Board and Committee members create ways to communicate and pay attention to stakeholders, it seems that communication to stakeholders is working well, but stakeholders get limited access to Board and Committee members, and when they do, it seems the stakeholders do not feel listened to or no attention is given to what they say. In-person sessions can be helpful in order to engage and address the various needs of stakeholders.
- The various communication platforms and methods used by the BANKSETA are effective in reaching the targeted audience. We recommend that the BANKSETA gets innovative with their communication methods because effective methods are receiving less preference. With the change in technology, emails are still relevant and everyone has an email, but it seems that when it comes to engaging communication, emails are not the best resources.
- The BANKSETA also has to pay close attention to gaps created by communication channels and methods. Some of the stakeholders are not receiving the communication and they have to hear about these messages from other stakeholders.

The existing channels are relevant, but also evidently create gaps due to lack of access. It seems that structured communication might be needed in this regard. The BANKSETA can reaffirm this communication through human interaction in meetings, learnings sessions and other engagements where everybody is and where everybody has access to the messages.

- We also recommend that the BANKSETA align the engagement of their facilitators and staff through training. The BANKSETA staff has great engagements and trainings are also really impactful. What is imperative to note is the fact that the staff and officers who are engaging well are doing it very well and those who are not, are leaving a bad taste with stakeholders. The performance of officers and staff members alike who are great performers can be using as training points and guidance to align this performance with their peers.
- One of the key functionalities of the BANKSETA in the form of training is being compromised by the post-training experience. We recommend that the BANKSETA also finds innovative ways to make an impact on its stakeholders by placing them and assisting them with securing employment. The trainings provided by the BANKSETA provided a valuable foundation and a good career direction for stakeholders. However, most of them are still looking for employment and also need to get ways to use these trainings and courses in life.
- Red tape and bureaucracy are significantly impacting stakeholders in a negative way. The BANKSETA needs to consider making their procurement processes easier and smoother for stakeholders. The significant recurrence of this impact seems to be negatively received by stakeholders and this can be one area the BANKSETA can do well in addressing.
- Gauteng has contributed the majority of responses from the past 2 stakeholder surveys, The BANKSETA, through its structures needs to interrogate this further and identify factors that might be contributing to the low response rate from other provinces with less than 10% responses. This will be in comparison to the total number of stakeholders the BANKSETA has in each of the provinces, and this will help to provide a clear picture in terms of the representative sample and the BANKSETA performance.



## SECTION 1

### 1. INTRODUCTION AND BACKGROUND

This report was compiled by Insurvey, who were appointed by the Banking Sector and Training Authority (BANKSETA) to conduct the 2019/20 External Stakeholder Satisfaction Survey. The report describes the findings from the satisfaction survey to measure perceptions about and performance of the BANKSETA, and where relevant, benchmarks the score to the survey conducted in 2018/19.

### 2. THE OBJECTIVES OF THE SURVEY

The objectives of this survey are as follows:

- i. To assess the stakeholder's overall satisfaction and perceptions on BANKSETA (projects being implemented; interaction with BANKSETA employees) and whether their service expectations are met;
- ii. To determine the quality of service delivery as perceived by BANKSETA stakeholders;
- iii. To ascertain whether the expectations are being met or not;
- iv. To recognize gaps in service delivery based on the stakeholder's perceptions;
- v. To identify critical areas of improvement through tested dimensions.
- vi. To identify the causes of dissatisfaction relating to the current culture, anywhere identified.

### 3. STEPS FOR CONDUCTING STAKEHOLDER SATISFACTION SURVEY

The implementation of the BANKSETA Stakeholder Satisfaction Survey involved the following steps:

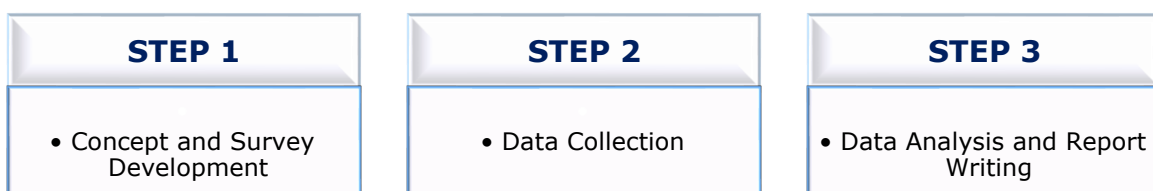


Figure 1

These steps ensured that we cover all the general stages of conducting the survey from start to finish and we submit the stakeholder survey report on time.

#### 4. STAKEHOLDER QUESTIONNAIRE DESIGN

BANKSETA has various stakeholder groups across the nine (9) provinces in South Africa, namely:

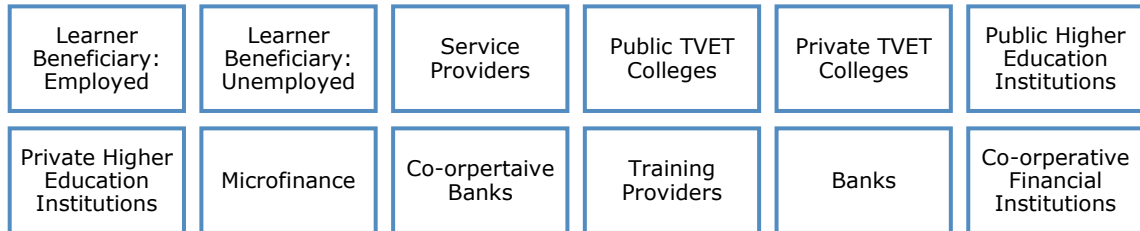


Figure 2

Each stakeholder group has its own specific relationship or role with the BANKSETA, and the survey questionnaires were formulated according to:

- + **General Questionnaires:** They are compulsory for all the stakeholder groups to answer.
  - + **Designated Questionnaires:** Each stakeholder group selected their role with the BANKSETA, and they had access to view only questionnaires for their grouping.
- NB:** Some of the participants chose to answer certain questionnaires and ignore or not answer other questionnaires within their stakeholder group.

A five (5) - point agreeable Likert scale was used in the survey, and in the results, this scale was translated to a five (5) - point (1-5) scale, with each of the respective Likert point being represented by corresponding number as demonstrated below:

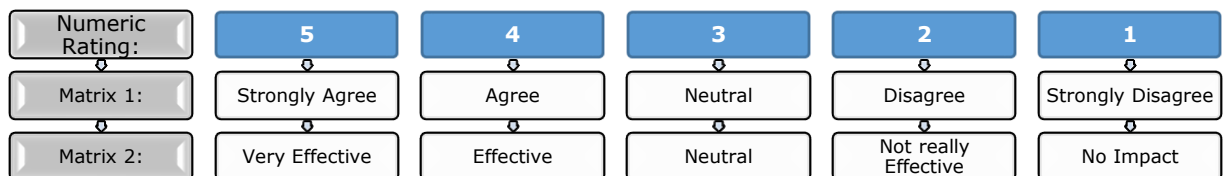


Figure 3

To ensure easy analysis and input, the questionnaires were mainly closed-ended questions, and were also supported by option to provide comments where needed which helped to provide insight where depth was needed.

## 5. METHODOLOGY

### 5.1. The research approach (qualitative, quantitative, or mixed) in terms of the research objectives.

The survey was administered using a multi-pronged methodology, and this included quantitative and qualitative methods. The participants were sampled from database received from the BANKSETA who are from their various stakeholder groups.

To ensure geographic representation, the study was conducted nationally targeting all stakeholder groups. Below, are the methods we used conducting the survey:

- ✚ The multi-pronged approach we used ensured that the stakeholders, whom might struggle with network or access to personal computer / internet café to access their e-mails, will also have the option to receive and access the survey on their mobile phone, of which + 95% of the stakeholders we had access to their mobile number.

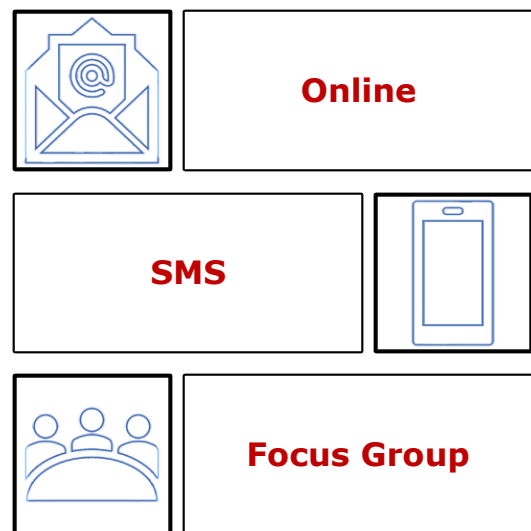


Figure 4

- ✚ Focus Group: The participants were randomly selected and to ensure compliance, they were sent a consent form which elaborated on the purpose of the focus group session and confidentiality (their personal details / identity will not be shared with any third party, including the BANKSETA).

### 5.2. Data collection method(s) and tools to collect data (e.g. questionnaires, interviews, focus groups and observation).

The data was collected by sending out emails and SMS. All geographical and gender groups are represented during the study as this covers all stakeholders countrywide and this method of data collection is crucial.

**5.3. The size and characteristics of the study or target population.**

BANKSETA provided the participants database of different stakeholder groups, which included emails and contact numbers.

**5.4. The sampling size and sample technique (random, purposive, etc.) used.**

A non-probability purposive sampling method was used for this stakeholder satisfaction survey, and the sample was populated from all the stakeholder groups as highlighted on figure 5 and figure 6:

Annually, the BANKSETA attracts various individuals and institutions to be part of their programmes to employ South Africans in the banking and alternative banking sector. The below graph highlights the total population of the stakeholder groups, and deriving to the sampling size of the survey:

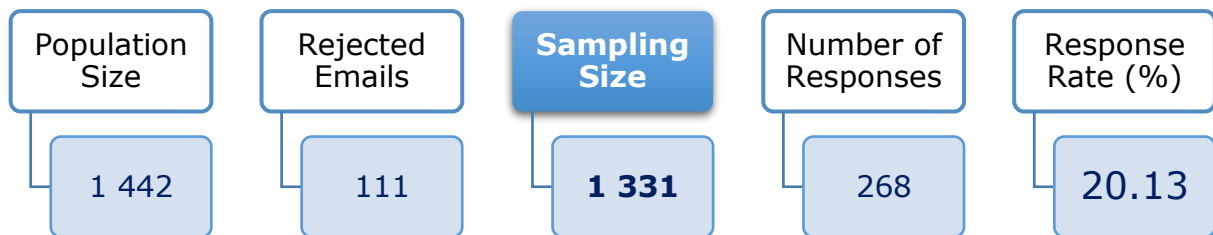


Figure 5

5.4.1. An additional quantitative survey was conducted with the BANKSETA Board and Committee members:

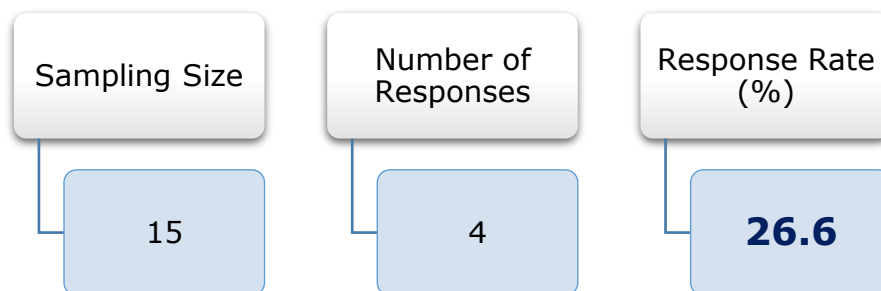


Figure 6

**6. ETHICAL CONSIDERATIONS**

a) Ensuring participants have given informed consent includes the following:

## ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

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- ❖ Participants have the intellectual capacity and psychological maturity necessary to understand their involvement in the study.
  - ❖ Participants are making an autonomous decision to participate in the study.
  - ❖ Involvement in the study is absolutely voluntary.
  - ❖ Participants are aware of the nature and details of the research being conducted.
  - ❖ Participants are aware of their right to discontinue in the research study.
  - ❖ The researcher is honest to participants about the nature of the study.
  - ❖ Participants are in no way coerced into participation in the study.
- b) Ensuring no harm comes to participants
- ❖ Researchers should ensure that no harm is caused to participants of the research project. Conducting research should not harm participants. Occurrences where there is a possibility that participants could be harmed or put in a position of discomfort, should be avoided.
- c) Ensuring confidentiality and anonymity
- ❖ The researcher ensured that the identity of all participants is protected. Protection of confidentiality may involve restricting access to raw data, storing all data securely, reporting findings in a manner that does not allow for ready identification of participants, and obtaining permission for subsequent use of data.

## 7. LIMITATIONS AND MITIGATIONS OF THE STUDY

### ***The limitation was as follows:***

- i. From the data received from the BANKSETA, 111 E-mails rejected and this might be as a result of the stakeholders having left their employment or changed their e-mails and they did not update their new details with the BANKSETA.

- ii. The satisfaction survey is optional, and unfortunately with the weekly reminders sent to all stakeholders, it is up to them to decide if they want to participate or not.
- iii. The majority of external stakeholder's data received from the BANKSETA were of employed and unemployed learner beneficiaries, and as a result, some of the limitations experienced by unemployed learners could have been lack of data with the assumption that they relied on internet cafe or other alternatives to access their emails.

**The mitigations to some of the identified limitations are as follows:**

- i. The survey link on the SMS communication served as a secondary source for the respondents to have access to the survey.

Though this does not mitigate the issue relating to lack of data, it does address and provide easy access to the survey.

## SECTION 2

### STAKEHOLDER SATISFACTION SURVEY

#### 1. INTRODUCTION

The 2019 – 20 BANKSETA stakeholder satisfaction survey was actioned on the 13 July 2020 to 13 August 2020 as highlighted on figure 6, and it was sent to all stakeholder groups and individuals who have a working relationship with the BANKSETA. The survey was conducted using a multi-prolonged methodology which includes online (e-mail), SMS and focus group session.

Figure 7



The methods were all conducted electronically using data-base provided to Insurvey by the BANKSETA, which included the stakeholders email addresses and mobile numbers.

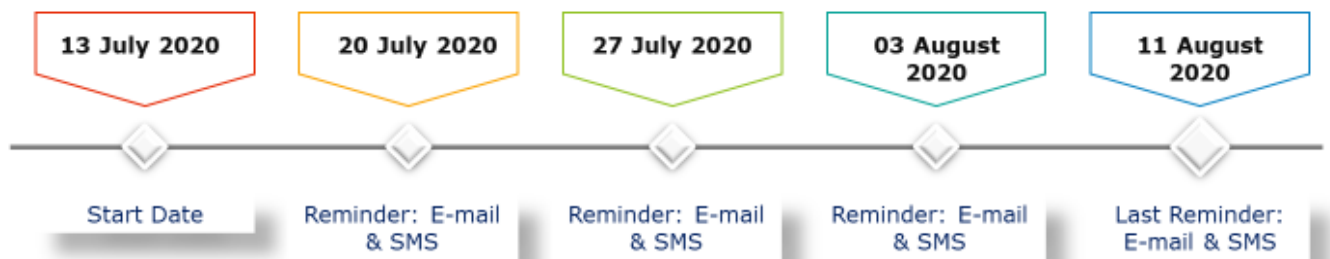
ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

The Confidentiality of all participants was one of the highest priorities, as we ensured that the personal and employment details or respondents are not shared with any third party including with the BANKSETA.

The findings on this stakeholder satisfaction survey provides invaluable information on the stakeholders based on their role and activity with the BANKSETA, and the information can be used to make support wide-range improvements identified per sector / stakeholder group and planning initiatives for the delivery of current and future initiatives and programmes.

## 2. STAKEHOLDER RESPONSE MONITORING

The overall response rate for the survey is 20.13% as highlighted on *figure 5* and 26.6% for Board and Committee members as highlighted on *figure 6*, and this is due to the periodic e-mails and SMS reminders that we send to the participants as show below:



**SMS Message Reminder:**

BANKSETA: Reminder – Invitation to participate in the survey. Please check your e-mail or click on link below:

Figure 8

The weekly reminders ensured that the survey was kept on the respondent's top of mind, and the SMS reminders played a huge role in ensuring an adequate response, especially for participants who might have had challenges accessing their e-mails on their personal computers.

The Focus Group virtual sessions were conducted on the 07<sup>th</sup> August 2020, and were facilitated by Insurvey. The respondents were reminded via email and telephonically. There were two separate virtual sessions.

The Researcher contacted twenty potential participants, with fourteen confirming their participation and prior to the session some of the participants who initial confirmed cancelled

via email due to personal / work reasons. The participants were sent an Informed Consent Document which stipulated the following:

- ✚ The selection processes
- ✚ Purpose of the session
- ✚ Procedures
- ✚ Risks and benefits
- ✚ Sharing of the results, and
- ✚ Confidentiality

Prior to the session, the participants were contacted and sent reminders via SMS and e-mail including the virtual link to the session.

The random selection process of the participants was based on:

- ✚ Stakeholder Group / Role with the BANKSETA
- ✚ Gender
- ✚ Province

The Researchers' aim is to ensure that there was an equal representation of the participants, taking into consideration that the BANKSETA has a country-wide footprint.

The personal details of the participants will not be shared with any BANKSETA representatives, but only the results from the discussion points which have been integrated into the report.

## SECTION 3

### RESULTS: STAKEHOLDER SATISFACTION SURVEY - RESULTS AND ANALYSIS

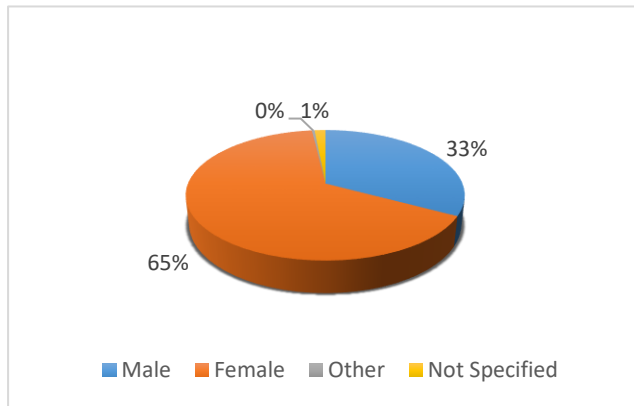
#### 1. PARTICIPATION AND ENGAGEMENT:

The 2020 survey was sent to and received by 1 331 people. From these participants, we received 268 responses which brings the participation rate of 20.13%.



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2. GENDER - PARTICIPANT BY DEMOGRAPHICS:

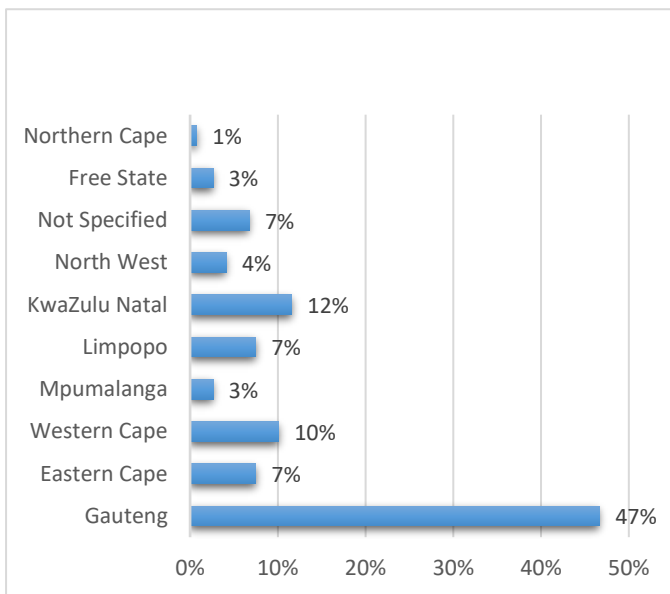


- 65% of the participants in the survey were female participants, while received 33% of the responses from male participants.

- 1% of the responses were received from participants who chose not to specify their gender.

Chart 1

3. PROVINCE – WHERE PARTICIPANTS ARE CURRENTLY LOCATED:



- 9 provinces contributed to participants to the survey.

- Gauteng had the most participation with 47% of the total participants being in Gauteng.

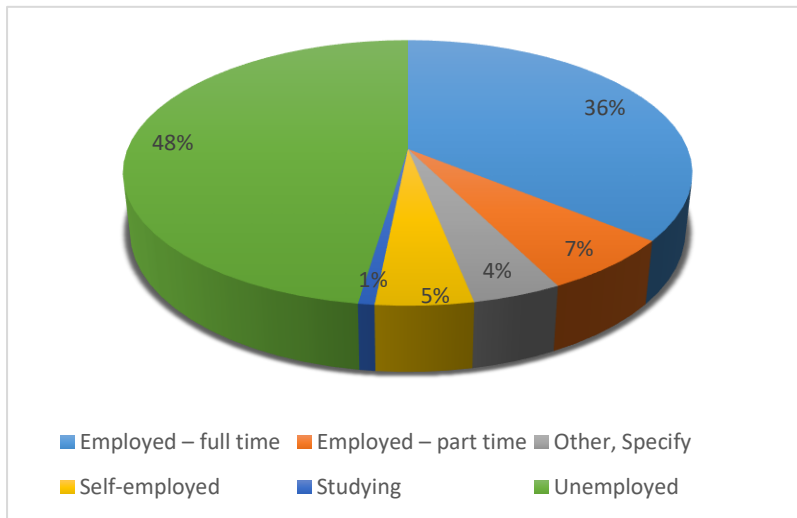
- KwaZulu-Natal and the Western Cape had 12% and 10% participation respectively

- All the other provinces had below 10% participation each.

Chart 2

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

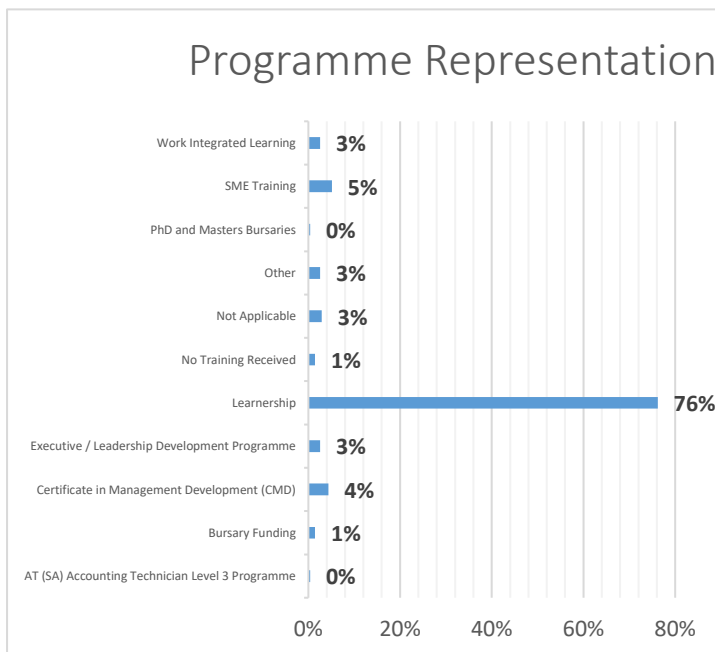
4. THE PARTICIPANTS EMPLOYMENT STATUS:



- 48% of the participants in the survey were unemployed, while 36% of the participants were employed
- 5% were self-employed, while 1% were studying.

Chart 3

5. PROGRAMMES WHICH THE PARTICIPANTS TOOK / PARTICIPATED WITH THE BANKSETA:

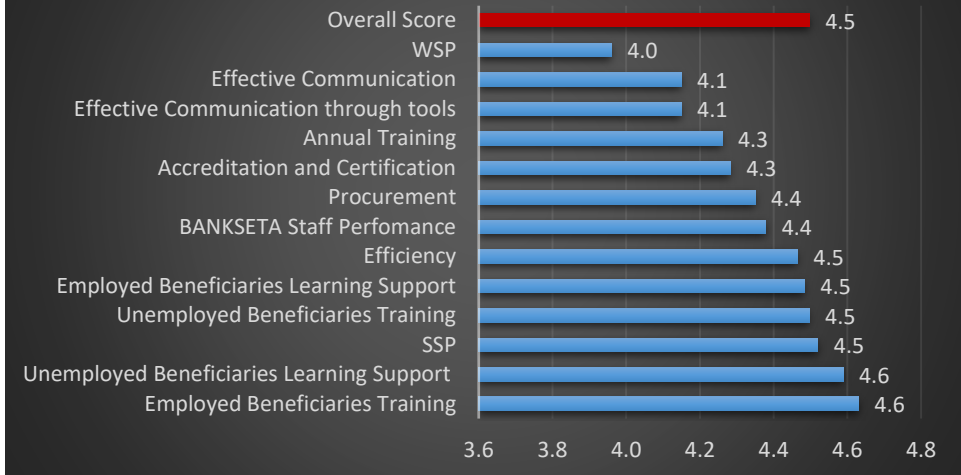


- Learners participated the most in the survey and the Focus Group Discussions as well with 76% and 100% of the participants respectively being learners.
- All the other programmes had less than 5% representation, with SME Training carrying 5% of the participants and CMD at 4%.

Chart 4

6. 2020 AND 2019 BANKSETA OVERALL SCORES:

**Chart Title**



- All BANKSETA dimensions average of a 4 point out of 5.
- This combined effort contributed to a 4.5 score on 2020
- Training and Learning Support had the highest scores each scoring 4.6 on a 5-point score.

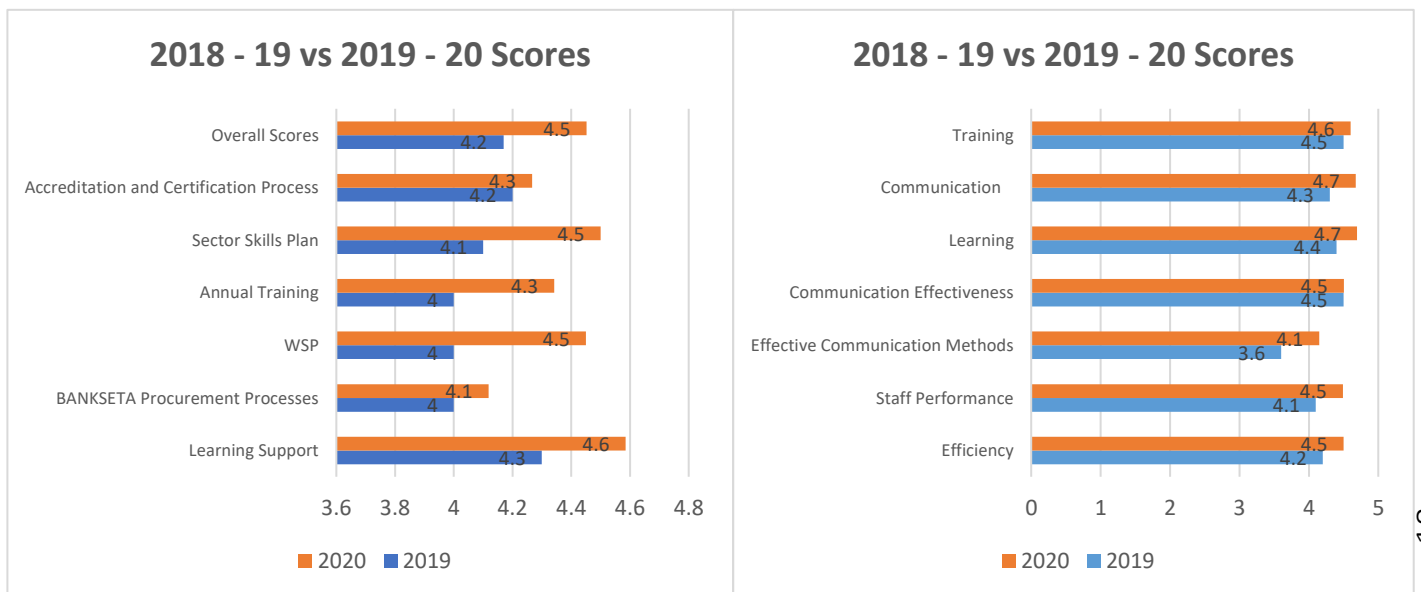
**Chart 5**

These 2 dimensions received further affirmation of their positivity in the Focus Group Discussions and learners continually mentioned how support was imperative and also a point at which BANKSETA can do more to engage with and also make impact on learners (more on the notes).

- Workplace Skills Plan (WSP) scored the lowest with a score of 4.0 on a 5-point scale.

The 2019 - 20 satisfaction survey resulted in the BANKSETA making significant improvements on all dimensions. This contributed to maintaining a 4+ point on a 5-point scale in 2020 and also a 0.3 improvement on the overall score.

**Chart 6**



## SCORES BY DIMENSIONS

### 6. BANKSETA EFFICIENCY:

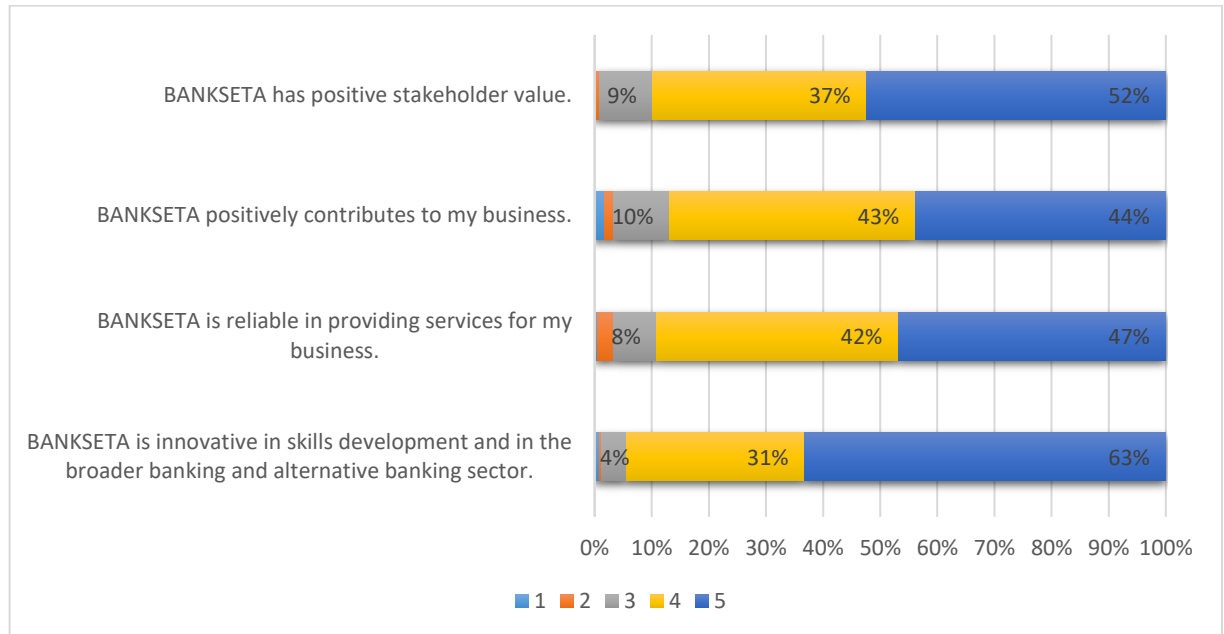


Chart 7

- With an overall score of 4.5, and a 0.2 improvement from 2018-2019, the BANKSETA seems to be efficiently serving the stakeholders with respect to their needs.
- **Innovation** appears to be the areas where the BANKSETA is making the greatest impact and efficiently providing to stakeholders, specifically innovation that is aligned to skills development.
- Efficiency seems to be lost on the **business** end of the spectrum as some stakeholders taking the contrary notion to the BANKSETA contributing to their business or the reliability of services being provided to their business. From the above results, it would be advisable for the BANKSETA to give attention to the business side of their services to complement their skills development.

## 7. BANKSETA STAFF PERFORMANCE:

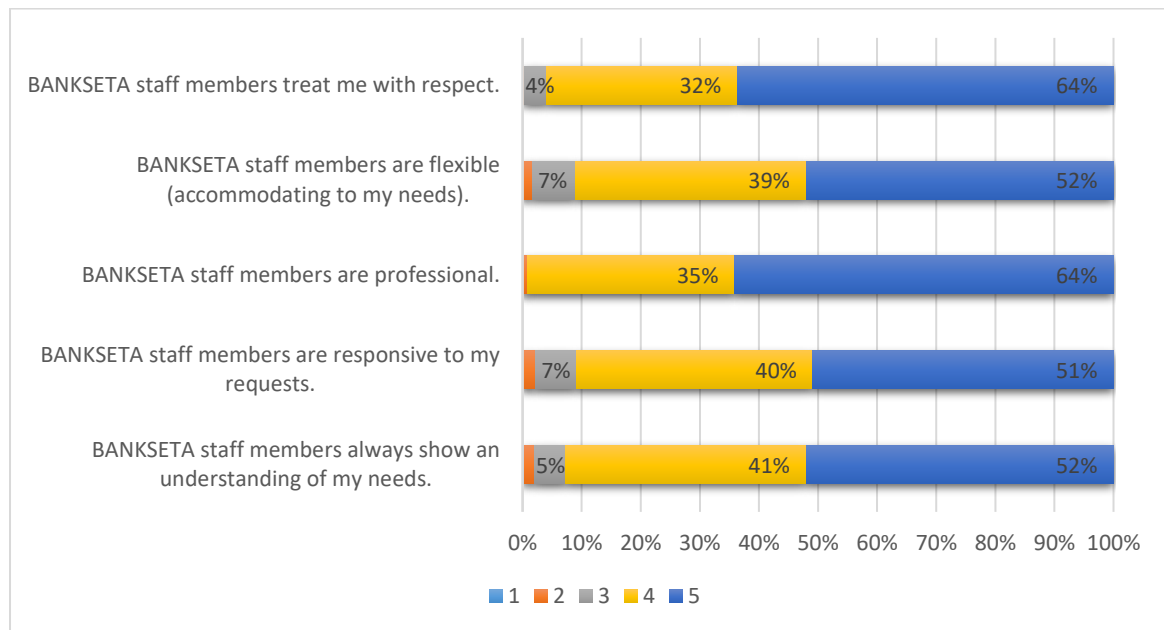


Chart 8

- The professionalism of the BANKSETA staff is positively regarded all around. The BANKSETA staff members are also regarded as respectful and flexible.
- However, it is important to note with contributions to the Focus Group Discussion that there are some elements (however few) that are making the experience with the BANKSETA staff leave a bad taste with stakeholders.

### **Focus Group Discussion Feedback:**

- Positive experiences with the BANKSETA staff where they are accommodative, engaging and also professional leave a positive mark that is mentioned and appreciated by stakeholders. Specifically, for learners, staff members who were present and not idol made a huge impact.
- Staff members who were invested in their careers, accommodative and providing advice made a huge impact to them and where remembered even by name.
- Staff members who were not accommodative, engaged (just sat and observed) where not approachable and made the experience negative.
- The BANKSETA should therefore make it imperative for staff members to be engaging and not take a 'back seat' when they are with stakeholders.

## 8. EFFECTIVENESS OF COMMUNICATION CHANNELS:

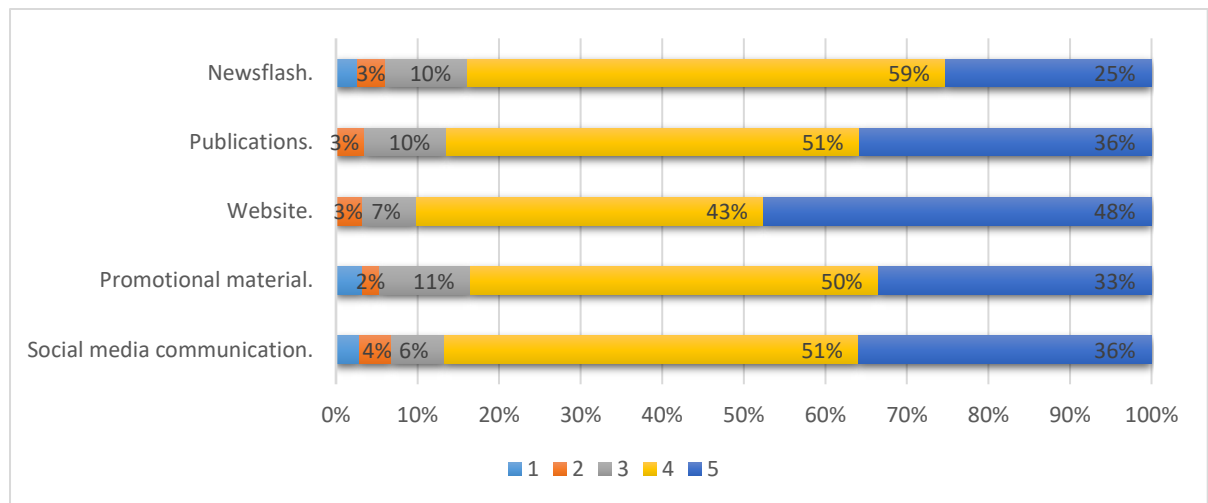


Chart 9

- The BANKSETA has implemented effective communication channels which have been engaging to stakeholders.
- It is worth noting that all channels are being used by stakeholders and received very positively.
- Online channels are effective, but also have to be used with the cognisance that access is still an issue in our current context. This might be the reason why some stakeholders cited that social media and web communications are not effective.
- In the Focus Group Discussions, some learners highlighted how access created a gap in communication, and there were learners who had to be told verbally when communication had been made as they did not have access to the modes of communication – closing this gap should be prioritised by the BANKSETA.

## 9. EFFECTIVENESS OF BANKSETA COMMUNICATION:

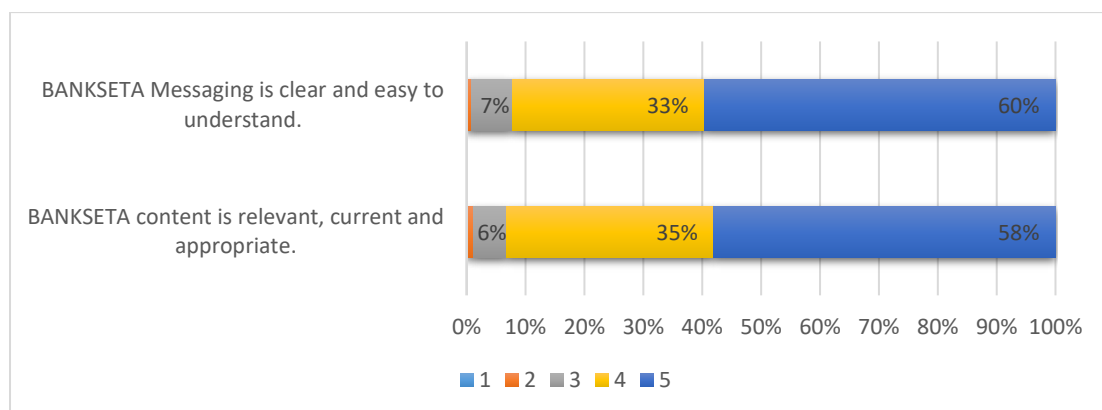


Chart 10

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

- The content of the BANKSETA communication is clear and relevant to the stakeholders.
- This dimension was the lowest performing in the 2018-2019 period (the only under scoring under 4. The score has moved from 3.6 to 4.1.
- It seems the BANKSETA's changes within this dimension has made an effective significance to the stakeholders.

10. CURRENTLY USED VS PREFERRED COMMUNICATION METHODS:

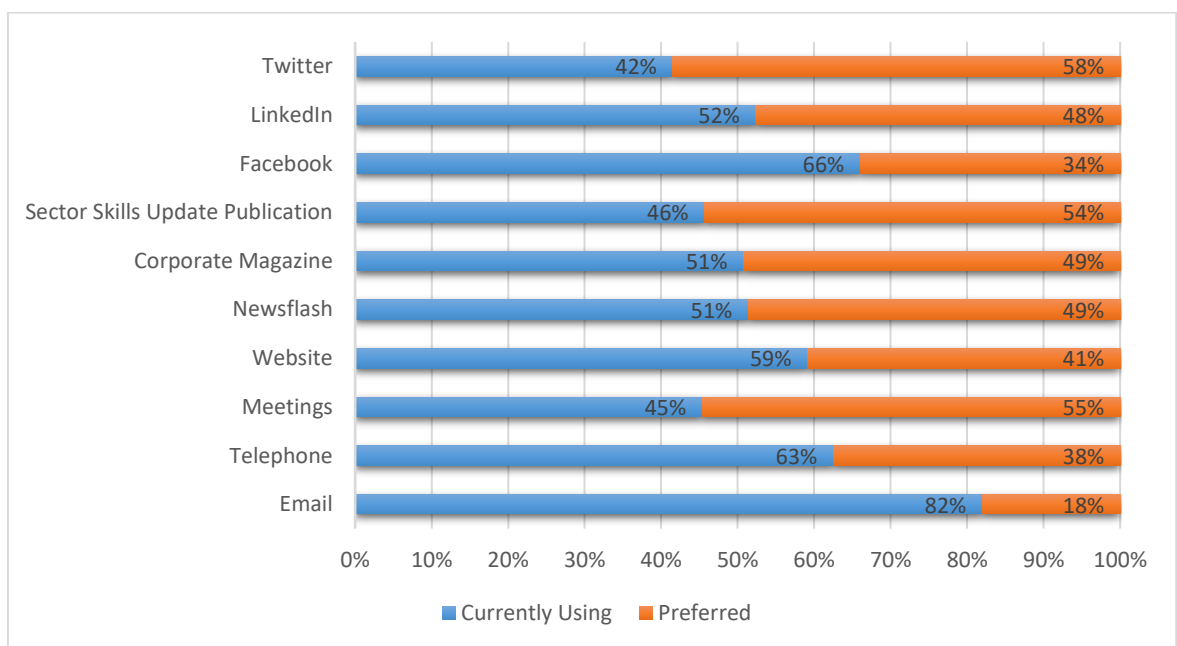


Chart 11

- All the communication methods used by the BANKSETA have been placed on the charts about to show what is being currently used and what is preferred by stakeholders.
- NB – the ideal score is a 50% contribution from both sides. Rationale is that, the method of communication has to be used by enough people, but also be preferred by enough people to be effective in reaching to the early.
- Email is still being used the most stakeholders. It is the most conventional method, but the least preferred method.
- In comparison, the Corporate Magazine, Newsflash, LinkedIn and Twitter seem to be resonated more with stakeholders in terms of use and also are preferred by stakeholders.

## ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

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- It would seem from the above that the BANKSETA is using a range of effective communication methods to reach the most people and also be accessible on preferred channels.

### 11. WHAT SHOULD BANKSETA 'START DOING' TO IMPROVE YOUR EXPERIENCE?

*NB: For purposes of not polluting the data, the qualitative responses were kept verbatim:)*

#### 11.1. Provide Opportunities

- "After completing our learnership and getting our certificate.. They should take us back so that we further our studies and achieve a diploma"
- "At list look for permanent post for me"
- "BANKSETA must try to get me a permanent job as i have participated in a training at Man Financial Services as an Business analyst (Intern) which i was very effective in."
- "Bankseta needs to ensure atleast 1 year employment after completion of learnership."

#### 11.2. Better Communication

- "Bankseta should be consistent in terms of communication"
- "Be more present on social media platforms to keep us informed with the latest opportunities."
- "Be more responsive - I find that they take long to respond. they also tend to send information and request very late and request us to respond in short notice"
- "Be more responsive. I feel I have to follow up with them frequently to get something resolved"
- "Communicate more with stakeholders"

#### 11.3. Training Staff and Increasing Efficiency

- "Bankseta must train their staff appropriately"



- A little more efficiency in some departments in responding to inquiries.

#### 11.4. Funding

- “I observed drastic change since 2019 BankSETA has not been as effective as it used to be. There were less funding windows, the manner in which IEDP was managed was very unpleasant.”
- “More Funding”
- “improve more on communication concerning funding approval status”

### 12. WHAT SHOULD BANKSETA ‘STOP DOING’ TO IMPROVE YOUR EXPERIENCE?

*NB: For purposes of not polluting the data, the qualitative responses were kept verbatim:*

#### 12.1. Bad Communication

- “Bankseta must stop being out of office when learners call”
- “Postpone meetings. Empty promises about changing their qualifications to address the current REAL skills shortages in the country. Actually read and understand my question before fobbing me off with”
- “Not being responsive”

#### 12.2. Reduced Efficiency

- “Bankseta is not as effective as it used to be. It lacks leadership and direction”
- “Going back on old documentation and requesting clearer copies - this is time consuming. That being said, I understand clear copies should be provided in the first instance.”

#### 12.3. Wrong Placements

- “Bankseta should stop placing learners in a wrong department but place them according to their qualifications.”
- “Placing learners in irrelevant faculties which the experience will be irrelevant.”

- “Placing learners in positions like HR because at the end of the day, they aren't qualified to be in that position and a whole year is wasted”
- “Stop placing learners at far work place”

#### 12.4. Paying Low Stipends

- Paying a lower stipend to their beneficiaries

### 13. WHAT SHOULD BANKSETA 'CONTINUE DOING' TO IMPROVE YOUR ENGAGEMENT OR EXPERIENCE?

*NB: For purposes of not polluting the data, the qualitative responses were kept verbatim*

#### 13.1. Good Communication

- “Always keep stakeholders up to date and communication all important information on time and consistently”
- “BANK SETA should continue sending students emails about employment status as this helps making things easier for us who are unemployed to get job offers/interviews from other Banks which are hiring.”
- “Clear and on time communication”
- “Communicate, communicate, communicate. Really listen to concerns, industry needs.”
- “Continue communicating with all learners not only for surveying and collecting data for employed or unemployed but also provide employment opportunities.”

#### 13.2. Reduced Efficiency

- “Add more time for classes and learning”
- “Bankseta should continue with Youth unemployment initiatives in order to improve the chances of employment opportunities for the youth.”
- “Continue offering their services with best ability. They could also try and look for other clients besides banking sector to broaden themselves in improving lives of society.”

- “Keep providing students with opportunities where they can apply for work within the business they have been places”

### 13.3. Staff and Efficiency and Support

- “Bankseta employees are always available to provide a service, when requested. My associates in different departments respond quickly and are very accommodating of our requests as an employer”
- “BANKSETA should continue checking up on us and on how we have benefited from the programme and with the experience they have helped us obtain.”
- “BankSETA should continue offering support to the youth in our country as a whole.”
- “Choose the best facilitators who understand and are patient with the learners.”
- “Be interactive, be engaging and available to stakeholders particularly SM
- Es. Be more supportive and provide relevant interventions”

## 14. EMPLOYED BENEFICIARIES: (77 PARTICIPANTS RESPONDED)

### 14.1. EMPLOYMENT STATUS:

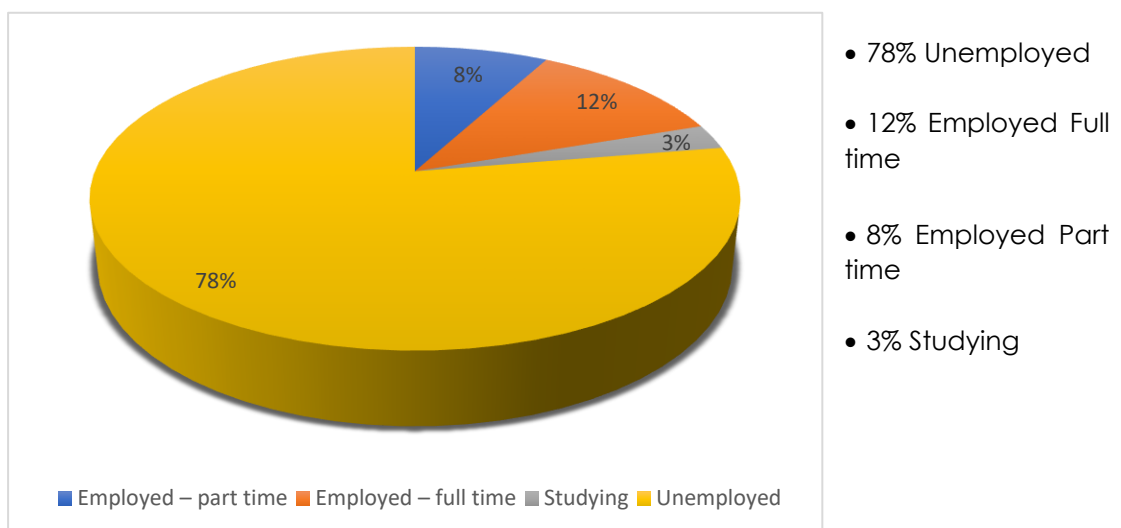


Chart 12

14.2. TRAINING: PARTICIPANTS RATING THE TRAINING RECEIVED:

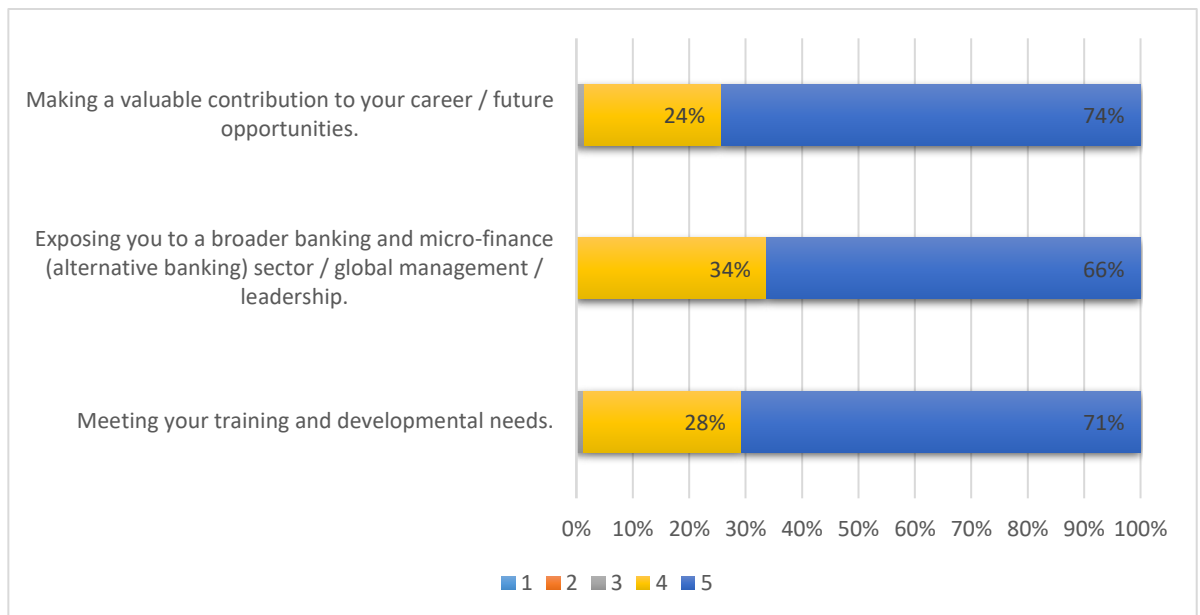


Chart 13

- The BANKSETA training processes are highly commendable and making positive impacts to stakeholders.
- The high scores cited in the above chart were also verbalized in the Focus Group Discussions as learners stated how their careers have been impacted on by the training, they received through the BANKSETA. However, it still remains to be seen for most of them if the knowledge opens doors or opportunities for the future. It seems most of them are having a difficult time to get opportunities after the training.
- The learners also highlighted how the training exposed them to broader banking and micro-finance sectors among other, which they did not have much or any knowledge of before the training, and they are very much appreciative of this.
- A challenge the BANKSETA could address in the training is the predictability of the curriculum and assignments, it seems that the learners can be frustrated by the repetition of assignments and tasks.

14.3. LEARNING SUPPORT RECEIVED BY THE PARTICIPANTS:

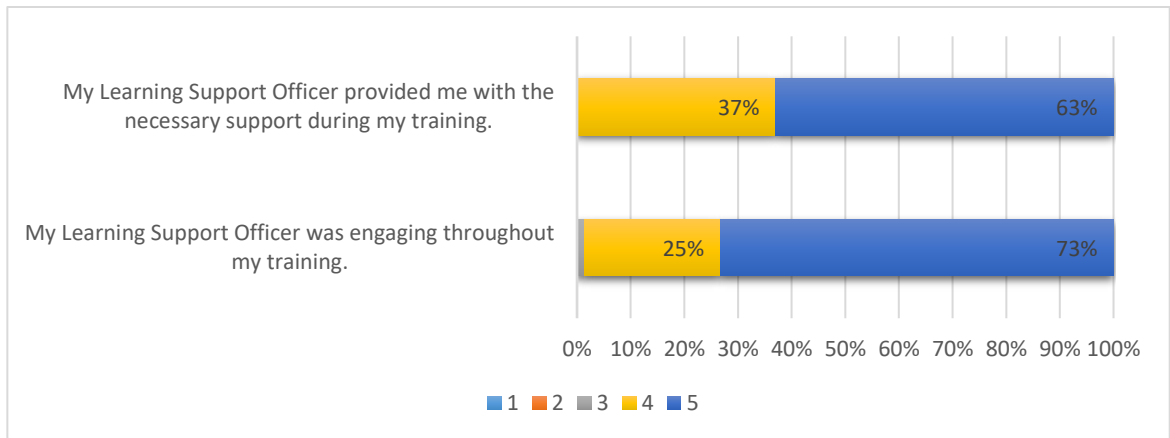


Chart 14

- Aligned with training is the efficiency of the learning support which is also highly commended by the stakeholders.
- From the Focus Group Discussions, it was also verbalized that officers who are engaged and those who actually care about learners make the most impact on the stakeholders.
- Those officers who are not engaged and who do not seem to care about the role or the learners also make the same negative impact on the learners.
- Both these learners leave an impression, but for the BANKSETA, it is imperative that they bring their officers to the same level and mitigations include, asking learners how they are doing, a genuine interest in attending to their needs, responsiveness, and not taking a 'back seat' and just observing when attending anything.

14.4. PRODUCTIVITY AFTER TRAINING:

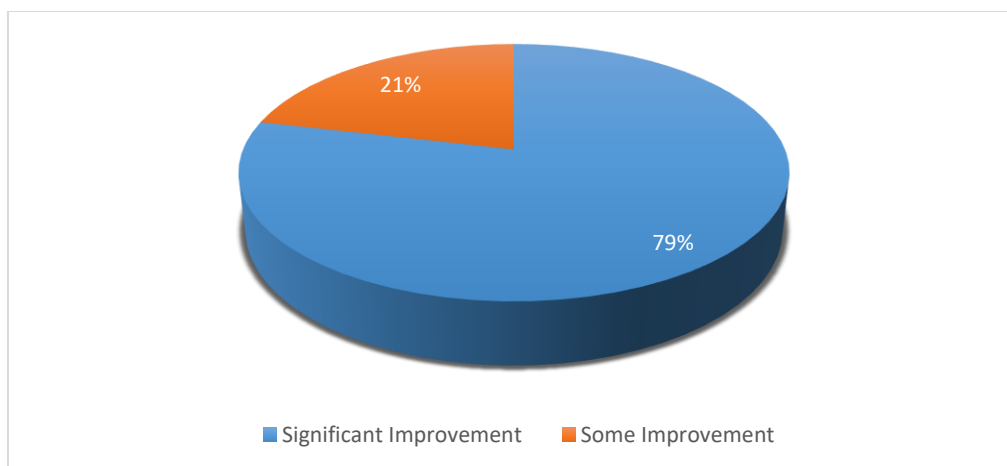


Chart 15

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

- 79% of the participants found that they were productive after training, while 21% found that they were somewhat productive after the training.
- These scores could have been due to the fact that productivity was viewed on a spectrum from increasing knowledge at work / elsewhere and opening doors by stakeholders.
- The latter means that some stakeholders will not view themselves as productive until and unless the opportunities are available.

14.5. TRAINING COMPLETION:

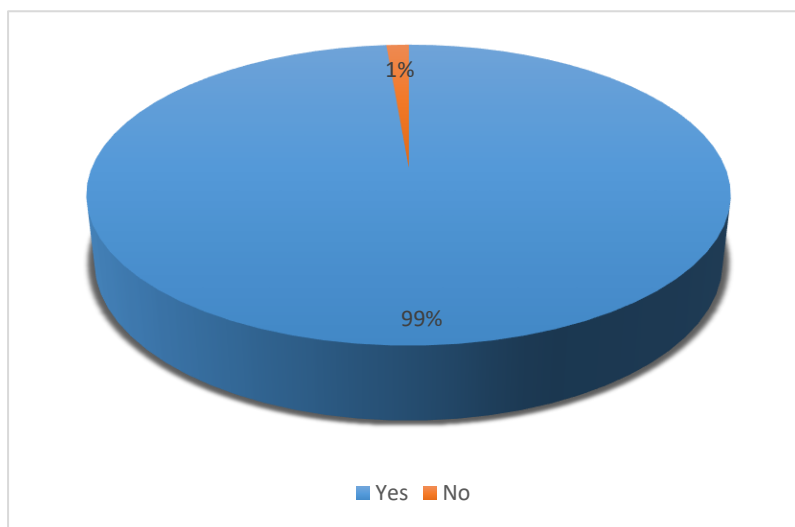


Chart 16

99% of the participants completed the training successfully, while only 1% did not complete the training.

14.6. PROGRAMME FUNDING:

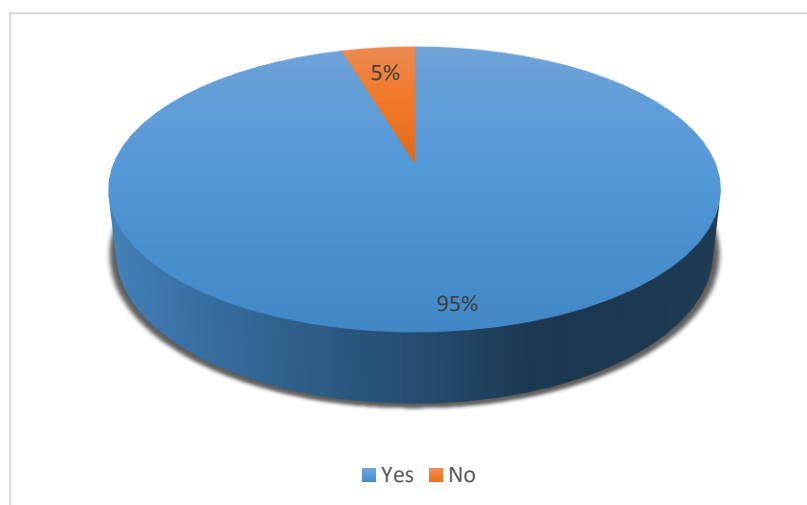
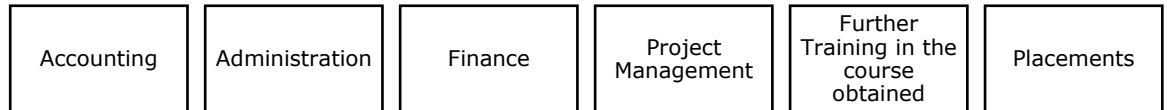


Chart 17

95% of the participants knew that the programme was funded by BANKSETA.

### 14.7. WHAT TYPE OF POST-TRAINING SUPPORT CAN ENHANCE YOUR EXPERIENCE AND LEARNING EXPERIENCE?

✚ Suggested Programmes:



## 15. UNEMPLOYED BENEFICIARIES

### 15.1. VALUE OF TRAINING: (131 PARTICIPANTS RESPONDED)

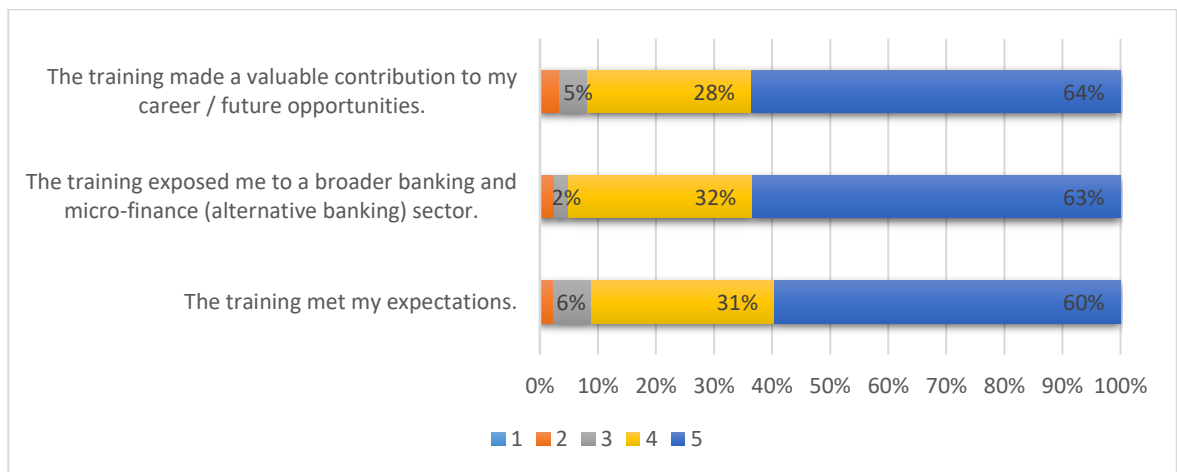


Chart 18

- The training was considered to be highly beneficial and added value to the participants.
- In the same light, the BANKSETA still has to investigate and be innovative about these trainings leading to opportunities since this also resonates with the expectation of the participants.

15.2. LEARNING SUPPORT REPRESENTATIVES AND TRAINING PROVIDERS:

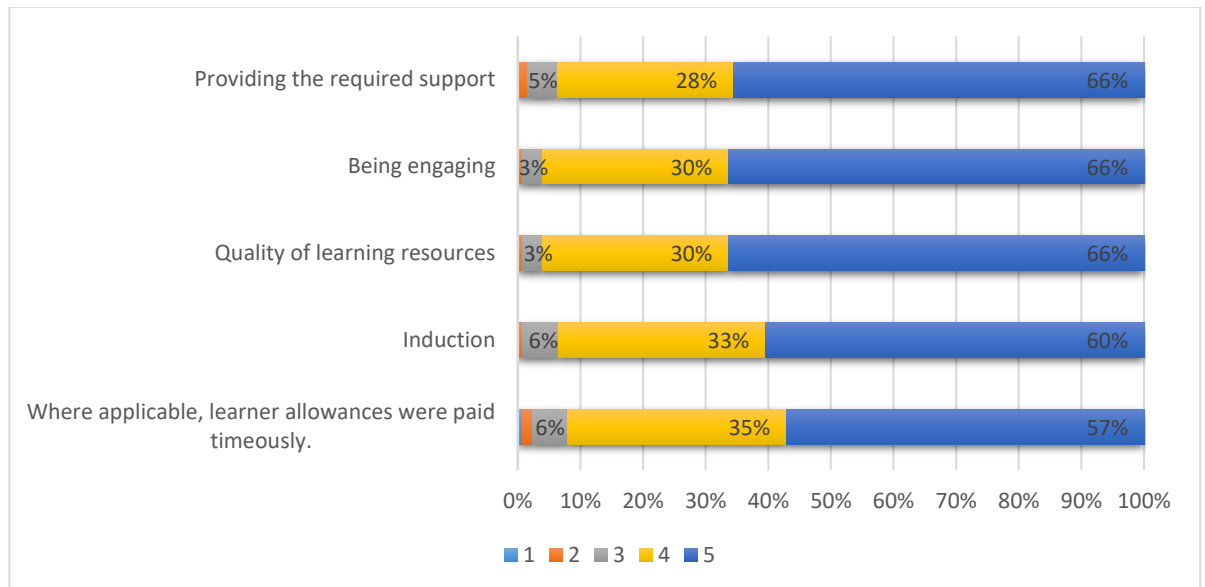
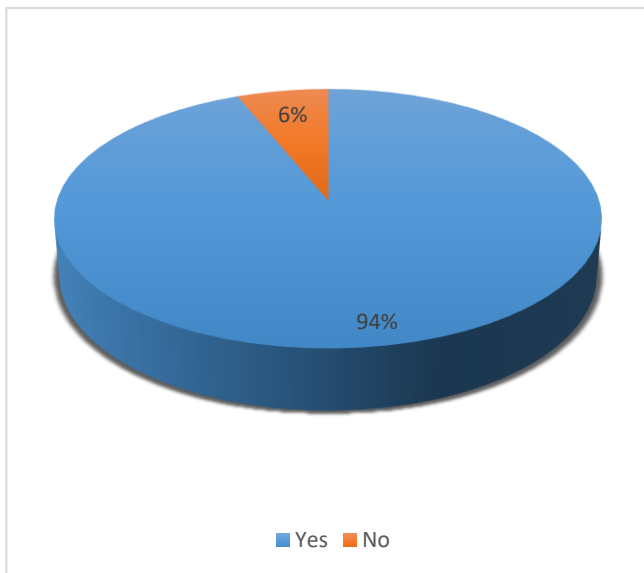


Chart 19

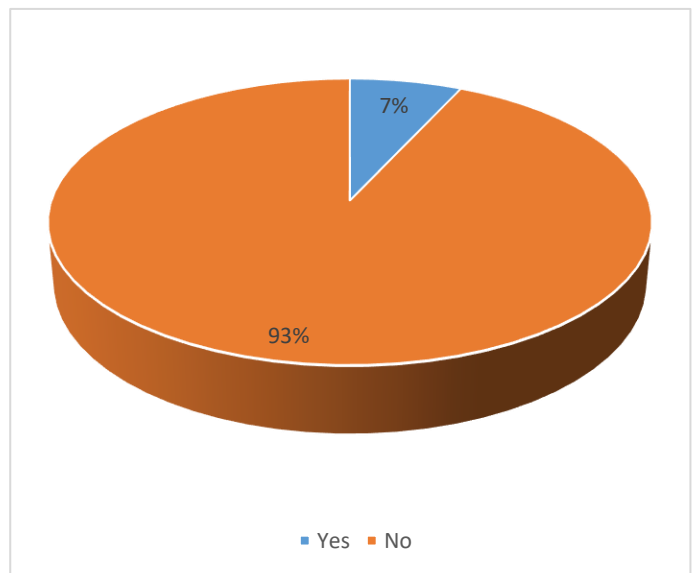
15.3. TRAINING COMPLETION:

Chart 21



15.4. EMPLOYMENT AFTER TRAINING:

Chart 20





### 15.5. BANKSETA PROGRAMME FUNDING:

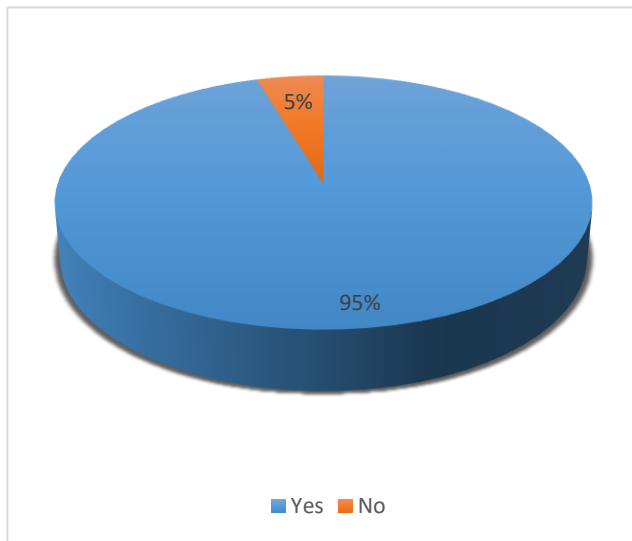


Chart 22

- Only 7% of the participants were able to find employment after training.
- 93% were not able to find employment.
- During the Focus Groups, participants also stated this as problematic and creating a dilemma for them as they have a skill they cannot yet use.

### 15.6. WHAT TYPE OF POST-TRAINING SUPPORT WOULD YOU LIKE THE BANKSETA TO CONSIDER GRANTING?

#### ✚ Suggested Training Support Programmes:

- FICA
- Placements
- Information Technology
- Banking
- Financing
- Internships
- Logistics
- RE 5
- Skills Development
- Business Analysis

## 16. SERVICE PROVIDERS: (11 PARTICIPANTS RESPONDED)

### 16.1. PROCUREMENT PROCESS:

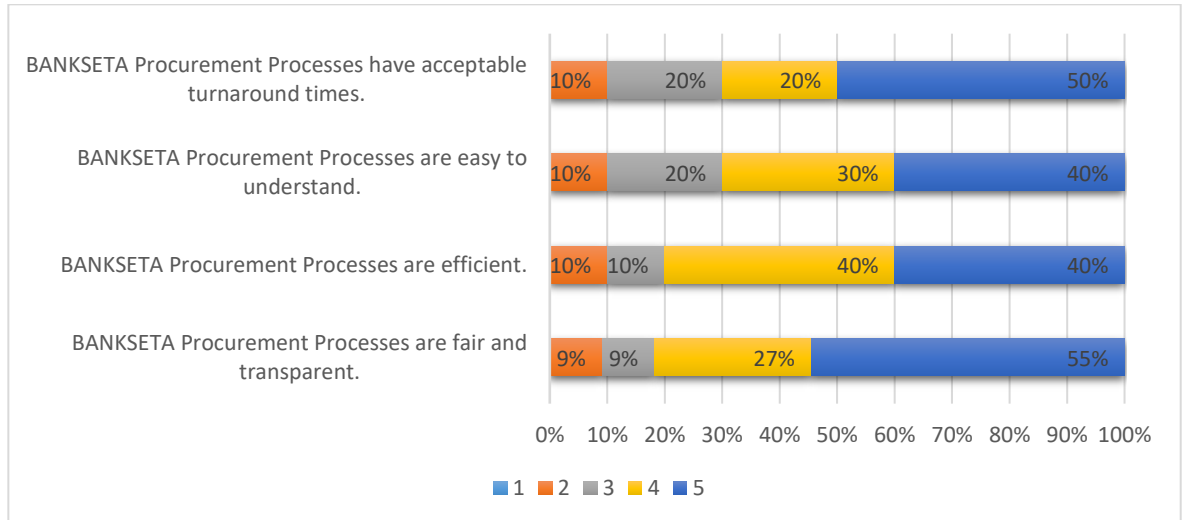


Chart 23

- The BANKSETA Procurement processes have maintained a nearly similar score from 2018-2019 to 2019-2020.
- The dimension has moved from 4 to 4.1.
- It is significant to note that this dimension has the least positive scores and ranging the most between 3 and 2.
- This implies that there might be bureaucracy and red tape making processes less smooth for stakeholders.
- The turn times are not acceptable for stakeholders, procurement processes are also not easy and efficient to the stakeholders.
- Although overall scores are on the positive, these negative scores need attention from BANKSETA.

### 16.2. DO YOU HAVE ANY FURTHER COMMENTS ABOUT THE PROCUREMENT PROCESS, IF SO, PLEASE PROVIDE FEEDBACK (OPTIONAL)?

**NB:** For purposes of not polluting the data, the qualitative responses were kept verbatim:

There was only one qualitative response under this section:

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

- "i really want to work with bankseta in skill development to assists community in my area may there be some sort of consulting us asking us where is our problem please".

17. EMPLOYERS: (25 PARTICIPANTS RESPONDED)

17.1. STAKEHOLDER GROUP REPRESENTATION:

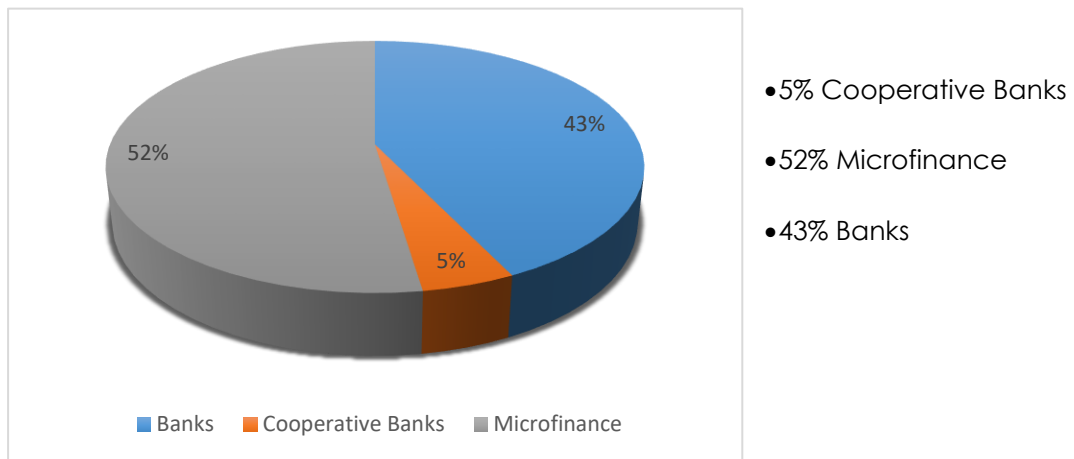


Chart 24

17.2. BANKSETA WORKPLACE SKILLS PLAN (WSP):

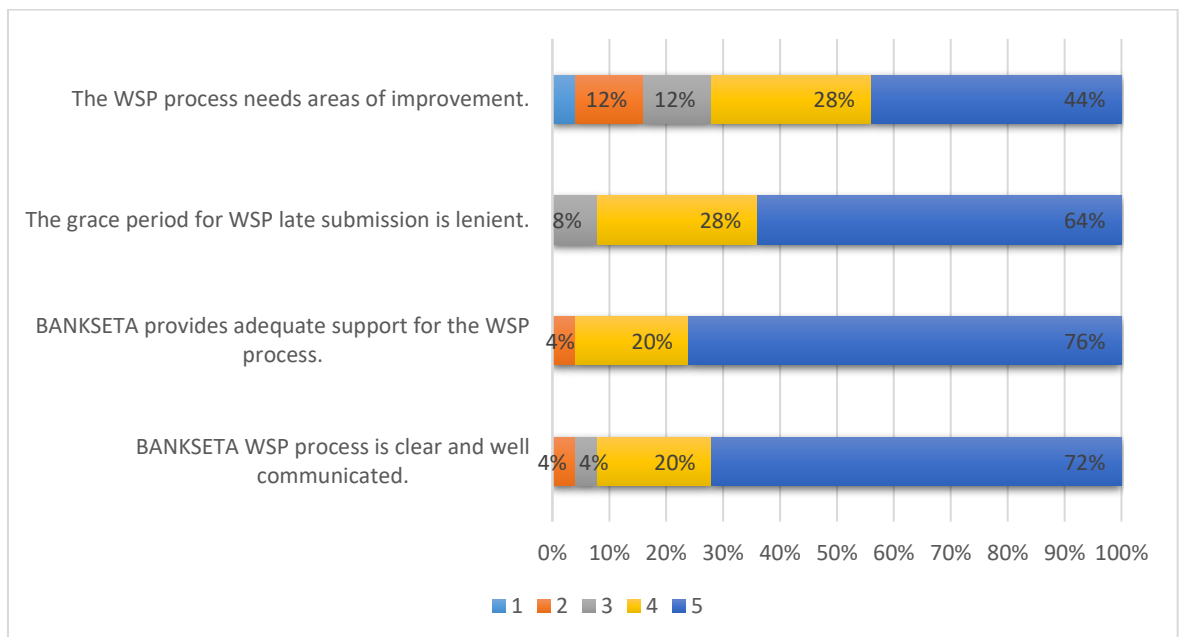


Chart 25

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR

- WSP processes have improved from 4 to a 4.5 score in 2018-2019 to 2019-2020.
- The grace period and support provided by the BANKSETA is however a cause for concern for some stakeholders and the BANKSETA must look into easing these or trying to be accommodative in this regard.

17.3. THE BANKSETA ANNUAL TRAINING:

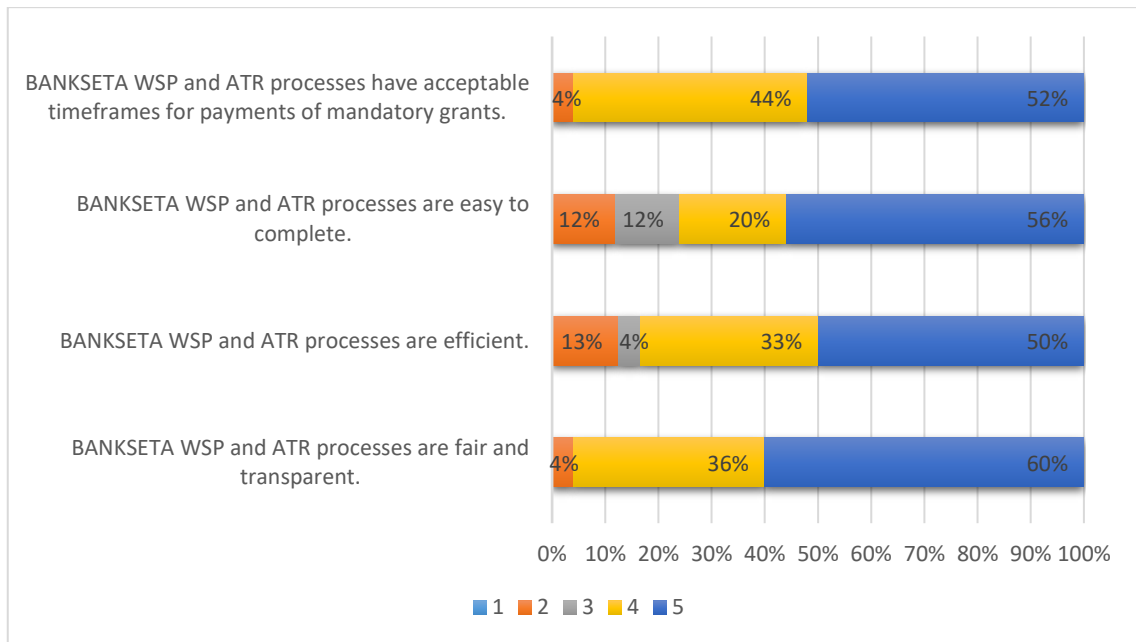


Chart 26

- WSP and ATR processes have improved from the score 4 to 4.3 in the past financial year.
- Although there is improvement, it is also marred by lack of efficiency and seemingly bureaucracy which makes the processes not easy to complete.
- The BANKSETA needs to consistently revise their processes to make it easy and efficient for the stakeholders to maintain or improve the scores within these statements.

### 17.4. SECTOR SKILLS PLAN (SSP) PROCESSES:

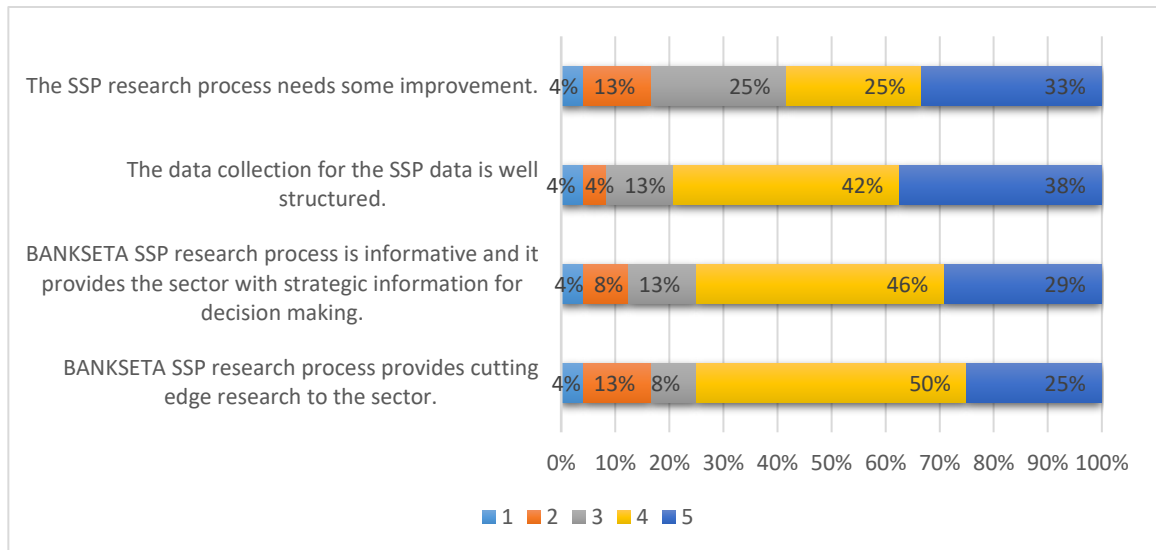


Chart 27

- The SSP process is on positive path and it seems the continual improvements implemented by the BANKSETA are essential and positively impacting the stakeholders.
- The BANKSETA should continually improve and innovate these processes.
- The BANKSETA also needs to continue providing cutting edge research, and engage stakeholders to ascertain their definitions of what this entails and few aspects that might be missing from their current trends of research.

### 18. TRAINING PROVIDERS: (15 PARTICIPANTS RESPONDED)

#### 18.1. Stakeholder Group Representation:

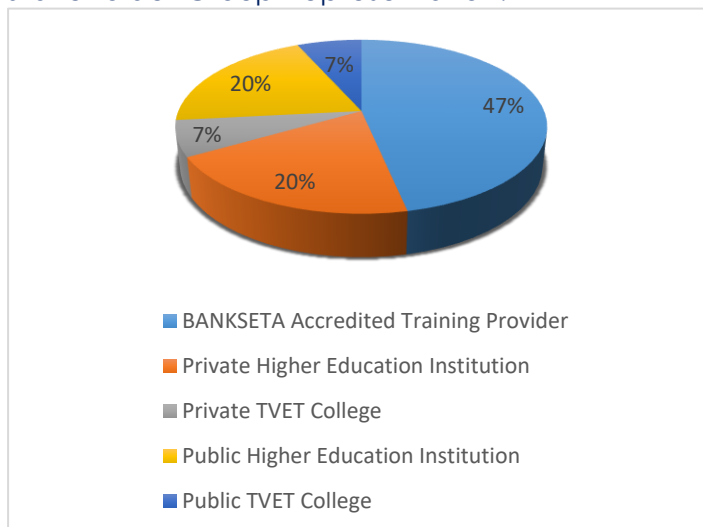


Chart 28

- 47% Public TVET College
- 20% Private Higher Education Institution
- 20% Public Higher Education Institution
- 7% Private TVET College
- 7% Public TVET College

## 18.2. ACCREDITATION AND CERTIFICATION PROCESS:

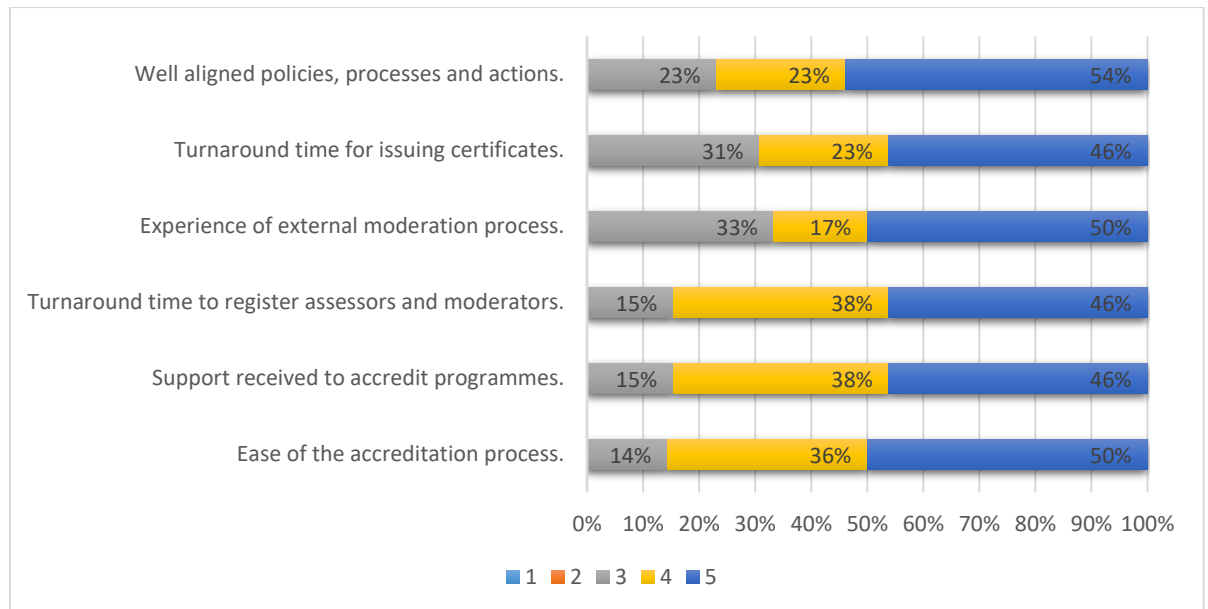


Chart 29

- Accreditation and certification processes scored 4.3 on comparison to 4.2 in the last financial year.
- It is significant to note that this dimension was not negatively regarded on any of the 6 measured statements.
- Turnaround times and moderation processes however do need the attention of the BANKSETA. It is imperative to note that the neutral responses in this statement highlight a looming concern or great uncertainty which the BANKSETA could benefit from addressing currently before they are negative ratings.

## 19. BOARD AND COMMITTEE MEMBERS: (4 PARTICIPANTS RESPONDED)

**NB:** Note that the response for this category were four people, and it is very easy to spread the distribution with this number.

19.1. COMMUNICATION:

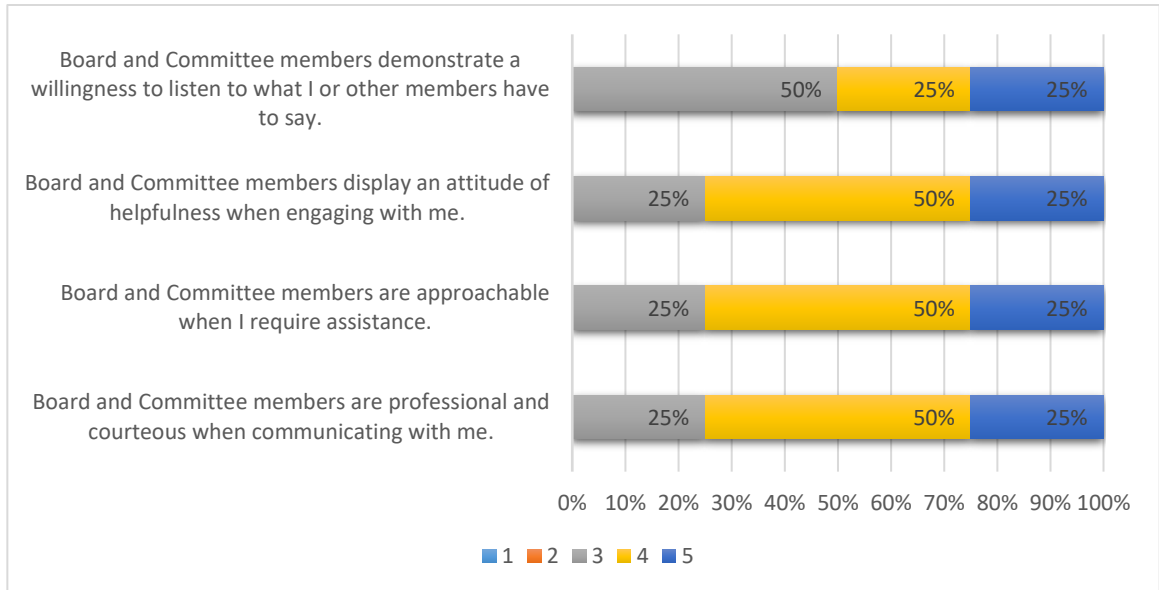


Chart 30

- Communication with Board and Committee Members is a new dimension which has received a positive response in 2019-2020.
- Of great concern is that there seems to be a lack of willingness by Board and Committee members to listen to stakeholders on an individual and also on a group level.
- The 50% distribution between points 3 and points 4 and 5 combine are marker of something that needs mediation from the BANKSETA.

19.2. LEGISLATION:

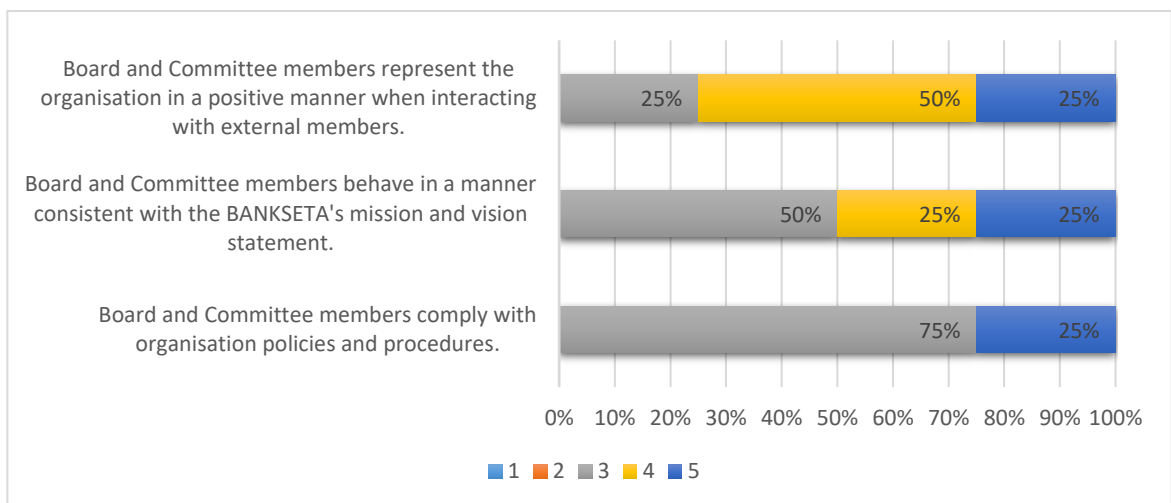


Chart 31

19.3. BANKSETA RATINGS:

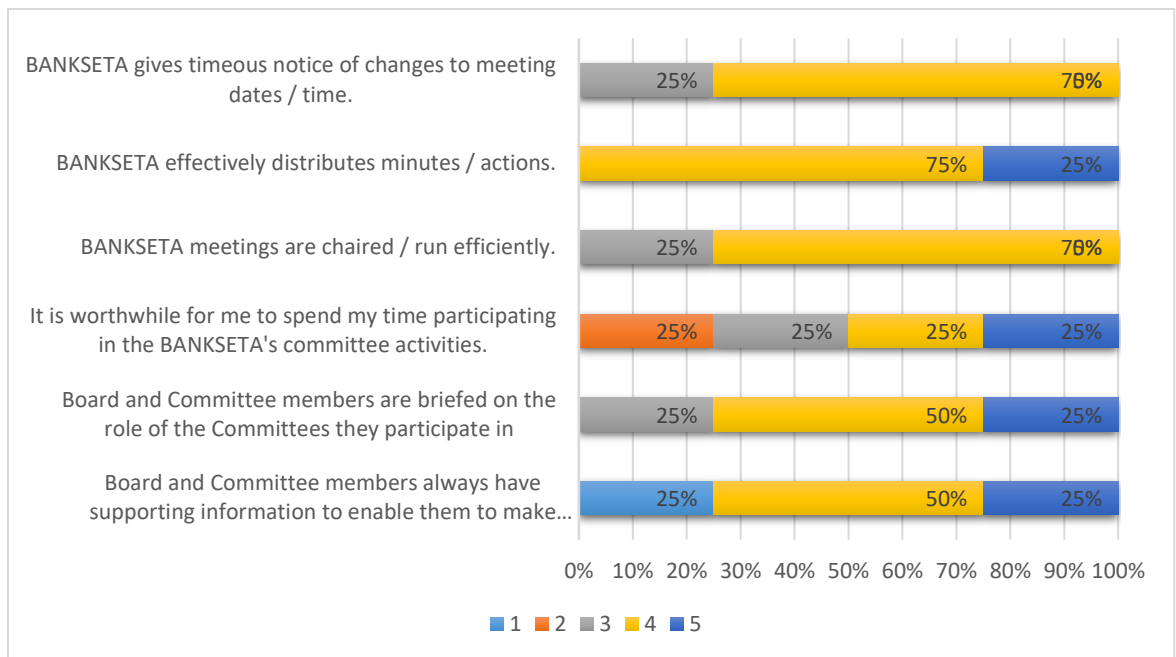


Chart 32



## 20. CONCLUSION:

From the above-mentioned and achieved results, it becomes clear that the survey has indeed attained its stated strategic objectives:

- i. To assess the stakeholder's overall satisfaction and perceptions on BANKSETA (projects being implemented; interaction with BANKSETA employees) and whether their service expectations are met;
- ii. To determine the quality of service delivery as perceived by BANKSETA stakeholders;
- iii. To ascertain whether the expectations are being met or not;
- iv. To recognise gaps in service delivery based on the stakeholder's perceptions;
- v. To identify critical areas of improvement through tested dimensions.
- vi. To identify the causes of dissatisfaction relating to the current culture, anywhere identified.

It can be concluded that the BANKSETA as an Organisation has magnificently succeeded in meeting stakeholders' expectations.

This is demonstrated by the overall score of **4.5** out of 5 BANKSETA received from its stakeholders.

The BANKSETA has improved its stakeholder satisfaction score from 2018 - 19 by 0.3 and it should therefore retain such a focus on continuous improvement.

While the BANKSETA has accomplished a great amount of success in its overall dimensions and engagements with its stakeholders, there are some "areas of improvement" that arose from the survey, which the BANKSETA should pay more attention going forward.

**THE END**