



## Annual Performance Plan 2022/2023



higher education  
& training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATIVE BANKING SECTOR



INVESTORS  
IN PEOPLE

## List of Acronyms

AET	Adult education and training
CBDA	Co-operative Bank Development Agency
ERRP	Economic Reconstruction and Recovery Plan
FAIS	Financial Advisory and Intermediary Services Act
FET	Further Education and Training
FSCA	Financial Sector Conduct Authority
HEI	Higher Education Institutions
HET	Higher Education and Training
AB	Alternative Banking
IT	Information Technology
JV	Joint Venture
MFI/s	Micro Finance Institution/s
MFSA	Micro Finance South Africa
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
NEET	Not in Employment, Education or Training
NGO	Non-Government Organisations
NQF	National Qualifications Framework
NSDP	National Skills Development Plan
NSDS	National Skills Development Strategy
NSF	National Skills Fund
NVC	New Venture Creation
PIVOTAL	Professional, Vocational, Technical and Academic Learning
RE	Regulatory Exam
RPL	Recognition of prior learning
QCTO	Quality Council for Trade and Occupations
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
SMEs	Small and Micro Enterprises
SSP	Sector Skills Plan
TVET	Technical and Vocational Education and Training
WSP	Workplace Skills Plan

## FOREWORD

The Sector Skills Plan and Strategic Plan inform the development of the Annual Performance Plan to ensure that interventions aimed at addressing the skills needs in the sector are met and are in alignment with national and sector priorities. The following National documents were identified to provide guidelines to BANKSETA in ensuring the alignment: the National Skills Development Plan, the National Development Plan, South Africa's Economic Reconstruction and Recovery Plan (ERRP) and the State of the Nation Address while the 4th Industrial Revolution has been identified as one of the key drivers to leverage on the interventions.

The key objective of the Annual Performance Plan is to reflect specific performance targets that the institution aims to achieve in the relevant financial year (2022/2023) in alignment with the BANKSETA Strategic Plan 2020/2021 – 2024/2025. The APP responds to National Skills Development Plan (NSDP) outcomes and outputs as well as the management of performance thereof (inclusive of monitoring and evaluation).

The BANKSETA has identified the following five strategic focus priorities to which relevant projects are implemented:

- COVID-19
- Technology, Digitisation and Innovation
- Compliance and Risk Management
- Management and Leadership Development
- Markets, Products and Services

The APP presents four programmes against which BANKSETA will deliver interventions against and these are Administration, Skills Planning, Learning Programmes and Quality Assurance. The Programmes have within them measurable indicators and targets in response to the achievement of goals within the National Skills Development Plan as well as the sector skills needs as outlined in the SSP and the SP. It also provides the baselines from previous years to use as measurements for programme success. The targets set in each of the programmes are against budget allocations to ensure that BANKSETA programmes are resourced and are set to be delivered leading to the achievement of the set outcomes.

I am confident that once again for the 2022/23 year, BANKSETA will strive to utilise resources efficiently and perform above the targets set and will continue to create innovative programmes to meet the demands of the sector.



**Nosipho Mia Makhanya Ms.**

**BANKSETA Board (Chairperson)**

## Chief Executive Officer Statement

The COVID-19 pandemic has affected the entire globe and continues to alter life as we know it. South Africa has been severely affected socially and economically by the COVID-19 crisis. We have witnessed a high death rate of COVID-19 related cases countrywide. We have also witnessed the closure of businesses resulting in a high rate of unemployment.

As a direct response to the COVID-19 crisis, the South African government introduced an Economic Reconstruction and Recovery Plan (ERRP). South Africa's ERRP builds on our comprehensive health response to restore economic activity and rebuild the economy in a manner that ensures sustainability, resilience and inclusiveness.

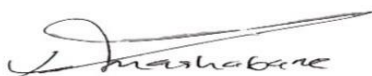
The BANKSETA's Strategic Plan (SP) heeds to the ERRP as a response to the Covid-19 crisis. The Strategic Plan outlines the strategic direction and priorities of the BANKSETA as per its mandate as defined in the Skills Development Act and all associated national imperatives. Strategic Plan demonstrates the integration of the BANKSETA's primary responsibilities in its endeavour to progressively realise the objectives of the National Skills Development Plan (NSDP). The strategic plan covers a five-year period (from 2020/21 to 2024/25) even though the current SETA license period is until March 2030.

Strategic Plans identify strategically important outcomes, goals and objectives against which the institutions' medium-term results can be measured and its impact evaluated. Annual Performance Plans identify the output indicators and targets that the institution will seek to achieve in the upcoming financial year.

The BANKSETA recognises the need to be proactive in developing a clear skills planning strategy to determine how skills development interventions cohesively respond to the current and future needs of the sector as determined by the SSP and to manage the risks it might face. In the development of the strategy, the BANKSETA was also cognisant of aligning governance and organisational capacity to meet the SETA needs as well as balancing the priorities from a national and sectoral basis with the priorities prevalent in the economy.

As part of its strategic planning process, BANKSETA ensures accurate alignment of the Sector Skills Plan, Strategic Plan and Annual Performance Plan encapsulated in the development of a Strategy Alignment Matrix. The programmes in support of the strategies are outlined within the 2022/2023 Annual Performance Plan. Further to the programmes in the Annual Performance Plan, the BANKSETA has compiled a formal research strategy to support the organisational strategy. Strategic planning is also supported by continuously engaging with our stakeholder base to ensure a collaborative approach as outlined in the BANKSETA Stakeholder Engagement Plan.

With a positive team and a constructive Board, we do not doubt that we shall achieve our strategic objectives as articulated in the Strategic Plan.



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**Eubert Mashabane Mr.**  
**Chief Executive Officer**

## Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of BANKSETA under the guidance of the BANKSETA Board
- Takes into account all relevant policies, legislation and other mandates for which the BANKSETA is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the BANKSETA will endeavour to achieve over the period 2022/2023.

**Vuyani Ntanjana**

*Head: Strategy and Research*

(Representing the Head of Planning)

Signature:



**Beaula Dziruni**

*Chief Financial Officer*

Signature:



**Eubert Mashabane**

*Chief Executive Officer*

Signature:



**Nosipho Mia Makhanya**

*BANKSETA Board (Chairperson)*

Signature:



Approved by:

**Dr Blade Nzimande**

*Executive Authority*

Signature: \_\_\_\_\_

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### 1. Updates to Legislative and Policy Mandates

The Banking Sector Education and Training Authority (BANKSETA) is a statutory body established through the Skills Development Act of 1998 as amended by the Skills Development Act, 26 of 2011 to enable its stakeholders to advance the national and global position of the banking and alternative banking sector. In terms of the Skills Development Act, No 97 of 1998 as amended by the Skills Development Act, within the National Skills Development Plan (NSDP) framework; BANKSETA is mandated to develop skills in the banking and alternative banking sector. It does so by:

- Encouraging employers in its sector to develop an active learning environment in the workplace.
- Providing employees with opportunities to acquire new skills/progress their careers
- Increasing levels of investment in workplace education and training.
- Promoting transformation as guided by the NSDP equity targets of 85% Black, 54% Female and 4% disabled.

Ultimately this means that work-seekers find employment, retrenched workers re-enter the market and employers find qualified employees in a fair and equitable framework

The mandate of the BANKSETA is informed by the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

Constitutional applicability is based on the following sections:

- Section 22: Freedom of trade, occupation and profession

Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law.

- Section 29: Education

Everyone has the right to:

- 1) a basic education, including adult basic education; and
- 2) further education, which the state, through reasonable measures, must make progressively available and accessible

The BANKSETA is established in terms of the Skills Development Act, 1998 (Act No. 97 of 1998) and operates within the following legislative and policy mandates:

Legislation/ policy/ regulation	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
Skill Development Act 97 of 1998, (Act No. 97 of 1998)	Provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce;	The BANKSETA implements skills development programmes that equip the banking and alternative banking sector with relevant and appropriate skills and this is in line with the SDA.
Skills Development Levies Act, 1999 (Act No 09 of 1999)	Provides for the imposition of a skills development levy, and matters connected therewith.	The BANKSETA uses the levies to fund skills development programmes as per the SDLA
South African Qualifications Authority Act, 1995 (Act No 58 of 1995)	Provides for the development and implementation of a National Qualifications Framework and for this purpose to establish the South African Qualifications Authority.	The BANKSETA makes sure that all qualifications funded are compliant with the SAQAA
The National Qualifications Framework Act, (Act No. 67 of 2008)	Provide for the responsibilities of the Minister of Higher Education and Training; to provide for the South African Qualifications Authority; to provide for Quality Councils; to provide for transitional arrangements; to repeal the South African Qualifications Authority Act, 1995	The BANKSETA makes sure that all qualifications funded are compliant with the NQFA.
Employment Equity Act, 1998 (Act No 55, 1998)	<ul style="list-style-type: none"> <li>a. Promoting equal opportunity and fair treatment through the elimination of unfair discrimination.</li> <li>b. Implementing positive measures (affirmative action) to ensure the equitable representation of black people, women and the disabled at all levels in the workplace.</li> </ul>	The BANKSETA, through the Human Resources Policy, makes sure that it promotes equal opportunities, addresses the affirmative action prescripts and eliminate unfair discrimination.
Public Finance Management Act (Act No 29 of 1999)	Ensures that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of	The BANKSETA, through its Governance Structures and Policies, make sure that it complies with PFMA.



Legislation/ policy/ regulation	Applicability	BANKSETA's Contribution to Legislative and Policy Mandate
	persons entrusted with financial management in that government	
Supply Chain Management Policy	<ul style="list-style-type: none"> <li>• Transform government procurement and provisioning practices into an integrated SCM function;</li> <li>• Introduce a systematic approach for the appointment of consultants;</li> <li>• Create a common understanding and interpretation of the preferential procurement policy; and</li> <li>• Promote the consistent application of 'best practices' throughout the government's supply chain.</li> </ul>	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.
Preferential Procurement Policy Framework (Act No. 5 of 2000)	This provision sets out basic principles and the regulations thereof and it provides detailed Supply Chain Management guidelines that shall be followed by all state institutions.	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.
Policy Framework for the Government-wide Monitoring and Evaluation System	This is an overarching policy framework for monitoring and evaluation in the South African Government.	The BANKSETA funded the development of the Monitoring and Evaluation Framework for SETAs. At the moment, BANKSETA is busy developing its M&E system.
Broad-Based Black Economic Empowerment (Act No. 53 of 2003)	Promotes the participation of previously disadvantaged individuals within the landscape of the South African economy.	The BANKSETA, through its Governance Structures, Policies and Bid Committees like the Bid Specification Committee (BSC), Bid Adjudication Committee (BAC) and Bid Evaluation Committee (BEC) make sure that it complies with SCM Policy.

## 2. Updates to Institutional Policies and Strategies

The BANKSETA also derives its skills development mandate from the following national strategies and policies:

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
National Development Plan (NDP)	The National Development Plan commonly known (NDP), is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities, and enhance the capability of the state and leaders working together to solve complex problems.	All the BANKSETA strategies and plans are aligned to NDP and all our programmes are aligned to national priorities intending to strengthen the country's economy
White Paper for Post-School Education and Training	A post-school education and training system that is responsive to the needs of individual citizens, employers in both public and private sectors, as well as broader societal and developmental objectives.	<p><b>Expanded access to PSET opportunities</b></p> <ul style="list-style-type: none"> <li>• To provide a diverse students population with access to a comprehensive and multifaceted range of PSET opportunities</li> <li>• Bursaries for Lecturer development Programme</li> </ul> <p><b>Improved efficiency and success of the PSET system:</b></p> <ul style="list-style-type: none"> <li>• Bursaries for Masters and PhD</li> <li>• Learnerships and Internships Programmes</li> </ul> <p><b>Improved quality of PSET provision:</b></p> <ul style="list-style-type: none"> <li>• Bursaries for Lecturer development Programme</li> </ul> <p><b>A responsive PSET system:</b></p> <ul style="list-style-type: none"> <li>• All qualifications programmes and curricula are in line with the SSP</li> </ul>
National Skills Development Plan (NSDP)	The NSDP seeks to ensure that South Africa has adequate, appropriate and high-quality skills that contribute towards economic growth, employment creation and social development. The plan derives	All the BANKSETA outcomes are aligned to the objectives and outcomes of the NSDP

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
	<p>from the broader plan of government, namely the NDP, which aims to put in place the framework whereby, we 'build the capabilities of our citizens to make our future work'.</p>	
<p>New Growth Path</p>	<p>This framework reflects the government's commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.</p>	<p>All the BANKSETA programmes are aligned to New Growth Path as they are focussing on skills meant for employment opportunities</p>
<p>National Skills Accord</p>	<p>The National Skills Accord is based on the following commitments:</p> <ul style="list-style-type: none"> <li>• To expand the level of training using existing facilities more fully</li> <li>• To make internship and placement opportunities available within workplaces.</li> <li>• To set guidelines of ratios of trainees: artisans as well as across the technical vocations, in order to improve the level of training</li> <li>• To improve the funding of training and the use of funds available for training and incentives on companies to train</li> <li>• To set annual targets for training in state-owned enterprises</li> </ul>	<p>All the BANKSETA programmes are aligned to National Skills Accord as they are focussing on skills meant for employment opportunities and these include internship and learnership programmes</p>

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
	<ul style="list-style-type: none"> <li>• To improve SETA governance and financial management as well as stakeholder involvement</li> <li>• To align training to the New Growth Path and improve Sector Skills Plans</li> <li>• To improve the role and performance of FET Colleges</li> </ul>	
<p>7 priorities to take South Africa forward:</p> <ul style="list-style-type: none"> <li>• Economic transformation and job creation;</li> <li>• Education, skills and health;</li> <li>• Consolidating the social wage through reliable and quality basic services;</li> <li>• Spatial integration, human settlements and local government;</li> <li>• Social cohesion and safe communities;</li> <li>• A capable, ethical and developmental state and</li> <li>• A better Africa and World.</li> </ul>	<p>Applicable to the BANKSETA:</p> <ul style="list-style-type: none"> <li>• Education, skills and health;</li> <li>• Economic transformation and job creation;</li> </ul>	<p>All the BANKSETA educations and skills programmes are aligned to the 7 Priorities to take South Africa forward and these include internship and learnership programmes</p>
<p>Economic Reconstruction and Recovery Plan (ERRP).</p>	<p>South Africa's ERRP builds on our comprehensive health response to restore economic activity and rebuild the economy in a manner that ensures sustainability, resilience and inclusiveness.</p>	<p>The BANKSETA introduced a national Internship Programme as a part of employment creation for economic recovery. We will also strengthen the Entrepreneurship and Rural Development Programmes for job creation purposes.</p>
<p>Presidential Employment Stimulus</p>	<p>This approach recognises that there is no shortage of work to be done to address current social challenges or to improve the quality of life in communities. The</p>	<p>The BANKSETA introduced a national Internship Programme as a part of employment creation for economic recovery. We</p>

Strategy/Policies	Applicability	BANKSETA's Contribution in the medium and long term
	intention is to create a new instrument able to support the considerable creativity, initiative and institutional capabilities that exist in the wider society to engage people in such work.	will also strengthen the Entrepreneurship and Rural Development Programmes for job creation purposes.

### **3. Updates to Relevant Court Rulings**

Regulations published in the Government Gazette, No.35940, 03 December 2012 regarding Monies Received by a SETA and Related Matters was updated by NT Circular 15 2017 which outlined the judgement of the Labour Appeals Court on Forfeiture on Uncommitted Surpluses and Mandatory Grants that set aside the Regulation 3(12) which pertained to uncommitted surpluses being forfeited and submitted to the NSF. Regulation 4(4) which pertains to mandatory grants is still in force and set at 20%.

### 4. Updated Situational Analysis

The scope of coverage of the BANKSETA, as approved and set out in the Government Gazette Notice No. 265 of 20 March 2000 and the SETA re-establishment scope for the period 2020 – 2030 is as follows:

- Central Banking;
- Other Monetary Intermediation;
- Activities of holding companies;
- Trusts, funds and similar financial institutions;
- Financial leasing;
- Other credit granting and micro-lending;
- Other financial service activities, except insurance and pension funding activities

#### Environmental challenges associated with BANKSETA Performance

##### Covid-19

There is no doubt that COVID-19 has spread throughout the world at an unprecedented speed and has affected all sectors. As countries seek to recover, some of the more long-term economic, business, environmental, societal and technological challenges and opportunities are just beginning to become visible. The COVID-19 crisis has revealed the urgent need to shape a better world. As economies restart, there is a possibility to ensure greater social equality and sustainability become part of the recovery. To ensure positive outcomes from the crisis, the immediate and longer-term emerging risks must be identified and managed effectively. The BANKSETA as an organisation has included responses to Covid-19 to its strategic plan.

##### Fourth Industrial Revolution (4IR)

According to the World Economic Forum (WEF), the Fourth Industrial Revolution is changing the way we live, work and think. It is bringing with it the rapid advancement of technologies, especially those related to advanced robotics, artificial intelligence, and machine learning. As technology becomes invisible it shapes the lives of young adults and workers across the globe, erasing borders and allowing people to work from anywhere. Work is no longer a place you go and requires interdisciplinary thinkers that can be creative, think critically and solve problems as they arise. These are just some of the top 10 skills the World Economic Forum has identified as being essential for success over the next decade. The 4th industrial revolution is here to stay.

##### The Skills Gap

As the need for the future skills economy evolves to become more interdisciplinary with critical soft skills becoming essential, organizations will need to adopt a new approach to learning. The public sector needs to consider how to better prepare students for future work integration based on skills-of-the-future today.

Higher education and organizations both need to prepare the next generation for the mindset of lifelong learning. Lifelong learning can take many forms including attending events such as conferences, team workshops, innovation challenges, as well as taking skills courses and certifications.

This shift also needs to take into account how we assess a prospective employee's qualifications. No longer is a degree sufficient, now the future employer will recognise the individual's portfolio of work, which may include start-up pitches, code projects or creative designs that can take on many forms from data visualizations to illustrations.

## What happens with employment?

The characteristics of the fourth Industrial Revolution are destined to bring about different impacts on employment, which are no longer confined to one industry, but all industries. At the same time, a lot of jobs will disappear, but there will be a lot of new job requirements. It is expected that more than 65% of children entering primary school today will end up working in completely new jobs that currently do not exist when they enter the workplace 15 years from now. As the changes brought by social media, digital publications and e-commerce, the most in-demand occupations did not exist 10 or even five years ago. According to the Future of Employment report, around 47 per cent of total US employment is in the high-risk category. People may be more concerned about what types of jobs are at high risk? What jobs will be safe in the future?

## Retrenchments by banks in South Africa

Major banks in South Africa have been retrenching employees due to the closure of branches. Banks have attributed their retrenchment process to the emergence of the Fourth Industrial Revolution (4IR).

Surprisingly, the major drivers of the retrenchment at the banks are digitalisation and automation which are key elements of the 3<sup>rd</sup> Industrial Revolution. Therefore, there is an argument that states that banks are using the 4IR as a scapegoat.

This argument further states that banks have been aware for years, if not decades, of the digitization trends in the banking industry around the world and how those impact certain jobs. As such, through a partnership with organised labour, employers could have prepared their employees for this long before it was necessary to retrench staff.

Sensitizing their staff in time could have facilitated exploring various re-skilling opportunities and in some cases, the employees could have made alternative plans and preparations being fully aware that their jobs are soon to be redundant.

## Implications of retrenchment to the BANKSETA and mitigation mechanisms

The Retrenchment of employees by banks has serious implications for the BANKSETA as this may have serious implications on the amount of levy BANKSETA receives from the employers. As a mechanism to deal with this challenge, BANKSETA has adequately resourced the Reskilling Programme with a particular focus on retrenched employees.

## Funding for 4IR related programmes

Appointment of BANKSETA Research Chairs

In 2018, the BANKSETA appointed three Research Chairs that are as follows:

- Durban University of Technology (DUT)
- University of Witwatersrand (Wits)
- Rhodes University

In appointing the Research Chairs, BANKSETA aimed to provide cutting-edge research that brought about feasible solutions to the challenges facing the banking and alternative banking sector

## Durban University of Technology (DUT) Research Chair.

The main focus of the DUT as a Research Chair was to conduct the impact of the 4IR on skills development. So far, the Research Chair has produced the following research reports:

- Report 1: Drivers of Change Report
- Report 2: Aligning the Banking Sector to National and Sectoral Priorities
- Report 3: 4IR Skills Forecast Report



- Report 3: 4IR Skills Forecast Report
- Influences of the 4th Industrial Revolution on the Banking landscape in South Africa: Skills Forecast for the banking sector in South Africa
- Fintech Development in South Africa
- Post School Education and Training and 4IR
- GIS Mapping

## Wits Research Chair

Wits has conducted the following 4IR projects for the BANKSETA:

- Occupational Analysis in Banking: Jobs for Occupations
- Develop a Set of Occupations in Cybersecurity
- Just Transitioning of the banking sector with a focus on digitalisation and sustainability on the nature of jobs
- Analytical and Conceptual Alignment of Skills, Jobs, Occupations, Knowledge and Work

Currently, the BANKSETA is procuring four Research Partners to implement its Research Agenda as part of deepening further on research that affects the banking and alternative banking sector.

### 4.1 External Environment

The Banking sector forms part of the financial services sector and is classified by Statistics South Africa as part of the “financial and business services” industry. The Financial Services sector consists of all entities that manage money in some way or form. Generally, it consists of the following institutions: Banks, Insurers, Asset Managers, Stock Brokerages, Credit Unions, Micro-financiers and any other private or public sector companies capable of extending credit or other financing activities. The banking sector as a sub-set of the financial services sector consists of banking, credit unions, cooperative financial institutions and micro-financiers. Financial Services refers to the economic activities undertaken by such entities, which fundamentally encompass the access to funding/finance or the creation of wealth for consumption purposes or further economic productivity. Banking, Savings, Investment, Insurance and Financing assist individuals to consume, save, mitigate risk and accumulate credit while enabling companies to start-up, expand and improve competitiveness both locally and internationally. Financial Services is therefore fundamental to economic development and growth and holds a linear relationship. The Financial Services sector may be categorised into three primary subsectors:

- Banking and Credit Services (Banks, Mutual Banks, Credit Unions, Microfinance institutions, etc.);
- Insurance (Long-term and Short-term Insurers covering a variety of risks); and
- Investment and Related Services (Exchanges, Security Broking companies, Asset Managers, etc.).

Banking constitutes a key component of the financial services system and the economy, as a whole. The Banking system is a key driver of the South African economy as it facilitates the liquidity (amount of capital available for investment and spending) required by households and firms for consumption and future investment. The credit and loans extended by financial institutions to the economy imply that households do not have to save up in order to make large purchases, while companies can also start hiring and making capital expenditures now, in anticipation of future demand and expansion. The banking sector can be separated into banking and non-banking services.

BANKSETA’s mandate is limited to all employers who fall within the scope of the following Standard Industrial Classification Codes:

**Table 1: SIC Code Classification**

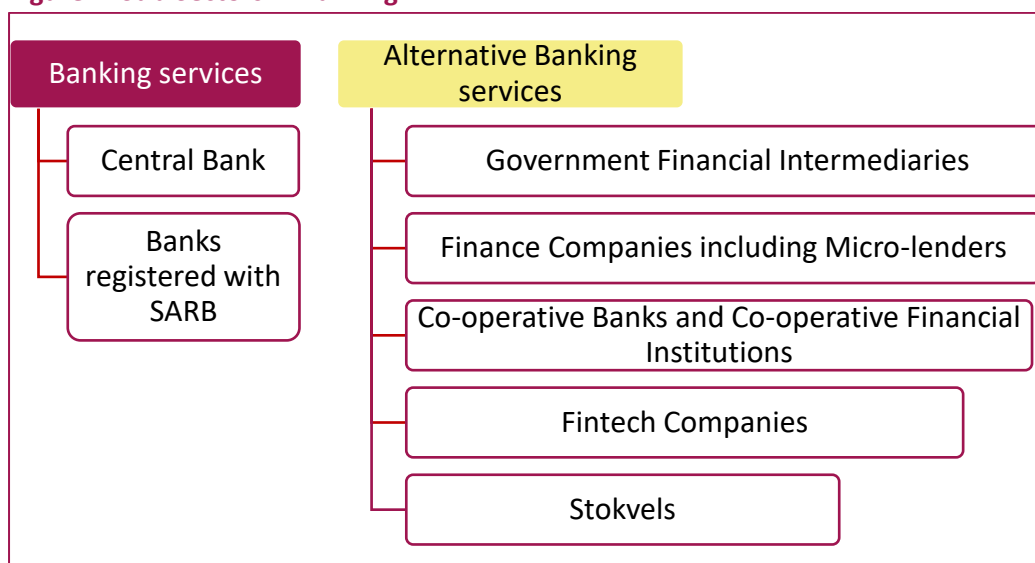
Code	Type	Description
64110	Central Banking	<p>This class includes:</p> <ul style="list-style-type: none"> <li>• issuing and managing the country's currency,</li> <li>• monitoring and control of the money supply,</li> <li>• taking deposits that are used for clearance between financial institutions,</li> <li>• supervising banking operations,</li> <li>• holding the country's international reserves, and</li> <li>• acting as a banker to the government.</li> </ul>
64190	Other monetary intermediation	<p>This class includes the receiving of deposits and/or close substitutes for deposits and extending of credit or lending funds. The granting of credit can take a variety of forms, such as loans, mortgages, credit cards, etc. These activities are generally carried out by monetary institutions other than central banks, such as:</p> <ul style="list-style-type: none"> <li>• banks,</li> <li>• savings banks,</li> <li>• credit unions,</li> <li>• postal giro and postal savings bank activities,</li> <li>• credit granting for house purchase by specialised deposit-taking institutions, and</li> <li>• money order activities.</li> </ul>
64200	Activities of holding companies	<p>This class includes the activities of holding companies, i.e. units that hold the assets (owning controlling-levels of equity) of a group of subsidiary corporations and whose principal activity owns the group. The holding companies in this class do not provide any other service to the businesses in which the equity is held, i.e. they do not administer or manage other units.</p>
64300	Trusts, funds and similar financial entities	<p>This class includes legal entities organised to pool securities or other financial assets, without managing, on behalf of shareholders or beneficiaries. The portfolios are customised to achieve specific investment characteristics, such as diversification, risk, rate of return and price volatility. These entities earn interest, dividends and other property income, but have little or no employment and no revenue from the sale of services.</p> <p>This class includes:</p> <ul style="list-style-type: none"> <li>• open-end investment funds,</li> <li>• closed-end investment funds,</li> <li>• trusts, estates or agency accounts, administered on behalf of the beneficiaries under the terms of a trust agreement, will or agency agreement, and</li> <li>• unit investment trust funds.</li> </ul>
64910	Financial leasing	<p>This class includes leasing where the term approximately covers the expected life of the asset and the lessee acquires substantially all the benefits of its use and takes all the risks associated with its ownership. The ownership of the asset may or may not eventually be transferred. Such leases cover all or virtually all costs including interest.</p>

Code	Type	Description
64920	Other credit granting	This class includes financial service activities primarily concerned with making loans by institutions not involved in monetary intermediation, where the granting of credit can take a variety of forms, such as loans, mortgages, credit cards etc., providing the following types of services: <ul style="list-style-type: none"> <li>granting of consumer credit</li> <li>international trade financing</li> <li>provision of long-term finance to the industry by industrial banks</li> <li>money lending outside the banking system</li> <li>credit granting for house purchase by specialised non-depository institutions</li> <li>pawnshops and pawnbrokers.</li> </ul>
64990	Other financial service activities, except insurance and pension funding activities, NEC	This class includes: <ul style="list-style-type: none"> <li>other financial service activities primarily concerned with distributing funds other than by making loans including factoring activities, writing of swaps, options and other hedging arrangements and activities of viatical settlement companies</li> <li>own-account investment activities, such as by venture capital companies, investment clubs, etc.</li> </ul>

Source: BANKSETA SSP 2021

The monetary authority consists of the Reserve Bank which is the central bank of South Africa, governed in terms of the South African Reserve Bank Act 90 of 1989, as amended, and its subsidiary, the Corporation for Public Deposits, governed in terms of the Corporation for Public Deposits Act 46 of 1984. For the purposes of implementing skills development interventions, the BANKSETA adopts the following sub-sector categorisation within its scope of levy-paying employers according to SARS.

Figure 1: Sub-Sectors in Banking



The functions of the BANKSETA under the Skills Development Act as outlined in its Constitution include the following:

- Develop a sector skills plan within the framework of the National Skills Development Plan for the BANKSETA;

- Implement the sector skills plan by:
  - approving workplace skills plans;
  - establishing learning programmes;
  - allocating grants in the prescribed manner to employers, education and training providers and employees; and
  - monitoring education and training in the sector.
- Promote workplace-based learning by:
  - identifying workplaces for practical work experience;
  - support the development of learning materials;
  - improving the facilitation of learning; and
  - assisting in the conclusion of learning programme agreements.
- Disburse the skills development levies in the banking and alternative banking sector in terms of the Act and the Skills Development Levies Act;
- Liaise with the National Skills Authority as well as other SETAs
- Report to the Director-General on the implementation of its sector skills plan and its income and expenditure;
- Liaise with employment services of the Department of Labour and any educational body established in terms of educational laws of South Africa to improve the quality of information about employment opportunities; and between education and training providers and the labour market.
- Appoint office bearers and staff necessary for the performance of its functions;
- Facilitate the involvement of the relevant government departments in the activities of the Authority to:
  - address the competency requirements for social delivery;
  - address the learning needs of the most vulnerable segments of the sector;
  - promote training SMEs to enable them to qualify for public contracts.
- Perform any other duties imposed by the Act or any other function not specifically mentioned, to fulfil the objectives of the BANKSETA and the Act;
- Notwithstanding the above functions and objectives, the Authority must at all times give effect to the purposes of the Act, being:
  - to develop the skills of the South African workforce;
  - to increase the levels of investment in education and training in the labour market and to improve the return on that investment;
  - to encourage employers:
    - to use the workplace as an active learning environment;
    - to provide employees with opportunities to acquire new skills;
    - to provide opportunities for new entrants to the labour market to gain work experience; and
  - to encourage workers to participate in learning programmes and other training programmes;
- to improve the prospects of persons previously disadvantaged by discrimination and to redress those advantages through training and education; to ensure the quality of education and training in and for the workplace;
- to provide and regulate employment services;
- to assist:
  - work-seekers to find work;
  - retrenched workers to re-enter the labour market;
  - employers to find qualified employees.
- to forge links with stakeholders and bodies in the banking sector;
- account for the effective and efficient use of public monies received from levies collected from employers, in line with the provisions of the Public Finance Management Act; and

- Report to the Minister through the Director-General of the Department on matters related to the BANKSETA.

#### **4.1.1 Key Role-players**

##### **(a) Central Bank**

In South Africa, the South African Reserve Bank (SARB) plays the role of the central bank. It fulfils both the functions of a monetary authority as well as a regulatory body. The central bank, among other things, issues banknotes and coins, conducts monetary policy, provides credit to banks, manages South Africa's foreign exchange reserves, supervises and regulates the banking sector, and acts as the lender of last resort to the banking system. The Corporation for Public Deposits accepts call deposits from the public sector and invests the funds in short-term money market instruments, including Treasury bills.

##### **(b) Banks**

A bank is a public company (Limited) registered as a bank in terms of the Banks Act 94 of 1990. The business of a bank is the solicitation and advertising for, and the acceptance of, deposits from the general public regularly and the utilisation of deposits accepted. Banks are classified as follows:

- South African Registered Banks: Locally Controlled
- South African Registered Banks: Foreign Controlled
- South African Registered Mutual Banks: A mutual bank is a juristic person that is registered as a mutual bank in terms of the Mutual Banks Act 124 of 1993.
- South African Branches of Foreign banks

The core banking services offered by most banks include:

- Retail banking services for individual clients in their personal capacity from current accounts, credit cards, personal loans, home loans, vehicle finance and savings and investments
- Business banking services assist businesses with business current accounts, business credit cards, business loans, tailored products and services, business relationship management, small business support including mentorship and network outreach
- Corporate banking supports large-scale organisations both locally and abroad with a range of banking services

##### **(c) Government Financial Intermediaries**

This classification includes any subsidiary or entity under the ownership or control of public entities that are engaged in financial intermediation. This classification includes any subsidiary or entity under the ownership or control of the national, provincial or local government that is engaged in financial intermediation. The Public Investment Corporation (PIC) as an example invests funds on behalf of public sector entities, including the Government Employees Pension Fund.

##### **(d) Finance Companies including Micro-lenders**

Finance companies are companies established in terms of the Companies Act 71 of 2008, with the specific purpose of obtaining funds in the form of loans, debentures or notes, and with the sole objective of lending or investing these funds again in the form of mortgage loans, hire-purchase and leasing finance. Microlenders (if incorporated) are included in this category.

### (e) Co-Operative Banks and Co-operative Financial Institutions (CFIs)

Co-operative banks are member-owned banks based on the co-operative principles of voluntary and open membership, democratic member control, member's economic participation, autonomy and independence, education, information and training, co-operation between co-operatives and concern for the community. The Prudential Authority is responsible for the supervision of all registered co-operative banks, whilst the CBDA is responsible for the training needs of the sector. The Co-operative Banks Act as amended by the Financial Services Regulatory Act 2017 provides that a "co-operative financial institution" means a co-operative that takes deposits and chooses to identify itself by use of the name Financial Co-operative, Financial Services Co-operative, Credit Union or Savings and Credit Co-operative.

### (f) Fintech Companies

Financial technology companies, also known as FinTechs are companies that use new technology and innovation with available resources in order to compete in the marketplace of traditional financial institutions and intermediaries in the delivery of financial services. Financial technology companies consist of both start-ups and established financial and technology companies trying to replace or enhance the usage of financial services.

### (g) Stokvels and Savings Clubs

Exemption Notice No. 2173 allows informal member-based groups to pool funds and utilise the funds for the benefit of their members on the condition that a common bond exists between members within the group, relying on self-imposed regulation to protect the interests of their members. The focus of this exemption notice is on stokvels, CFIs, and employee savings clubs. Such deposit-taking institutions must be affiliated with the National Stokvel Association of South Africa (NASASA), being the self-regulating body of the deposit-taking financial institutions operating under this exemption notice. NASASA represents the interests of the stokvels movement in South Africa.

## 4.1.2 Key Role-players Groupings

Role-players in the banking sector fall into one of the following groups: Regulatory, Employers, Associations, Professional Bodies and Trade Unions. The table below reflects the role each of these organisations plays in the banking sector.

**Table 2: Role-player Groupings (Including other key stakeholders)**

Groups	Key Role-players	Role
Monetary Authority and Regulatory	South African Reserve Bank	SARB is the central bank of South Africa. It is an organ of state established by the SARB Act, and its mandate and independence are entrenched in the Constitution of the Republic of South Africa, 1996. In terms of its constitutional mandate, the bank is required to protect the value of the currency in the interest of balanced and sustainable economic growth in South Africa. Price stability is a critical element of the foundation of an economy, contributing to economic growth, development and employment creation. The achievement of price stability is defined by the government setting an

Groups	Key Role-players	Role
		inflation target that serves as a yardstick against which price stability is measured. The achievement of price stability is underpinned by the stability of the entire financial system. The data from SARB is used for skills planning. As a regulatory body, it also has a role to play in achieving the outcomes of NSDP.
Regulatory	Financial Conduct Services Authority (FSCA)	The FSCA is tasked with protecting financial customers through supervising market conduct. The compliance requirements mean that the sector needs constant training on current and new regulations. The FSCA also has a major role to play in achieving all the outcomes of the NSDP.
Regulatory	National Regulator Credit	The NCR is responsible for regulating the South African credit industry, including the registration of credit providers, credit bureaux and debt counsellors. It is responsible for enforcing compliance with the National Credit Act and is focused on developing an accessible credit market to meet and promote the needs of people who are marginalised, especially economically. The NCR is also responsible for consumer education. The NCR also has a major role to play in achieving all the outcomes of the NSDP.
Regulatory	Co-operative Banks Development Agency	The CBDA is responsible for the development and promotion of co-operative banking. This includes the training of co-operative banks and co-operative financial institutions. The CBDA contributes towards Outcome 4.6 (Skills development support for entrepreneurship and cooperative development) of the NSDP.
Associations Banking	- Banking Association of South Africa (BASA)	<p>BASA is an industry body representing all registered banks in South Africa. It is the mandated representative of the sector and represents the industry through lobbying, engagement with stakeholders and political influence.</p> <p>BASA is the mandated representative of the banking sector and addresses industry issues through:</p> <ul style="list-style-type: none"> <li>• Lobbying and advocacy</li> <li>• Policy influence</li> <li>• Guiding transformation in the sector</li> <li>• Acting as a catalyst for constructive and sustainable change in the sector</li> <li>• Research and development</li> <li>• Engagement with critical stakeholders</li> </ul> <p>BASA as an industry body plays an important role in advancing the interests of the sector,</p>

Groups	Key Role-players	Role
		including skills development. It also has a significant role to play in the achievement of all the NSDP outcomes.
Associations Banking	- South African Banking Risk Information Centre (SABRIC)	SABRIC is a not for profit company formed by the four major banks to assist the banking and cash-in-transit companies combat organised bank-related crimes. It serves as a financial crime risk information centre. The BANKSETA has partnered with SABRIC to develop cybersecurity occupational qualifications in the sector. The information shared by SABRIC helps shape the skills landscape in the cybersecurity space. It also has a significant role to play in the achievement of all the NSDP outcomes.
Alternative Banking Associations	- Micro-Finance South Africa	MFSA is a representative body of registered and legal microfinance credit providers in South Africa. MFSA represents almost 1700 microfinance offices registered with the NCR and the majority of significant service providers in the sector. MFSA as an industry body plays an important role in advancing the interests of the microfinance sector, including skills development. Its activities support all the NSDP outcomes.
Alternative Banking Associations	- Development Microfinance Association (DMA)	A non-profit organisation that supports the development of micro-finance institutions in South Africa. The benefits to members include opportunities for joint training, cooperation and capacity building. This is also a direct contribution towards NSDP outcome 6.
Alternative Banking Associations	- National Stokvel Association of South Africa (NASASA)	NASASA represents the interests of the stokvels movement in South Africa. It represents a constituency of over 800 000 Stokvel groups consisting of over 11 million individuals, collecting roughly R50 billion annually. As an industry association, NASASA has a role to play in achieving all the NSDP outcomes.
Professional Bodies	Institute of Bankers South Africa (IOBSA)	IOBSA is the professional body for bankers and financial specialists. The IOBSA provides members with professional designations, networking, educational, training and information opportunities. As a professional body, the IOBSA's contribution is towards the attainment of the first four outcomes of the NSDP.
Trade Unions	SASBO, the Finance Union	SASBO is the trade union for the finance sector. The Finance Union represents employees in all the major banks and hence serves as the voice



Groups	Key Role-players	Role
		of labour within the finance sector. As an employees representative, it also has a major role to play in the attainment of all the NSDP outcomes.

Source: BANKSETA SSP 2021

### 4.1.3 Drivers of Change in the Banking Sector

COVID-19 remains the single biggest driver of change in the sectors of the economy worldwide. It has also led to the rapid adoption of technology in most sectors. The five major change drivers are COVID-19; Digitalisation and Technology; Changing Customer Expectations; Regulation, Risk and Cybercrime and Disruptors in banking.

#### COVID-19

The challenges brought about by COVID-19 meant that the sector had to quickly adopt the technological plans that were considered somewhat still far in the future for South Africa. The technological plans that were planned for years ahead had to be implemented immediately with minimal testing. This was to ensure that clients continue to receive banking services while also minimising the risk that comes with direct contact with clients. Despite the fact that banking has been classified as an essential service under the lockdown regulations, the banks reported that more than 50% of their employees were working from home. The work from home continued even after the restrictions were eased towards the end of 2020. This shows how adaptive the banks have become during this pandemic.

Employers have realised that remote work has benefits for both the employer and employees. The benefits for employees include quality time with family, increased employee morale, savings on fuel and commuting time. As a result, employers in the banking sector have embraced this benefit and major banks are starting to look at a possibility of implementing a combination of remote work and office for their employees. Despite these benefits, employers also understand that there are households that may not be suitable for remote work and that employees that find themselves in this situation should also be catered for in the planning process.

The micro-finance subsector has experienced a lot of difficulties compared to the banking subsector. According to a survey conducted by TransUnion (2020), over 90% of businesses in this sector were struggling or have temporarily closed due to the effects of the pandemic. The other 10% were able to continue operating normally mainly because of the investment they have put towards business ICT infrastructure, working from home technology and marketing. The study further found that only 11% of the small businesses were using digital channels as their primary sales channel. The majority (85,7%) of these businesses are selling directly to the consumers who mostly are the low-income earners. The combination of this and the lockdown regulations meant that most of these businesses were unable to withstand the effects of the lockdown as their channels of sales were not accessible during this period.

The survey by TransUnion also shows that although the conditions are tough for the micro-finance sector all is not lost as over 54% of the businesses were positive about the prospects of recovery. Employers in this sector also show that they have started investing in work from home technology and are also trying to improve their IT infrastructure. They have also identified the need to attract new customers as they move forward into the future.

The ERRP is a plan by the government to reignite the economy from a long period of stagnation and the consequences of the COVID-19 pandemic. This resulted in the Skills Strategy for ERRP that the government is currently consulting with its partners. This strategy is expected to be

released at the beginning of the year 2022. The BANKSETA has allocated a budget to support the implementation of the strategy.

## Digitalisation and Technology

The COVID-19 pandemic brought about a massive acceleration on digital transformation even though there is still a shortage of digital skills, so upskilling is essential. Digital upskilling will combat unemployment.

In the banking sector, digital banking entails the incorporation of new and developing technologies throughout the financial services sector to provide enhanced customer services and experiences effectively and efficiently. Digitalisation in banking is driven by three major factors: technology push, customer experience and economic benefits. Customers' adaptation to the digital environment, forces banks to relook their products and services. Digital technology is rapidly influencing the way customers engage in banking activities.

'Digital' is a collective term that refers to an integrated and collaborative platform that allows consumers, suppliers and organisations to transact using various electronic devices or technologies. It brings together emerging technologies which include social media, cloud, analytics and mobile to provide a cost-effective and convenient distribution channel for consumers to use.

The use of technology to better interpret the complex and evolving needs of customers so as to better engage with them is an area that the banks are expected to continue to invest in with a view to strengthening their capabilities through smarter and deeper use of predictive data analytics and better harnessing the wealth of information that already exists within their systems.

Technological innovation is revolutionising the banking industry. There is no getting away from the fact that banks are under threat unless they can keep pace with technology. Some of these innovations are great for banks. Cloud computing, for example, can reduce costs and promote low-cost innovation. But some advances disrupt banking in a big way, like crypto-currency, which skips banks in the payment process. The four technological advances that are changing the face of banking, for better or for worse are social media, mobile banking, cloud technology and crypto-currency.

Banks traditionally operated in silo channels, with different business areas operating independently of each other. The introduction of open banking and PSD2 will see a new way of banking emerge. It will allow the industry to innovate and enhance customer service, and help new entrants (fintechs) to gain a share of new financial products and services. Large banks have built their technology and data around individual products and channels, and are beholden to legacy systems. To overcome this, banks must invest in technological capabilities and incorporate the right architecture to respond quickly and drive an agile culture throughout the business.

## Changing Customer Expectations

In his article, 'Technology: Hunting the Big Four' (2019), Mark Brown argues that the global banking industry is evolving in response to economic pressures, digital innovation and most importantly the changing way their customers use banking and financial services. While their platforms are changing, banks remain relevant. Referring to Bill Gates's famous comment in which he stated, "We need banking not banks", Mark Brown suggested that Bill Gates should rather have said: "We need efficient, digital banking platforms that focus on clients, not expensive bureaucracies focused on products."

Today's connected consumers have embraced technology to such an extent that it has become an extension of them. The influence of mobile technology, social media, rising customer experience and service expectations and lower switching costs for customers to take their business elsewhere has dramatically changed the competitive landscape for banks. With ready access to information, the influence of online retail experiences and the adoption of new technologies, customer expectations are rapidly changing. This is driving a shift in the market and forcing organisations to develop new interaction models that deliver deeper personalised service and improved customer care.

Banks need to put the customer at the heart of the design process and take new products to market quickly. They also need to be more attuned to their customers' needs, determine how they can better engage with their clients, know the products they want and predict what's needed rather than wait and react. This means embracing social media, giving customers more ways to interact with the business, rethinking traditional marketing tactics and mastering analytics. Tech-savvy customers are increasingly seeking a user experience that aligns with their individual needs.

Central to a bank's success in the digital economy is, therefore, the data they accumulate about customers and intelligent ways of processing it. Data is only useful if banks can use it effectively. Banks must ensure they have easily accessible, high-quality data. It is not about the volume of data but its application that will make banks successful. By gathering meaningful insights, they can create audience segmentation and deliver innovative, customised products in a way that appeals to customers. Banks need to reach a point where they understand the needs of the customer, without taking any direct feedback.

## Regulatory Changes, Risk and Cybercrime

The 2019 Deloitte Report on Banking and Capital Markets Outlook cites a growing divergence in global regulatory standards. With such a dynamic regulatory landscape, banks should buckle down and make compliance modernisation a priority focusing particularly on making regulatory systems already in place more efficient for business strategy. Throughout all compliance efforts, banks should prioritise soundness and safety. Regulatory divergence seems to be encouraging experimentation by fintechs and welcoming them to the fold. The OCC announced in July 2018 that it would begin accepting fintech bank charter applications. South Africa is also following the same path and the following regulatory bodies play a critical role in South Africa's regulatory system.

### **(a) The South African Reserve Bank**

The South African Reserve Bank is the central bank of the Republic of South Africa. The primary purpose of the Bank is to achieve and maintain price stability in the interest of balanced and sustainable economic growth in South Africa. The primary function of the Reserve Bank is to protect the value of South Africa's currency. In discharging this role, it takes responsibility for:

- Ensuring that the South African money, banking and financial system as a whole is sound, meets the requirements of the community and keeps abreast of international developments;
- Assisting the South African government, as well as other members of the economic community of southern Africa, with data relevant to the formulation and implementation of macroeconomic policy; and
- Informing the South African community and all stakeholders abroad about monetary policy and the South African economic situation.

### **(b) Co-operative Banks Development Agency (CBDA)**

The Co-operative Banks Development Agency was established to regulate, promote and develop co-operative banking, including deposit-taking and lending co-operatives

The institution was created for the following tasks:

- To register, regulate and supervise co-operative banks
- To promote, register and regulate representative bodies
- To facilitate, promote and fund education and training to enhance the work of co-operative financial institutions
- To accredit and regulate support organisations
- To provide liquidity support to registered co-operative banks through loans or grants, and
- To manage a deposit insurance fund

The South African Cabinet has recently approved the incorporation of the Small Enterprise Finance Agency (SEFA) and Cooperative Banks Development Agency (CBDA) into the Small Enterprise Development Agency (SEDA). The merger is expected to take effect from the 1<sup>st</sup> of April 2022. This merger is expected to enable integrated government support to small, micro and medium enterprises, as well as cooperatives.

### **(c) National Credit Regulator**

The National Credit Regulator (NCR) was established as the regulator under the National Credit Act No. 34 of 2005 (The Act) and is responsible for the regulation of the South African credit industry. It is tasked with carrying out education, research, policy development, registration of industry participants, investigation of complaints, and ensuring the enforcement of the Act. The Act requires the Regulator to promote the development of an accessible credit market, particularly to address the needs of historically disadvantaged persons, low-income persons, and remote, isolated or low-density communities. The NCR is also tasked with the registration of credit providers, credit bureaux and debt counsellors; and with the enforcement of compliance with the Act.

### **(d) The Financial Sector Conduct Authority (FSCA)**

The FSCA is the market conduct regulator of financial institutions that provide financial products and financial services, financial institutions that are licensed in terms of a financial sector law, including banks, insurers, retirement funds and administrators, and market infrastructures. The FSCA is responsible for market conduct regulation and supervision. FSCA aims to enhance and

support the efficiency and integrity of financial markets and to protect financial customers by promoting their fair treatment by financial institutions, as well as providing financial customers with financial education. The FSCA will further assist in maintaining financial stability.

## Disruptors in Banking

Mark Brown (2019) revealed that new competitors in the banking sector have generally begun by targeting niche markets. More recently, competition has evolved from traditional competitors to Fintech disruptors to “big tech” disruptors. These disruptors are revolutionising the banking experience for clients and, if traditional players do not respond, they will continue to capture more of the banking value chain. Many Fintech players have found it difficult to scale up and are increasingly partnering with traditional banks. But “big tech” disruptors have both the financial muscle and ability to grow, presenting a greater threat to traditional banks that do not embrace change and innovation.

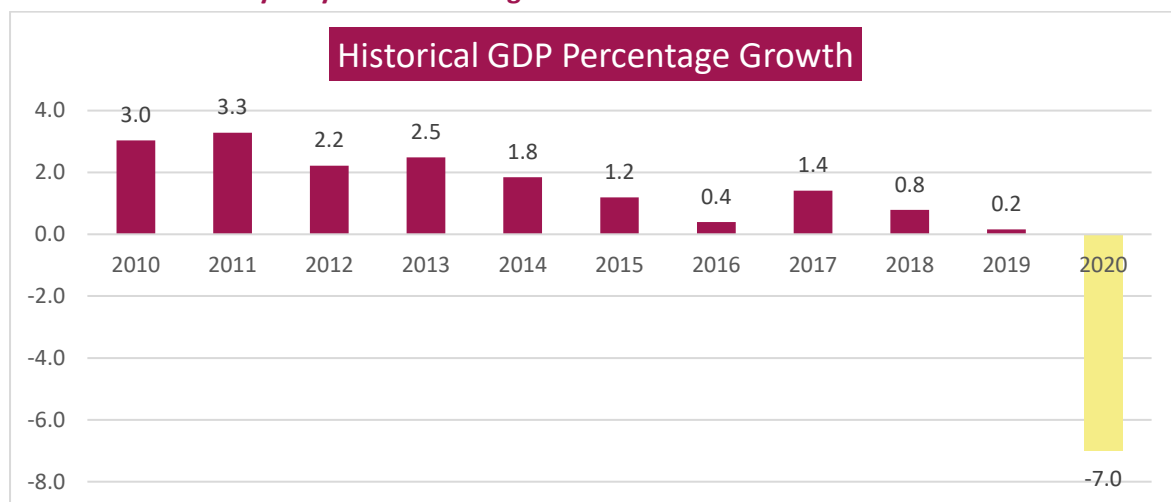
### 4.1.4 Performance Environment

The South African economy grew by 6.3% in the fourth quarter of 2020. Despite this, the economy still contracted by 7% for the year. This is the biggest decline in known history. This was mainly due to the 51% decline experienced in quarter 2 after the government instituted a hard lockdown to curb the spread of COVID-19. The latest set of gross domestic product (GDP) figures released by Stats SA provides an overview of economic performance in 2020.

The biggest decline was observed in construction, with an overall decline of 20,3%, followed by transport and communication with a decline of 14,8%. The two sectors both contributed -2.0% to the overall decline in the GDP.

Agriculture and government were the only sectors with positive growth in 2020, growing by 13,1% and 0,7% respectively.

**FIGURE 2: Historical yearly GDP Percentage Growth**



Source: Statistics SA 2021

The banking and alternative banking is part of the finance sector, this sector shrunk by 4,4% in 2020 and contributed -0,9 of a percentage point to the overall decline. The finance sector continued to decline even when the majority of industries showed signs of recovery in the third and fourth quarters of 2020.

The economy is expected to rebound in 2021 and 2022 after the impact of COVID-19. The contraction of the economy in 2020 due to the lack of economic activity, has resulted in higher expected growth in 2021. South Africa is expected to grow by 3,3% in 2021, followed by a growth of 2,2% in 2022. The projected growth, though promising, it is still way below the average

expected growth for emerging and developing markets of 6,3% and 5% for the two years respectively. The delay in the vaccination rollout which saw South Africa missing its March vaccination target continues to threaten the recovery of many sectors of the economy. This is due to the expected third wave of the virus which may force the government to place the country under another hard lockdown.

The banking sector is expected to continue to struggle in 2021. The bad debts will continue to rise as households and businesses continue to struggle with loan repayments due to stretched budgets. According to Moody's Report (March 2021), the bad debt is expected to grow beyond the 5% of the loan book reached in 2020 and reducing the profit margins for 2021 in the process.

## **4.2 Internal Environment**

BANKSETA is located in Centurion in Gauteng with a regional footprint in Limpopo, Eastern Cape and Free State. It comprises the following core divisions: Strategy and Research; Finance incorporating Supply Chain Management; Internal Audit; Governance; Corporate Services incorporating Marketing and Communications, Information Technology and Human Resources and the Operations Division that focuses primarily on the disbursement of discretionary grants and the Quality Assurance of training service provision. The BANKSETA Board provides strategic direction and guidance to the Executive Management Team.

In March 2020 when the country was placed under a hard lockdown due to COVID-19, the BANKSETA employees started working mainly from home. This also coincided with the relocation of the head office to the current location. A committee was established to ensure that BANKSETA adheres to the COVID-19 regulations and limit the transmission of the virus in the office. The BANKSETA ICT systems were also enhanced to allow seamless remote access and also embrace the cloud-based architecture which saw the main systems migrated to the cloud. The BANKSETA also reviewed its Disaster Management Policy to make sure that it is water-tight when it comes to emergencies.

### **(a) Service Level Agreement with DHET**

On an annual basis, BANKSETA negotiates a set of targets and deliverables to be agreed with DHET. The Service Level Agreement forms the foundation for the development of the Annual Performance Plan as most activities within the SETA is aimed at meeting/exceeding the targets set. The targets provide the benchmark for planning whilst the skills development needs/demands provide guidance in terms of the interventions/programmes/qualifications forming the basis for the PIVOTAL programmes. On a quarterly basis as mandated by the DHET, BANKSETA reports on the progress made towards the achievement of the targets set.

### **(b) Governance**

Board members are appointed in terms of the BANKSETA Constitution, in line with the Skills Development Act (Act No. 97 of 1998) (and the Standard Constitution of SETA Regulations, Section 13 (1) of Skills Development Amendment Act, Act 26 of 2011). The Board represents organised labour, organised employers, and relevant community organisations as approved by the Minister. Organised labour and employers are equally represented on the Board. All members of the Board are bound by the BANKSETA Code of Conduct. All Board members are aware of their fiduciary responsibilities and the need for fair, transparent and accountable decisions and actions. The Board monitors BANKSETA's strategic objectives. Currently, there are four Board committees in place to assist the Board in discharging its governance obligations. These committees are the Audit and Risk Committee, the Finance and Remuneration Committee, Executive Committee and Governance and Strategy Committee which assists in the oversight and monitoring of BANKSETA operations, strategic planning and constitution

requirements. The Risk Management Committee is also a sub-committee of the Audit and Risk Committee and monitors the performance of risk management.

### **(c) Establishment of Committees**

In addition to Board Committees, several advisory committees exist to provide expert advice on various aspects to support the delivery mandate. The Sector Skills Planning is supported by the Skills Planning Committee comprising senior managers from the various employer organisations and provides human resource development expertise to inform skills planning. The Skills Development Sub-Committee comprises Skills Development Facilitators/Managers who serve as a link with the various employer organisations and advises on skills development interventions to meet the demands of occupational shortages and skills gaps. Various ad-hoc project-specific committees which are term specific are formed to guide the operational delivery of projects. These committees also play a key role in advising on the value of the interventions and whether they should be changed, continued, etc.

### **(d) Stakeholder Engagement and Partnerships**

The Stakeholder Engagement Strategy provides a detailed guideline on engagements with various stakeholders who influence the strategic and operational mandate of BANKSETA. Engagements with stakeholders take place at various levels to ensure the participation of all relevant stakeholders at both strategic decision making and operational levels. Stakeholder input into the strategic planning and skills planning is imperative to ensure alignment of BANKSETA strategies to sectoral needs. On an annual basis, a stakeholder engagement plan is developed and reported quarterly. The annual stakeholder satisfaction survey is conducted to evaluate and to ensure continuous improvement and to identify mechanisms to strengthen stakeholder participation and relations.

### **(e) Balanced Scorecard and Performance Management**

To assist in strategy execution, BANKSETA has introduced a Balanced Score Card, which is directly linked to the approved strategy and the annual performance plan. The Balanced Score Card is proving invaluable assistance in ensuring that all resources are mobilised towards achieving the strategic themes and targets set for the year.

The Balanced Score Card has a dashboard consisting of four key themes and specific measures to map progress. The themes are as follows:

- Stakeholder Perspective: A professional centre of excellence for skills development in the banking and alternative banking industry
- Financial Accountability and Governance Perspective: A cost-effective, well-governed and compliant organisation striving for an optimal return on investment in skills development
- Internal Business Processes Perspective: Seamless, best practice business processes that enable high-quality skills development and credibility
- Learning and Growth Perspective: Performance is driven through a capable and resilient BANKSETA

### **(f) Human Resources**

The approved staff complement of the SETA is 64 persons (currently with 4 vacancies) The four vacant positions include that of the Finance Administrator, the Project Management Office Specialist, Company Secretary and the Risk and Compliance Specialist.

The recruitment strategy and process ensures that the appropriate expertise is sourced in line with the approved Employment Equity Plan. The table below shows the demographic composition of the BANKSETA employees.

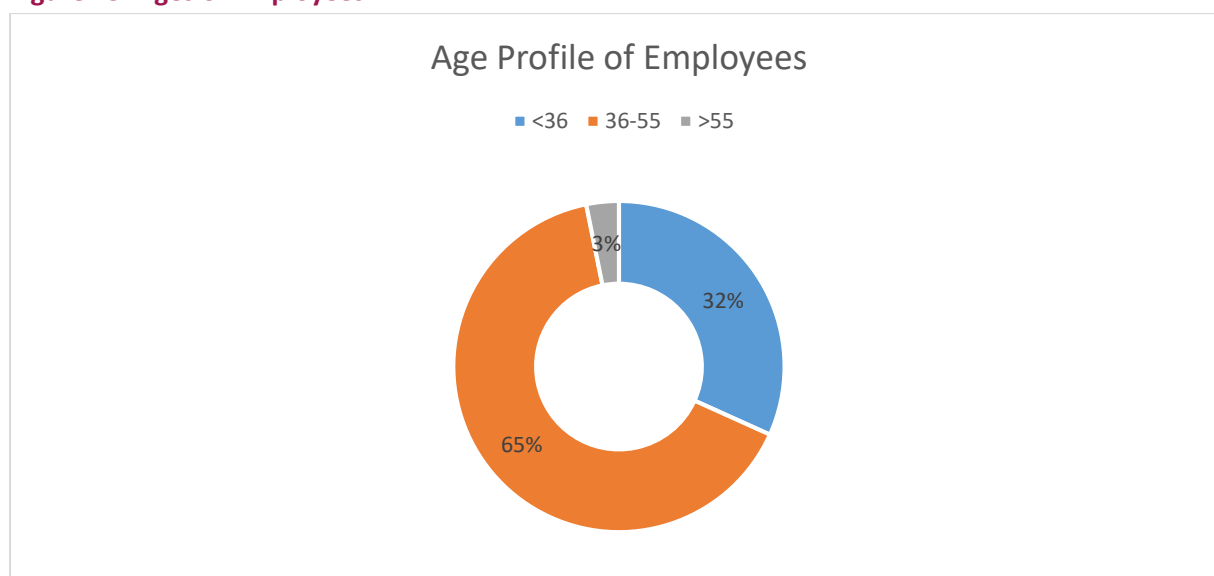
The BANKSETA employs 33 (56%) female and 26 (44%) male employees. The majority of staff members are at skilled level positions (31 or 53%). All three executive managers at the BANKSETA are female. Currently, there are no employees with disabilities. The BANKSETA plans to achieve a target of 83% black employees by March 2022. The current target for female employees is 52% and the BANKSETA is currently sitting at 56% for the female employees. BANKSETA management and staff support the principle of lifelong learning and continued professional development by providing opportunities for study and training. This leads to a workforce that is continuously up-skilled and capable to advise the sector on skills related matters. On an annual basis, BANKSETA implements a values assessment survey to measure the extent to which the staff upholds the values of the organisation.

**Table 4: The BANKSETA Employment Equity**

Level	Male				Female				Foreign national		Total		
	African	Coloured	Indian	White	African	Coloured	Indian	White	Female	Male	Male	Female	Total
Senior Management	1	0	0	0	1	0	0	1	1	0	1	3	4
Professionals	7	1	1	0	4	0	0	2	0	1	10	6	16
Skilled	16	0	1	0	13	0	0	1	1	0	17	15	32
Semi-Skilled	3	0	0	0	3	0	0	0	0	0	3	3	6
Unskilled	0	0	0	0	2	0	0	0	0	0	0	2	2
Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	27	1	2	0	23	0	0	4	2	1	31	29	60
Total Temporary	1	0	0		2	0	0	0	0	0	1	2	3
Totals	28	1	2	0	25	0	0	4	2	1	32	31	63

The age profile of the BANKSETA employees shows that 32% of the employees are younger than 36 years with the youngest at age 26. Only 3% of the staff complement are older than 55 years.

**Figure 15: Ages of Employees**





Currently, the BANKSETA does not have employees living with disabilities. The BANKSETA endeavours to advertise new positions giving preference to the most suitable candidates, especially, where applicable, those with disabilities. The lack of disclosure remains the main contributor to the low number of employees living with disabilities at BANKSETA.

### **BANKSETA Gender-Based Violence (GBV) Status**

Currently, BANKSETA is using the DHET Gender-Based Violence (GBV) in the Post-School Education and Training System to implement the Gender-Based Violence Programme. The BANKSETA Board has approved the implementation of a three-year GBV Programme at three universities in the Eastern Cape namely, the University of Fort Hare, Rhodes and Walter Sisulu Universities. The BANKSETA is currently working on a process of procuring a service provider that will implement the GBV programme. The programme was supposed to start in August 2021 but due to the procurement delays, we hope to start it early in 2022.

### **(g) Internal Business Processes and Systems**

The BANKSETA has several systems to support its operations including a SETA Management System, a Finance and Purchase Order System, as well as HR and Payroll System. The SETA Management System is a comprehensive system that includes learner certification, and employer WSP/ATR management, amongst others. The HR and Payroll system allows the full human resource functions to be managed electronically. The Finance and Purchase Order System tracks all financial related transactions. The Knowledge Bank is an online knowledge portal within the BANKSETA website utilised for the dissemination of research and skills planning outputs.

### **(h) Internal Audit Function**

The mission of the Internal Audit function, in accordance with the Institute of Internal Auditors (IIA) is to provide independent, objective assurance and consulting services designed to add value and improve the operations of BANKSETA. Internal Audit thus assists the BANKSETA to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes, as articulated in its Internal Audit Charter. In doing so, the Internal Audit function adheres to the standards as laid down by the Institute of Internal Auditors for the Professional Practice of Internal Auditing and Code of Ethics.

The BANKSETA has an in-house Internal Audit unit comprising of the Head of Internal Audit, who has overall responsibility for the function and is supported by two Internal Audit specialists, with sufficient knowledge, skills, experience, and professional certifications to carry out the function's responsibilities. To ensure the independence of Internal Audit, the function reports functionally to the Audit & Risk Committee and has full and unrestricted access to the Chairperson of the Audit and Risk Committee, the Board and to the Chief Executive Officer.

### **(i) Materiality and Significance Framework**

The Accounting Authority has prepared a materiality and significance framework in terms of the PFMA and Treasury Regulations. BANKSETA is of the view that criminal conduct should not be tolerated within the SETA environment and hence has not included any amount resulting from criminal conduct in the materiality and significance framework. In terms of fruitless and wasteful

expenditure caused by gross negligence or any other circumstance, BANKSETA has taken a very strong view in that fruitless and wasteful expenditure of any kind should not be tolerated within the SETA environment and hence BANKSETA has not included any amount arising from fruitless and wasteful expenditure in the materiality and significance framework. Based on the materiality and significance framework, BANKSETA has set its materiality and significance amount to 0.5% of gross revenue for the 2022/2023 Financial Year based on audited financial results for the previous year.

#### **(j) ICT Governance**

IT governance exists to inform and align decision making for Information Technology planning, policy and operations in order to meet business objectives, ascertain that risks are managed appropriately and verify that resources are being used responsibly and strategically. IT Governance continues to feature highly on the agenda within many organisations as Corporate Governance increasingly realises that IT touches every area of the organisation and contributes as an essential enabler of future business opportunities. IT Governance covers the culture, organisation delivery platforms, policies and practices that provide this kind of oversight and transparency of IT. BANKSETA adopted COBIT 5 as the governance framework for effective implementation of IT Governance, and the organisation culture and size are also drivers that need to be considered for governance. IT governance is not an isolated discipline but it is an integral part of overall corporate governance.

#### **(k) Reporting**

BANKSETA ensures that all reporting protocols are strictly adhered to and that all timelines set are met. BANKSETA undertakes quarterly performance reporting to the Department of Higher Education and Training and National Treasury in accordance with SETA performance management requirements. BANKSETA adheres to the annual compliance calendar requirements and timelines. On an annual basis, the Annual Report is prepared, submitted to the Department of Higher Education, Training, Science and Technology, National Treasury and Parliament before it is tabled at the BANKSETA Annual General Meeting.

#### **(l) Monitoring and Evaluation**

BANKSETA monitors and evaluates on two levels: organisational effectiveness and efficiency as well as skills development programme performance. Organisational efficiency relates to the measurement of internal processes whilst the latter relates to the measurement of the impact of skills development interventions using tracking and tracer studies. Monitoring and evaluation at a strategic level measure the impact and outcomes against the achievement of strategic objectives on a 3 – 5-year basis, whilst monitoring and evaluation at an operational level is largely measured annually against the achievement of targets/outputs set.

### **4.2.1 Financial Environment**

#### **Income**

BANKSETA's operations and targets are driven by the financial resources available to achieve the training needs of the sector.

These resources are in three main categories

- a. Skills development levies (SDL) from sector companies paid during the year. This comprises 93,5% of the income of the year.

- b. Reserves – being accumulated funds from prior years which the BANKSETA has received approval from National Treasury to retain and use in future years for discretionary training programmes
- c. Interest and investment income

### Skills development Levies (SDL)

There are no changes expected in the funding framework and employers will continue to pay a 1% skills development levy on payrolls exceeding R500 000 p.a.

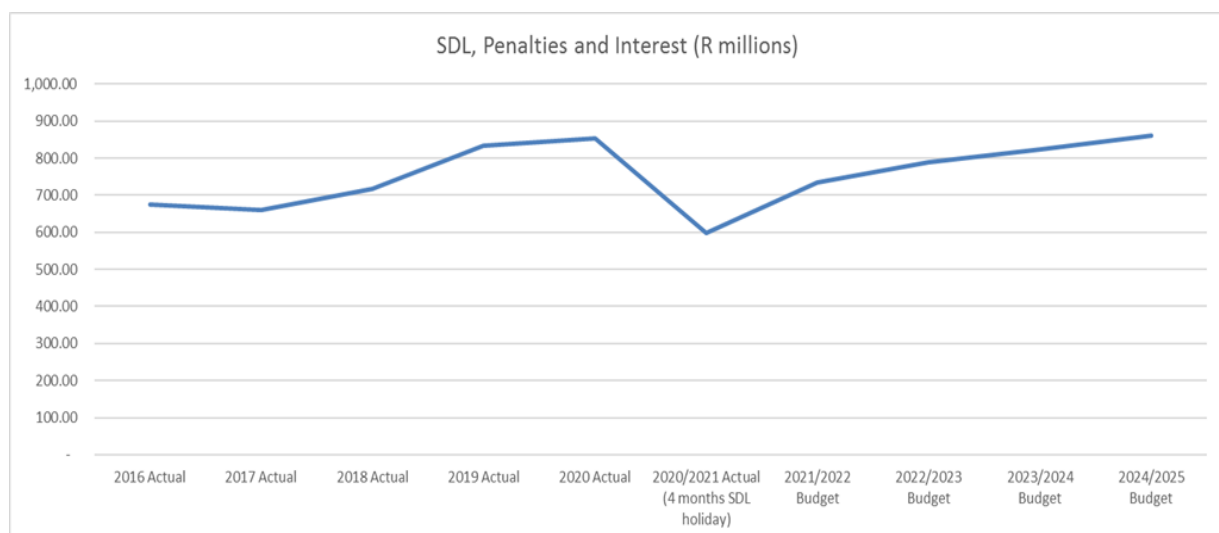
The collection method through which SARS collects the SDL monthly remains unchanged.

The BANKSETA had budgeted for a reduction in levies due to expected negative economic conditions in 2021. However, this has not materialised and the sector’s mid-year results for 2021 are good. The BANKSETA 2021 levies receipts are above the 2021 budgets.

The levy increase for 2022/23 has therefore been set at above inflation rates of 7.5%.

The projections as well as past 6-year history are as follows.

Year Ended 31 March (Rm)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2020/2021 Actual (4 months SDL holiday)	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget	2024/2025 Budget
SDL, Penalties and Interest (R millions)	674.00	660.01	716.99	832.99	853.54	599.05	733.87	788.91	824.02	861.02
Growth %	13.0%	-2.1%	8.6%	16.2%	2.5%	-29.8%	22.5%	7.5%	4.5%	4.5%



The main drivers to the level of SDL expected from the sector are:

- Financial performance Within the Banking Sector
- Inflation scenario: banking employees normally expect at least a cost of living increase based on CPI on their salaries each year in about March. BANKSETA has used an inflation rate of 4.23% in the projections.

- Any reduction in sector employment numbers. Currently, the BANKSETA has not budgeted for any reduction in employment.

## **Mandatory Expense**

The mandatory grants will be based on 20% of levies.

The mandatory grants percentage matter is still pending.

BANKSETA has maintained the 97% mandatory grant claim ratio.

## **Administration expense**

The administration budget is set at the maximum legislated amount of 10.5% of SDL. BANKSETA has some admin budget contestants. There are no major changes planned to the method of working. The administration expenditure budget was calculated separately for each expense line.

DHET has already issued the letters in regards to the QCTO contribution.

## **Employee Costs**

The BANKSETA has budgeted for the full 64-person staff complement as well as 4 additional staff members in 2022/23. A general salary increase has been planned at 5.5%. The actual increase is negotiated with the union in January 2022 and is therefore not within the National Treasury limit.

No new offices are planned. The current leases are until 2030 except for head office where BANKSETA can terminate the lease in 2025 with no penalty. The leases have a 6% increase

## **Capex**

The main CAPEX items would be for ICT as well for the gradual replacement of office furniture which is over 20 years old.

## **Systems**

The main systems are

- MIS. A decision will be made in 2021/22 about this. The budget has been availed in 2021/22 for the MIS enhancements or changes.
- finance system will remain unchanged as the contract ends in November 2023.

## **Cost savings measures**

Admin budget was prepared and maintained within the 10.5% legislated limit.

Wherever possible the BANKSETA reviewed its implementation methods to ensure that costs are minimised and the economy is exercised at all levels.

Cost containment measures were applied as per the National Treasury directives.

## **Management of financial assets and liabilities**

### **ii) Management of Financial Assets and Liabilities**

The BANKSETA's main assets are cash and cash equivalents being mainly fixed deposits at the CPD and major South African banks. This cash basically represents the funds retained to

cover discretionary grant commitments. The BANKSETA has an investment policy that covers how these investments are sought. It covers the risk mitigation of such assets. It is envisaged that in the 2022 -2025 period, cash and cash equivalents will continue to be the main assets. Other assets are other debtors due to non-exchange levy adjustments and sundry prepayments and receivables. All are raised in the normal SETA business.

Liabilities are mainly:

- non-exchange liabilities due to mandatory grant payables which would be settled within the quarter,
- non-exchange liabilities for under R500,000 levy payers
- exchange liabilities due to administration and discretionary grant payables settled within 30 days
- sundry short-term liabilities and staff related accruals

There is no planned acquisition of any other financial assets or capital transfers. Financial assets, which potentially subject the SETA to the risk of non-performance by counter-parties and thereby subject to credit concentrations of credit risk, consist mainly of cash and cash equivalents, investments and accounts receivable. The SETA limits its treasury counter-party exposure by only dealing with well-established financial institutions approved by the National Treasury and the Board. The BANKSETA has an approved investment policy that limits its exposure to any one counterparty. SETA's exposure is continuously monitored by the Accounting Authority.

Credit risk with respect to levy-paying employers is limited due to the nature of the income received. The SETA does not have any material exposure to any individual or counter-party. The SETA's concentration of credit risk is limited to the industry (Banking and Financial Services) in which the SETA operates. Due to the negative economic climate, a number of BANKSETA's stakeholders' credit status' have been downgraded by international rating agencies. BANKSETA will continue to monitor the effect of these developments on levy income and accounts receivables. The SETA is exposed to a concentration of credit risk, as significant amounts may be owed by SARS and the Department of Higher Education and Training. This concentration of risk is limited as SARS and the Department of Higher Education and Training are government entities with a sound reputation.

The SETA has adequate funds to settle all liabilities as they fall due. All creditors are settled within 30 days. The SETA manages liquidity risk through proper management of working capital, capital expenditure and actual vs forecasted cash flows and its cash management policy. Adequate reserves and liquid resources are maintained.

## Overall 2022/23 Budget

Year Ended 31 March (R 000's)	2018/19 Actual	2019/20 Actual	2020/2021 Actual (4 months SDL holiday)	2021/2022 Budget	2022/2023 Budget	% Var	2023/2024 Budget	2024/2025 Budget
<b>Income</b>								
Discretionary levies - 49.5%	504,029	519,422	342,373	453,775	488,141	7.6%	509,862	532,755
Mandatory levies - 20%	193,035	210,218	136,775	183,343	197,228	7.6%	206,005	215,255
Admin levies including QCTO - 10.5%	105,457	110,230	72,410	96,255	103,545	7.6%	108,153	113,009
<b>SDL</b>	<b>802,521</b>	<b>839,870</b>	<b>551,558</b>	<b>733,373</b>	<b>788,914</b>	<b>7.6%</b>	<b>824,020</b>	<b>861,019</b>
SDL Interest & penalties	30,373	13,671	47,490	-				
<b>Total SDL, penalties, interest</b>	<b>832,894</b>	<b>853,541</b>	<b>599,048</b>	<b>733,373</b>	<b>788,914</b>	<b>7.6%</b>	<b>824,020</b>	<b>861,019</b>
Investment income	50,013	62,782	45,023	40,500	46,667	15.2%	45,214	40,859
other income	86	47	48	-	89		91	97
<b>Total Income</b>	<b>882,993</b>	<b>916,370</b>	<b>644,119</b>	<b>773,873</b>	<b>835,671</b>	<b>8.0%</b>	<b>869,325</b>	<b>901,974</b>
<b>Expenditure</b>								
Mandatory Grants	187,920	205,075	133,739	177,843	191,310	7.6%	199,825	208,797
DG	469,452	424,054	323,419	599,774	590,818	-1.5%	661,347	680,169
Admin Expenditure	70,679	76,435	82,727	92,305	97,717	5.9%	103,003	107,627
QCTO Expenditure	4,885	5,300	5,793	3,951	5,826	47.5%	5,150	5,381
<b>Total Expenditure</b>	<b>732,936</b>	<b>710,864</b>	<b>545,678</b>	<b>873,873</b>	<b>885,671</b>	<b>1.4%</b>	<b>969,325</b>	<b>1,001,974</b>
<b>Surplus/(Deficit)</b>	<b>150,057</b>	<b>205,506</b>	<b>98,441</b>	<b>-100,000</b>	<b>-50,000</b>	<b>-50.0%</b>	<b>-100,000</b>	<b>-100,000</b>

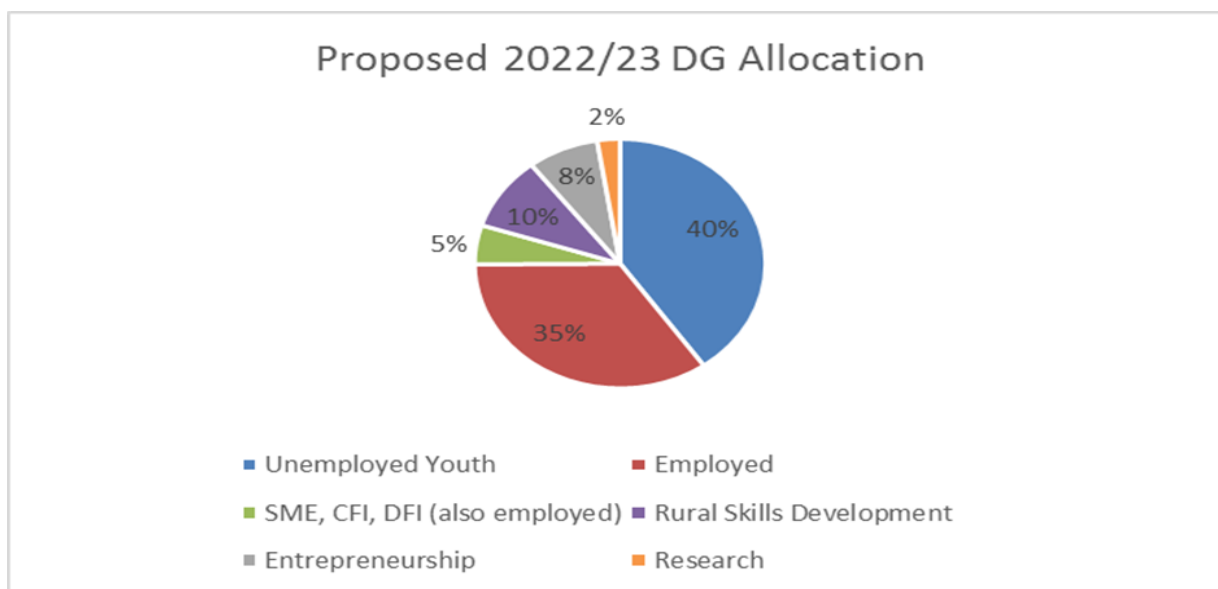
### Main Administration Line Items

Year Ended 31 March (R000's)	2018/19 Actual	2019/20 Actual	2020/2021 Actual (4 months SDL holiday)	2021/2022 Budget	2022/2023 Budget	% Var	2023/2024 Budget	2024/2025 Budget
<b>Budget Admin Expenditure</b>								
Employee Costs	36,748	41,407	43,135	50,203	53,648	7%	59,826	63,029
Performance bonus	8,216	7,720	9,576	9,000	9,862	10%	10,454	11,081
<b>Total Cost of Staff</b>	<b>44,964</b>	<b>49,127</b>	<b>52,711</b>	<b>59,203</b>	<b>63,510</b>	<b>7%</b>	<b>70,280</b>	<b>74,110</b>
Building rentals	3,099	3,254	4,319	4,175	4,426	6%	4,691	4,972
Audit fees	1,994	3,097	2,672	4,100	4,346	6%	4,607	4,883
Research	2,537	20	2,590	1,380	2,000	45%	2,500	2,500
capex/depreciation	1,096	1,538	1,318	3,650	2,750	-25%	2,530	2,550
Board fees	2,654	2,797	3,439	3,700	3,890	5%	4,060	4,242
Outsourced services	3,820	5,031	6,135	5,010	5,610	12%	5,918	6,184
Other	10,456	11,503	9,484	14,979	16,950	13%	13,504	13,501
<b>Total</b>	<b>70,679</b>	<b>76,425</b>	<b>82,727</b>	<b>96,256</b>	<b>86,593</b>	<b>-10%</b>	<b>108,153</b>	<b>113,008</b>

## Discretionary Programs

The discretionary budget is made up of the 49.5% budgeted discretionary levy income plus unspent administration expenditure, budgeted unclaimed mandatory grants and interest received from investment. The discretionary program expenditure budget amount will be used to fund programs in line with NSDS III and in line with the BANKSETA strategic plan and annual performance plan. The APP will detail the individual projects to be covered along the main category split shown above. Individual project charters will be tabled at the board showing the number of learners, cost per learner, target, delivery method etc. These main categories of DG send to be included in the APP as follows:

Proposed DG Expenditure Split 2022/23	
Category	Rand Thousands
Unemployed Youth	237,707
Employed	204,808
SME, CFI, DFI (also employed)	30,000
Rural Skills Development	56,651
Entrepreneurship	46,651
Research	15,000
<b>TOTAL</b>	<b>590,818</b>



#### 4.2.2 BANKSETA Infrastructure Projects

Direct contribution to the Infrastructure programme is not applicable to the BANKSETA.

#### 4.2.3 BANKSETA Spatial Plan

The BANKETA Research Chair on Digitalisation and Technology, Durban University of Technology (DUT) has been commissioned to conduct research on a Geographical Information System (GIS). A geographic information system is a system designed to capture, store, manipulate, analyse, manage, and present all types of geographical data. The keyword to this technology is Geography – this means that some portion of the data is spatial. In other words, data that is in some way referenced to locations on the earth.

GIS can be used as a tool in both problems solving and decision-making processes, as well as for the visualization of data in a spatial environment. Geospatial data can be analysed to determine (1) the location of features and relationships to other features, (2) where the most and/or least of some feature exists, (3) the density of features in a given space, (4) what is happening inside an area of interest (AOI), (5) what is happening nearby some feature or phenomenon, and (6) and how a specific area has changed over time (and in what way).

GIS can do the following mapping:

- Mapping where things are: GIS is used to map the spatial location of real-world features and visualize the spatial relationships among them.
- Mapping quantities. GIS is used to map quantities, such as where the most and least are, to find places that meet their criteria or to see the relationships between places.
- Mapping densities. Sometimes it is more important to map concentrations, or a quantity normalized by area or total number.

- Finding what is inside. GIS is used to determine what is happening or what features are located inside a specific area/region. We can determine the characteristics of "inside" by creating specific criteria to define an area of interest (AOI).
- Finding what is nearby. GIS can find out what is happening within a set distance of a feature or event by mapping what is nearby using geoprocessing tools like BUFFER. The Buffer tool is often used in geoprocessing workflows. It is a tool that is particularly sensitive to the coordinate system. Buffer operates in two modes depending on whether the coordinate system is projected (defined by a flat, two-dimensional surface) or geographic (defined by a three-dimensional spherical surface).
- Mapping change. GIS can map the change in a specific geographic area to anticipate future conditions, decide on a course of action, or to evaluate the results of an action or policy.

DUT submitted the GIS data for input to the BANKSETA Management Information System (MIS) that will be used for planning purposes to address transformational matters.

#### **4.2.4 Public-Private Partnership**

Currently, the BANKSETA does not have any Public-Private Partnership as per the definition in the PFMA however, the BANKSETA has planned a number of partnerships for the purpose of delivering on its outcomes. Some of the partnerships include the following:

- Banking Association South Africa
- South African Banking Risk Information Centre
- Micro Finance South Africa
- Co-operative Banks Development Agency
- South African Local Government Association
- TVET Colleges
- Universities and Universities of Technology
- District and local municipalities
- Government and its entities
- SETAs

### **4.3 Description of the Strategic Planning Process**

BANKSETA views Strategic Planning as a process and not an event. The skills planning process undertaken for the development of the Sector Skills Plan forms the foundation for the Strategic Planning activities. A detailed research agenda informs the skills planning process. Research outputs form the structure and content for the development of the Sector Skills Plan. The findings from the skills planning process as reflected in the Sector Skills Plan guides the Strategic Planning Process. An analysis of the change drivers, national priorities and sectoral priorities are key to the development of strategies for BANKSETA. Research is conducted in full consultation with BANKSETA's stakeholder constituency. The consultation takes the form of one-on-one meetings, various committees, focus group workshops and information sharing sessions.

The Board plays a crucial role in providing strategic guidance to the BANKSETA management team during the development of the Strategy. A balance of both employer and employee representation ensures that a balanced view is achieved to manage both the demand and supply perspectives to developing the strategy.



## Part C: Measuring Our Performance

### 5. Institutional Programme Performance Information

#### 5.1 Programme 1: Administration

**Purpose:** The Administrative function provides leadership, strategic management and administrative support to all activities of the BANKSETA ensuring effective communication with all stakeholders.

It comprises three core activities of corporate services, finance and governance.

The programme is comprised of the following seven sub-programmes:

- *Strategic Management:* The purpose of the sub-programme is to provide executive support, strategic leadership and management to BANKSETA
- *Corporate Services:* The purpose of the sub-programme is to provide effective and efficient human resources, information technology and communication support services to BANKSETA.
- *Financial Services:* The purpose of the sub-programme is to manage all financial-related activities in line with the PFMA.
- *Governance, Compliance and Risk Management:* The purpose of the sub-programme is to provide Internal Audit and Enterprise Risk Management services to BANKSETA
- *Stakeholder and Partnership Engagement:* Key stakeholder/partnership relationships developed and strengthened, BANKSETA reach expanded and synergies capitalised on, for effective skills planning and implementation
- *Organisational Performance Evaluation:* This sub-programme aims at an overall evaluation of the performance of the organisation including measuring the effectiveness of Programme implementation
- *ICT Support:* The purpose of the sub-programme is to provide ICT infrastructure and business applications including disaster recovery to support the business continuity of BANKSETA in order to deliver on its mandate

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets
- Adequate IT systems support
- Implementation/delivery of marketing and communication plan

<b>Sub Programme 1.1</b>	Strategic Management
<b>Purpose</b>	To co-ordinate the development of BANKSETA Strategic and Annual Performance Plans and co-ordinate monitoring of the implementation of plans and report progress on their implementation
<b>Responsibility</b>	Chief Executive Officer
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

#### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation,	Conduct an annual review of SP and APP	1.1.1 Reviewed SP and APP	Strategic Plan and Annual Performance Plan approved	Strategic Plan and Annual Performance Plan approved	Strategic Plan and Annual Performance Plan approved	Conduct an annual review of SP and APP	Conduct an annual review of Strategic Plan and APP as prescribed by the relevant planning frameworks and submit the plans for approval by the Board		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
policy and good corporate governance principles	Quarterly reports submitted to the Accounting Authority, DHET and, National Treasury on or before the set due dates	1.1.2 Number of quarterly implementation reports	Quarterly reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly Reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly Reports approved by Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly reports submitted to the Accounting Authority and submitted to DHET and National Treasury on or before the set due dates	Quarterly reports submitted to the Accounting Authority, DHET and National Treasury on or before the set due dates		
	Produce and obtain Accounting Authority's approval of the AR and submit to AGSA for Audit and to NT and Parliament by due dates	1.1.3 Accounting Authority approved and Audited Annual Report	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Audited Annual Report (AR) approved and submitted to National Treasury and Parliament within stipulated time frames	Produce AR and submit to AGSA for Audit, obtain Accounting Authority approval and submit to DHET, NT and Parliament by due dates		

## Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.1.1 Reviewed SP and APP	Conduct an annual review of Strategic Plan and APP as prescribed by the relevant planning frameworks and submit the plans for approval the Board		Review and produce 1st draft of strategic plan and APP, obtain Accounting Authority approval and submit to DHET on or before the stipulated date	Review and produce 2nd draft of strategic plan and APP, obtain Accounting Authority approval and submit to DHET and NT on or before the stipulated date	
1.1.2 Number of quarterly implementation reports	Quarterly reports submitted to DHET, and National Treasury within 30 days from the end of the quarter	4th quarter performance report for 2021/2022 submitted to DHET and NT within 30 days from the end of the quarter	1st quarter performance report for 2022/2023 submitted to DHET and NT within 30 days from the end of the quarter	2nd quarter performance report for 2022/2023 submitted to DHET and NT within 30 days from the end of the quarter	3rd quarter performance report for 2022/2023 submitted to DHET and NT within 30 days from the end of the quarter

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.1.3 Audited Annual Report	Produce AR and submit to AGSA for audit and to NT and DHET by due dates	Draft Annual Report produced and approved by the Accounting Authority and submitted to DHET and National Treasury	Audited Annual Report produced and approved by the Accounting Authority and submitted to DHET and National Treasury by the due date		

<b>Sub Programme 1.2</b>	Optimal human resource capacity
<b>Purpose</b>	To recruit, develop and retain the right people, in the right positions and implement an effective performance management system throughout the licensing period of the BANKSETA ensuring the retention of Investors in People Standards recognition
<b>Responsibility</b>	General Manager: Corporate Services
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Retain “Investors in People” status	1.2.1 “Investors in People” recognition retained	“Investors in People” recognition retained at “Developed” maturity level	The IIP standard status was maintained	Established status achieved with recommendations for improvement	“Investors in People” recognition retained at “Developed” maturity level	“Investors in People” recognition retained at “Established” maturity level		
	Conducting Survey on employee satisfaction	1.2.2 Employee satisfaction index	Score of 3,5/5	Score of 3,7/5	Score of 4,09/5	Score of 3,5/5	Score of 3,5/5		

## Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.2.1 “Investors in People” recognition retained	Established status achieved with recommendations for improvement				Established status achieved with recommendations for improvement
1.2.2 Employee satisfaction index	Achieve 3,5 score on employee satisfaction index				Rating of 3,5/5 achieved

<b>Sub Programme 1.3</b>	Communication and Brand Awareness
<b>Purpose</b>	Develop a marketing and communication strategy and plan for engagement, stakeholder liaison and communication with the public to increase brand awareness and ensuring increasing levels of stakeholder satisfaction
<b>Responsibility</b>	General Manager: Corporate Services
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Approval of a marketing and communication strategy	1.3.1 Approved Annual Marketing and Communication strategy	Marketing and Communication Strategy approved	Marketing and Communication Strategy approved	Marketing and Communication Strategy approved	Annual Marketing and Communication Strategy approved	Annual Marketing and Communication Strategy approved by the CEO		
	Conducting Stakeholder Satisfaction Survey	1.3.2 Annual Stakeholder satisfaction rating score	4.2/5	4.5/5	4.18/5	3.5/5	3.5/5	3.5/5	3.5/5

### Output Indicators, Annual and Quarter Targets



Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.3.1 Approved Annual Marketing and Communication strategy	Annual Marketing and Communication Strategy approved by the CEO	Annual Marketing and Communication Strategy approved by the CEO			
1.3.2 Annual Stakeholder satisfaction rating score	3,5/5 Stakeholder Satisfaction rating maintained				Stakeholder satisfaction rating of 3.5/5 maintained

<b>Sub Programme 1.4</b>	ICT Support
<b>Purpose</b>	To enable achievement of the BANKSETA strategic and operational goals through provision of Applications, Data and Technology architecture in a safe and secure environment.
<b>Responsibility</b>	General Manager: Corporate Services
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy, and good corporate governance principles

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation,	Approval of ICT Strategy and Annual	1.4.1 Approved ICT Strategy and Annual ICT	None	None	None	None	Board approved three (3) year ICT	Board approved Annual ICT	Board approved Annual ICT

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
policy and good corporate governance principles	ICT Implementation Plan	Implementation Plan					Strategy and an Annual ICT Implementation Plan	Implementation Plan	Implementation Plan.

### Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.4.1 Approved ICT Strategy and Annual ICT Implementation Plan	Board approved three (3) year ICT Strategy and an Annual ICT Implementation Plan	Board approved three (3) year ICT Strategy and an Annual ICT Implementation Plan			

<b>Sub Programme 1.5</b>	Financial Management and Reporting
<b>Purpose</b>	To promote overall financial efficiency as measured by prudent financial management and compliance with prescripts and policies governing public finance by strengthening financial management practices in the areas of budgeting, expenditure monitoring and reporting
<b>Responsibility</b>	Chief Financial Officer
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Control Admin costs within the regulated limit	1.5.1 Admin costs controlled within the regulated limit of less than 10.5% of levies income or approval sought to exceed threshold	< 10%	< 10%	< 10%	<10.5%	<10.5%	<10.5%	< 10.5%
	Accounting Authority Approval of the Procurement Plan for submission to DHET and NT	1.5.2 Submitted procurement plan on time that is in compliance with NT prescripts	Submitted on time	Submitted on time	Submitted on time	Procurement plan submitted on time	Submit procurement plan on time that is in compliance with NT prescripts		
	Processing/ payment of mandatory grants and discretionary grants in line with the Accounting Authority approved	1.5.3 % of Mandatory grants claimed	>96%	97%	97%	96%	96%	96%	96%

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
	process and regulations								
	100% adherence to approved audit processes, quality documents are submitted and the set timelines are met in order to Inculcate culture compliance for unqualified Audit	1.5.4 An unqualified audit is achieved	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit		

### Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.5.1 Admin costs controlled within the regulated limit of less than 10.5% of levies income or approval sought to exceed threshold	<10.5%	<10.5%	<10.5%	<10.5%	<10.5%
1.5.2 Submitted procurement plan on time that is in compliance with NT prescripts	Submit procurement plan on time that is in compliance with NT prescripts	N/A	N/A	N/A	Submit procurement plan on time that is in compliance

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
					with NT prescripts
1.5.3 % of Mandatory grants claimed	96%	96%	96%	96%	96%
1.5.4 An unqualified audit is achieved	Unqualified audit		Unqualified audit		

<b>Sub Programme 1.6</b>	Organisational Compliance, Internal Audit and Risk Management
<b>Purpose</b>	Periodic risk assessment and audits on compliance with laws and regulations to identify potential risks and governance weakness
<b>Responsibility</b>	Company Secretary and Head of Internal Audit
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Conduct Risk assessment, analysis and plan	1.6.1 Approved risk management plan and quarterly progress reports	Risk register updated and approved by Risk Management Committee	Risk register reported on	The Risk Management Plan was approved by the Board and reporting was done.	Conduct annual risk assessment/revi ew and produce annual risk implementation plan and	Conduct annual risk assessment/review and produce a Board approved Annual Risk Implementation Plan and quarterly progress reports		

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
						quarterly progress reports			
	Prepare Audit Plan and report progress against the plan	1.6.2 Approved rolling 3-year strategic internal audit plan and quarterly progress reports	Rolling 3-year strategic internal audit plan prepared and reported against	Rolling 3-year strategic internal audit plan prepared and reported against	Rolling 3-year strategic internal audit plan prepared and reported against	Prepare a rolling 3-year strategic internal audit plan and submit to the Audit and Risk Committee for approval by 30 June of each year.	Prepare Audit Plan and report progress against the plan		

### Output Indicators, Annual and Quarter Targets

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
1.6.1 Approved risk management plan and quarterly progress reports	Conduct annual risk assessment/ review and produce a Board approved Risk Management Implementation Plan	4th quarter risk progress report submitted to Audit and Risk Committee by 30 June 2022  Risk Implementation Plan for financial year 2022/2023	1st quarter risk progress report submitted to Risk and Audit and Risk Committee by 30 September 2022	2nd quarter risk progress report submitted to Audit and Risk Committee by 31 December 2022	3rd quarter risk progress report submitted to Audit and Risk Committee by March 2023

Output Indicator (Quarterly Targets 2022/2023)	Annual Target	Q1	Q2	Q3	Q4
	Produce annual risk plan and quarterly progress reports				Updated risk register approved by 31 March 2023
1.6.2 Approved rolling 3-year strategic internal audit plan and quarterly progress reports	<p>Prepare a rolling 3-year strategic internal audit plan and submit to the Audit and Risk Committee for approval by 30 June of each Year.</p> <p>Three quarterly audit implementation reports presented to Audit and Risk Committee</p>	<p>Prepare a rolling 3-year strategic internal audit plan and submit to the Audit and Risk Committee for approval by 30 June of each Year.</p>	<p>1st quarter internal audit progress report submitted to Audit and Risk Committee</p>	<p>2nd quarter internal audit progress report submitted to the Audit and Risk Committee</p>	<p>3rd quarter internal audit progress report submitted to the Audit and Risk Committee</p>

<b>Sub Programme 1.7</b>	Monitoring and evaluation of BANKSETA effectiveness and impact measured
<b>Purpose</b>	Effectiveness and impact of outcomes of BANKSETA Strategy, Sector Skills Plan and APP evaluated and recommendations for improvements implemented. Tracing and tracking of beneficiaries to measure the effectiveness of skills development interventions (to measure impact and inform decision making regarding skills development interventions)
<b>Responsibility</b>	Head: Strategy and Research
<b>Budget</b>	None
<b>Strategic Outcome</b>	An efficient and effective SETA that complies with legislation, policy and good corporate governance principles

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Tracking and Tracer Study for WBL interventions	1.7.1 Report on WBL Tracking and Tracer Study	None	Report on WBL Tracking and Tracer Study completed	Report on WBL Tracking and Tracer Study completed	Tracking and Tracer Study for 1000 learners who completed in 2017 and 2018		Tracking of WBL learners who completed in the previous years	

**Note:** There is no planned target for the 2022/2023 financial year, however, the indicator remains relevant and there are targets in the subsequent years.



## 5.2 Programme 2: Skills Planning

**Purpose:** To ensure that appropriate and relevant research and benchmarking studies are conducted to provide input into the development of high quality and credible Sector Skills Plan and the Strategic Plan for the banking and alternate banking sector. A Sector Skills Plan is developed for the banking and alternate banking sector that reflects the labour market demands.

The Programme consists of the following three sub-programmes:

- *Mandatory Grant Claims:* Evaluation and approval of Workplace Skills Plans and Annual Training Reports for mandatory grant claims
- *Research and Benchmarking:* The development of a research agenda and ensuring that all research including benchmark studies is conducted
- *Sector Skills Plan:* Development, updating and dissemination of the Sector Skills Plan

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets (administration budget)
- Implementation/delivery of research agenda (discretionary grant budget)

The budget for mandatory grants will be directly affected by the performance target of the number of WSP/ATR submissions approved.

<b>Sub Programme 2.1</b>	Mandatory Grants
<b>Purpose</b>	Develop a comprehensive system for the approval of employer WSP/ATR submissions for the approval of mandatory grants claims and the provision of valid labour market data ensuring that qualifying levy-paying employers receive their mandatory grants within regulated timelines
<b>Responsibility</b>	Manager: Skills Development
<b>Strategic Outcome</b>	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Encourage & simplify WSP submissions for employers	2.1.1 Number of employers participating in the WSP process	Large: 76 Medium: 51 Small: 315	Large: 76 Medium: 50 Small: 372 of which 129 levy paying	Large: 78 Medium: 46 Small: 353 of which 129 levy paying	Large: 76 Medium: 51 Small: 301	Large: 73 Medium: 42 Small: 301	Large: 73 Medium: 42 Small: 301	Large: 73 Medium: 42 Small: 301

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
2.1.1 Number of employers participating in the WSP process	Large: 73 Medium: 42 Small: 301	Large: 73 Medium: 42 Small: 301			

<b>Sub Programme 2.2</b>	Research and Benchmarking
<b>Purpose</b>	Develop an annual research agenda in line with sector skills planning requirements and the DHET post-school research agenda. Establish research partnerships with public higher education institutions through the funding support of Research Partners who will be responsible for conducting research as outlined and approved in the research agenda in order to support skills planning and/or sector growth. The research conducted by the research partners aligns to the 5 Skills Priority Areas as outlined in the Sector Skills Plan.
<b>Responsibility</b>	Head: Strategy and Research
<b>Budget</b>	R20 000 000.00
<b>Strategic Outcome</b>	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
A credible sector skills planning mechanism that identifies relevant skills priorities to meet	Development of 3 year rolling research agenda	2.2.1 Board Approved 3 year rolling research agenda submitted to DHET by compliance due date	Board-approved three-year rolling research agenda submitted to DHET by compliance due date	Board-approved three-year rolling research agenda submitted to DHET by compliance due date	Board-approved three-year rolling research agenda submitted to DHET by compliance due date	Submit Board-approved three-year rolling research agenda to DHET by compliance due date	Submit Board-approved three-year rolling research agenda to DHET by compliance due date	Submit Board-approved three-year rolling research agenda to DHET by compliance due date	Submit Board-approved three-year rolling research agenda to DHET by compliance due date

the labour market demands for the banking and alternative banking sector	Research partner sourcing	2.2.2 Number of research partners appointed	12	0	0	4	4	-	4
	Production of research deliverables	2.2.3 Number of research reports and /or working papers completed and publications placed on website	15	17	17	5	5	5	5

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
2.2.1 Board Approved 3 year rolling research agenda submitted to DHET by compliance due date	Board Approved 3-year rolling research agenda submitted to DHET by compliance due date		Board Approved 3-year rolling research agenda submitted to DHET by compliance due date		
2.2.2 Number of research partners appointed	4				4
2.2.3 Number of research reports and /or working papers completed and publications placed on the website	5				5

<b>Sub Programme 2.3</b>	Annual Sector Skills Plan developed and approved by DHET
<b>Purpose</b>	Sector Skills Plan meets the requirements of DHET, and provides a sound analysis of the sector and articulates an agreed sector skills strategy to address the identified skills priorities for the sector.
<b>Responsibility</b>	Head: Strategy and Research
<b>Budget</b>	NIL
<b>Strategic Outcome</b>	A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector	Develop/Review SSP	2.3.1 Annual SSP approved by Board and submitted to DHET by compliance due date	Annual Board approved SSP	Annual Board approved SSP	Annual Board approved SSP	Annual Board approved SSP	Annual Board approved SSP for 2023/2024	Annual Board approved SSP for 2024/2025	Annual Board approved SSP for 2025/2026

**Output Indicators, Annual and Quarter Targets**

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
2.3.1 Annual SSP, approved by Board and submitted to DHET by compliance due date	Annual Board approved SSP	Draft Annual SSP, submitted to DHET by compliance due date	Final SSP, approved by Board and submitted to DHET by compliance due date		

### 5.2.1 Programme 3: Learning Programmes

**Purpose:** To implement a range of interventions by entering into agreements between SETAs, qualifying employers and skills development service providers to deliver appropriate interventions to support the provision of substantial-quality programmes for employed workers, unemployed youth, TVET and University students, Co-Ops, SMEs, NGOs resulting in the ability of the beneficiaries to adapt to changes in the labour market and measure and report on the impact of the interventions. All BANKSETA programmes are diverse, that is, they include women, men, youth and people with disabilities.

The budget allocated to this programme will directly impact on performance targets through the budget being utilised towards:

- Optimal human resources to implement programme targets (administration budget)
- Implementation of marketing and communication plan (project administration budget)
- The number of beneficiaries supported by each sub-programme (discretionary grant budget)

<b>Sub Programme 3.1</b>	Sector Learnerships ( Kuyasa)
<b>Purpose</b>	The purpose of this project is to register unemployed learners on an appropriate learnership programme with a further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Youth Development
<b>Budget</b>	R 15 000 000
<b>Strategic Outcome</b>	Linking education and the workplace
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Linking education and the workplace	Recruitment of learners for enrolment	3.1.1 Number of learners enrolled in the programme	720	700	0	482	150	250	250
	Feasible learner programme implementation	3.1.2 Number of learners completing the programme successfully	636	661	626	0	256	130	150

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.1.1 Number of learners enrolled in the programme	150	0	0	150	0
3.1.2 Number of learners completing the programme successfully	256	0	0	256	0

<b>Sub Programme 3.2</b>	PIVOTAL Grant Funding Window: Unemployed (Includes employer driven Learnerships, Internships, Part Qualifications)
<b>Purpose</b>	The purpose of this programme is to register unemployed beneficiaries to meet sector demand that falls within the definition of PIVOTAL programmes as per the annual targets listed below.
<b>Responsibility</b>	Manager: Youth Development
<b>Budget</b>	R 58 944 722.00



<b>Strategic Outcome</b>	Identify and increase the production of occupations in high demand
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Identify and increase the production of occupations in high demand	Recruitment of learners for enrolment	3.2.1 Number of learners enrolled in the programme	680	715	156	910	888	910	910
	Feasible learner programme implementation	3.2.2 Number of learners completing the programme successfully	477	561	411	409	573	409	409

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.2.1 Number of learners enrolled in the programme	888	0	0	400	488
3.2.2 Number of learners completing the programme successfully	573	0	0	0	573

<b>Sub Programme 3.3</b>	Maths and Science Support
<b>Purpose</b>	The purpose of this programme is to register unemployed learners on a programme to improve pass results for grade 10, 11 and 12 with a further aim of achieving successful completions as indicated below. This programme has a rural skills development element.
<b>Responsibility</b>	Regional Offices
<b>Budget</b>	R20 000 000.00
<b>Strategic Outcome</b>	Support career development services
<b>Skills Priorities</b>	Not applicable
<b>Scarce Skill / PIVOTAL Programme</b>	<b>Not applicable</b>

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2019/2020		2022/2023	2023/2024	2024/2025
Support career development services	Recruitment of learners for enrolment	3.3.1 Number of learners participating in the programme	714	1072	249	1575	1900	1575	1575
	Feasible learner programme implementation	3.3.2 Number of learners Completing the programme	965	269	98	1300	1520	1300	1300

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.3.1 Number of learners participating in the programme	1900	1900	0	0	0
3.3.2 Number of learners Completing the programme	1520	0	0	0	1520

<b>Sub Programme 3.4</b>	Skills for the Future: Scholars
<b>Purpose</b>	The purpose of this project is to fund IT skills development in partnership with Universities and/or Universities of Technologies and register unemployed grade 12 learners in rural areas on a ICT programme to gain a skill, entrance at a University or UoT and also do a career counselling to advise learners on careers in the ICT sector.
<b>Responsibility</b>	Manager: Regional Managers
<b>Budget</b>	R 12 000 500.32
<b>Strategic Outcome</b>	Support career development services

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Support career development services	Recruitment of learners to the Programme	3.4.1 Number of learners participating in the programme	-	-	0	400	500	500	500

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.4.1 Number of learners participating in the programme	500	0	0	0	500

<b>Sub Programme 3.5</b>	TVET Work Integrated Learning Funding Window
<b>Purpose</b>	The purpose of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) as per the annual targets below.
<b>Responsibility</b>	Manager: Bursaries and Work Integrated Learning
<b>Budget</b>	R30 000 00.00
<b>Strategic Outcome</b>	Linking education and the workplace

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Linking education and the workplace	Create partnerships with TVET colleges	3.5.1 Number of MoUs signed with TVETs	14	19	0	10	20	20	20
	Implementation of the WIL programme	3.5.2 Number of learners accessing WIL opportunities	88	876	221	543	387	387	387
	Completion of the WIL programme	3.5.3 Number of learners completing WIL successfully	-	125	273	200	0	300	200

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.5.1 Number of MoUs signed with TVETs	20	20	0	0	0
3.5.2 Number of learners accessing WIL opportunities	387	387	0	0	0
3.5.3 Number of learners completing WIL successfully	0	0	0	0	200

<b>Sub Programme 3.6</b>	Universities of Technology Work Integrated Funding Window
<b>Purpose</b>	The purpose of this programme is to fund demand-driven skills development through collaborations with the Universities of Technology and to register learners to access work-integrated learning (WIL) opportunities as per the annual targets listed below.
<b>Responsibility</b>	Manager: Bursaries and Work Integrated Learning
<b>Budget</b>	R 20 000 000.00
<b>Strategic Outcome</b>	Linking education and the workplace
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Linking education and the workplace colleges for capacity building	Create partnerships with UOTs colleges	3.6.1 Number of MoUs signed with UoTs	11	5	1	5	5	5	5
	Implementation of the WIL programme	3.6.2 Number of learners accessing WIL opportunities	340	150	138	505	281	281	281

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
	Completion of the WIL programme	3.6.3 Number of learners completing WIL successfully	-	173	174	150	378	200	200

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.6.1 Number of MoUs signed with UoTs	5	5	0	0	0
3.6.2 Number of learners accessing WIL opportunities	281	281	0	0	0
3.6.3 Number of learners completing WIL successfully	378	0	0	0	378

<b>Sub Programme 3.7</b>	Higher Education Funding Window
<b>Purpose</b>	The purpose of this programme is to fund demand-driven skills through collaborations with Universities and Universities of Technology, with a focus on awarding bursaries in scarce and critical skills areas with a further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Bursaries and Work Integrated Learning
<b>Budget</b>	R81 744722,23
<b>Strategic Outcome</b>	Identify and increase the production of occupations in high demand

## Skills Priorities

- Covid-19 Economic Reconstruction and Recovery Plan
- Technology, Digitalisation, Cybersecurity and Analytics
- Risk Management and Compliance
- Management, Professional and Leadership Development
- Core banking products/services

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Identify and increase the production of occupations in high demand	Create partnerships with HEIs	3.7.1 Number of MoUs signed with Higher Education Institutions	24	24	34	10	15	15	15
	Funding/bursaries for demand driven skills	3.7.2 Number of learners enrolled in the programme	946	1185	1424	600	600	600	600
	Completion of funding/bursary demand driven skills programmes	3.7.3 Number of learners completing the programme successfully	548	450	453	450	450	450	450

## Output Indicators, Annual and Quarter Targets



Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.7.1 Number of MoUs signed with Higher Education Institutions	15	15	0	0	0
3.7.2 Number of learners enrolled in the programme	600	0	600	0	0
3.7.3 Number of learners completing the programme successfully	450	0	0	0	450

<b>Sub Programme 3.8</b>	Career Development Services
<b>Purpose</b>	The purpose of this programme is to build career and vocational guidance by funding the development and dissemination of a career guide to youth and the training of life orientation teachers as per the annual targets listed in the table below.
<b>Responsibility</b>	Manager: Marketing and Communication
<b>Budget</b>	R2 500 000.00
<b>Strategic Outcome</b>	Support career development services

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Support career development services	Conducting career awareness	3.8.1 Number of career awareness workshops conducted	27	45	0	40	20	20	20
	Training Career Development Practitioners	3.8.2 Number of Career Development Practitioners trained	1400	1248	0	500	250	250	250

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.8.1 Number of career awareness workshops conducted	20	5	5	5	5
3.8.2 Number of Career Development Practitioners trained	250	50	50	50	100

<b>Sub Programme 3.9</b>	Leadership Development Programme
<b>Purpose</b>	The purpose of this programme is to register learners on a leadership development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector with a further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Skills Development
<b>Budget</b>	R 20 000 000.00
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of programme participants	3.9.1 Number of learners enrolling for the programme	40	0	0	200	100	100	100
	Implementation of LDP	3.9.2 Number of learners completing the programme successfully	40	0	0	180	180	95	95

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.9.1 Number of learners enrolling for the programme	100	0	100	0	0
3.9.2 Number of learners completing the programme successfully	180	0	0	0	180

<b>Sub Programme 3.10</b>	PIVOTAL Grant Funding Window
<b>Purpose</b>	The purpose of this programme is to register employed beneficiaries on demand-driven skills development programmes in the sector which fall within the definition of PIVOTAL programmes, with a further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Skills Development
<b>Budget</b>	R 120 000 000.00
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of learners for the programme	3.10.1 Number of learners enrolled in the programme	4804	3607	3689	2916	2850	3640	3640
	Implementation of the programme	3.10.2 Number of learners completing the programme successfully	1452	1747	3540	1690	1740	1690	1690

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.10.1 Number of learners enrolled in the programme	2850	0	0	1425	1425
3.10.2 Number of learners completing the programme successfully	1740	0	0	0	1740

<b>Sub Programme 3.11</b>	<b>Reskilling of employees funding window</b>
<b>Purpose</b>	The purpose of this project is to provide funding to employers in order to upskill or re-skill workers whose positions have/will become redundant as a result of restructuring or retrenchment as a result of digitization or other reasons with a further purpose of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Skills Development
<b>Budget</b>	R54 808 333.33
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	Not applicable

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of Learners for the programme	3.11.1 Number of learners enrolled in the programme	645	4642	0	1200	1300	800	800
	Implementation of the reskilling programme	3.11.2 Number of learners completing successfully	148	645	1735	600	400	400	400

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.11.1 Number of learners enrolled in the programme	1300	300	300	300	400
3.11.2 Number of learners completing successfully	400	0	0	0	400

Sub Programme 3.12	IT Funding Window
<b>Purpose</b>	The purpose of this project is to fund demand-driven IT skills development initiatives that employers are not able to access through existing BANKSETA projects with the further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Skills Development
<b>Budget</b>	R10 000 000.00
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	Technology, Digitalisation and Innovation

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of learners	3.12.1 Number of learners enrolled in the programme	689	412	82	300	300	300	300
	Implementation of the programme	3.12.2 Number of learners completing the programme successfully	383	283	31	150	200	150	150

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.12.1 Number of learners enrolled in the programme	300	0	150	150	0
3.12.2 Number of learners completing the programme successfully	200	0	0	100	100



<b>Sub Programme 3.13</b>	<b>SME and CFI Funding Window</b>
<b>Purpose</b>	The purpose of this programme is to encourage and support small enterprises and Cooperative Financial Institutions through funding scarce and critical skills with a further aim of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Alternative Banking
<b>Budget</b>	20 000 000.00
<b>Strategic Outcome</b>	Skills development support for entrepreneurship and cooperative development
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>
<b>Scarce Skill / PIVOTAL Programme</b>	Aligned to the demands of the sector and in line with the five skills priority learning areas

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Skills development support for entrepreneurship and cooperative development	Recruitment of programme participants	3.13.1 Number of SME Organisations supported with training interventions	156	141	26	100	100	100	100
		3.13.2 Number of CFIs Organisations supported with training interventions	30	33	18	30	30	30	30

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.13.1 Number of SME Organisations supported with training interventions	100	0	100	0	0
3.13.2 Number of CFIs Organisations supported with training interventions	30	0	0	0	30

Sub Programme 3.14	Entrepreneurship Programme
<b>Purpose</b>	The purpose of this project is to ensure that SME businesses have necessary business skills to sustain their business by registering learners on bursaries with a further purpose of achieving successful completions as per the annual targets listed below.
<b>Responsibility</b>	Manager: Alternative Banking
<b>Budget</b>	R 42 386 111.11
<b>Strategic Outcome</b>	Skills development support for entrepreneurship and cooperative development
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Technology, Digitalisation and Innovation</li> <li>• Compliance and Risk Management</li> <li>• Management and Leadership Development</li> <li>• Markets, Products and Services</li> <li>• Customer Centricity</li> </ul>

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Skills development support for entrepreneurship and cooperative development	Recruitment of programme participants	3.14.1 Number of participants enrolled to the programme	0	405	0	200	500	500	500
	Implementation of the programme	3.14.2 Number of learners completing the programme successfully	5	346	0	180	130	130	130

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.14.1 Number of participants enrolled to the programme	500	0	500	0	0
3.14.2 Number of learners completing the programme successfully	130	0	0	0	180

<b>Sub Programme 3.15</b>	Rural Areas focused Training
<b>Purpose</b>	The purpose of the programme is to register learners on training programmes in rural areas as per the annual targets listed below.
<b>Responsibility</b>	Manager: Alternative Banking
<b>Budget</b>	R 8 000 000
<b>Strategic Outcome</b>	Skills development support for entrepreneurship and cooperative development

### Skills Priorities

- Covid-19 Economic Reconstruction and Recovery Plan
- Technology, Digitalisation, Cybersecurity and Analytics
- Risk Management and Compliance
- Management, Professional and Leadership Development
- Core banking products/services

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Skills development support for entrepreneurship and cooperative development	Identification of targeted rural areas	3.15.1 Number of rural areas receiving skills development	37	21	0	10	10	10	10
	Implementation of the programme	3.15.2 Number of rural based learners attending training	2510	1558	0	1500	1500	1500	1500

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.15.1 Number of rural areas receiving skills development	10	3	3	2	2
3.15.2 Number of rural based learners attending training	1500	500	500	250	250

### Sub Programme 3.16

Executive Development Programme: Development Finance

### Purpose

The purpose of this programme is to register learners on a management development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector with a further purpose of achieving successful completions as per the annual targets listed below.

<b>Responsibility</b>	Manager: Alternative Banking
<b>Budget</b>	R10 000 000.00
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>
<b>Scarce Skill / PIVOTAL Programme</b>	Management and Leadership

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of programme participants	3.16.1 Number of learners enrolled in the programme	20	0	0	20	20	20	20
	Implementation of IEDP	3.16.2 Number of learners completing the programme successfully	0	0	0	18	18	18	18

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.16.1 Number of learners enrolled in the programme	20	20	0	0	0
3.16.2 Number of learners completing the programme successfully	18	0	0	0	18

<b>Sub Programme 3.17</b>	Doctoral and Post-Doctoral bursaries
<b>Purpose</b>	The purpose of this programme is to register learners for bursaries for PhD and Post-doctoral studies, as per the annual targets listed below. It is a bursary programme targeting beneficiaries researching topics that will benefit the banking and microfinance sector. In addition, the project will support a university-approved programme aimed at developing the research supervisory skills of masters and Doctoral dissertation supervisors in support of doctoral studies.
<b>Responsibility</b>	Manager: Skills Development
<b>Budget</b>	R1 764 499.90
<b>Strategic Outcome</b>	Identify and increase the production of occupations in high demand
<b>Skills Priorities</b>	Not applicable
<b>Scarce Skill / PIVOTAL Programme</b>	This project is aligned with the Research needs of the sector

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Identify and increase production of occupations in high demand	Recruitment of programme participants	3.17.1 Number of bursaries awarded to Students	21	24	4	25	16	25	25
	Implementation of the programme	3.17.2 Number of Students completing successfully	-	1	1	7	15	15	15

## Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.17.1 Number of bursaries awarded to Students	16	0	0	0	16
3.17.2 Number of Students completing successfully	15	0	0	0	15

<b>Sub Programme 3.18</b>	<b>ERRP Programme (Accelerated Employment Programme)</b>
<b>Purpose</b>	The purpose of this programme is to register learners on a skills development programme targeting beneficiaries with a potential to occupy permanent positions in the banking and other sectors of the economy, with a further purpose of contributing to the successful establishment of SMEs.
<b>Responsibility</b>	Manager: Alternative Banking
<b>Budget</b>	R 48 651 111.11
<b>Strategic Outcome</b>	Improving the level of skills in the South African workforce
<b>Skills Priorities</b>	<ul style="list-style-type: none"> <li>• Covid-19 Economic Reconstruction and Recovery Plan</li> <li>• Technology, Digitalisation, Cybersecurity and Analytics</li> <li>• Risk Management and Compliance</li> <li>• Management, Professional and Leadership Development</li> <li>• Core banking products/services</li> </ul>
<b>Scarce Skill / PIVOTAL Programme</b>	N/A



### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Improving the level of skills in the South African workforce	Recruitment of programme participants	3.18.1 Number of participants in the programme	-	-	-	-	500	-	-

### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
3.18.1 Number of participants in the programme	500	500	0	0	0

### 5.3 Programme 4: Quality Assurance

**Purpose:** To develop relevant occupational based qualifications with support from the QCTO and quality assure training delivery towards legacy qualifications resulting in the certification of learners.

<b>Sub Programme 4.1</b>	Quality Management of training provision
<b>Purpose</b>	The QCTO is the custodian for the development and registration of occupation-based qualifications and the continuance of the legacy qualifications until the registration end date. BANKSETA works in partnership with the QCTO to develop new occupational qualifications, working with the relevant stakeholders i.e. SDPs and AQP while ensuring moderation and certification of the learners on the legacy qualifications.
<b>Responsibility</b>	Manager: Quality Management
<b>Budget</b>	R0.00
<b>Strategic Outcome</b>	Occupational qualifications for the banking and alternative banking sector

#### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Occupational qualifications for the banking and alternative banking sector	Identification and registration of occupations	4.1.1 Number of Curricula and Quality Assessment Specifications documentation submitted for registration.	2	2	1	1	1	1	1

#### Output Indicators, Annual and Quarter Targets

Output Indicator 2022/2023	Annual Target	Q1	Q2	Q3	Q4
4.1.1 Number of Curricula and Quality Assessment Specifications documentation submitted for registration.	1	0	0	0	1

<b>Sub Programme 4.2</b>	Quality Management of training provision, assessment and certification of legacy qualifications
<b>Purpose</b>	BANKSETA has the delegated authority of the QCTO to accredit sectoral training providers thereby ensuring quality assurance in the facilitation of learning delivery and implementation and the validity of summative assessments conducted leading to learner certification
<b>Responsibility</b>	Manager: Quality Management
<b>Budget</b>	NIL
<b>Strategic Outcome</b>	Quality management of training provision against legacy qualifications to certify learners

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated performance 2021/2022	MTEF Period		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Quality management of training provision against legacy qualifications to certify learners	Processing of due learner certifications	4.2.1 1 Number of learners certificated with BANKSETA qualifications.	4230	5962	7346	1000	6000	6000	6000
	Development of quarterly report	4.2.2 Timeous and accurate submission of the QCTO Quarterly Report.	54	4	4	4	4	4	4

**Output Indicators, Annual and Quarter Targets**

<b>Output Indicator 2022/2023</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
4.2.1 1 Number of learners certificated with BANKSETA qualifications.	6000	1500	1500	1500	1500
4.2.2 Timeous and accurate submission of the QCTO Quarterly Report.	4	1	1	1	1

## 6. Explanation of Planned Performance Over the Medium Term Period

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
<p>Programme 1: Administration</p>	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> <li>• Filling of funded posts which are vacant</li> <li>• Submissions of performance agreements, reviews and assessments by due dates</li> <li>• Assessment on “Investors in People”</li> <li>• Conducting Survey on employee satisfaction</li> <li>• Design of communication plan and production of quarterly progress reports for approval by EXCO</li> <li>• Conducting Stakeholder Satisfaction</li> <li>• Produce an annual report on indicating achievement of ICT standards</li> <li>• Development of ICT systems</li> <li>• Inculcate ICT compliance</li> <li>• Implement ICT compliance framework</li> <li>• Implement ICT innovation management</li> <li>• Processing &amp; Payment of invoices</li> <li>• Control Admin costs within the regulated limit</li> <li>• Management and minimisation of irregular, Fruitless and Wasteful expenditure</li> <li>• Processing/ payment of mandatory grants and discretionary grants in line with the Accounting Authority approved process and regulations</li> <li>• Accounting Authority Approval of the Procurement Plan for submission to DHET and NT</li> <li>• Implementation and Management of all the NT regulations and practice notes</li> <li>• 100% adherence to approved audit processes, quality documents are submitted and the set timelines are met in order to Inculcate culture compliance for clean Audit</li> <li>• Compliance with all applicable</li> </ul>	<p>Women: 52%            Black: 83%            Disabled: 3%            Youth: N/A</p>	<p>Relevant sector skills development interventions that are aligned to identified skills priority actions designed to address occupational shortages and skills gaps</p>

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
	<ul style="list-style-type: none"> <li>• legislation, regulations and policies</li> <li>• Conduct Risk assessment, analysis and plan</li> <li>• Design Audit Plan and its implementation</li> <li>• Tracking and Tracer Study for WBL interventions</li> <li>• Report on WBL Tracking and Tracer Study</li> </ul>		
Programme 2: Skills Planning	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> <li>• Encourage &amp; simplify WSP submissions for employers</li> <li>• Development of 3 year rolling research agenda</li> <li>• Production of research deliverables</li> <li>• Develop/Review SSP, SP &amp; APP</li> </ul>	N/A	
Programme 3: Learning Programmes	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> <li>• Recruitment of learners for enrolment</li> <li>• Feasible learner programme implementation</li> <li>• Create partnerships with TVET colleges</li> <li>• Implementation of the WIL programme</li> <li>• Completion of the WIL programme</li> <li>• Create partnerships with UOTs colleges</li> <li>• Implementation of the WIL programme</li> <li>• Completion of the WIL programme</li> <li>• Create partnerships with HEIs</li> <li>• Funding/ bursaries for demand-driven skills</li> <li>• Completion of funding/bursary demand-driven skills programmes</li> <li>• Reimbursement of learners completing the programme</li> <li>• Conducting career awareness</li> <li>• Training Life Orientation Teachers</li> </ul>	<p>Women: 54%  Black: 85%  Disabled: 4%  Youth: 80%</p>	

Programme	Outputs contribution to the outcome	Achievement of Priorities of women, children and people with disabilities	Impact aligned with the mandate of the institution
	<ul style="list-style-type: none"> <li>• Recruitment of programme participants</li> <li>• Implementation of IEDP</li> <li>• Recruitment of learners for the programme</li> <li>• Identification of targeted rural areas</li> <li>• Implementation of the programme</li> </ul>		
Programme 4: Quality Assurance	<p>The effective implementation of the outputs contributes to the progressive of the programmes outcomes and impact as it is aligned to the mandate of the institution:</p> <ul style="list-style-type: none"> <li>• Identification and registration of occupations</li> <li>• Processing of due learner certifications</li> <li>• Development of quarterly report</li> </ul>		

## 7. Programme Resource Considerations

### Overview Budget and Medium-Term Expenditure Framework (MTEF) Estimates

Year Ended 31 March (R 000's)	2018/19 Actual	2019/20 Actual	2020/2021 Actual (4 months SDL holiday)	2021/2022 Budget	2022/2023 Budget	% Var	2023/2024 Budget	2024/2025 Budget
<b>Income</b>								
Discretionary levies - 49.5%	504,029	519,422	342,373	453,775	488,141	7.6%	509,862	532,755
Mandatory levies - 20%	193,035	210,218	136,775	183,343	197,228	7.6%	206,005	215,255
Admin levies including QCTO -10.5%	105,457	110,230	72,410	96,255	103,545	7.6%	108,153	113,009
<b>SDL</b>	<b>802,521</b>	<b>839,870</b>	<b>551,558</b>	<b>733,373</b>	<b>788,914</b>	<b>7.6%</b>	<b>824,020</b>	<b>861,019</b>
SDL Interest & penalties	30,373	13,671	47,490	-	-			
<b>Total SDL, penalties, interest</b>	<b>832,894</b>	<b>853,541</b>	<b>599,048</b>	<b>733,373</b>	<b>788,914</b>	<b>7.6%</b>	<b>824,020</b>	<b>861,019</b>
Investment income	50,013	62,782	45,023	40,500	46,667	15.2%	45,214	40,859
other income	86	47	48	-	89		91	97
<b>Total Income</b>	<b>882,993</b>	<b>916,370</b>	<b>644,119</b>	<b>773,873</b>	<b>835,671</b>	<b>8.0%</b>	<b>869,325</b>	<b>901,974</b>
<b>Expenditure</b>								
Mandatory Grants Expenditure								
Programme 2 - Mandatory grants	<b>187,920</b>	<b>205,075</b>	<b>133,739</b>	<b>177,843</b>	<b>191,310</b>	<b>7.6%</b>	<b>199,825</b>	<b>208,797</b>
Discretionary Grant Expenditure								
Programme 2 : Direct Costs	879	968	697	906	1,200	32.5%	1,250	1,300
Programme 2 : project Admin Costs	10	10	11	9	12	33.3%	15	15
<b>Total Programme 2 : DG</b>	<b>889</b>	<b>978</b>	<b>708</b>	<b>915</b>	<b>1,212</b>	<b>32.5%</b>	<b>1,265</b>	<b>1,315</b>
Programme 3 : Direct Costs	462,827	414,366	316,827	579,239	560,089	-3.3%	627,037	644,861
Programme 3 : project Admin Costs	5,624	6,837	5,258	19,620	29,517	50.4%	33,045	33,993
<b>Total Programme 3 : DG</b>	<b>468,451</b>	<b>421,203</b>	<b>322,085</b>	<b>598,859</b>	<b>589,606</b>	<b>-1.5%</b>	<b>660,082</b>	<b>678,854</b>
Programme 4 : Direct Costs	111	1,872	624	-	-		-	-
Programme 4 : Project Admin Costs	1	1	2	-	-		-	-
<b>Total Programme 4 : DG</b>	<b>112</b>	<b>1,873</b>	<b>626</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>
<b>Total Discretionary expenditure</b>	<b>469,452</b>	<b>424,054</b>	<b>323,419</b>	<b>599,774</b>	<b>590,818</b>	<b>-1.5%</b>	<b>661,347</b>	<b>680,169</b>
<b>Administration Costs</b>								
Admin costs for programme 1	56,384	55,356	49,150	64,794	68,510	5.7%	72,550	75,803
Admin costs for programme 2	2,537	3,520	11,590	5,640	6,202	10.0%	6,464	6,755
Admin costs for programme 3	8,913	14,585	18,884	17,871	18,775	5.1%	19,569	20,450
Admin costs for programme 4	2,843	2,974	3,106	4,000	4,230	5.8%	4,420	4,619
Admin costs -QCTO Expenditure	4,885	5,300	5,793	3,951	5,826	47.5%	5,150	5,381
<b>Total Admin expenditure</b>	<b>75,562</b>	<b>81,735</b>	<b>88,523</b>	<b>96,256</b>	<b>103,543</b>	<b>7.6%</b>	<b>108,154</b>	<b>113,008</b>
<b>Total Expenditure</b>	<b>732,934</b>	<b>710,864</b>	<b>545,681</b>	<b>873,873</b>	<b>885,671</b>	<b>1.4%</b>	<b>969,325</b>	<b>1,001,974</b>
<b>Surplus/(Deficit)</b>	<b>150,059</b>	<b>205,506</b>	<b>98,438</b>	<b>-100,000</b>	<b>-50,000</b>	<b>-50.0%</b>	<b>-100,000</b>	<b>-100,000</b>



The project admin expenditure budget is lower than 7.5% project management cost allowed as the BANKSETA manages its own projects but allocates all the project staff salaries to admin expenditure. BANKSETA does not allocate any staff salaries to discretionary/project budgets.

Project admin budget is made out of marketing, travel, monitoring and evaluation and any learner administration contract cost.

Programme 4 has no budgeted costs as QCTO has taken over the curriculum activities.

## 8. Key Risks

Outcome	Key Risk	Risk Mitigation
To co-ordinate planning, monitoring and reporting on implementation of BANKSETA plans	Decline in levy revenue	BANKSETA keeps constant contact with big employers to confirm payments declared. BANKSETA maintain a buffer for admin expenditure in case levies drop below the budgeted amount. Application to the National Treasury to carry over surplus funds received. Review shortfalls within programmes and re-allocate surplus funds.
An efficient and effective SETA that complies with legislation, policy and good corporate governance principles	Unstable leadership and management	
To promote internal and external communication on the work of BANKSETA	Inefficient positioning & aligning of BANKSETA with industry needs	
	Ineffective information security	

<p>To implement and realize benefits from ICT solutions in doing the work of BANKSETA</p>	<p>Ineffective disaster recovery and business continuity(site, testing, DML)</p>	
<p>A credible sector skills planning mechanism that identifies relevant skills priorities to meet the labour market demands for the banking and alternative banking sector</p>	<p>Misaligned and delayed intervention which are relevant to sector needs Misalignment of new occupational qualifications to the industry needs</p>	
<p>Identify and increase the production of occupations in high demand</p> <p>Support career development services</p> <p>Increase access to occupationally directed programmes</p> <p>Improving the level of skills in the South African workforce</p> <p>Linking education and the workplace</p>	<p>BANKSETA not able to align delivery methodology to changing environment</p>	
<p>Support career development services</p>	<p>Ineffective growth within the rural areas</p>	

## **9. Public Entities**

Not Applicable

## **10. Infrastructure Projects**

Not Applicable

## **11. Public Private Partnerships**

Not Applicable

## Part D: Technical Indicator Descriptors

### Programme 1: Administration

#### Sub Programme 1.1 Strategic Management

Indicator Title	1.1.1 Reviewed SP and APP
Short Definition	Ensure that all plans are timely developed and reported in line with planning frameworks
Purpose/Importance	To provide strategic direction to BANKSETA and promote accountability and good corporate governance
Source/Collection of data	Strategic Plan and Annual Performance Plan Proof of submission to DHET
Method of calculation	1 x draft 1 x final
Data limitations	None
Type of indicator	Qualitative
Calculation type	Non-Cumulative for the year
Reporting Cycle	Quarterly (draft +final)
New Indicator	No
Desired Performance	Conduct annual review of Strategic Plans and APP as prescribed by the relevant planning frameworks and submit the plan for approval and tabling in Parliament
Indicator Responsibility	Chief Executive Officer

Indicator Title	1.1.2 Number of quarterly implementation reports
Short Definition	Quarterly reports showing the performance of BANKSETA against set targets in the Annual Performance Plan
Purpose/Importance	To report progress on BANKSETA Outcomes and targets
Source/Collection of data	Quarterly reports
Method of calculation	4 quarterly reports
Data limitations	none
Type of indicator	Qualitative (Text)
Calculation type	Cumulative for the year
Reporting Cycle	quarterly
New Indicator	no
Desired Performance	Quarterly reports submitted to the DHET and National Treasury within 30 days from the end of the quarter
Indicator Responsibility	CFO to Treasury and GM Operations to DHET and DPME

Indicator Title	1.1.3 Accounting Authority approved and Audited Annual Report
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<b>Short Definition</b>	Annual Report on BANKSETA activities against its planned targets
<b>Purpose/Importance</b>	To report progress on the annual departmental objectives and targets
<b>Source/Collection of data</b>	Audited Annual Report
<b>Method of calculation</b>	Verification of the compliance of Annual Report with NT guidelines, approval by EA and proof of submission by due date
<b>Data limitations</b>	none
<b>Type of indicator</b>	Quantitative
<b>Calculation type</b>	Non-Cumulative for the year
<b>Reporting Cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired Performance</b>	Produce AR and submit to AGSA for audit and to NT and Parliament by due dates
<b>Indicator Responsibility</b>	GM: Corporate Services

## Sub Programme 1.2      **Optimal human resource capacity**

<b>Indicator Title</b>	<b>1.2.1 “Investors in People” recognition retained</b>
<b>Short Definition</b>	BANKSETA was awarded the status of “Investor In People” and strives to at least maintain the status or move higher in the standard hierarchy
<b>Purpose/Importance</b>	To monitor the recognition status of BANKSETA with regard to the investor in people standards
<b>Source/Collection of data</b>	Recognition Letter
<b>Method of calculation</b>	Qualitative
<b>Data limitations</b>	None
<b>Calculation type</b>	Non-Cumulative for the year
<b>Reporting Cycle</b>	Annual Year end
<b>New Indicator</b>	No
<b>Desired Performance</b>	Retain the status
<b>Indicator Responsibility</b>	GM: Corporate Services

<b>Indicator Title</b>	<b>1.2.2 Employee satisfaction index</b>
<b>Short Definition</b>	BANKSETA values its employees and continues to monitor their levels of satisfaction with employer through employee satisfaction surveys
<b>Purpose/Importance</b>	To measure the levels of satisfaction amongst employees on an annual basis
<b>Source/Collection of data</b>	Employee Satisfaction Reports

<b>Indicator Title</b>	<b>1.2.2 Employee satisfaction index</b>
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	None
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annual
<b>New Indicator</b>	No
<b>Desired Performance</b>	High Satisfaction levels
<b>Indicator Responsibility</b>	GM: Corporate Services

### **Sub Programme 1.3:           Communication and Brand Awareness**

<b>Indicator Title</b>	<b>1.3.1 Approved Annual Marketing and Communication strategy</b>
<b>Short Definition</b>	A communication plan to effectively communicate the work of the BANKSETA and engage with stakeholders
<b>Purpose/Importance</b>	To ensure and enhance effective communication, raise awareness and information sharing on key matters relevant to both internal and external stakeholders
<b>Source/Collection of data</b>	Approved communication plan and reports on activities
<b>Method of calculation</b>	Simple count and verification of the presence of the plans
<b>Data limitations</b>	None
<b>Calculation type</b>	Non-cumulative (communication plan) and cumulative (implementation reports)
<b>Reporting Cycle</b>	Annually (communication plan) and Quarterly (implementation reports)
<b>New Indicator</b>	Yes
<b>Desired Performance</b>	Produce a communication plan annually and report on its implementation within 30 days of end of each quarter of the financial year
<b>Indicator Responsibility</b>	GM: Corporate Services

<b>Indicator Title</b>	<b>1.3.2 Conducting Stakeholder Satisfaction Survey</b>
<b>Short Definition</b>	Annual Stakeholder Satisfaction Survey
<b>Purpose/Importance</b>	To assess internal and external stakeholder satisfaction related to BANKSETA service provision on programme offerings, resource/s capacity and overall stakeholder perception of the organisation
<b>Source/Collection of data</b>	Survey Data
<b>Method of calculation</b>	Baseline achievement(Average of the scores)
<b>Data limitations</b>	Insufficient data(Insufficient Responses)
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annual
<b>New Indicator</b>	No
<b>Desired Performance</b>	Achieve a 3.5/5 rating
<b>Indicator Responsibility</b>	GM: Corporate Services

#### **Sub Programme 1.4      ICT Support**

<b>Indicator Title</b>	<b>1.4.1 Approved ICT Strategy and Annual ICT</b>
<b>Short Definition</b>	To measure the existence of ICT Strategy
<b>Source/Collection of data</b>	Approved ICT Strategy
<b>Method of calculation or assessment</b>	Observations
<b>Means of verification</b>	ToR, System Reports, Signed Reports, Minutes, Invites,
<b>Assumptions</b>	Data produced by ICT as proof of completion of each activity is valid, accurate and verifiable.
<b>Calculation type</b>	Average for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	95% achievement on implementation of ICT Implementation Plan
<b>Indicator Responsibility</b>	ICT Manager

#### **Sub Programme 1.5      Financial Management Audit and Reporting**

<b>Indicator Title</b>	<b>1.5.1 Admin costs controlled within the regulated limit of less than 10.5% of levies income or approval sought to exceed threshold</b>
<b>Short Definition</b>	The indicator measures whether the BANKSETA adheres to the limit on admin and capex expenditure
<b>Purpose/Importance</b>	To assess the level of compliance with legislation
<b>Source/Collection of data</b>	Calculation from the monthly management accounts
<b>Method of calculation</b>	Total of Admin and capex expenditure divided by 10.5% of total SDL.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output

<b>Indicator Title</b>	<b>1.5.1 Admin costs controlled within the regulated limit of less than 10.5% of levies income or approval sought to exceed threshold</b>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	BANKSETA to operate within 10.5% of SDL for our sector or get written approval from DHET to exceed.
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>1.5.2 Submitted procurement plan on time that is in compliance with NT prescripts</b>
<b>Short Definition</b>	The indicator measures compliance with legislation
<b>Purpose/Importance</b>	To assess compliance with legislation
<b>Source/Collection of data</b>	Actual approved and submitted procurement plan.
<b>Method of calculation</b>	Nil
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative – once a year
<b>Reporting Cycle</b>	Once a year. Q1
<b>New Indicator</b>	No
<b>Desired Performance</b>	Submitted approved and compliant procurement plan
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>1.5.3 % of Mandatory grants claimed</b>
<b>Short Definition</b>	The indicator measures how well BANKSETA manages mandatory grants
<b>Purpose/Importance</b>	Mandatory grant payment is legislated, high participation in this is gateway for stakeholders to gain discretionary grants,
<b>Source/Collection of data</b>	Calculation from management accounts. Management accounts information is from levy and grants process
<b>Method of calculation</b>	Total mandatory grant expenditure divided by mandatory levies received
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	96%
<b>Indicator Responsibility</b>	Chief Financial Officer



Indicator Title	1.5.4 An unqualified audit is achieved
Short Definition	The indicator measures compliance with legislation, performance reporting and management, financial management and corporate governance
Purpose/Importance	This is a BANKSETA wide measure of compliance with legislation, good performance, finances and governance
Source/Collection of data	Audit opinion from AGSA
Method of calculation	Audit opinion from AGSA
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting Cycle	At year end. Q4 of the following year
New Indicator	No
Desired Performance	Unqualified audit report
Indicator Responsibility	Chief Financial Officer

**Sub Programme 1.6:                    Organisational Compliance, Internal Audit and Risk Management**

Indicator Title	1.6.1 Approved risk management implementation plan and quarterly progress reports
Short Definition	Ensure adequate and effective risk management programme in the BANKSETA.
Source/Collection of data	All business units
Method of calculation or assessment	Produce annual risk management implementation plan and quarterly risk management reports.
Means of verification	Approved annual risk management implementation plan and presented quarterly risk management reports.
Assumptions	Improved risk culture and maturity within BANKSETA
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting Cycle	Annually
Desired Performance	80% implementation of the risk management implementation planned activities.
Indicator Responsibility	Risk and Compliance Officer

Indicator Title	1.6.2 Approved internal audit plan and quarterly monitoring reports
Short Definition	<ul style="list-style-type: none"> <li>▪ The Rolling 3-year strategic internal audit plan is a list of activities/projects or assignments that the internal audit division plans to perform and complete during the financial year.</li> </ul>

	<ul style="list-style-type: none"> <li>Quarterly Monitoring Reports are progress reports that document progress against internal audit activities documented in the internal audit plan.</li> </ul>
<b>Source/Collection of data</b>	Reports issued to the BANKSETA ARC or BANKSETA Board
<b>Method of calculation or assessment</b>	Qualitative
<b>Means of verification</b>	Rolling 3-year strategic internal audit plan approved by the ARC/Board and Quarterly Reports issued to the BANKSETA ARC/Board
<b>Assumptions</b>	n/a
<b>Disaggregation of beneficiaries</b>	n/a
<b>Spatial Transformation</b>	n/a
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Rolling 3-year strategic internal audit plan - Annual Quarterly Monitoring Reports - Quarterly
<b>Desired Performance</b>	One Rolling 3-year strategic internal audit plan approved by BANKSETA ARC/Board and three Quarterly Reports issued to the BANKSETA ARC/Board
<b>Indicator Responsibility</b>	Head: Internal Audit

### Sub Programme 1.7: Monitoring and evaluation of BANKSETA effectiveness and impact measured

Indicator Title	1.7.1 Report on WBL Tracking and Tracer Study
<b>Definition</b>	To ensure that the beneficiaries of BANKSETA WBL programmes are traced and tracked and impact of programmes is measured
<b>Source of data</b>	WBL Project Closeout reports
<b>Method of assessment</b>	Quantitative and Qualitative
<b>Means of verification</b>	Tracking and Tracing Report,
<b>Data limitations</b>	None
<b>Assumptions</b>	Data collected by project managers
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Report on tracking of all WBL beneficiaries
<b>Indicator Responsibility</b>	Head: Strategy and Research

## Programme 2: Skills Planning

### Sub-Programme 2.1: Mandatory Grants

Indicator Title	2.1.1 Increased participation of employers in WSP process
<b>Short Definition</b>	To measure the number of employers who submitted WSP/ATR information

<b>Source of data</b>	MIS
<b>Method of calculation</b>	Simple count
<b>Means of verification</b>	Copy of submissions
<b>Assumptions</b>	Functional MIS
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased participation
<b>Indicator Responsibility</b>	Manager: Skills Development

## Sub-Programme 2.2: Research and Benchmarking

<b>Indicator Title</b>	<b>2.2.1 Board Approved 3 year rolling research agenda submitted to DHET by compliance due date</b>
<b>Definition</b>	To ensure that the three year research agenda submitted to the DHET is approved by the board
<b>Source of data</b>	Signed Research Agenda
<b>Method of assessment</b>	Qualitative
<b>Means of verification</b>	Signed Research Agenda
<b>Data limitations</b>	None
<b>Assumptions</b>	None
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Approved Research Agenda
<b>Indicator Responsibility</b>	Head: Strategy and Research

<b>Indicator Title</b>	<b>2.2.2 Number of research partners appointed</b>
<b>Short Definition</b>	To measure the number of research partners appointed
<b>Source of data</b>	MOAs
<b>Method of assessment</b>	Quantitative
<b>Means of verification</b>	MOUs with Public HE Institutions
<b>Assumptions</b>	None
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	More research partners
<b>Indicator Responsibility</b>	Head: Strategy and Research

<b>Indicator Title</b>	<b>2.2.3 Number of research reports and /or working papers completed and publications placed on knowledge portal</b>
<b>Short Definition</b>	To measure the number of research reports and /or working papers completed
<b>Source of data</b>	www.bankseta.org.za
<b>Method of assessment</b>	Quantitative
<b>Means of verification</b>	Availability of the documents on the website
<b>Assumptions</b>	Functional website
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Annual

<b>Desired Performance</b>	Increased number of papers
<b>Indicator Responsibility</b>	Head: Strategy and Research

### Sub-Programme 2.3: Annual Sector Skills Plan developed and approved by DHET

<b>Indicator Title</b>	<b>2.3.1 Annual SP and APP, approved by Board and submitted to DHET by compliance due date</b>
<b>Short Definition</b>	To ensure that the SP and APP submitted to the DHET are approved by the board
<b>Source of data</b>	
<b>Method of assessment</b>	Qualitative
<b>Means of verification</b>	Letter of acknowledgement from DHET
<b>Assumptions</b>	None
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Approved SSP, SP and APP
<b>Indicator Responsibility</b>	Head: Strategy and Research

<b>Indicator Title</b>	<b>2.3.2 Annual SSP approved by Board and submitted to DHET by compliance due date</b>
<b>Short Definition</b>	To ensure that the SSP submitted to the DHET is approved by the board
<b>Source of data</b>	
<b>Method of assessment</b>	Qualitative
<b>Means of verification</b>	Letter of acknowledgement from DHET
<b>Assumptions</b>	None
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Approved SSP, SP and APP
<b>Indicator Responsibility</b>	Head: Strategy and Research

## Programme 3: Learning Programmes

### Sub-Programme 3.1 Sector Learnership

Indicator Title	3.1.1 Number of learners enrolled in the programme
<b>Definition</b>	The aim of this project is to register unemployed learners (graduates or matriculants) on an appropriate Learnership programme with a further aim of achieving successful completions as per the annual targets.
<b>Source of data</b>	Performance information from implementation partners
<b>Method of calculation or assessment</b>	Simple Count
<b>Means of verification</b>	Registered and duly signed learning programme Agreement Duly signed fixed term contract of employment Lerner ID Copy Copy of learner's highest qualification Training provider's certificate of accreditation applicable to the programme
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries (where applicable)</b>	54% Women 100% Youth 4% People with disabilities
<b>Spatial transformation (where applicable)</b>	Nationally
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Higher learner entered than the actual planned target
<b>Indicator Responsibility</b>	Manager: Youth Development

Indicator Title	3.1.2 Number of learners completing the programme successfully
<b>Definition</b>	The aim of this project is to register unemployed learners on an appropriate learning programme with a further aim of achieving successful completions as per the annual targets.
<b>Source of data</b>	Performance information from implementation partners
<b>Method of calculation</b>	Simple Count
<b>Means of Verification</b>	Copy of Certificate/ Statement of Results
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A

Indicator Title	3.1.2 Number of learners completing the programme successfully
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner completing than the actual planned target
Indicator Responsibility	Manager: Youth Development

### Sub-Programme 3.2 PIVOTAL Grant Funding Window: Unemployed (Includes employer driven Learnership, Internships, Skills Programmes, Bursaries)

Indicator Title	3.2.1 Number of learners enrolled in the programme
Definition	The aim of this programme is to register unemployed beneficiaries to meet sector demand that falls within the definition of PIVOTAL programmes as per the annual targets
Source of data	Performance information from implementation partners
Method of calculation or assessment	Simple Count
Means of verification	<p><b>Unemployed Learnership</b> Registered and duly signed Learnership Agreement Duly signed fixed term contract of employment Lerner ID Copy Copy of learner's highest qualification Training provider's certificate of accreditation applicable to the Learnership</p> <p><b>Unemployed Internships</b> A duly signed Internship agreement A duly signed fixed employment contract Copy of the learner's qualification Learners ID copy</p> <p><b>Unemployed Skills Programme/ Part Qualification</b> A duly signed skills programme agreement or a duly signed Learner registration form with clear start and end dates of the programme Learner's ID copy.</p>
Assumptions	Data is available, completed and accurate Performance Information may relate to learners who have already entered or who have already completed
Disaggregation of beneficiaries (where applicable)	54% Women 100% Youth 4% People with disabilities
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher learner entered than the planned target
Indicator Responsibility	Manager: Youth Development

Indicator Title	3.2.2 Number of learners completing the programme successfully
<b>Definition</b>	Identify and Increase the production of occupations in high demand The aim of this programme is to have unemployed beneficiaries successfully completing the programme to meet sector demand
<b>Source of data</b>	performance information from implementation partners
<b>Method of calculation or assessment</b>	Simple Count
<b>Means of verification</b>	<b>Unemployed Learnership</b> Copy of Certificate/ Statement of Results Close-out report from employer <b>Unemployed Internship</b> Close-out report from the employer/copy of certificate/letter stating the learner completed the internship programme. <b>Unemployed Skills Programme/ Part Qualification</b> A duly signed skills programme agreement or a duly signed Learner registration form with clear start and end dates of the programme Copy of a completion certificate/statement of results/ETQA assessment report
<b>Assumptions</b>	Data is available, completed and accurate. Performance Information may relate to learners who have already entered or who have already completed
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	Nationally
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Higher learner completing than the actual planned target
<b>Indicator Responsibility</b>	Manager: Youth Development

### Sub-programme 3.3 Maths and Science Support

Indicator Title	3.3.1 Number of learners participating in the programme
<b>Definition</b>	Identify and increase the production of occupations in high demand. To register unemployed youth on programmes, focusing on scarce and critical skills, with a further aim of achieving successful completions as per the annual targets.
<b>Source of data</b>	Performance information from implementation partners
<b>Method of calculation or assessment</b>	Simple count
<b>Means of Verification</b>	QMR
<b>Assumptions</b>	Data is available, completed and accurate

<b>Disaggregation of beneficiaries</b>	54%women 100% youth 4% disabilities
<b>Spatial transformation</b>	All nine province
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Higher learner uptake
<b>Indicator Responsibility</b>	Manager: Limpopo Regional Office

<b>Indicator Title</b>	
<b>3.3.2 Number of learners Completing the programme</b>	
<b>Definition</b>	Identify and increase the production of occupations in high demand  The aim of this project is to increase the number unemployed youth obtain work experience thus enhance employability by focusing on scarce and critical skills, with a further aim of achieving successful completions.
<b>Source of data</b>	Performance information from implementation partners
<b>Method of calculation or assessment</b>	Simple Count
<b>Means of verification</b>	QMR
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	All nine province
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Higher learner completion and internship placements
<b>Indicator Responsibility</b>	Manager: Limpopo Regional Office



### Sub-Programme 3.4: Skills for the Future: Scholars

Indicator Title	3.4.1 Number of learners participating in the programme
<b>Short Definition</b>	The purpose of this project is to fund IT skills development in partnership with Universities and/or Universities of Technologies and register unemployed grade 12 learners in rural areas on a ICT programme to gain a skill, entrance at a University or UoT and also do a career counselling to advise learners on careers in the ICT sector.
<b>Source/Collection of data</b>	Performance information from implementation partners
<b>Method of calculation</b>	simple count of learners
<b>Assumptions</b>	Data available. Performance Information may relate to learners who have already entered or who have already completed
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	Each participants baseline is not measured to determine actual progress made due to the intervention
<b>Type of indicator</b>	Quantitative
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased number of participants
<b>Indicator Responsibility</b>	Regional Managers

### Sub-Programme 3.5 TVET Work Integrated Funding Window

Indicator Title	3.5.1 Number of MoAs signed with TVETs
<b>Definition</b>	As part of the BANKSETA mandate, partnerships must be entered into with TVET to support learners. To achieve these, MOUs are signed with qualifying learning institutions.
<b>Source of data</b>	MoAs from TVET Colleges
<b>Method of calculation or assessment</b>	Simple count
<b>Means of verification</b>	Count MOAs
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	All nine province
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Sign more MoAs
<b>Indicator Responsibility</b>	Manager: Bursaries and Work Integrated Learning

<b>Indicator title</b>		<b>3.5.2 Number of Learners accessing WIL opportunities</b>
<b>Definition</b>	Link education and the workplace The aim of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) in order to obtain a qualification.	
<b>Source of data</b>	performance information from implementation partners	
<b>Method of Calculation or assessment</b>	The indicator is counted by the number of learners	
<b>Means of verification</b>	QMR	
<b>Assumptions</b>	Data is available, completed and accurate	
<b>Disaggregation of beneficiaries</b>	54%women 100% youth 4% disabilities	
<b>Spatial transformation</b>	All nine province	
<b>Calculation type</b>	cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners had access to skills development	
<b>Indicator responsibility</b>	Manager: Bursaries and Work Integrated Learning	

<b>Indicator Title</b>		<b>3.5.3 Number of learners completing WIL successfully</b>
<b>Definition</b>	The aim of this programme is to assist TVET College learners to access work-integrated learning (WIL) opportunities through collaborations with Technical Vocational Education and Training Institutions (TVET's) in order to obtain a TVET qualification	
<b>Source of data</b>	Performance information from implementation partners	
<b>Method of calculation or assessment</b>	Simple count	
<b>Means of verification</b>	Letter of completion from TVET	
<b>Assumptions</b>	Data is available, completed and accurate	
<b>Disaggregation of beneficiaries</b>	N/A	
<b>Spatial transformation</b>	All nine provinces	
<b>Calculation type</b>	cumulative	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable because that will indicate that more public training institutions are being supported with skills development initiatives	

<b>Indicator Responsibility</b>	Manager: Bursaries and Work Integrated Learning
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### Sub-programme 3.6 University of Technology Work Integrated Funding Window

<b>Indicator Title</b>	<b>3.6.1 Number of MoUs signed with UoTs</b>
<b>Definition</b>	As part of the BANKSETA mandate, partnerships must be entered into with UoT to support learners. To achieve these, MOUs are signed with qualifying learning institutions.
<b>Source of data</b>	MoUs from Universities of Technology
<b>Method of calculation or assessment</b>	Simple count
<b>Means of verification</b>	QMR
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation</b>	All nine province
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Sign more MoUs with Universities of Technology
<b>Indicator Responsibility</b>	Manager: Bursaries and Work Integrated Learning

<b>Indicator Title</b>	<b>3.6.2 Number of learners accessing WIL opportunities</b>
<b>Definition</b>	Link education and the workplace To measure the number of learners who access WIL opportunities and Work-integrated learning encourages learners to gain valuable workplace experience and in most instances are pre-requisites for the completion of a learning programme
<b>Source of data</b>	Performance information from implementation partners Signed
<b>Method of calculation or assessment</b>	count of learners
<b>Means of verification</b>	Signed workplace experience agreement Copy of identity document
<b>Assumptions</b>	Data is available, completed and accurate
<b>Disaggregation of beneficiaries</b>	54% women 100% youth 4% disabilities
<b>Spatial transformation</b>	All nine provinces
<b>Calculation type</b>	cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners are benefitting from WIL
<b>Indicator Responsibility</b>	Manager: Bursaries and Work Integrated Learning

Indicator Title	3.6.3 Number of learners completing WIL successfully
Definition	Link education and the workplace To measure the number of learners who complete WIL opportunities and Work integrated learning encourages learners to gain valuable workplace experience and in most instances are pre-requisites for the completion of a learning programme
Source of data	Performance information received from implementation partners
Method of calculation or assessment	Count of completions
Means of Verification	Letters of completion from institutions
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	N/A
Spatial transformation	All nine provinces
Calculation type	cumulative
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners are completing WIL
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

### Sub-programme 3.7 Higher Education Funding Window

Indicator Title	3.7.1 Number of MoAs signed with Higher Education Institutions
Definition	As part of the BANKSETA mandate, partnerships must be entered into with higher education institutions to support learners. To achieve this, MOUs are signed with qualifying learning institutions.
Source of data	MoAs with Higher Education Institutions
Method of calculation or assessment	Simple count
Means of verification	MOA
Assumptions	Data is available, completed and accurate
Disaggregation of beneficiaries	N/A
Spatial transformation	All nine provinces
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Sign more MoAs
Indicator Responsibility	Manager: Bursaries and Work Integrated Learning

<b>Indicator title</b>		<b>3.7.2 Number of Learners enrolled in the programme</b>
<b>Definition</b>	Identify and increase the production of occupations in high demand The aim of this programme is to fund demand-driven skills through collaborations with Universities and Universities of Technology, with a focus on awarding bursaries in scarce and critical skills areas with a further aim of achieving successful completions	
<b>Source of data</b>	Performance information received from implementation partner	
<b>Method of Calculation or assessment</b>	Simple count	
<b>Means of verification</b>	Learner bursary agreement, identity document proof of registration from higher education institutions	
<b>Assumptions</b>	Data is available, completed and accurate. Performance Information may relate to learners who have already entered	
<b>Disaggregation of beneficiaries</b>	54%women 100% youth 4% disabilities	
<b>Spatial transformation</b>	All nine provinces	
<b>Calculation type</b>	cumulative	
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners had access higher institutions of learning.	
<b>Indicator responsibility</b>	Manager: Bursaries and Work Integrated Learning	

<b>Indicator title</b>		<b>3.7.3 Number of Learners completing the programme successfully</b>
<b>Definition</b>	Identify and increase the production of occupations in high demand The purpose of measuring this indicator is to show how many learners successfully complete full qualification through bursary funding	
<b>Source of data</b>	Performance information received from implementation partners	
<b>Method of Calculation or assessment</b>	Simple count	
<b>Means of verification</b>	Statement of results Or certificate	
<b>Assumptions</b>	Data is available, completed and accurate. Performance Information may relate to learners who have already completed (settlements)	
<b>Disaggregation of beneficiaries</b>	N/A	
<b>Spatial transformation</b>	All nine provinces	
<b>Calculation type</b>	cumulative	
<b>Reporting cycle</b>	Quarterly	

<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable because that will indicate that more learners met the assessment criteria and is competent in the outcomes
<b>Indicator responsibility</b>	Manager: Bursaries and Work Integrated Learning

### Sub-Programme 3.8 Career Awareness

<b>Indicator Title</b>	<b>3.8.1 Number of career awareness workshops conducted</b>
<b>Short Definition</b>	To measure the number of career awareness workshops conducted
<b>Source/Collection of data</b>	event reports, attendance registers
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence -
<b>Method of calculation</b>	Simple Count
<b>Assumptions</b>	None
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased workshops
<b>Indicator Responsibility</b>	Manager: Marketing and Communications

<b>Indicator Title</b>	<b>3.8.2 Number of Career Development Practitioners trained</b>
<b>Short Definition</b>	To measure the number of Career Development Practitioners trained
<b>Source/Collection of data</b>	Attendance Registers
<b>Means of verification</b>	Attendance registers
<b>Method of calculation</b>	Simple Count
<b>Assumptions</b>	Data received from service providers are available, complete, and valid
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased uptake on the programme

<b>Indicator Title</b>	<b>3.8.2 Number of Career Development Practitioners trained</b>
<b>Indicator Responsibility</b>	Manager: Marketing and Communication

### Sub-Programme 3.9 Executive Development Programme

<b>Indicator Title</b>	<b>3.9.1 Number of learners enrolled for the programme</b>
<b>Short Definition</b>	To measure the number of learners enrolling for the programme
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Proof of registration, and Bursary agreement
<b>Assumptions</b>	Data received from employers are available, complete, and valid
<b>Disaggregation of beneficiaries (where applicable)</b>	85% Black 54% Women 4% People with disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	Performance Information is received late and incomplete
<b>Type of indicator</b>	Quantitative
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Increased uptake on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

<b>Indicator Title</b>	<b>3.9.2 Number of learners completing the programme successfully</b>
<b>Short Definition</b>	To measure the number of learners completing the programme successfully
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Bursary agreement, and Completion Certificate
<b>Assumptions</b>	Data received from employers are available, complete, and valid
<b>Type of indicator</b>	Quantitative
<b>Calculation type</b>	Cumulative for the year

<b>Indicator Title</b>	<b>3.9.2 Number of learners completing the programme successfully</b>
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased completions on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

### Sub-Programme 3.10 PIVOTAL Grant Funding Window

<b>Indicator Title</b>	<b>3.10.1 Number of learners enrolled in the programme</b>
<b>Short Definition</b>	To measure the number of learners enrolled in programme
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Proof of registration, and Bursary agreement (Bursary, Skills Programme, Recognition of Prior Learning and Work-based Learning Agreement)
<b>Assumptions</b>	Data received from employers are available, complete and valid. Performance Information may relate to learners who have already entered.
<b>Disaggregation of beneficiaries (where applicable)</b>	85% Black 54% Women 4% People with disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	Performance Information is received late and incomplete
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Increased uptake on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

<b>Indicator Title</b>	<b>3.10.2 Number of learners completing the programme successfully</b>
<b>Short Definition</b>	To measure the number of learners completing the programme successfully
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count



<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Highest Qualification, Bursary agreement (Bursary, Skills Programme, Recognition of Prior Learning and Work-based Learning Agreement) and Completion Certificate
<b>Assumptions</b>	Data received from employers are available, complete and valid. Performance Information may relate to learners who have already completed.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased completions on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

### Sub-Programme 3.11 Reskilling of employees Funding Window

<b>Indicator Title</b>	<b>3.11.1 Number of learners enrolled in the programme</b>
<b>Short Definition</b>	To measure the number of learners enrolling the programme
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID copies, proof of learner registration, copy of highest qualification and employer and employee agreement (e.g. bursary agreement)
<b>Assumptions</b>	Data received from employers are available, complete, and valid. Performance Information may relate to learners who have already entered.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	Performance Information is received late and incomplete
<b>Type of Indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Increased uptake on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

<b>Indicator Title</b>	<b>3.11.2 Number of learners completing the programme successfully</b>
<b>Short Definition</b>	To measure the number of learners completing the programme successfully

<b>Indicator Title</b>	<b>3.11.2 Number of learners completing the programme successfully</b>
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID copies, proof of learner registration, copy of highest qualification and employer and employee agreement (e.g. bursary agreement) as well as Completion certificates
<b>Assumptions</b>	Data received from employers are available, complete, and valid. Performance Information may relate to learners who have already completed.
<b>Type of Indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased completions on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

### Sub-Programme 3.12 IT Funding Window

<b>Indicator Title</b>	<b>3.12.1 Number of learners entering the programme</b>
<b>Short Definition</b>	To measure the number of learners entering the programme
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence - ID copies, Learner registration / acceptance
<b>Assumptions</b>	Data received from employers are available, complete and valid. Performance Information may relate to learners who have already entered.
<b>Disaggregation of beneficiaries (where applicable)</b>	85% Black 54% Women 4% People with disabilities
<b>Spatial transformation (where applicable)</b>	N/A
<b>Data limitations</b>	Performance Information is received late and incomplete
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year

<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Increased uptake on the programme.
<b>Indicator Responsibility</b>	Manager: Skills Development

<b>Indicator Title</b>	<b>3.12.2 Number of learners completing the programme successfully</b>
<b>Short Definition</b>	To measure the number of learners completing the programme successfully
<b>Purpose/Importance</b>	To develop the skills of the South African workforce
<b>Source/Collection of data</b>	Documents received from employer/s as per the Memorandum of Agreement
<b>Method of calculation or assessment</b>	Performance is calculated (quantitative) – simple count
<b>Means of verification</b>	QMR spreadsheet in conjunction with supporting evidence – ID copies, learner registration form / acceptance, completion certificate
<b>Assumptions</b>	Data received from employers are available, complete and valid. Performance Information may relate to learners who have already completed.
<b>Type of Indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Increased completions on the programme
<b>Indicator Responsibility</b>	Manager: Skills Development

### Sub Programme 3.13 SME and CFI Programme

<b>Indicator title</b>	<b>3.13.1 Number of SME Organisations and CFIs accessing funding</b>
<b>Definition</b>	In an effort to grow the economy, Small Enterprises' and CFI development is important for job creation. BANKSETA targets SME and CFI skills development to support these organisations with the required skills
<b>Source of data</b>	Signed MoUs
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Signed MoUs
<b>Assumptions</b>	Signed MoUs must be signed between the Small Enterprise and CFIs and SETA
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A

<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased access to funding
<b>Indicator responsibility</b>	Manager: Alternative Banking

### Sub Programme 3.14 Entrepreneurship Programme

<b>Indicator title</b>	<b>3.14.1 Number of participants enrolled to the programme</b>
<b>Definition</b>	To ensure that SME businesses have necessary business skills to sustain their business by supporting small business with targeted interventions with a further aim of achieving successful completions as per the annual targets listed.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Proof of business registration document with CIPRO</li> <li>• ID copy of attendee</li> <li>• Proof of registration from the university or college</li> </ul>
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Implementation partner to verify the information when members attend intervention
<b>Assumptions</b>	Data availability
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable
<b>Spatial transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	SME support for small business creating employment
<b>Indicator responsibility</b>	Alternative Banking Manager

<b>Indicator title</b>	<b>3.14.2 Number of learners completing the programme successfully</b>
<b>Definition</b>	To ensure that SME businesses have necessary business skills to sustain their business by supporting SME's with targeted interventions with a further aim of achieving successful completions as per the annual targets listed.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• CIPRO document of small business supported.</li> <li>• Attendance register</li> <li>• Proof of registration from the university or college</li> <li>• Copy of the qualification or a letter from the institution confirming that the participant has completed the qualification</li> </ul>
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Proof of completion from delivery agent
<b>Assumptions</b>	Data availability

<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable
<b>Spatial transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Higher learner uptake on qualifications and higher completions
<b>Indicator responsibility</b>	Alternative Banking Manager

### Sub-programme 3.15 Rural Areas Focused Training

<b>Indicator title</b>	<b>3.15.1 Number of rural areas receiving capacity building</b>
<b>Definition</b>	The aim of the programme is to register learners in rural areas as per the annual targets.
<b>Source of data</b>	Attendance registers, facilitation evaluation forms, ID copies of beneficiaries.
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Attendance registers, facilitation evaluation forms, ID copies of beneficiaries.
<b>Assumptions</b>	MoUs must be signed between the training implementation agent and the SETA
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	The project must be conducted in Rural Municipalities
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Information about whether actual performance that is higher or lower than targeted performance is desirable
<b>Indicator responsibility</b>	Manager: Alternative Banking

<b>Indicator title</b>	<b>3.15.2 Number of rural based learners attending training</b>
<b>Definition</b>	The aim of the programme is to register learners in rural areas as per the annual targets.
<b>Source of data</b>	Signed MoU with the training provider
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Signed MoU with the training implementation agent Attendance registers
<b>Assumptions</b>	MoUs must be signed between the training agent and the SETA

<b>Indicator title</b> 3.15.2 Number of rural based learners attending training	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	The project must be conducted in Rural Municipalities
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Information about whether actual performance that is higher or lower than targeted performance is desirable
<b>Indicator responsibility</b>	Manager: Alternative Banking

### Sub Programme 3.16 Executive Development Programme – Development Finance

<b>Indicator title</b> 3.16.1 Number of learners entering the programme	
<b>Definition</b>	To register learners on a management development programme targeting beneficiaries with a potential to occupy Executive management positions in the banking sector.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent</li> <li>• Bursar's ID copy</li> <li>• Proof of registration from the university or college</li> </ul>
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Bursary agreements Proof of registration by education institution
<b>Assumptions</b>	Data availability
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable
<b>Spatial transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The number of beneficiaries is always set at a certain number and it is always guided by the budget allocated to the project.
<b>Indicator responsibility</b>	Alternative Banking Manager

<b>Indicator title</b> 3.16.2 Number of learners completing the programme successfully	
<b>Definition</b>	Leadership development support for executives and senior managers in the development finance sector

Indicator title	3.16.2 Number of learners completing the programme successfully
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent</li> <li>• Bursar's ID copy</li> <li>• Proof of registration from the university or college</li> <li>• Copy of the qualification or a letter from the institution confirming that the Bursar has completed the qualification</li> </ul>
<b>Method of calculation or assessment</b>	Cumulative
<b>Means of verification</b>	Statement of results from education institution
<b>Assumptions</b>	Data availability
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable
<b>Spatial transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The number of beneficiaries is always set at a certain number and it is always guided by the budget allocated to the project.
<b>Indicator responsibility</b>	Alternative Banking Manager

### Sub-Programme 3.17 Doctoral and Post-Doctoral bursaries

Indicator Title	3.17.1 Number of bursaries awarded to students
Short Definition	To measure the number of bursaries awarded to Doctoral and Post-Doctoral Students
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Proof of registration, and Tripartite Agreement
Assumptions	Data received from employers are available, complete, and valid
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	Performance Information is received late and not complete.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased uptake on the programme
Indicator Responsibility	Manager: Skills Development

Indicator Title	3.17.2 Number of Students completing successfully
Short Definition	To measure the number of bursaries completed by students
Purpose/Importance	To develop the skills of the South African workforce
Source/Collection of data	Documents received from employer/s as per the Memorandum of Agreement.
Method of calculation or assessment	Performance is calculated (quantitative) – simple count
Means of verification	QMR spreadsheet in conjunction with supporting evidence - ID/Passport copy, Proof of registration, Tripartite Agreement, Progress report/ (completion certificate, thesis <b>if a final year student</b> )
Assumptions	Data received from employers are available, complete, and valid
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increased completions on the programme
Indicator Responsibility	Manager: Skills Development



### Sub-Programme 3.18 ERRP Employment Acceleration Programme

Indicator Title		3.18.1 Number of participants in the programme
<b>Short Definition</b>		To support informal and formal small businesses with targeted interventions to accelerate growth of the economy by creating employment through support of micro businesses, internships and mentorship support
<b>Source/Collection of data</b>		MoU with implementing service provider/s, Internship agreements, , Attendance registers
<b>Method of calculation</b>		Performance is calculated (quantitative) Simple count
<b>Assumptions</b>		Data available
<b>Disaggregation of beneficiaries (where applicable)</b>		N/A
<b>Spatial transformation (where applicable)</b>		N/A
<b>Data limitations</b>		N/A
<b>Type of indicator</b>		Output
<b>Calculation type</b>		Cumulative for the year
<b>Reporting Cycle</b>		Quarterly
<b>Desired Performance</b>		Increased number of participants, increased employment into formal economy
<b>Indicator Responsibility</b>		Manager: Alternative Banking

## Programme 4: Quality Assurance

### Sub Programme 4.1 Quality Management of training provision

Indicator Title	4.1.1 Number of Curricula and Quality Assessment Specifications documentation submitted for registration.
Short Definition	To provide for the development and registration of occupation-based qualifications;
Purpose/Importance	To measure the development of occupation-based qualifications as required by the sector to address scarce and critical skills
Source/Collection of data	Proof of submission to QCTO
Method of calculation	Number of new qualifications submitted
Data limitations	registration of qualification is outside of BANKSETA control and we can only control submissions
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Registration of occupation-based qualifications as demanded by the sector to address scarce skills needs
Indicator Responsibility	Manager: Quality Assurance

### Sub Programme 4.2 Quality Management of training provision, assessment and certification of legacy qualifications

Indicator Title	4.2.1 Number of learners that are verified and certificated on BANKSETA qualifications
Short Definition	BANKSETA is responsible for the quality assurance of all legacy qualifications and must quality assure all training prior to the issuance of certificates of competence.
Purpose/Importance	To measure the number of learners who receive SETA registered qualifications that fall within the BANKSETA scope.
Source/Collection of data	MIS report
Method of calculation	The indicator is counted by the issuance of the above documents
Data limitations	MIS system issues delay processing
Type of indicator	Quantitative
Calculation type	The reported performance is non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Actual performance that is higher than targeted performance is desirable because that will indicate that targets have been exceeded

<b>Indicator Title</b>	<b>4.2.1 Number of learners that are verified and certificated on BANKSETA qualifications</b>
<b>Indicator Responsibility</b>	Manager: Quality Assurance

<b>Indicator Title</b>	<b>4.2.2 Timeous and accurate submission of the QCTO Quarterly Report.</b>
<b>Short Definition</b>	BANKSETA has the delegated authority of the QCTO to accredit sectoral training providers thereby ensuring quality assurance in the facilitation of learning delivery and implementation and the validity of summative assessments conducted
<b>Purpose/Importance</b>	To Report to the QCTO on delegated functions
<b>Source/Collection of data</b>	Report to QCTO
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Documents are incomplete
<b>Calculation type</b>	The reported performance is non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired Performance</b>	Reports submitted on time
<b>Indicator Responsibility</b>	Manager: Quality Assurance