2024-2025 BANKSETA STAKEHOLDER SATISFACTION SURVEY

STAKEHOLDER SATISFACTION SURVEY
2024 - 2025
Let's engage to strengthen our partnership

ENABLING SKILLS DEVELOPMENT IN THE BANKING AND ALTERNATE BANKING SECTOR

Mandate
STRATEGIC SOLUTIONS

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INTRODUCTION

The study was approved in December 2023, and the commissioning letter was signed on 25 January 2024, under the study or contract number BS/2023/CON1448. The second phase of the study commenced on 11 February 2025 and concluded on 09 March 2025. Weekly meetings were held between the Service Provider and the Marketing Department in February to plan and develop the data collection tools. After the survey was distributed, weekly updates on the response rate were sent to BANKSETA to keep them informed about the progress of the survey responses.

METHODOLOGY

The satisfaction survey was conducted using a mixed-methods approach, wherein both quantitative and qualitative methodologies were employed to collect data. Online questionnaires were utilized to gather quantitative data from ten individual stakeholder groups, while ten online focused group discussions were planned and eight were conducted with ten stakeholder groups. Subsequently, data analysis and interpretation were performed using SPSS. The online survey links were sent to individual stakeholder groups between 10 February 2025 and 09 March 2025. Following this, weekly email reminders were sent to various stakeholder categories, encouraging them to participate in the survey.

RESPONSE RATE AND SATISFACTION LEVEL

The stakeholders were categorised into ten stakeholder groups as shown in Table 1 below.

STAKEHOLDER GROUPS	TOTAL POPULATION	RESPONDED	RESPONSE RATE
Higher Education and Training Institutions	243	20	8%
Financial Cooperatives	386	16	4%
Unemployed Beneficiaries	4672	162	3%
Legislative Authorities and Professional Bodies	14	1	7%
Board and Committees Members	24	10	42%
Employed Beneficiaries	2928	100	3%
Service Providers	270	19	7%
Accredited Training Providers	338	21	6%
Skills Development Facilitators	533	33	6%
Internal BANKSETA Staff	92	63	68%
Total	9500	445	5%

The results below show that the response rate has decreased across most stakeholder groups compared to year 2022/23.
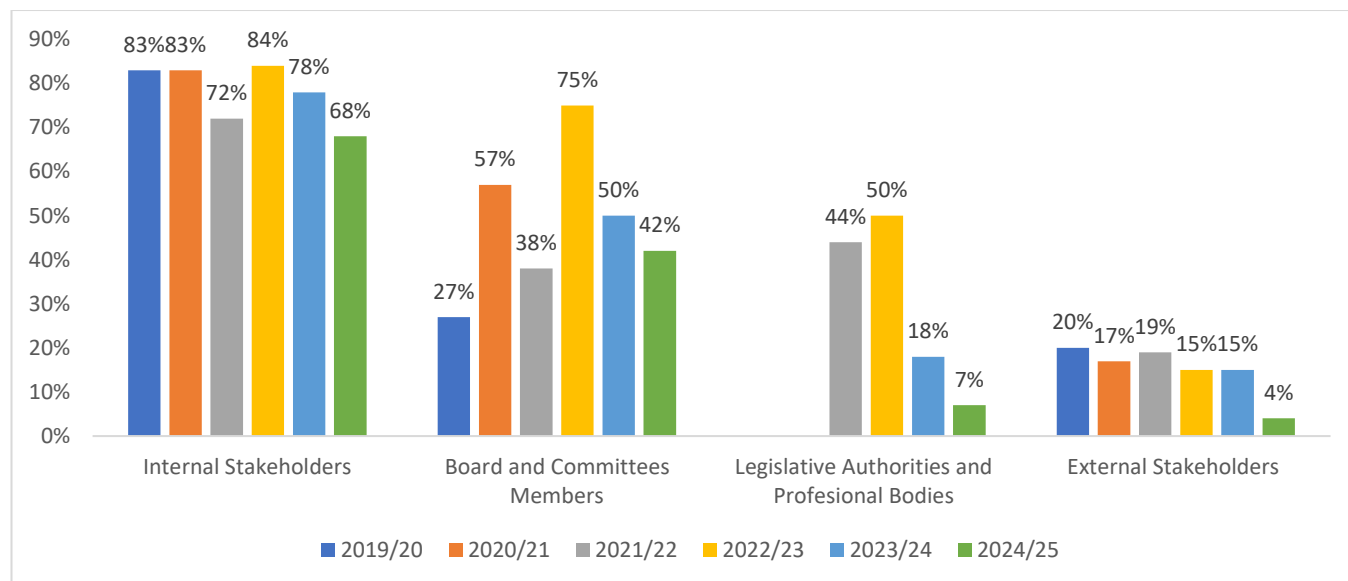
The 2024/25 overall satisfaction level has decreased when compared to 2023/24, most stakeholders satisfaction levels has decreased when compared to 2023/24.
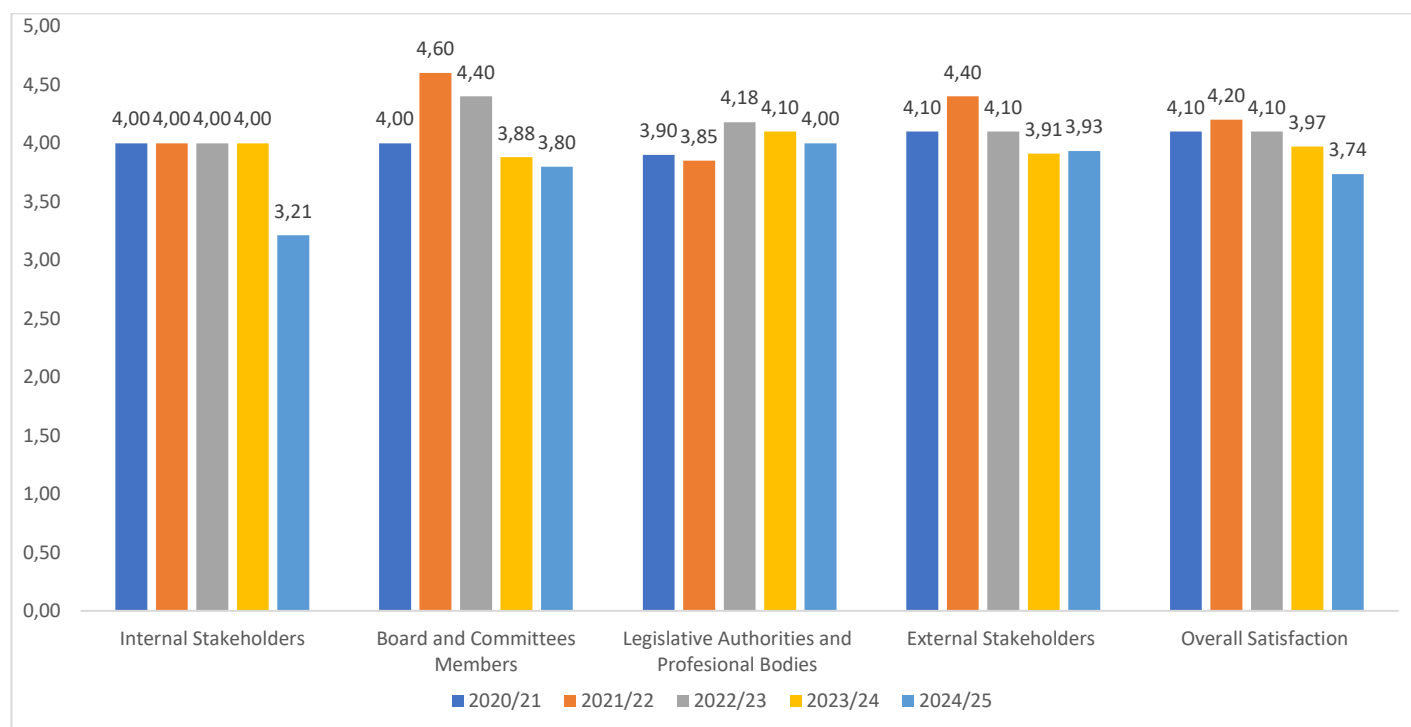
RESULTS

BOARD & COMMITTEE MEMBERS
QUANTITATIVE ANALYSIS

Introduction

The survey for this stakeholder group aimed to evaluate governance practices, communication and engagement, the effectiveness of the Company Secretary, the effectiveness of the CEO, and capacity-building support. Both quantitative (Likert-scale) and qualitative (open-ended) responses were analysed to provide a comprehensive view of participant experiences.

Board & committee members' satisfaction score decreased from 3.88 in 2023/24 to 3.80 in 2024/25
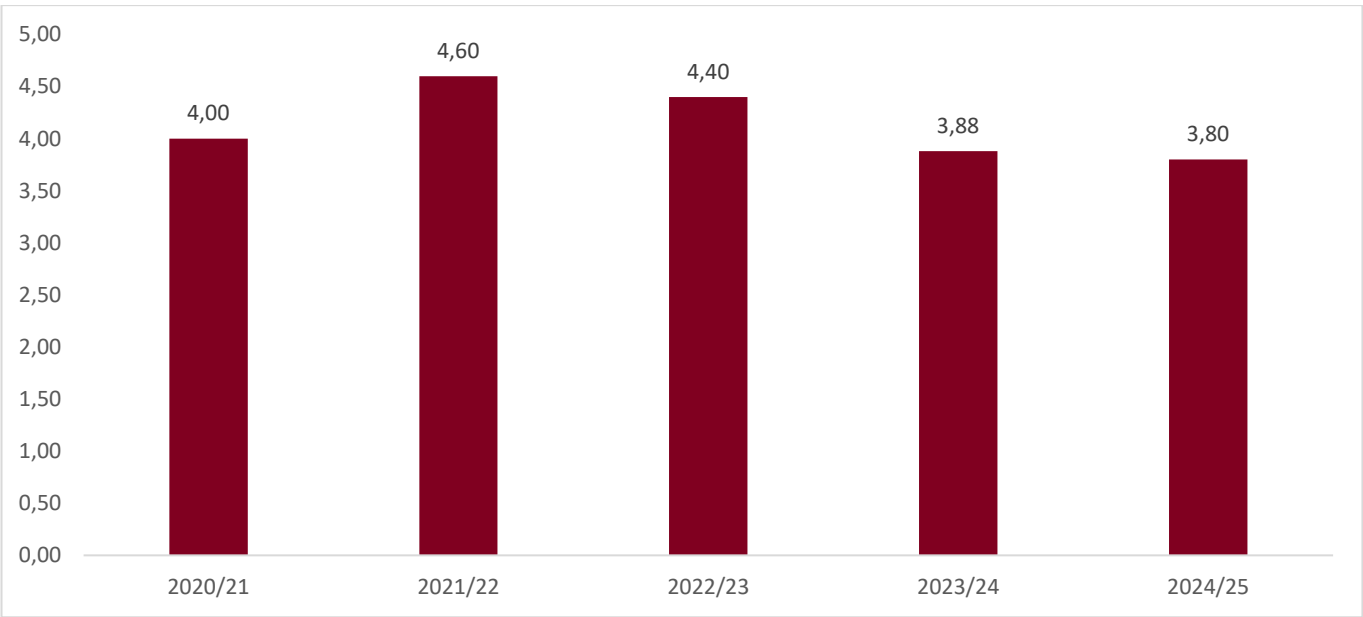
The response rate decreased to 42% in the year 2024/25 even though email reminders were sent weekly
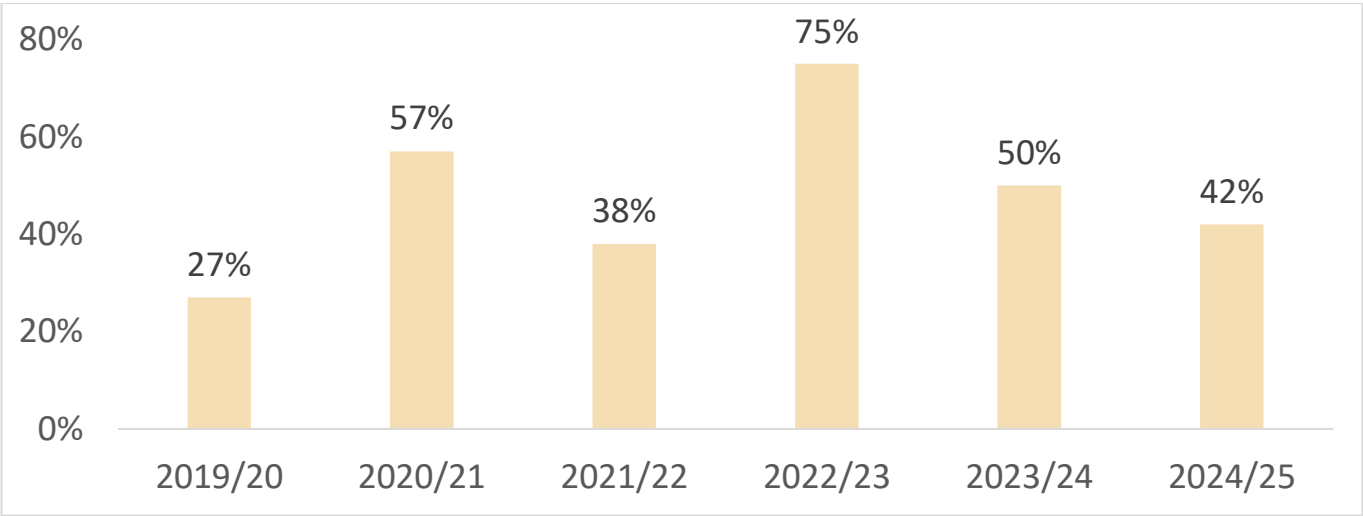
Governance and Engagement

Effectiveness of Engagement with Board members
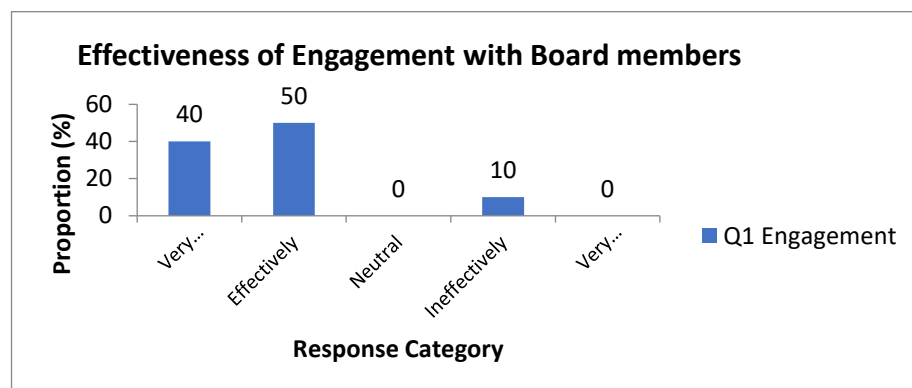
The data indicates that BANKSETA effectively engages in strategic and governance matters, as evidenced by a firm consensus among Board and Committee members. BANKSETA appears to be promoting inclusive and participatory governance procedures, as 90% of participants selected either "Very effectively (40%)" or "Effectively (50%)."

A substantial organisational strength in stakeholder engagement is highlighted by these findings. BANKSETA's approach of engaging its Board and Committee members in the decision-making process appears to be well-received, which has a positive impact on the effectiveness of governance. Maintaining and building upon this level of engagement may further strengthen institutional trust and strategic alignment.

Satisfaction with Implementation of Board Decisions
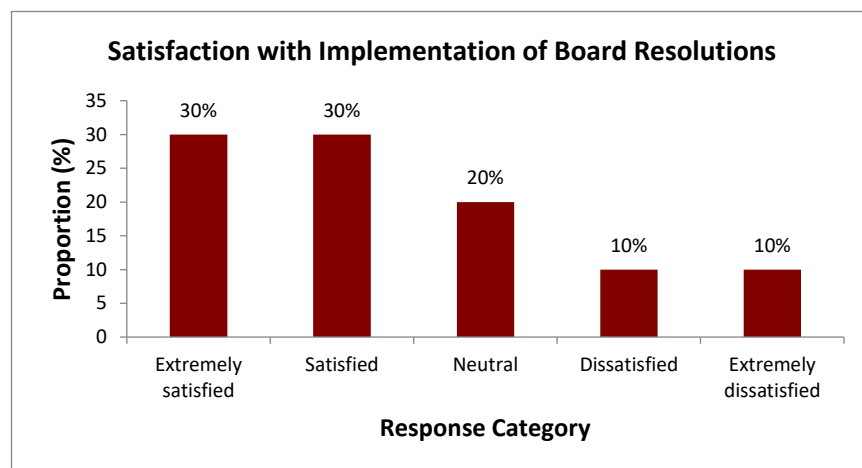
The findings suggest a moderately positive level of satisfaction among Board and Committee members regarding the implementation of resolutions. A combined 60% of respondents indicated they were either extremely satisfied or satisfied, indicating that BANKSETA's follow-through on board directives is generally perceived as competent and reliable.

However, 20% of responses were neutral, and another 20% expressed dissatisfaction (dissatisfied or extremely dissatisfied), which suggests inconsistency in experiences or unmet expectations in certain areas.

The presence of dissatisfaction and neutrality suggests that while resolutions are being implemented, there may be inconsistencies in execution or communication. This highlights a need for improved follow-up mechanisms, clearer timelines

Communication and Transparency

Effectiveness of Communication from BANKSETA

Effectiveness of BANKSETA Communication

Proportion (%)

| Very effective | Effective | Neutral | Ineffective | Very ineffective |
| 50 | 20 | 20 | 10 | 0 |

Response Category
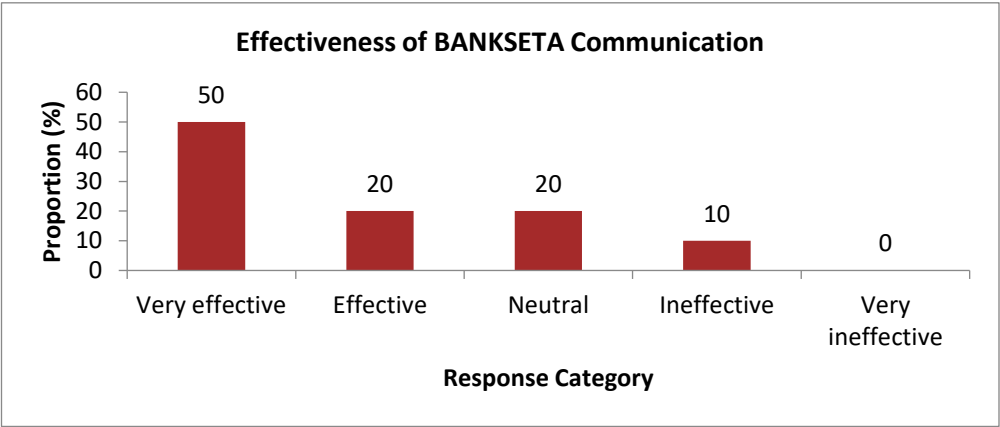
70% of respondents rated BANKSETA's communication as either "Very effective" (50%) or "Effective (20%)." These results show strong appreciation of communication strategies, even though **30%** of responses reflect either neutral or negative experiences, suggesting room for refinement.

BANKSETA Responsiveness to Concerns

BANKSETA Responsiveness to Concerns

Proportion (%)

| Very responsive | Responsive | Neutral | Unresponsive | Very unresponsive |
| 40 | 30 | 20 | 10 | 0 |

Response Category
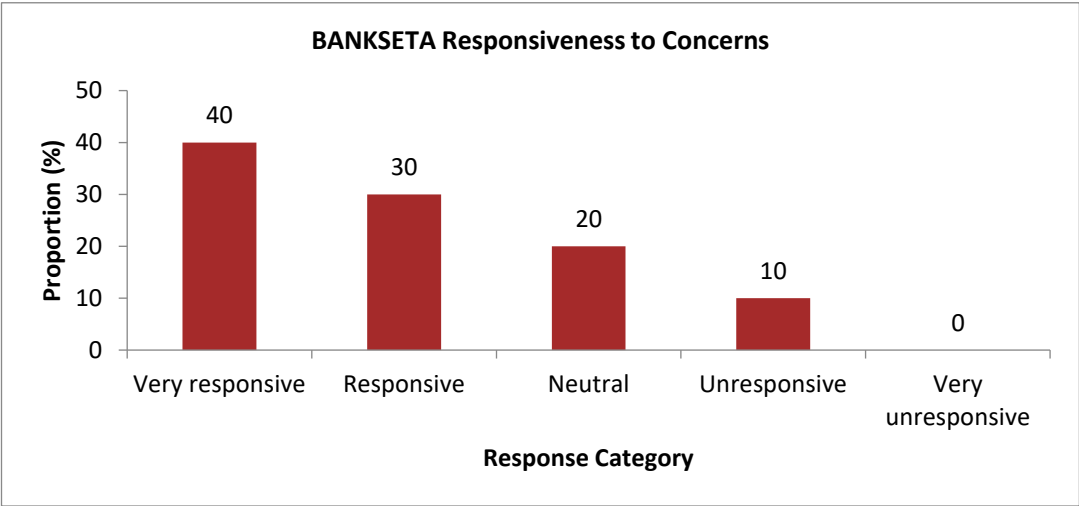
70% of the respondents feel BANKSETA is responsive in addressing concerns and feedback from Board and Committee Members, while 20% feel indifferent, and only 10% feel BANKSETA is not responsive, which suggest a need for clearer timelines and follow-ups.

Communication between CEO and Board Member

Communication Between CEO and Board Members
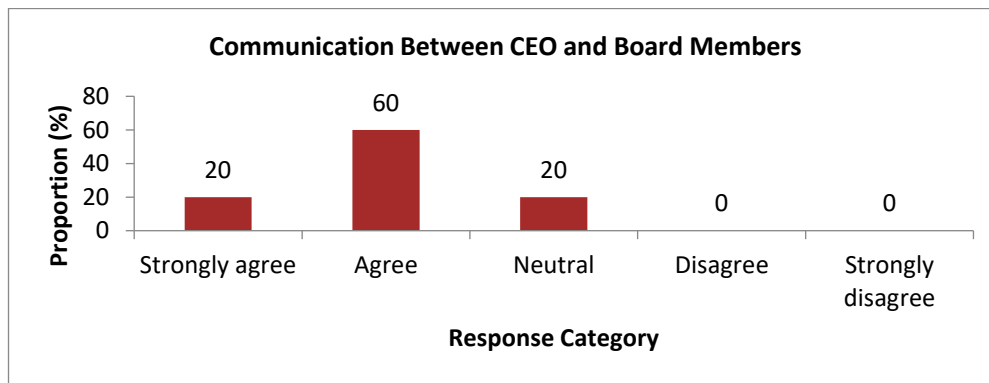
The majority of respondents **(80%)** perceive the communication between the CEO and Board Members as clear and timely (**60% agree, 20% strongly agree**). This is a strong indicator that communication structures between executive leadership and governance bodies are functioning well. Yet, **20% of respondents selected "Neutral",** which implies that some members may feel communication is adequate but not particularly strong or consistent.

Analysis of Communication Effectiveness

The data on communication effectiveness shows that communication within BANKSETA is generally strong. Most respondents believe that:

- Communication with Board and Committee Members is effective (70%)
- CEO-to-Board communication is clear and timely (80%)
- BANKSETA is responsive to concerns (70%)

However, around 20% of respondents were neutral, and 10% rated communication or responsiveness as poor. This suggests that while communication is mostly effective, there are areas for improvement.

To improve further, BANKSETA should focus on:

- Making communication more inclusive and engaging
- Addressing neutral and negative perceptions
- Strengthening responsiveness to build trust and alignment

Overall, BANKSETA has a solid communication structure, but refining clarity, engagement, and feedback processes will help enhance its governance culture.

Summary of Governance and Strategic Engagement

Governance and Strategic Engagement
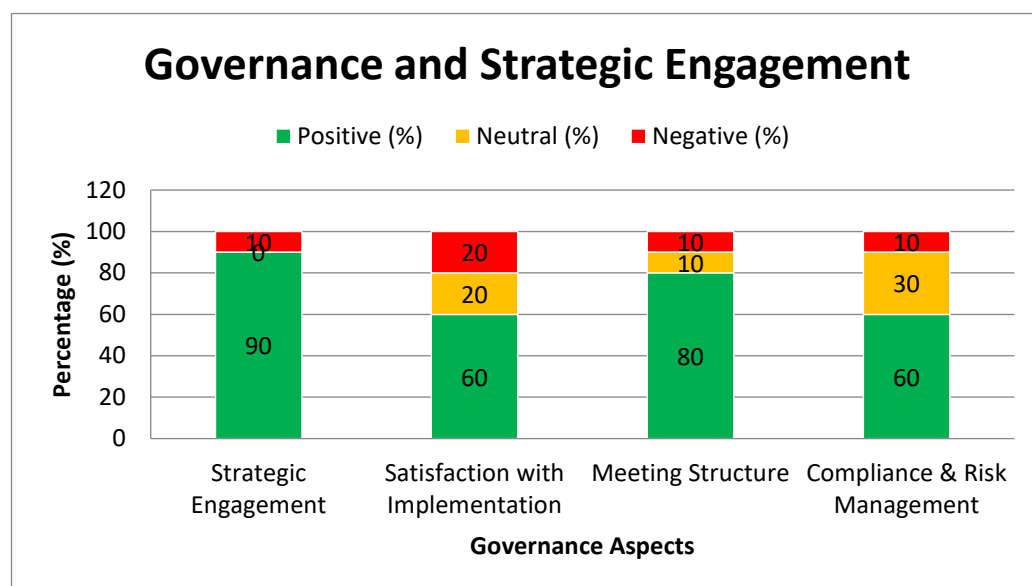
The graph summarises perceptions of governance and strategic engagement at BANKSETA. The results show the following:

Strong Governance Participation

Most Board and Committee Members feel that the Board is actively involved in strategic decision-making (90%) and that meetings are well-structured (80%). This indicates that governance processes are inclusive and effective in both planning and oversight.

Moderate Satisfaction with Implementation

Only 60% of respondents are satisfied with how Board decisions are implemented, while 20% are neutral and another 20% are dissatisfied. This suggests that, although decision-making is strong, implementation could be more consistent and visible.

Mixed Views on Compliance and Risk

While 60% believe BANKSETA takes proactive steps to manage compliance and risk, 40% either had doubts or were unsure. This may indicate that compliance measures are not always visible or consistently applied.

Overall, respondents view BANKSETA's governance structures as strong. However, there is a need to improve how decisions are followed through and how compliance actions are communicated. The organisation could benefit from greater transparency and clearer reporting on the implementation of Board decisions and risk management efforts.

The presence of neutral and negative responses suggests that some members may feel disconnected from what happens after decisions are taken. Addressing this gap can help strengthen accountability, trust, and alignment across governance levels.

Recommendations

i. Enhance implementation oversight by introducing a straightforward monitoring and feedback mechanism to track the execution of board resolutions and provide regular updates to board members.

ii. Strengthen compliance culture by promoting internal awareness of risk and compliance activities. It is advisable to incorporate a standing agenda item on risk in board meetings and to ensure effective communication regarding the measures implemented.

iii. Consistently seek and respond to feedback from board members to ensure that changing expectations are addressed, particularly in relation to meeting effectiveness and board communication.

iv. Promote visibility and communication by disseminating proactive risk and compliance measures internally to reassure stakeholders and strengthen the compliance culture.

Effectiveness of the Chief Executive Officer (CEO)

Category	Favourable Responses (%)	Neutral Responses (%)	Unfavourable Responses (%)
Strategic guidance	60	40	0
Seeks Board feedback	60	30	10
Strategic vs operational balance	50	30	20
Inclusivity & collaboration	80	10	10
Implementation of decisions	60	20	20
Responsiveness to feedback	50	40	10
Digital transformation	40	50	10
Confidence in sustainability	70	0	30

The survey responses provided an insightful reflection on the CEO's perceived effectiveness across several key leadership dimensions. The analysis is drawn directly from the proportion of favourable, neutral, and unfavourable responses for each area assessed.

Strategic Guidance Provided to the Board

60% of respondents expressed satisfaction with the CEO's strategic guidance, while 40% remained neutral and none indicated dissatisfaction. This suggests that, overall, the CEO's strategic direction is well received by most stakeholders. However, the relatively high proportion of neutral responses indicates that the strategic inputs may not consistently resonate with all Board members. The absence of any unfavourable responses is a positive sign, reflecting a generally acceptable level of performance in this area.

CEO's Office Actively Seeks Board Feedback

60% of respondents indicated that the CEO's office actively seeks feedback from the Board either always or most of the time, reflecting a generally favourable perception of engagement practices. However, 30

percent selected a neutral response, indicating that feedback is sought only sometimes, while 10 percent reported that it is rarely or never sought. This combined 40 percent suggests that the consultation process may not be consistent across the Board, with some members experiencing less frequent or less effective engagement.

Balancing Strategic Leadership and Operational Oversight

The results reveal a mixed perception of the CEO's performance in managing strategic and operational functions. While 50% of respondents view the CEO's effectiveness favourably indicating a strong level of support 30% remain neutral, and 20% rate the performance unfavourably.

The results suggest that although there is a solid base of confidence in the CEO's leadership, a significant portion of stakeholders either question the consistency of performance or hold varying expectations, highlighting the need for clearer communication, alignment, or improvement in certai

Fostering Inclusivity and Collaboration in BANKSETA

The data indicates that the CEO is widely recognised for fostering an inclusive and collaborative environment, with 80% of respondents rating this aspect favourably. Only 10% remain neutral, and another 10% express unfavourable views.

This overwhelmingly positive sentiment positions inclusivity and collaboration as a clear strength in the CEO's leadership approach, reflecting a strong alignment with organisational values and stakeholder expectations in this area.

Implementation of Board Decisions and Strategic Resolutions

The results show that 60% of respondents believe the CEO follows through on Board decisions either extremely well or well, indicating a generally positive view of accountability and implementation. However, with 20% remaining neutral and another 20% expressing unfavourable opinions, there is a notable minority that may perceive shortcomings in how decisions are communicated or carried out.

This suggests that while the CEO is largely seen as responsive to the Board's directives, there may be areas where clarity, consistency, or follow-through could be strengthened to build broader confidence

Responsiveness to Feedback from Board and Stakeholders

Half (50%) of the respondents view the CEO as responsive to feedback, indicating a moderate level of confidence in their engagement with stakeholder input. However, the significant 40% neutral response suggests uncertainty or inconsistency in experiences, where stakeholders may feel their feedback is acknowledged but not always acted upon or clearly addressed. With only 10% rating the CEO as unresponsive, there is a need to improve transparency and follow-through in feedback processes to enhance trust and ensure that all voices feel heard and valued.

Driving Digital Transformation and Innovation

Only 40% of respondents rated the CEO's role in digital transformation favourably, while a notable 50% remained neutral and 10% expressed unfavourable views. This suggests that the majority (60%) are either uncertain or unconvinced about the CEO's impact in driving digital innovation.

The high level of neutrality may point to limited visibility of digital initiatives, unclear communication around digital strategy, or a perceived lack of momentum in this area. Enhancing transparency and showcasing tangible progress could help shift perceptions and strengthen confidence in the CEO's digital leadership.

Confidence in CEO for Long-term Sustainability and Growth

A majority of the respondents (70%) express confidence in the CEO's strategic foresight, indicating a generally positive view of their long-term vision and planning. However, the remaining 30% report a lack of confidence, with no respondents selecting a neutral stance. This split in feedback shows that stakeholders have strong views, either positive or negative. It's important to understand and address the concerns of those lacking confidence while building on what's working well for those who are supportive.

The strengths of the CEO are in fostering a culture of inclusion and collaboration, as well as in strategic guidance and overall responsiveness, as these are generally viewed positively.

Areas requiring strengthening are a balance between strategic and operational roles that need improvement

Effectiveness of the Company Secretary

EFFECTIVENESS OF COMPANY SECRETARY				
Response Categories	Overall Performance	Governance Role	Management of Compliance	Strategic Support
Very Effective	10	15	20	12
Effective	30	35	40	32
Neutral	25	20	20	28
Ineffective	20	15	10	18
Very Ineffective	15	15	10	10

The effectiveness analysis was evaluated on Company Secretary's effectiveness of overall performance, role in governance, management of compliance and on provision of strategic support.

Each category represent the set of questions which its responses were analysed and rated according to to "Very Effective," "Effective," "Neutral," "Ineffective," and "Very Ineffective."

Overall Company Secretary's performance

The responses indicate a relatively balanced view from the respondents, with 30% of respondents rating the performance as "Effective," and 25% feeling neutral. A significant portion also rated the performance as "Ineffective" (20%) and "Very Ineffective" (15%).

Role in governance

A higher percentage (35%) rated the Company Secretary's governance role as "Effective," while 20% remained neutral. A smaller portion found the performance "Ineffective" or "Very Ineffective" (15%).

Management of compliance

Here, 40% of respondents found the Company Secretary's compliance management to be "Effective." Neutral responses made up 20%, and a combined 20% rated the compliance management as "Ineffective" or "Very Ineffective."

Strategic support

Responses were mixed, with 32% rating the strategic support as "Effective," and 28% feeling neutral. 18% felt the support was "Ineffective" and 10% "Very Ineffective."

The Company Secretary generally performs well in certain areas, such as governance and compliance with significant portions of respondents rating the performance as "Effective."

Areas for Improvement

The responses also show a portion of respondents who perceive the role as ineffective in certain areas, particularly in overall performance and strategic support, where a higher percentage of respondents rated the performance as "Ineffective" or "Very Ineffective."

The neutral responses suggest that there is room for increased visibility and engagement of the Company Secretary in key processes to ensure that the value of the role is fully recognized.

QUALITATIVE DATA

Suggested Training & Professional Development for Board Members

The respondents suggested that Board and Committee members need to develop themselves in the combination of certifications such as strategic development, and enhanced governance practices. Five themes emerged from the analysis of responses:

Suggested Training for Board and Committee Members	
Theme Number	**Theme**
i	Director Training and Certification
ii	Exposure to Strategic Context and Global Best Practices
iii	Governance
iv	Skill Development and Stakeholder Relations
v	Risk Management and Financial Governance

> i. *Director Training and Certification*

A popular theme emerging from the responses is the emphasis on formal director training and obtaining professional certifications**.** One respondent highlighted the importance of "*Being a Director training from IoDSA should bear minimum and Board members encouraged to pursue the Certified Director designation.*"

This response emphasises the need for structured, internationally recognised qualifications that can enhance the governance capabilities of Board members.

ii.   Exposure to Strategic Context and Global Best Practices

Another key theme identified is the need for exposure to strategic contexts and global best practices. One respondent noted: "*More exposure to external strategic context and forward-thinking best practice locally and globally.*"

This response highlights a significant desire among Board members to understand broader strategic environments and learn from global best practices. The importance of staying attuned to the strategic shifts in the global marketplace cannot be overstated, especially in an era marked by rapid technological advancements and international competition.

iii.   Governance

Governance training emerged strongly from the responses. This highlights the important role that good governance plays in the boardroom. Governance training encompasses a wide range of topics, including compliance, legal frameworks, ethical decision-making, transparency, and accountability. As the regulatory environment becomes increasingly complex, board members must be equipped to handle emerging governance challenges. This training will also help ensure that Board members can meet both local and international standards of accountability.

iv.   Skill Development and Stakeholder Relations

The need for skill development, particularly in stakeholder relations, was another dominant theme. One response mentioned: "*Skill development and Stakeholder relations.*"

In today's interconnected world, effective communication and relationship management are crucial skills for Board members. This includes managing relationships not only with other Board members but also with external stakeholders such as investors, regulators, and the broader community. Effective stakeholder relations can enhance an organization's reputation, foster trust, and ensure long-term success.

BANKSETA should consider developing training programmes that focus on communication strategies, negotiation skills, and stakeholder engagement for Board and committee members to ensure that they are prepared to navigate complex interpersonal dynamics and external pressures.

v.   Risk Management and Financial Governance

A considerable number of the responses pointed to the importance of risk management and financial governance training, as one respondent said "*Risk management; IT governance; financial management.*"

These training areas are critical to ensuring that Board members have a deep understanding of organisational vulnerabilities and the strategies needed to mitigate risks. The increasing reliance on technology and data makes **IT governance** especially important. Furthermore, with heightened scrutiny of financial operations, Board members must be well-versed in overseeing financial governance and ensuring compliance with regulations.

Therefore, this theme suggests the necessity for **specialised training** in **risk management**, **financial oversight**, and **IT governance**. Incorporating these elements into training programs would enable Board members to better manage both traditional and emerging risks within organisations.

Positive Areas

Decision-Making Opportunities
The results proved that decision-making structures are a central point of interest, likely pointing to areas where board and committee members feel included and expressed that they appreciate transparency.

Areas Needing Improvement
Human Relations and Internal Culture

This emerged as an area that need improvement with one respondent saying "*Human relational concerns of staff*"
This suggests underlying tension or the need for better interpersonal communication, possibly reflecting staff dynamics or internal engagement practices that need improvement.

INTERNAL BANKSETA STAFF

QUANTITATIVE ANALYSIS

The Internal stakeholders' response rate decreased from 78% in 2023/24 to 68% in 2024/25 as shown in the graph below.
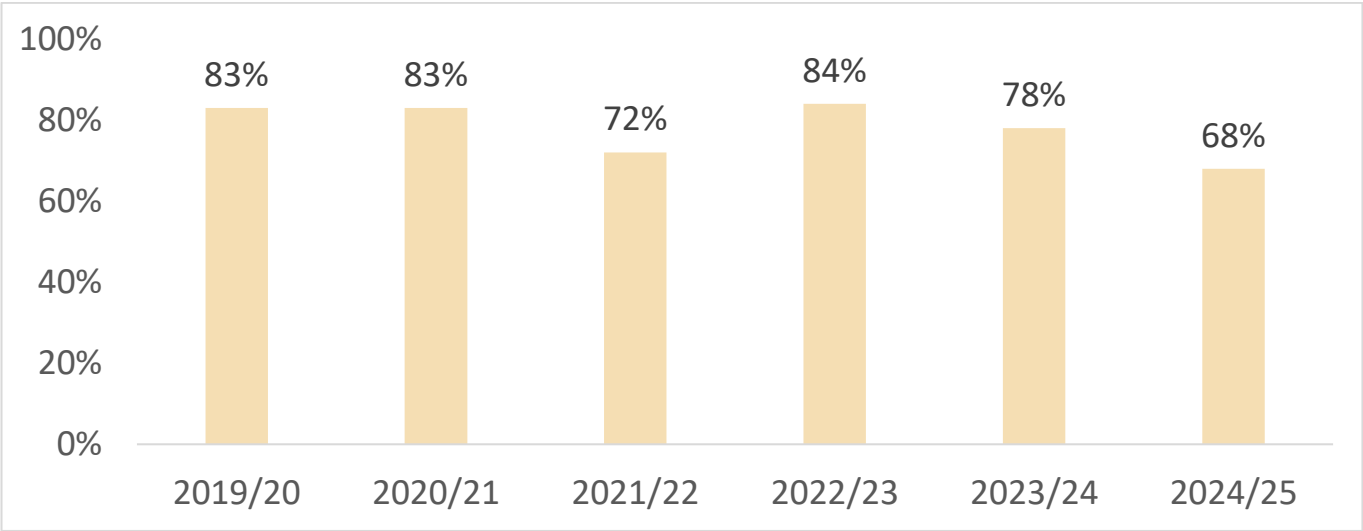
Internal BANKSETA Staff's satisfaction score decreased to 3.21 from 4 in the previous years**.**
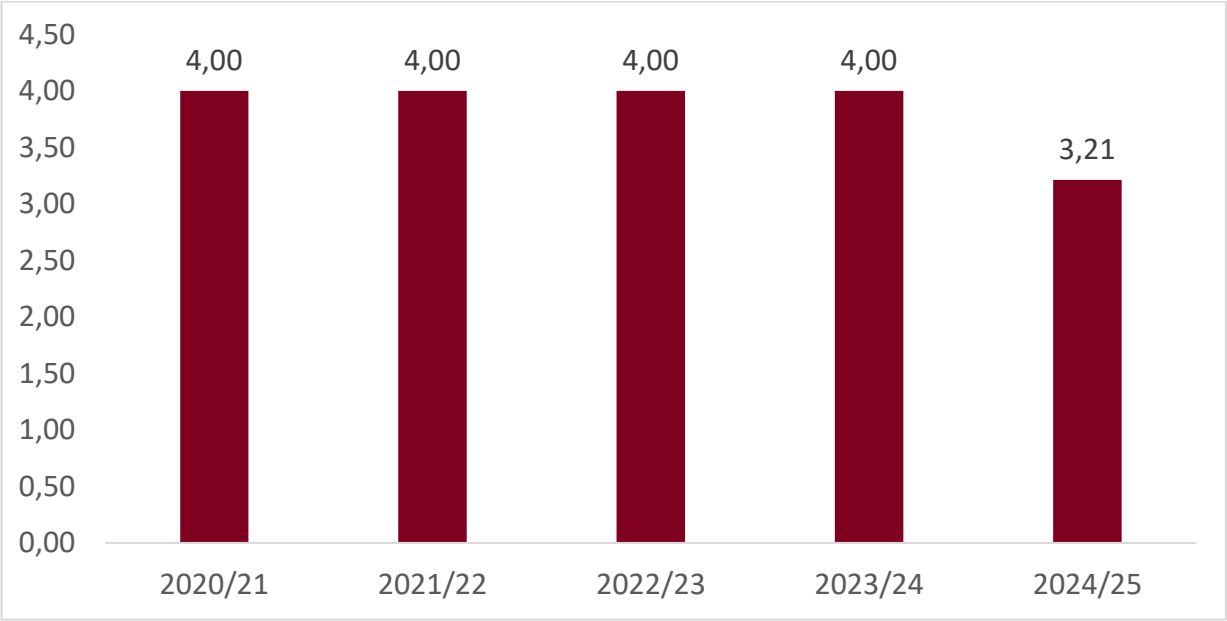
Demographics

Gender

Gender	Count	Percentage
Male	28	39.44
Female	42	59.15
Other	1	1.41

The data indicates that the majority of respondents identify as female (59.15%), followed by male (39.44%), with a small proportion identifying as other (1.41%).

This gender distribution suggests that the workforce at BANKSETA is predominantly female. This may reflect effective gender equity policies within the organisation. However, continued attention to gender inclusivity across all roles remains important.

Age
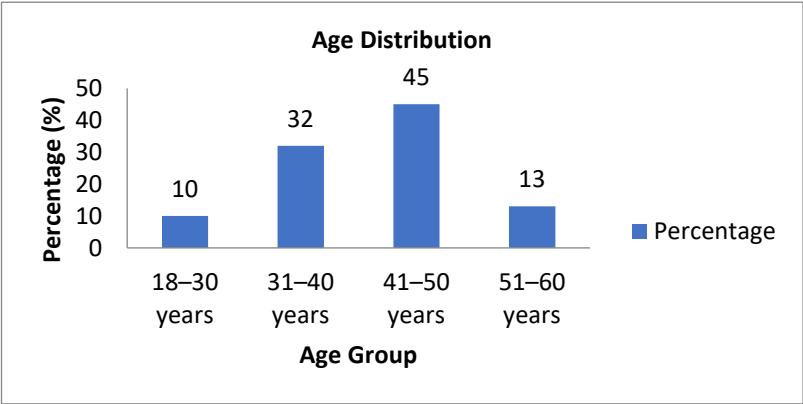
Respondents are primarily concentrated in the 41–50 age group (45%) and the 31–40 age group (32%). Fewer respondents fall within the 18–30 (10%) and 51–60 (13%) age ranges. The data reflects a mature workforce, with most employees being in mid-career stages. Strategic workforce planning should consider succession development, knowledge transfer, and continued professional development tailored to this age profile.

Ethnicity
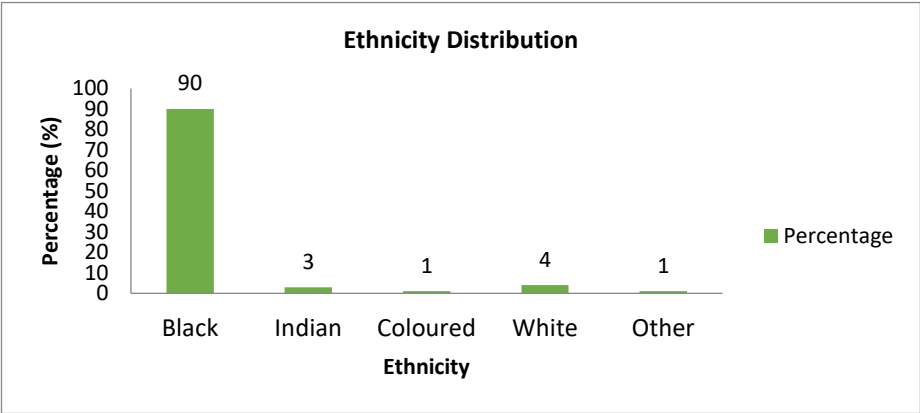
A significant majority of respondents are Black (90%), with very low representation from Indian (3%), White (4%), Coloured (1%), and other (1%) groups.

The organisation is mostly composed of Black employees, which may reflect national demographic trends or employment equity policies.

Highest Qualification

Highest Qualification
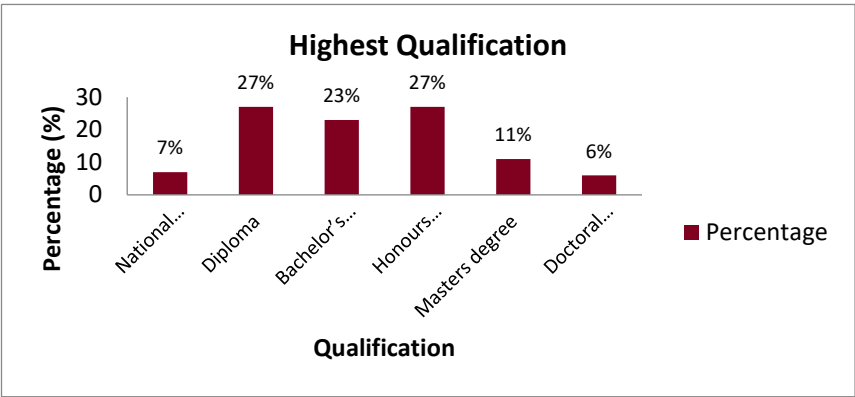
Most respondents hold a diploma (27%) or honours degree (27%), followed by bachelor's degrees (23%). A smaller portion possesses master's (11%) and doctoral degrees (6%).

The overall educational profile is high, with a substantial portion of the workforce holding postgraduate qualifications. BANKSETA is well-positioned to leverage this educational strength to support research, policy innovation, and sector leadership.

Continued investment in skills development for internal may further increase the percentage of the staff members with national certificates and diplomas.

Job Categories

Specialists make up the largest group (42.25%), followed by managers (21.13%) and administrators (19.72%). Housekeeping and executive management roles represent a smaller share.

The workforce at BANKSETA is largely composed of technically skilled professionals occupying specialist roles. This emphasises the need for ongoing technical training and career progression pathways from specialist to managerial roles.

Reasons for Working for BANKSETA

Reasons for Working at BANKSETA
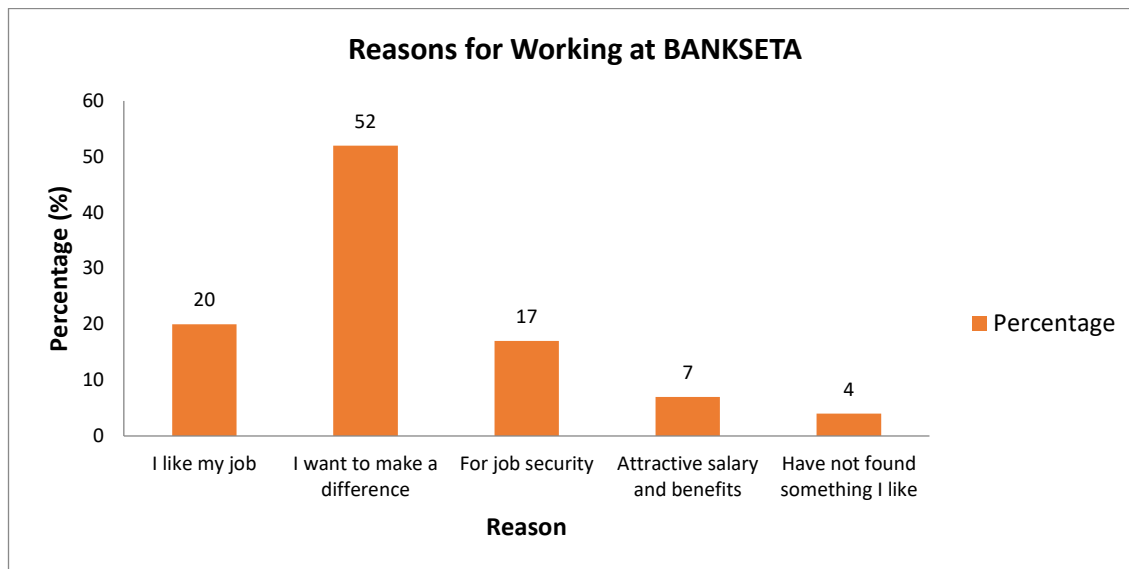
Over half of respondents (52%) indicated they work at BANKSETA to make a difference. Others cited enjoyment of their job (20%) and job security (17%) as key motivations.

The predominant motivation is purpose-driven, with many employees seeking to contribute meaningfully through their roles. Organisational culture should continue to emphasise social impact, purpose, and value alignment to maintain high engagement levels.

Length of Service Within BANKSETA?
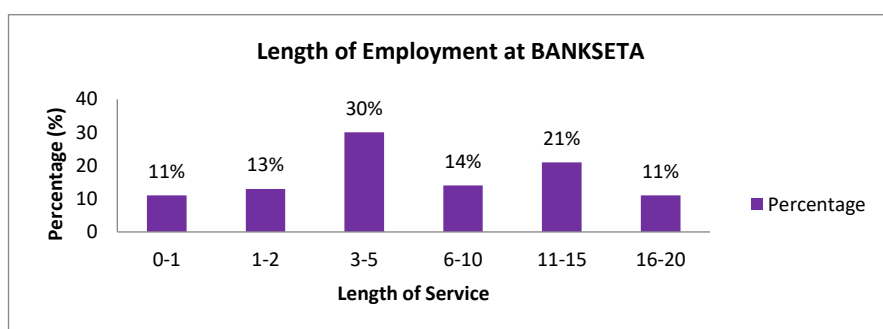
Most respondents have been employed for 3–5 years (29.58%), followed by those with 11–15 years of service (21.13%). Other tenure groups are fairly evenly distributed, except for the 21–25-year range, which has no respondents.

The data suggests a stable workforce with a mix of newer and more experienced employees. Retention appears effective. There is an opportunity to enhance mentorship between longer-serving employees and newer staff to build institutional knowledge and capacity.

Work Environment & Job Satisfaction
Satisfaction With Work Environment

Satisfaction with Work Environment
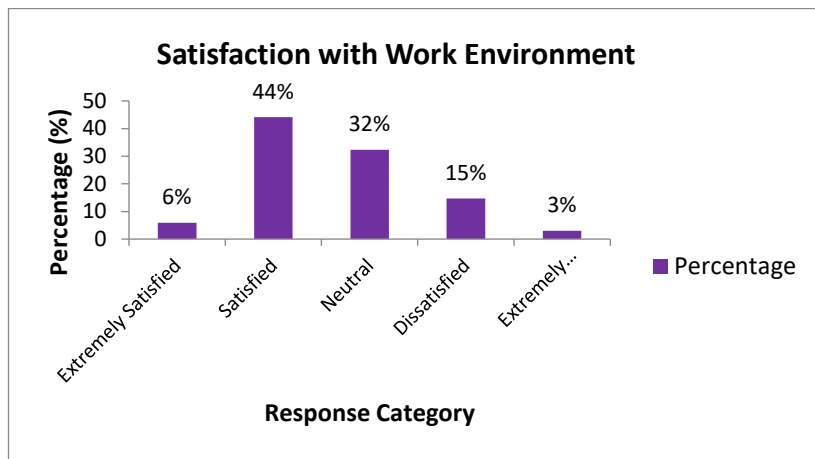
The data shows that overall, staff perceptions of the work environment are positive but not overwhelmingly so, as only half (50%) of the respondents reported being satisfied with the overall work environment at BANKSETA. However, a substantial percentage (32%) reported *neutral*, suggesting that many employees may feel uncertain about their work environment. This group represents an important segment that could be influenced either positively or negatively, depending on organisational actions, and suggests a risk of disengagement if issues are not proactively addressed.

About 15% indicated they were dissatisfied, with 3% indicating they were *extremely dissatisfied*. This is not something to take lightly as it suggests that there are areas of concern that may be affecting the overall employee experience. A targeted approach to understanding and addressing the concerns of dissatisfied staff could help improve morale and satisfaction.

Employee Feedback on Work Environment

Work Experience Area	Positive Responses (%)	Neutral (%)	Negative Responses (%)	Key Insight
Work-life Balance (Q9)	54.41 (Excellent/Good)	30.88 (Fair)	14.70 (Poor/Very Poor)	Mixed; needs support
Role Meaningfulness (Q10)	79.41 (Agree/Strongly)	14.71	5.88	Strong alignment with mission
Career Fulfilment (Q11)	52.94 (Always/Most)	35.29	11.76 (Rarely/Never)	Some gaps in fulfilment
Work Flexibility (Q12)	79.41 (Satisfied)	11.76	8.82	Clear organisational strength

The table below shows how staff feel about four key areas of their work experience: work-life balance, the meaningfulness of their role, career fulfilment, and flexible work arrangements.

Work-life balance

This is an area where staff have mixed experiences. Just over half of employees (54.41%) rated it as *Excellent* or *Good*, while nearly half (45.58%) rated it as only *Fair*, *Poor*, or *Very Poor*. This shows that some staff may be struggling to balance their work and personal life, and support in this area may be needed.

Meaningful roles

Most employees find their roles meaningful. A strong majority (79.41%) either *Agree* or *Strongly Agree* that their work contributes to the organisation's overall goals. This is a clear strength, as staff who see purpose in their work are usually more motivated, committed, and loyal to the organisation.

Career fulfilment

Views on career fulfilment vary. While just over half of employees (52.94%) feel fulfiled in their roles either *Always* or *Most of the time*, more than a third (35.29%) only feel fulfilled *Sometimes*, and 11.76% feel this way *Rarely* or *Never*. This suggests that some employees may be seeking more growth opportunities, recognition, or a clearer sense of career direction.

Work flexibility

Flexible working is highly appreciated. A total of 79.41% of staff are either *Satisfied* or *Extremely Satisfied* with work flexibility options such as remote work, hybrid arrangements, or flexible hours. Only 8.82% expressed dissatisfaction. This is clearly one of BANKSETA's strongest and most positively rated areas.

Communication and Engagement

Communication Channels Between Staff and Management

Effectiveness	Percentage
Very Effective	3%
Effective	35%
Neutral	30%
Ineffective	29%
Very Ineffective	3%

The feedback on communication between management and staff shows mixed views among BANKSETA employees.

A total of 38% of staff believe communication is either *Effective* (35%) or *Very Effective* (3.03%). However, 32% believe it is either *Ineffective* (29%) or *Very Ineffective* (3%). A large group (3%) remained *Neutral*, possibly indicating uncertainty or inconsistency in communication experiences.

This suggests that while some employees experience clear and effective communication, a similar number feel communication is lacking. The high percentage of neutral responses may reflect inconsistency where communication works well in some departments or situations, but not in others.

Recommendations

1. **Improve Two-Way Communication**
   - Create regular spaces for open dialogue such as Q&A sessions, staff briefings, and feedback platforms.
   - Ensure managers are trained to listen actively and communicate clearly.

2. **Assess Department-Level Gaps**
   - Since experiences may vary, consider evaluating communication effectiveness within individual teams or units.
3. **Clarify Internal Messaging**
   - Ensure that messages from leadership are consistent, accessible, and easy to understand.
   - Use multiple platforms (e.g., email, meetings, intranet) to reach all staff.
4. **Encourage Feedback Culture**
   - Empower staff to share when communication is not working and suggest improvements.
   - Make communication part of performance conversations with managers.

Constructive Feedback on performance

Frequency of Constructive Feedback

Answer	Percent (%)
Monthly	15.15
Quarterly	39.39
Annually	21.21
Rarely	16.67
Never	7.58

The table demonstrates the frequency of receiving constructive feedback about performance amongst BANKSETA all employees. The majority of employees (39.39%) receive feedback quarterly, indicating a structured approach in some areas. Only 15.15% receive monthly feedback, while 21.21% receive it annually. A notable 24.25% of employees receive feedback rarely or never, raising concerns about exclusion from performance discussions. The data suggests inconsistent feedback practices, highlighting the need for more regular and inclusive feedback systems to support employee development and engagement.

This trend implies that although most employees do receive some form of feedback, it is not regular enough to support continuous professional development, which is crucial for maintaining performance and morale.

BANKSETA Job Category & Feedback Comparison

Feedback Frequency Distribution Across Job Categories
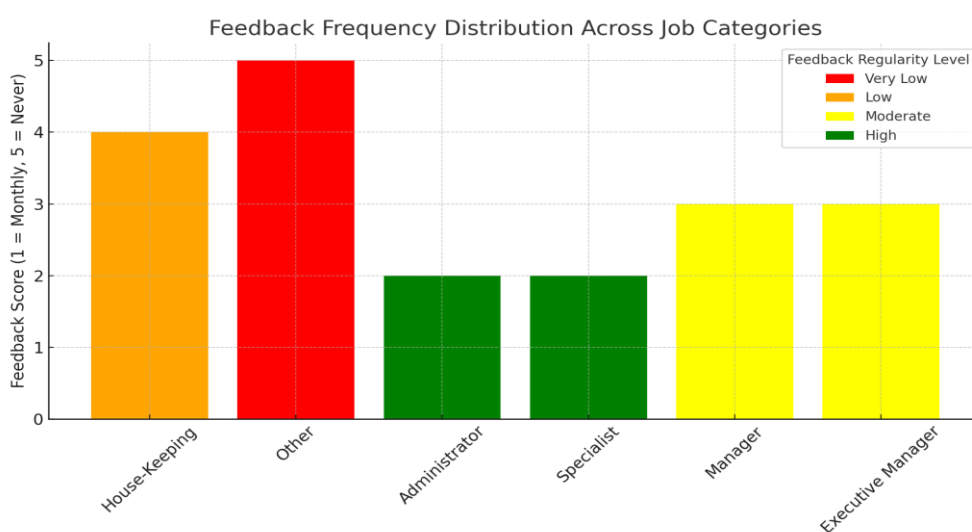
The analysis shows varying feedback frequency across six job categories, measured on a scale from 1 (Monthly) to 5 (Never). Administrators and Specialists receive regular (Quarterly) feedback, while Managers and Executives receive it annually. Support roles, such as House-Keeping and Other, receive feedback rarely or never, raising concerns about their exclusion from performance discussions.

The key insights are that:

- Feedback distribution is unequal, with support staff receiving the least attention.
- Regular feedback is more common in operational roles, suggesting stronger engagement in those areas.
- Managers and Executives receive moderate feedback, which may limit their ability to adapt quickly.

This means that all job roles need to be included in performance reviews and that managers need to be held more accountable for making sure that feedback is given fairly and often to all. It is also important to note that regular, structured feedback helps employees stay motivated, do their best work, and stay with the company across all job categories.

Communication and Engagement

Area	% Positive	% Negative	Neutral
Communication Effectiveness	38%	32%	30%
Timeliness & Transparent Management Updates	36%	32%	32%
Regular Feedback	55%	24%	21%
Frequency of Staff Meetings	20%	53%	27%
Comfort in Voicing Concerns	30%	44%	26%

The data on communication and engagement within BANKSETA reveals mixed perceptions among employees across five key areas.

Communication Effectiveness

Communication effectiveness is rated positively by 38% of respondents, while 32% report negative experiences and 30% remain neutral, indicating inconsistent practices across the organisation. These findings suggest that communication lacks consistency and clarity, which may lead to misunderstanding, reduced coordination, and disengagement among staff.

Timeliness and Transparent Management Updates

Similarly, only 36% feel that management communicates updates in a timely and transparent manner, with an equal proportion (32%) expressing negative or neutral views.

Regular Feedback

Regular feedback emerges as a relative strength, receiving 55% positive responses and the lowest negative rating (24%).

Frequency of Staff Meetings

In contrast, the frequency of staff meetings is a notable weakness, with many (53%) of staff expressing dissatisfaction and only 20% indicating satisfaction. This means over half staff members feel that there are not enough meetings to talk about important staff matters and they feel left out. This suggests limited opportunities for open discussion, collaboration, and shared problem-solving

Comfort in Raising Concerns

Again, staff at BANKSETA are scared to raise concerns or views as the majority (44%) reported that they feel discomfort, and only 30% of reported that they feel comfortable voicing concerns without fear of negative consequences. This result highlights challenges related to psychological safety. Fear prevents staff from contributing honestly, leading to unresolved issues and decreased morale

These results suggest that while some communication practices, such as regular feedback, are working well, there are significant weaknesses in staff engagement practices, communication, and psychological safety. The low ratings for staff meetings and comfort in voicing concerns highlight the need for more inclusive, transparent, and supportive communication structures. There is a need to strengthen open dialogue and structured engagement because if these issues are not resolved they can lower trust, cause job dissatisfaction, and decrease team performance.

Recommendations

1. Use regular updates, staff bulletins, and open discussions to improve communication systems.
2. Ensure that all employees receive performance feedback at least once every quarter to provide regular feedback.
3. Schedule monthly or bi-monthly meetings to listen to staff and share key decisions to improve and hold staff meetings more often.
4. Use anonymous suggestion tools and train managers to support open conversations to create a safe space for staff to speak up.
5. Regularly check if staff communication and engagement are improving through follow-up surveys or feedback sessions to monitor feedback.

Employee Perceptions on Support, Growth and Development
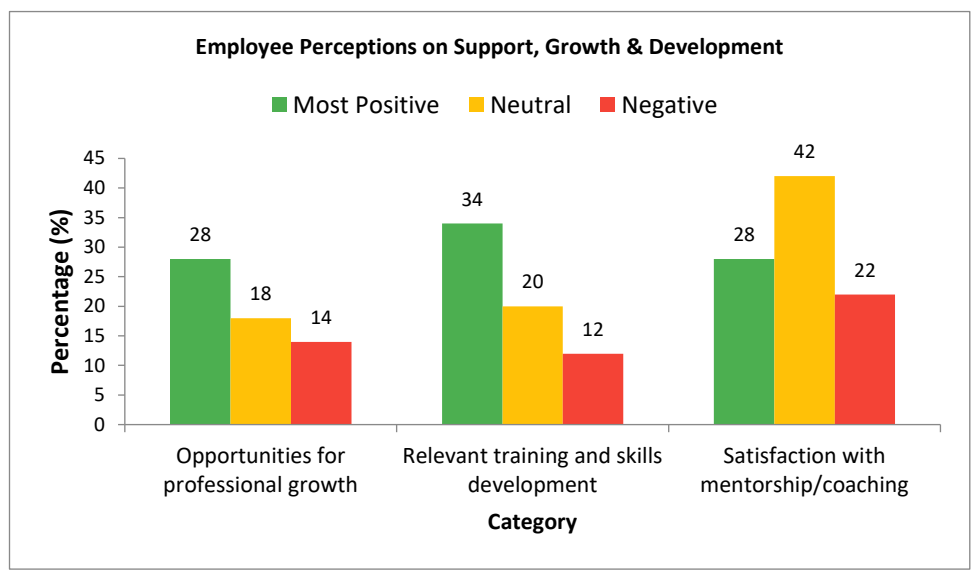
This graph reflects internal staff perceptions on three key areas: professional growth, training opportunities, and mentorship support. Data was drawn directly from response percentages.

Opportunities for Professional Growth

28% of staff feel BANKSETA *definitely* provides sufficient growth opportunities, **18%** are *neutral* and **14%** believe there are *no opportunities at all.*

While just over a quarter of employees strongly affirm professional growth at BANKSETA, there is a notable percentage (18%) who are unsure or disagree, indicating mixed perceptions and potential gaps.

Relevant Training and Skills Development

34% of employees reported they receive training regularly, **20%** say they receive training rarely, and **12%** report never receiving training.

Although the majority benefit from training opportunities, a significant portion is underserved suggesting uneven access or delivery of development programmes.

Satisfaction with Mentorship and Coaching

Only **28%** of the employees reported that they are *satisfied,* and a high percentage (**42%**) remain *neutral, while* **22%** are *dissatisfied.*

Mentorship programmes appear to lack visibility, consistency, or impact. The high neutrality implies unclear expectations or limited engagement.

Overall employee experiences at BANKSETA are divided, while many benefit from BANKSETA's support systems, a sizeable number either do not experience them or remain unsure of their value. Mentorship, in particular, stands out as needing focused attention.

Employee Perceptions: Performance Management and Incentives at BANKSETA
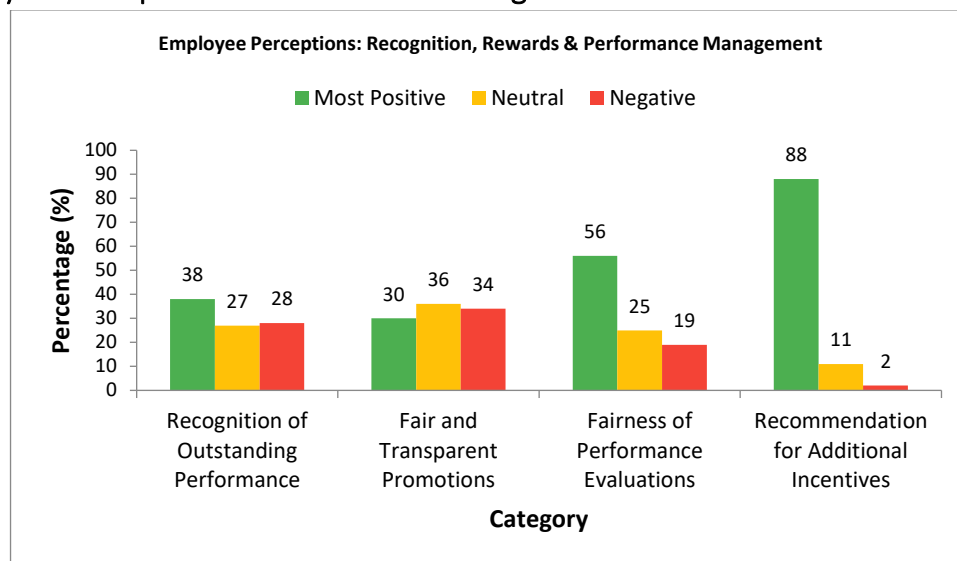
The graph summarises employee perceptions on recognition practices, promotion transparency, performance evaluation fairness, and the use of incentives.

Recognition of Outstanding Performance

While 38% of employees feel that outstanding performance is recognised most of the time, 27% were neutral and 28% reported negative experiences. This indicates that although some employees perceive consistent recognition, a significant proportion experience it rarely or not at all, pointing to inconsistencies in recognition practices across the organisation.

Fair and Transparent Promotions

Only 30% of employees agreed or strongly agreed that promotions and career advancement opportunities are fair and transparent. Meanwhile, 36% were neutral and 34% expressed disagreement. This spread of responses suggests low confidence in the promotion process and highlights a need for clearer and more transparent criteria.

Fairness of Performance Evaluations

A majority of 56% believe that performance evaluations are conducted fairly and consistently, while 25% were unsure and 19% responded negatively. This indicates relative confidence in the evaluation process, although the quarter that remains uncertain signals a gap in communication and clarity around evaluation procedures.

Recommendation for Additional Incentives

An overwhelming 88% of employees recommend implementing additional incentives such as financial rewards and long-service awards. Only 11% were unsure and 2% were against the idea. This strong support stresses the importance of exploring motivational tools to boost engagement and morale.

Overall, employees have mixed feelings about how recognition, fairness, and motivation are handled at BANKSETA. Most staff believe performance evaluations are fair and support the idea of more incentives. However, many are unsure or unhappy about how recognition and promotions are managed. There seems to be a lack of clarity and consistency in these areas. The strong support for better rewards shows that BANKSETA should improve how it motivates and engages employees.

Management, Leadership and Decision Making
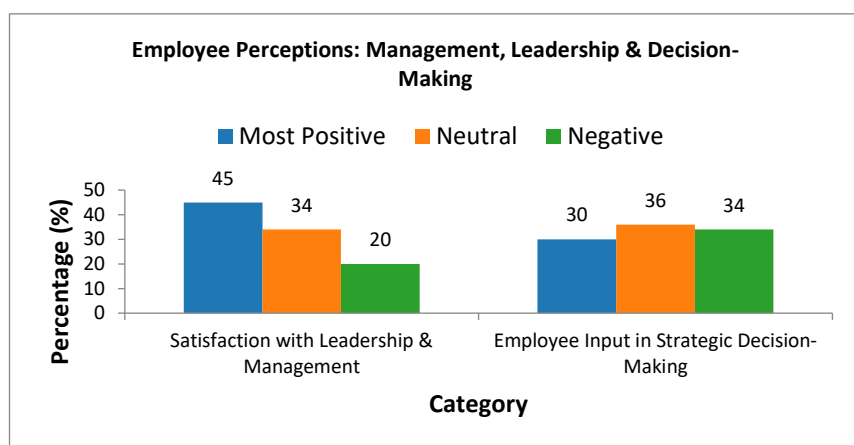
This graph present result on how employees perceive leadership effectiveness and whether their input is considered in strategic decision-making.

Satisfaction with Leadership and Management

A total of **45%** of employees reported satisfaction with leadership and management, including a small proportion (5%) who are extremely satisfied. **34%** are neutral, while **20%** expressed dissatisfaction. This suggests that while nearly half of employees have a positive view of leadership, a substantial number remain unsure or dissatisfied, indicating inconsistencies in leadership effectiveness or communication across the organisation.

Employee Input in Strategic Decision-Making

Only **30%** of employees reported their input is consistently considered by management, while **36%** said this only happens sometimes. Notably, **34%** feel that their views are rarely or never taken into account.

This indicates that opportunities for meaningful employee participation in decision-making are limited or not clearly visible, potentially leading to disengagement or mistrust in strategic processes.

Overall this means leadership is viewed positively by some, but many employees are unsure or disengaged, which may affect trust and direction.

A large proportion of staff feel excluded or inconsistently involved in strategic discussions.

The high number of neutral responses suggests that employee expectations about leadership clarity and inclusion are not being met.

Recommendations

- o BANKSETA should improve how leaders communicate with staff by being clearer and more visible. This can help build trust and improve how employees feel about leadership.
- o There should be more regular chances for staff to share their views, such as through feedback sessions or suggestion boxes, so they feel involved in decisions.
- o Managers should be trained to include staff input when making important decisions, making sure that everyone's voice is considered.
- o It is also important to show staff how their feedback is used by sharing updates and decisions that were made based on their input. This can help build trust and encourage staff to take part more in the future.

1.1.1 Perceived lack of Input when Making Decisions by Job Category
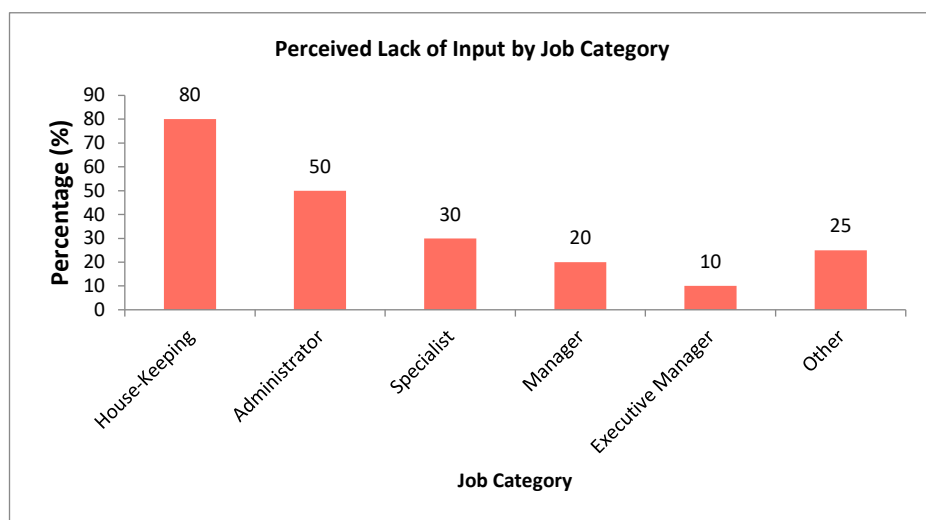
The graph shows that **80%** of House-Keeping staff feel their input is not considered in strategic decision-making, the highest among all groups. **50%** of Administrators share this view, followed by **30%** of Specialists. Among Managers, **20%** feel excluded, and only **10%** of Executive Managers feel the same. In the "Other" category, **25%** reported feeling left out.

These findings suggest that staff in **lower-level and support roles** are more likely to feel excluded, while **senior staff feel more included**. This gap could lower morale and weaken trust in leadership. To improve this, BANKSETA should ensure all employees have regular opportunities to give input, train managers to engage inclusively, and report back on how feedback is used.

3.7. Inclusive and Respectful Workplace Culture

Employee Perceptions of Workplace Culture
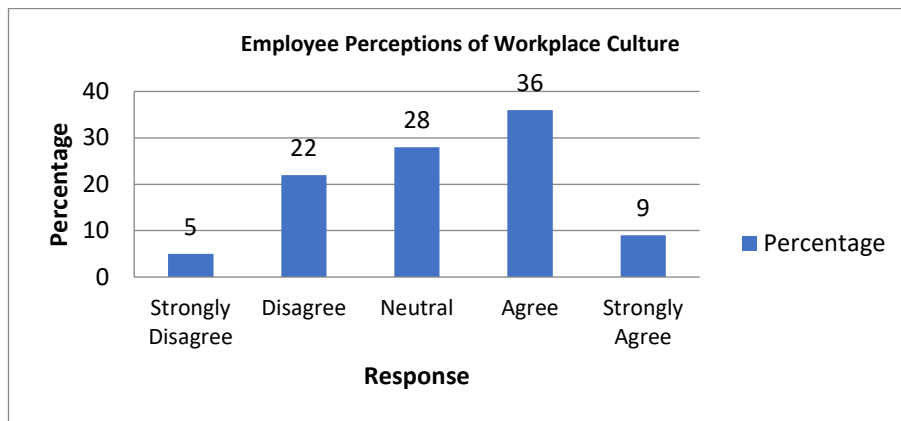
Based on employee responses, 45% view BANKSETA's workplace culture as inclusive and respectful, while 28% are neutral and 27% express disagreement.

The results indicate that less than half of the workforce experience the organisational culture positively. The high number of neutral responses suggests uncertainty or inconsistency in how inclusivity and respect are experienced across teams. The combined 27% of negative responses highlight areas of concern that may relate to departmental culture, leadership styles, or lack of inclusion initiatives.

This indicates that perceptions of workplace culture are inconsistent, with some employees potentially feeling excluded or disengaged. Uncertainty or limited awareness of inclusion policies may explain the neutral responses. If not addressed, these issues could negatively impact employee morale, collaboration, and retention over time.

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QUALITATIVE ANALYSIS

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Would you Recommend BANKSETA As an Employer of Choice

An analysis of internal staff responses to the question "*Would you recommend BANKSETA to others as an employer of choice?*" reveals a mixed range of experiences and perceptions. While many employees would recommend the organisation due to a generally supportive work environment, others expressed hesitation or dissatisfaction linked to management, recognition, and organisational culture. Six core themes emerged, which are discussed below. These insights are grouped under positive and negative themes.

Positive Insights
Supportive Work Environment and Friendly Staff

Several employees commended BANKSETA for its collaborative and welcoming workplace culture. They described the internal environment as one where staff are supportive and interact in a professional and respectful manner. Some respondents echoed: *"Most of the staff are friendly and they employ staff fairly."* And *"It definitely has a good working environment with employees who are always willing to assist."*

This sentiment suggests that employees experience strong interpersonal relationships and a team-oriented culture, which can enhance job satisfaction and daily morale.

Consideration for Work-Life Balance

Many respondents appreciated that BANKSETA acknowledges personal and family responsibilities. This reflects a healthy attitude toward work-life integration. This respondent said *"Overall considerate of the demands that life has outside of the workplace."*

Such flexibility can be an important factor in retaining talent and reducing employee stress or burnout.

Effective Operations

Even where broader organisational challenges were noted, several employees still viewed their direct working environments positively. This was especially true at the departmental level.

"The department I am in works together in an effective and respective manner."

This shows that within some teams, internal collaboration and respect are well established, contributing to a positive day-to-day experience.

Continued Pride and Loyalty

Despite some reservations, many respondents expressed an ongoing loyalty to the organisation, citing a belief in its mission or value. This is supported by these respondents:

"Yes, I can still recommend... I believe all workplaces have their own challenges."
"We are the Centre of Excellence after all."

This reveals that even among critical voices, there remains a sense of hope and organisational pride.

Negative Insights
Leadership and Executive Accountability

Concerns were raised about the management style of the executive team. There were mentions of power imbalances, limited decision-making power among managers, and poor executive performance management. Some of the respondents said the following: *"CEO to organise his executive in terms of performance... CFO to be assisted on matters relating to power hungry, bullying people."* AND *"Managers to be given role in making decisions on their own."*

This feedback indicates frustration with perceived authoritarian leadership and lack of transparency in executive operations.

Organisational Culture and Psychological Safety

A number of staff reported that BANKSETA needs to improve the overall organisational culture and provide better emotional support systems for staff.

"Focus on mental health issues, organisational culture issue and invest more on staff development and training."
"Should the company culture improve and psychological safety company-wide increase – yes."

This suggests that some employees do not feel entirely safe, heard, or emotionally supported in the workplace.

Lack of Recognition and Reward

Several responses pointed to a perceived absence of adequate recognition for hard work and performance. For some, this negatively influenced motivation and loyalty. These staff members even said *"Only for bonus benefit only."* This one supported by saying,*"I am just not happy with the award and recognition… We should not fail to reward and award our own employees."*

A one-dimensional approach to rewards focused only on financial bonuses, was seen as insufficient.

Limited Career Development and Training

Some respondents felt that BANKSETA does not offer enough professional development or training opportunities to help employees grow their careers. *"Invest more on staff development and training."* and *"Not entirely, there are some aspects which BANKSETA can work on to become the employer choice."*

This indicates a desire among staff for structured learning and clear promotion pathways.

Declining Organisational Identity

Long-serving employees expressed disappointment with the current direction of the organisation, feeling that it has lost its former prestige.

"BANKSETA has changed over the years and it is no longer the 'best' company to work for."

This shows that some staff members feel disconnected from the organisation's past values and vision.

Recommendations

To build on the strengths and address the concerns identified, BANKSETA should consider the following actions:

i. Protect the collaborative and friendly environment by fostering interdepartmental engagement, team-building exercises, and peer support initiatives in order to sustain a positive work culture
ii. Introduce mental health resources, including wellness days, staff counselling, and training on emotional intelligence for line managers to strengthen psychological safety and mental health support.
iii. Go beyond financial incentives to celebrate excellence through peer-nominated awards, internal announcements, and milestone acknowledgements in order to formalise recognition and reward systems
iv. Rebuild Organisational Identity and Legacy by reconnecting staff with BANKSETA's mission and achievements by sharing success stories, celebrating heritage, and co-creating future visions with employees.

Suggestions to Enhance Employee Engagement and Satisfaction

From the analysis of data, the following five themes emerged: communication and transparency, recognition and reward, employee development and empowerment, leadership and organisational culture, and the work environment and engagement practices.

Communication and Transparency

The respondents expressed that BANKSETA should do more to ensure clear, honest, and regular communication between management and staff. One respondent remarked that *"BANKSETA should try to communicate with staff more"*, while another simply stated, *"Communicate"*. These responses reflect a broader sentiment that employees are often left in the dark about key decisions and feel excluded from decision-making processes.

A call for greater openness was echoed by another who noted, *"Keep all the cards open so the reader can understand on what basis the decision has been made"*. Moreover, the lack of consideration for employee input was highlighted: *"Create an environment for openness and transparency between top management and employees, top management does not consider any inputs from employees"*.

These responses suggest a strong need for BANKSETA to implement structured communication strategies, including regular feedback loops and transparent updates on organisational developments.

Recognition and Reward

Employees expressed concern that their contributions often go unnoticed and unappreciated. One employee stated plainly, *"Reward and recognition"*, while another was more specific in their criticism, noting, *"The award and recognition is non-existent, there is a lot we can do as BANKSETA"*.

The absence of both formal and informal recognition systems appears to demoralise staff. Another respondent recommended that leadership should *"listen more to the employee and actually recognise their inputs and contribution"*. These views reflect a pressing need for BANKSETA to adopt recognition mechanisms that celebrate employee achievements and encourage positive morale, such as employee of the month programmes or peer recognition systems.

Employee Development and Empowerment

Many respondents highlighted a need for learning opportunities and inclusive practices that allow staff to contribute meaningfully to the organisation. One person recommended, *"Yes, by providing continuous learning opportunities and help employees to develop both technical and soft skills"*.

Others felt disempowered by being excluded from planning and decision-making, as expressed in the statement, *"By allowing all staff to be part of the strategic planning instead of only managers"*. A similar suggestion included, *"Upskilling and reskilling"*, pointing to a desire for continued professional growth. There were also mentions of mental wellness support, with one comment stating the need to *"look after the employees, provide more training opportunities… have session for mental health issues"*. These suggestions indicate a clear opportunity for BANKSETA to broaden its training programmes and mental health initiatives, ensuring all employees feel equipped and supported.

Leadership and Organisational Culture

A number of responses reflected dissatisfaction with current leadership behaviours and practices. One respondent made a bold statement: *"The executive should stop bullying other employees. The CEO should*

stop abusing his power and nepotism by recruiting his friends and relatives from DHET and NSF". This points to a deep mistrust in leadership and calls for accountability.

Another respondent recommended, *"Improve organisational culture with buy-in from top management"*, underscoring the importance of leading by example. Further, someone advised BANKSETA to *"recruit relevant leadership to carry project of employee and culture enhancement"*. Together, these comments reveal a pressing need to improve ethical leadership and promote a culture of fairness, respect, and accountability.

Work Environment and Engagement Practices

Lastly, the theme of work environment and engagement practices emerged strongly. Employees value flexible working arrangements, team-building activities, and regular meetings. The benefits of remote work were acknowledged in the statement, *"The work from home is great… if we could have more days working from home that would be great"*.

Another respondent called for, *"More staff meeting and MANCO meeting"*, suggesting that staff desire more structured interactions with leadership. The idea of team cohesion was highlighted by one who said, *"Through team buildings and out of office activities like Strategic session for all staff"*. These suggestions indicate that BANKSETA should explore more frequent and interactive staff engagements, both formal and informal, while formalising flexible work policies to promote work-life balance.

Enjoyable Aspects about Working for BANKSETA

Five dominant themes emerge that revealed what employees value most about their work experience.

Flexibility and Hybrid Work Arrangements

A large number of responses point to work flexibility as the most enjoyable aspect of working at BANKSETA. Employees mentioned flexible hours, remote work, and hybrid models as key positives. This reflects a strong preference for autonomy over work schedules and work-life balance.

Several comments affirm this, such as: *"Flexibility"*; *"The 2 days of work from home"*; *"Flexi time, work from home. Respectful interaction within the department I work in"*; *"The hybrid model is what I love at BANKSETA."*

These responses suggest that BANKSETA's flexibility enables staff to manage their personal responsibilities while maintaining productivity. This aspect significantly contributes to morale, satisfaction, and retention.

Positive Organisational Culture and Relationships

While the quantitative results showed that only less than half of the employees viewed organisational culture as being positives, here many employees appreciate the positive and respectful work environment, where teamwork, professionalism, and supportive relationships are highlighted.

Quotes include: *"Most people are professional and respectful"*; *"How staff are assisting each other"*; *"Working together as a team"*; *"The culture and respect."*

A strong organisational culture creates psychological safety, encourages collaboration, and boosts engagement. These responses reflect BANKSETA's ability to foster a workplace where employees feel valued and respected.

Purpose, Passion and Social Impact

Employees also expressed pride in the impact of their work on society and alignment with their personal purpose or passion. For many, the mission of BANKSETA is meaningful and motivating.

As one employee shared: *"Being part of an organisation that impacts people's livelihood positively"; "The work is aligned to my passion"; "Changing young people's lives"; "The impact BANKSETA has on lives of the public (external stakeholder)."*

Such statements indicate that employees are not just working for a salary, but for a higher purpose. This alignment with organisational mission enhances engagement and long-term commitment.

Professional Growth and Development

Some respondents highlighted the opportunities for learning and personal growth provided by BANKSETA. This includes the acquisition of new skills, confidence-building, and support for further education.

For instance: *"Being part of a process that provides me with new skills, boosts my confidence and contribute to my personal and professional development"; "The support to further studies is also great."*

This feedback reflects appreciation for career development pathways and investment in employee learning.

Variety, Autonomy and Interesting Work

Another theme that emerged is the variety of work, autonomy, and the opportunity to engage with interesting or challenging tasks. Several employees noted they enjoy being trusted to work independently and that the work is diverse and intellectually stimulating.

Examples include: *"Variety in job functions, support of manager but also allowed to work independently"; "Interesting projects"; "My line manager tasks me with challenging tasks and that motivates me and keeps me on my toes."*

Such responses suggest a workplace that values competence and gives room for initiative and creativity.

Areas Needing Improvement

The five core themes have emerged. These themes reflect critical concerns and experiences that, if addressed, could significantly improve the organisation's internal environment, employee morale, and overall productivity.

Communication and Management Engagement

A dominant concern among staff relates to communication gaps between management and employees. Respondents expressed the need for better transparency, regular feedback, clearer leadership engagement, and respectful relationships at all levels.

As one employee noted: *"Communication—ensuring that information flows freely and transparently between teams and leadership can help reduce misunderstandings and make everyone feel more connected."* Another respondent added: *"Management that listens, management that acknowledges suggestions for improvements, management that communicates."* A third reflected frustration with leadership dynamics: *"If management can stop trying to prove their powers as individuals and work as a team, trust me we can bring back the BANKSETA that we all loved."*

Recognition, Career Progression and Training

Another strong theme is the need for more effective recognition systems, transparent career paths, and development opportunities. Employees want to feel that their contributions are seen, appreciated, and that they can grow within the organisation.

One respondent suggested: *"The hard-working employees need to be recognised and the respect towards each other."* Others highlighted the need for *"career pathing, and consideration of internal employees for career progression"* and *"employees' recognition and growth within the organisation."* There is also a call for *"training, mentorship, and clear pathways for career advancement"*, highlighting a desire for personal and professional development.

Workplace Culture and Respect

Respondents frequently mentioned concerns about workplace culture, mutual respect, and professionalism. There were multiple calls for greater inclusivity, fairness, and psychological safety in the workplace.

One employee stated: *"Drastically improve organisational culture to ensure respectful interactions between peers; managers and employees."* Another simply said: *"Communication and respect across all levels."* There were also concerns about bullying: *"Bullying."* and *"Treating everyone equally."*

Physical and Operational Working Conditions

Employees voiced frustration over physical workspace issues and operational inefficiencies. These included concerns over open plan office layouts, lack of cleanliness, inadequate furniture, and bureaucratic delays in processes.

One employee raised that *"the seating arrangement needs to improve, the open plans are an inconvenience especially when you have meetings."* Another detailed that *"our offices are never cleaned, the toilets are dirty... after 15:30 there is no one at the reception."* Others added: *"workspace to have bigger space to accommodate all staff and enough furniture on workstations"* and *"removal of red tapes, promptness of decision-making... we should go digital."*

Staff Benefits and Employee Wellbeing

A smaller but important theme is the call for enhanced employee benefits and wellbeing programmes. This includes financial, health, and support services, especially for employees with external commitments.

Suggestions included: *"Staff benefits: Bursaries for employee children from school to university, insurance, and yearly once-off car maintenance allowance for roles requiring frequent travelling."* Another noted the need for "better medical aid. *"And one highlighted the value of "rewards for going an extra mile and performing at your best."*

Recommendations

i. Implement structured internal communication protocols such as regular staff forums, feedback surveys, and manager-employee engagement sessions.

ii. Develop a formal recognition programme linked to values and performance. Define transparent promotion criteria, internal mobility frameworks, and accessible training programmes.

iii. Conduct a cultural audit and design a workplace culture programme that promotes fairness, inclusion, and professionalism. Provide training in leadership, interpersonal skills, diversity, and anti-bullying practices.

iv. Upgrade office infrastructure, including seating arrangements and cleanliness. Review reception policies, invest in ergonomic furniture, and transition to digital systems for greater efficiency.

v.Enhance employee benefits based on benchmarking and staff needs. Expand wellness, education support, and performance-related incentives to improve motivation and retention.

Initiatives to Make BANKSETA a Better Employer

After the analysis of data, the following key themes emerged. These themes reflect the practical needs, personal aspirations, and professional motivations of BANKSETA employees.

Flexible Work Arrangements and Work-Life Balance

Many employees called for more flexible working options both in terms of location and structure. This includes work-from-home days, fewer meetings, and better work-life integration.

One respondent expressed a need for "*flexible work options and career development opportunities*," while another simply suggested "*more days of work from home.*" One comment added a productivity-related perspective: "*less meetings.*"

These sentiments reflect a growing trend in the modern workplace where autonomy, trust, and work-life balance are closely tied to satisfaction and performance.

Professional Development and Growth Opportunities

Employees strongly desire opportunities to grow through training, upskilling, and promotion. There is also a clear appetite for initiatives that support career progression.

Examples include: "*Professional development opportunity and recognition and reward, Enforce people development, and personal development to ensure relevancy of the employees*," and "*Strategic workshops involving entire collective.*"

This theme reflects the importance employees place on being continuously challenged, supported, and promoted from within.

Reward, Recognition and Benefits

Several responses highlight the need for formal recognition programmes and competitive benefits, including medical aid, housing allowances, education bursaries for dependents, and financial incentives.

Some notable inputs were: "*Reward and recognition, Include services reward, Housing benefits, awards and short-term incentives*," and "*bursaries for employee children, insurance for high travelling positions or roles.*"

This indicates that employees are looking for both symbolic and tangible acknowledgement of their efforts.

Team Building, Culture and Employee Engagement

A number of respondents called for stronger efforts to build a cohesive organisational culture and create a more connected and supportive team environment.

As one respondent put it: "*More engagement with employees.*" Another recommended "*team building leadership courses/ emotional intelligence engagement sessions.*" Others echoed sentiments like "*team building*", "*team initiatives*", and "*social cohesion*".

These quotes show a strong desire for improved trust, collaboration, and morale, particularly through structured cultural initiatives.

Operational Efficiency and Leadership Clarity

Some employees raised concerns about inefficiencies in management systems, lack of clarity in leadership roles, and outdated procedures. They called for clearer policies and more modern, streamlined processes.

For instance, one employee proposed: *"Finalize the roles and Bankseta delegation of authority policy be implemented even on ERP system."* Another highlighted the need for *"efficiency of all administration processes"*. *"knowledge-based decisions to inform authority, digitalised and streamlined business processes."*

Such feedback suggests that improving organisational infrastructure and leadership accountability is vital for creating a smoother, more empowering work experience.

LEGISLATIVE AUTHORITIES & PROFESSIONAL BODIES
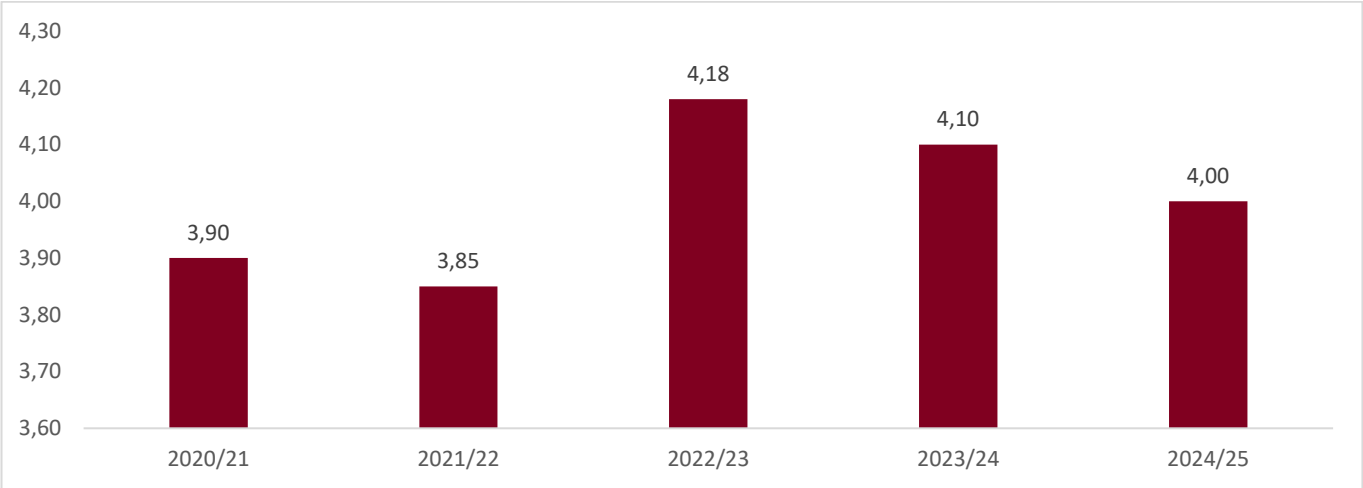
Only one participant responded, therefore the results should be interpreted with caution.

The participant was satisfied with BANKSETA's compliance with financial management and governance regulations

The participant agreed that BANKSETA ensures transparency in regulatory compliance and reporting.

The participant was satisfied the frequency and effectiveness of BANKSETA's engagement sessions with their institution

The participant was neutral on BANKSETA supporting small and emerging financial institutions through skills development initiatives

BANKSETA should engage more with Legislative Authorities & Professional Bodies for them to participant in activities conducted by BANKSETA

EXTERNAL STAKEHOLDERS

The external stakeholders included Higher Education and Training Institutions, Financial Cooperative, Unemployed Beneficiaries, Employed Beneficiaries, Service Providers, Accredited Training Providers and Skills Development Facilitators. Results from each stakeholder are shown in the sections below.

External stakeholders' response rate decreased from 15% in 2023/24 to 4% in 2024/25
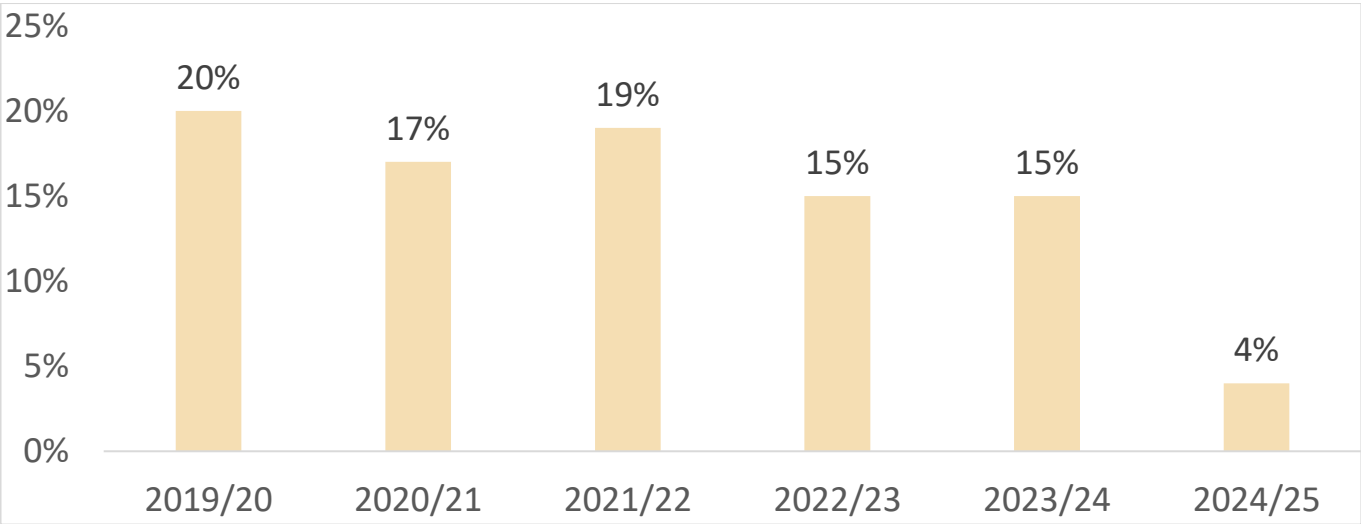
The satisfaction levels amongst external stakeholders has been decreasing from 4,40 in 2021/22 to 3,93 in 2024/25.
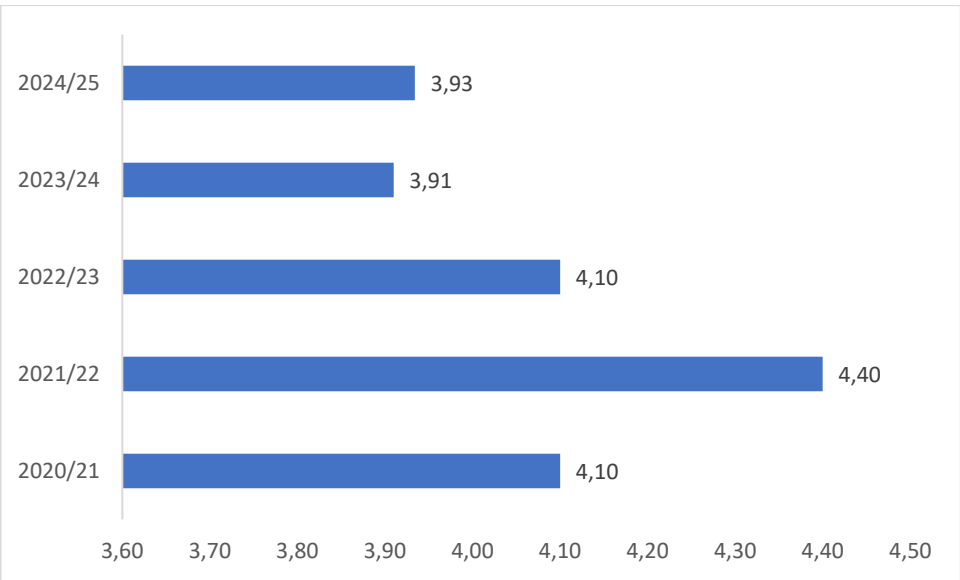
EMPLOYED BENEFICIARIES

DEMOGRAPHIC INFORMATION

> 3% (100/2928) responded to the survey,
> Satisfaction level was 4.21.

Gender

The majority of respondents are female (68.97%), with males accounting for 30.34%. This shows a higher representation of females in the beneficiary group.

This gender distribution may highlight opportunities for gender-targeted initiatives or support for the larger female demographic. Gender-based disparities in employment or access to resources could be explored further.

Age Group
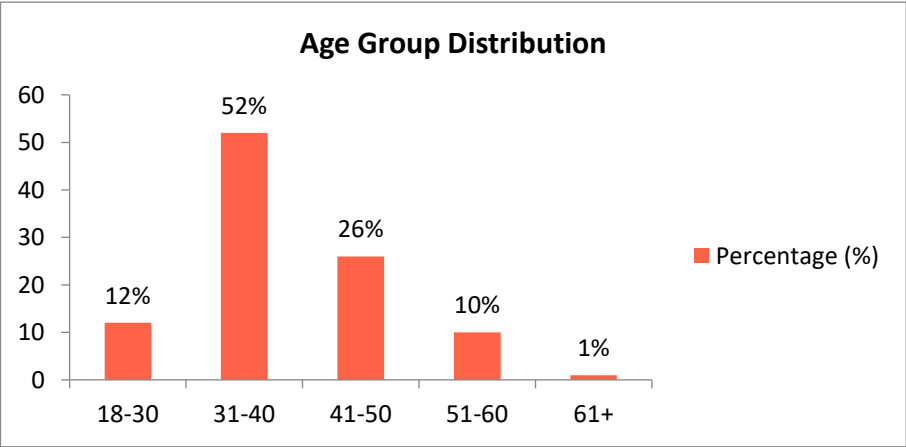
A significant portion of the respondents are aged 31-40 years (52%), followed by the 41-50 years group (26%). The youngest group (18-30 years) makes up only 12%, with a small percentage (1%%) being over 60 years old.

The dominant age group (31-40 years) could indicate a more experienced workforce, potentially at a stage in their careers where they are more stable and established. The lower representation of younger workers might reflect challenges related to entry-level job access or education.

Education level

Education Level
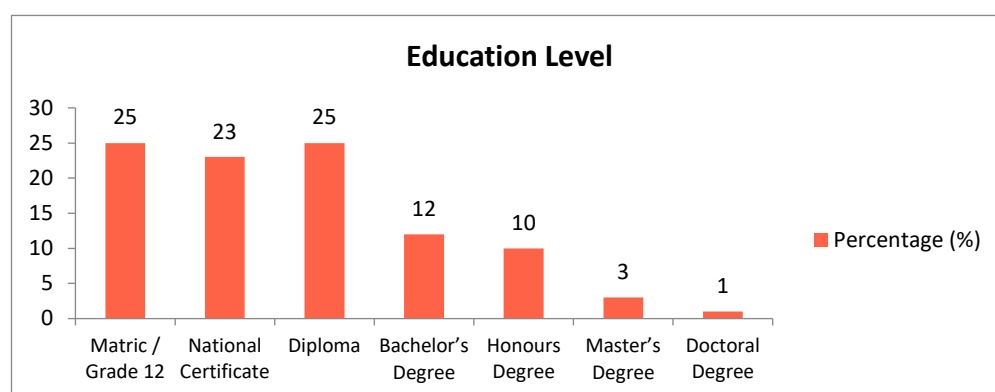
A majority of respondents have either completed Matric / Grade 12 (25%) or hold a National Certificate (23%) or Diploma (25%). A smaller portion holds higher education degrees, with only 12% having a Bachelor's Degree, 10% having an Honours degree, and 3% holding a Master's Degree.

The significant portion with Matric, National Certificates, or Diplomas indicates that the majority of the beneficiaries may have vocational or foundational education. However, the relatively low numbers with Bachelor's degrees or higher may suggest barriers to higher education or a lack of access to advanced training. This could be an area to focus on for further educational support and upskilling programmes.

Years Employed
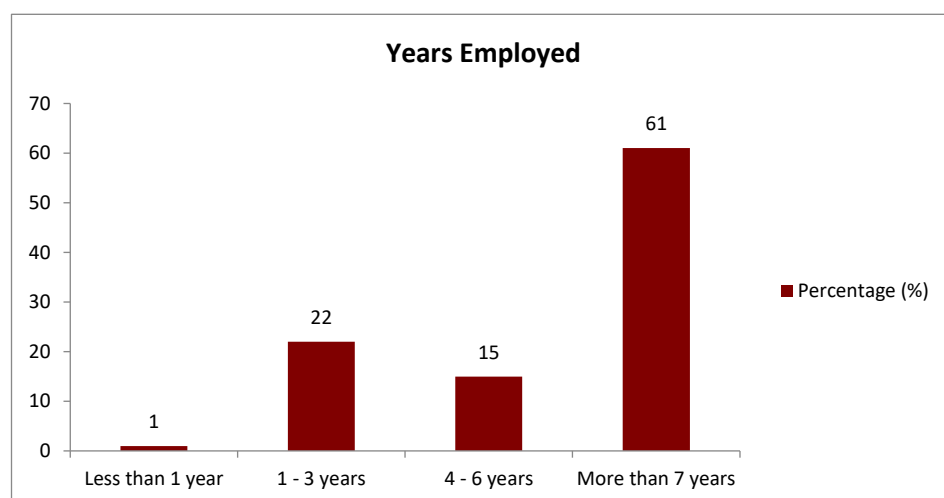
Years Employed

The majority of respondents (61%) have been employed for more than 7 years, with a smaller portion (1%) employed for less than a year.

The high percentage of respondents with long-term employment (more than 7 years) suggests a stable workforce, likely with deep experience. However, the low number of recent entrants into the workforce (less than 1 year) could indicate challenges for younger or new employees in securing jobs. This might reflect the need for greater support in terms of internships, graduate programmes, or policies aimed at increasing youth employment.

Nature of Employment

Nature of Employment
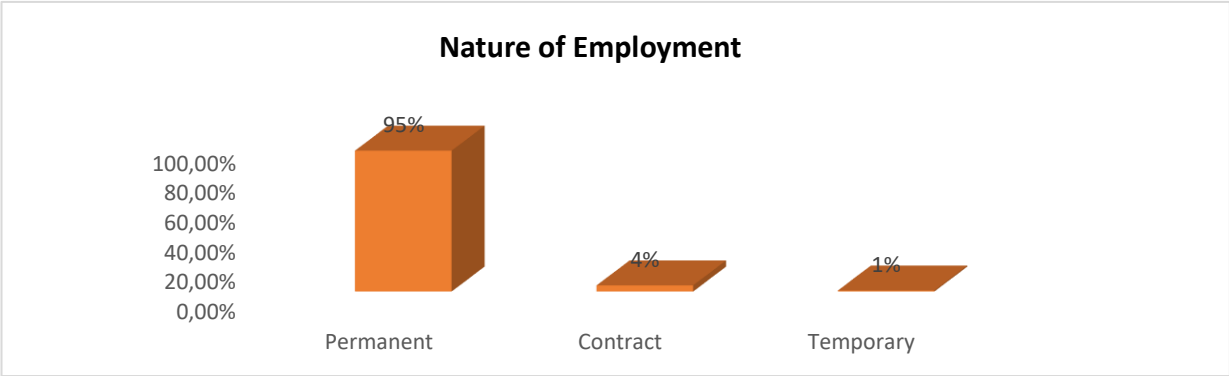
A large majority of respondents are in permanent positions (95%), with very few in contract (4%) or temporary roles (1%).

The overwhelming presence of permanent employment could reflect stability and job security in this stakeholder group. This may suggest that these beneficiaries have access to stable work environments and benefits. However, the small proportion of contract and temporary workers may signal a lack of flexibility in employment options or opportunities for those seeking part-time or short-term work.

Banking Sector

Banking Sector
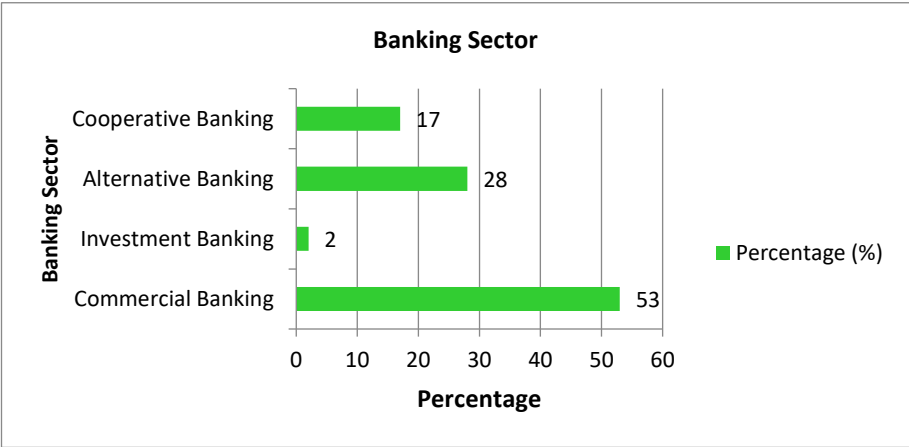
The largest group of respondents works in commercial banking (53%), followed by alternative banking (28%). Fewer individuals work in cooperative (17%) or investment banking (2%).

The majority of respondents in commercial banking indicate that most beneficiaries are involved in traditional, large-scale financial institutions. This group might benefit from sector-specific initiatives or training to address challenges related to commercial banking. The representation of alternative and cooperative banking suggests a diversification of the financial sector, which might indicate a focus on sustainable and community-driven banking solutions.

AWARENESS & ENGAGEMENT WITH BANKSETA

Awareness & Engagement with BANKSETA Programmes

Question	Yes	No
Awareness of BANKSETA-funded skills development programmes	82.27	17.73
Participation in BANKSETA-funded training, learnership, or upskilling programmes	75.89	24.11

The table reflects the awareness and participation of respondents in BANKSETA-funded skills development and training programmes. A significant majority (82.27%) of respondents are aware of these programmes, indicating strong awareness. However, 75.89% of respondents have participated in these programs over the past 12 months, which shows good participation, but there is a noticeable gap of 6.38%.

This gap suggests that barriers may be preventing full engagement. Additionally, while 17.73% of respondents are unaware of these programmes, 24.11% of those aware have not participated, possibly due to factors like access issues, eligibility constraints, or lack of information. Addressing these challenges through improved outreach, clearer communication, and reducing participation barriers could help increase engagement.

Satisfaction with BANKSETA Communication
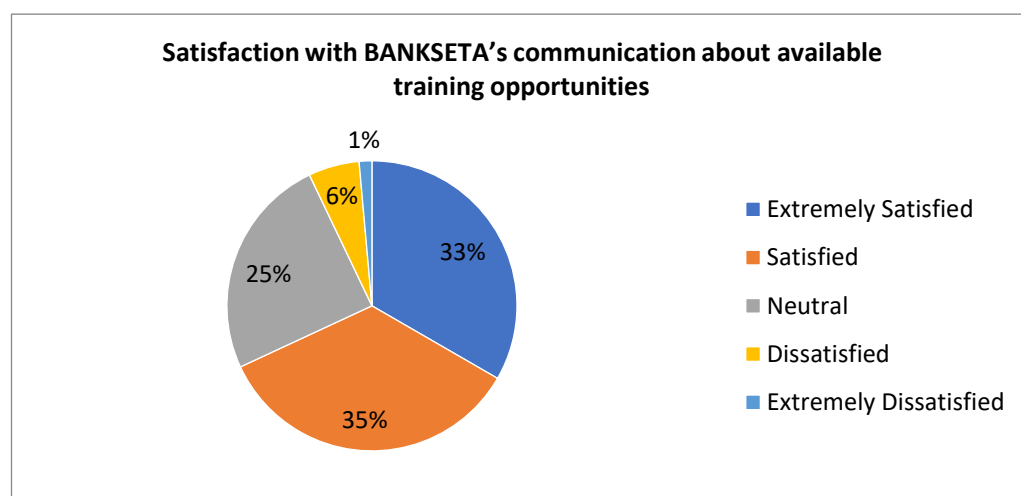
The majority of the respondents indicated positive sentiment, with 33% reporting that they are extremely satisfied, and a further 35% stating they are satisfied. This reflects an overall satisfaction rate of 68%. About one-quarter (25%) of respondents remain neutral, which means this finding implies that a significant portion of stakeholders may not be fully engaged or may lack sufficient information to form a clear opinion about the communication they receive. Meanwhile, a small proportion expressed dissatisfaction (6%) and extreme dissatisfaction (1.42%).

These findings suggest that BANKSETA's communication about available training opportunities to the employed beneficiaries is mainly effective. The high satisfaction rates affirm the overall effectiveness of current communication efforts. However, the neutral responses, which account for nearly a quarter of the

total, may signal a lack of engagement or information clarity for some stakeholders. Although dissatisfaction levels are minimal, they should not be disregarded, as they may indicate specific communication gaps. It is necessary to enhance communication strategies to better engage neutral respondents and address the concerns of the small dissatisfied group.

Recommendations

1. **Enhance Clarity and Engagement**
   BANKSETA should strive to develop more engaging and clearer messaging across its communication platforms, including email, social media, and webinars. Highlighting the tangible benefits of training opportunities through real-world case studies or testimonials can further strengthen message impact.
2. **Monitor Communication Effectiveness**
   Ongoing assessment of communication strategies is crucial. Feedback mechanisms such as short surveys or satisfaction polls should be implemented following each major communication or training announcement.
3. **Leverage Digital Tools**
   The use of automated alerts, mobile applications, or interactive digital platforms can help ensure that training opportunities are communicated in a timely, accessible, and user-friendly manner.
4. **Address Dissatisfaction Proactively**
   Efforts should be made to gather qualitative feedback from those who expressed dissatisfaction. Insights gained can inform the refinement of communication content, channels, and frequency to better meet stakeholders' expectations.

BANKSETA Mentorship and Career Coaching Support
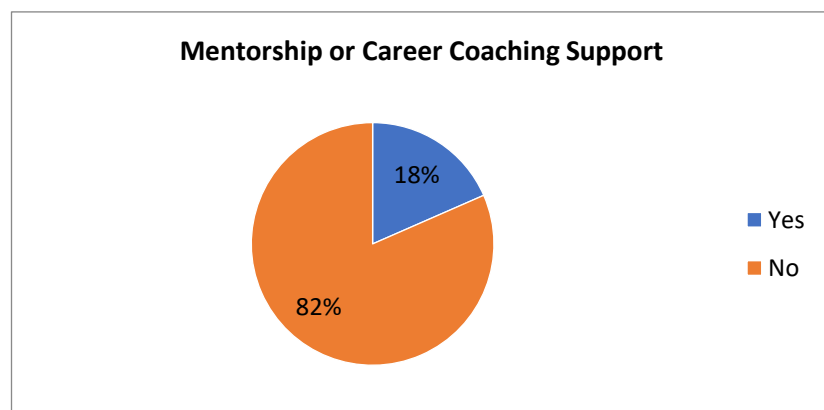
Overwhelmingly, (82%) of the beneficiaries reported they have not received mentorship or career coaching support facilitated by BANKSETA, while only 18% indicated that they had accessed such services. These findings suggest a lack of developmental offerings or programmes from BANKSETA, notably in tailored career assistance, which is crucial to professional growth and advancement.

Recommendations

i. Expand and Formalise Mentorship and Career Coaching Programmes
   BANKSETA should scale up and systematise mentorship and coaching efforts, ensuring these are integrated into the broader development pathway for beneficiaries.

ii. Develop and introduce targeted mentorship programmes tailored to support different employed beneficiaries such as:
- Peer mentoring
- Industry expert panels
- Group coaching sessions
iii. Collaborate with financial sector employers, training providers, or alumni networks to co-facilitate mentorship initiatives, increasing both reach and credibility.

Training Relevance and Quality

Training Relevance & Quality			
Question	Positive Responses (%)	Neutral Responses (%)	Negative Responses (%)
Relevance to Job Requirements	86.62	11.81	1.58
Alignment with Industry Trends	86.61	10.24	3.15
Helped Achieve Success	89.76	0	10.23
Improved Job Performance	88.98	0	11.02
Promotion or Salary Increase	11.02	37.01	51.97
Addresses Digital Transformation	83.46	14.96	1.57
Satisfaction with Facilitators	85.04	12.6	2.36
Adequacy of Materials	85.83	11.02	3.14
Accessibility (Schedule & Location)	79.53	18.11	2.36

The table reveals an overwhelmingly positive perception of BANKSETA-funded training programmes. The majority of respondents (ranging from 79.5% to 89.8%) provided *positive responses* regarding the relevance, usefulness, and quality of training content, materials, facilitators, and alignment with industry needs. Specifically, 89.8% of respondents indicated that the funding significantly or somewhat helped them succeed in the training programmes, while 88.9% believed the training improved their job performance. Similar high approval rates were found regarding the relevance of skills training to job requirements (86.6%), and alignment with industry trends (86.6%).

These results are encouraging as they affirm that BANKSETA-funded training effectively enhances skills, improves job performance, and responds to industry trends**.**

Notably, promotion related to career advancement stands out, with only 11.02% reporting a promotion or salary increase post-training, while 37.01% reported neutral in gaining new responsibilities, but 51.97% indicated no change.

This result suggests that although the training enhances performance and skills, it does not consistently translate into promotions or salary increases. It raises concerns about how employers recognise these qualifications, whether they integrate them into performance management systems, or maybe the timeframe is too early to expect such long-term spinoffs from training.

Neutral responses were relatively low but notable in areas like accessibility (18.1%)**,** trainer quality (12.6%)**,** and digital transformation focus (15%)**.** Negative responses across all questions were minimal (mostly under 3%), reinforcing general satisfaction.

Recommendations

i. **Align Training with Career Pathways**

BANKSETA should engage both employers and accredited training providers when designing training programmes for employed beneficiaries to ensure that training outcomes are linked to tangible career benefits, such as internal promotions or salary reviews.

ii.   Recognition and Awareness of Training Outcomes

To maximise the perceived value and organisational impact of BANKSETA-funded programmes, it is essential to strengthen both formal recognition and communication strategies. Partnerships should be developed with employers and HR departments across the financial sector to ensure that training certifications and programme completions are formally and openly acknowledged within performance reviews, promotions, and talent development frameworks. Simultaneously, more transparent communication around the benefits and real-world impact of training—through success stories, case studies, and follow-up communications—can help address neutral perceptions and reinforce the tangible career value of participation.

iii.   Improve Accessibility and Flexibility
Continue expanding the accessibility of training through flexible scheduling, online / virtual training programmes, and location options, especially for remote or part-time workers.

iv.   Deepen Focus on Digital Transformation

Build on existing progress by expanding modules on emerging tech, digital banking, data analytics, and fintech to future-proof the workforce.

Skills Development Impact & Career Growth

Skills Growth Impact			
Question	Positive Responses (%)	Neutral Responses (%)	Negative Responses (%)
Q22. Leadership or Management Skills	74.4	14.4	11.2
Q23. Soft Skills Development	92.8	0	7.2
Q24. Applied Learning at Work	81.6	13.6	4.8
Q25. Recommend to Colleagues	88.8	10.4	0.8

The table in 2.5 presents a breakdown of positive, neutral, and negative responses across four key questions related to the impact of BANKSETA-funded training on participants' leadership development, soft skills, workplace application, and likelihood of recommending the programme to others.

The findings strongly endorse BANKSETA's impact on soft skills, leadership capacity, and applied learning. A substantial 74.4% of respondents indicated that the training significantly or somewhat improved their leadership or management capabilities. Even more compelling, 92.8% affirmed that the training helped develop critical *soft skills* such as communication, teamwork, and leadership. In terms of applicability, 81.6% reported having been able to apply their newly acquired knowledge and skills in the workplace either

frequently or occasionally. Additionally, 88.8% of the respondents would certainly recommend BANKSETA programmes to their colleagues, signaling strong programme credibility and satisfaction.

While neutral responses were present in Q22 (14.4%) and Q24 (13.6%), the overall tone in responses remains positive. Negative responses remained consistently low across all questions, never exceeding 11.2%, with particularly strong outcomes in Q25, where only 0.8% responded negatively.

Recommendations

1. **Formalise Soft Skills Integration**
   Continue embedding soft skills and leadership training into all technical programmes to produce well-rounded professionals**.**
2. **Expand Leadership-Focused Modules**
   Introduce or scale specialised tracks for emerging leaders and mid-level managers to deepen leadership impact.
3. **Enhance Post-Training Support**
   Develop resources like action plans, coaching, or mentorship to help participants implement their learning in real-world settings.
4. **Utilise Alumni Advocates**
   Encourage highly satisfied alumni to be programme ambassadors, share success stories and mentor new cohorts.

Employer Engagement and Workplace Integration

Employer Engagement and Workplace Integration				
Category	Most Positive (%)	Positive (%)	Neutral (%)	Negative (%)
Employer Support	66	21	10	3
Collaboration	30	41	25	4
Follow-Up Support	23	46	22	9
Responsiveness to Feedback	29	43	24	4

The table summarises stakeholder perceptions across four key dimensions related to employer engagement and workplace, using a four-tier sentiment scale: Most Positive, Positive, Neutral, and Negative.

Employer Support received the highest proportion (87%) of Most Positive responses (66%), indicating strong endorsement of organisational support for employee participation. An additional 21% responded positively, suggesting that overall sentiment in this category is overwhelmingly favourable, with minimal neutrality (10%) or negativity (3%).

Collaboration between BANKSETA and employers was positively perceived by 71% of respondents (30% Most Positive, 41% Positive). However, a notable 25% expressed a neutral stance, pointing to potential gaps in communication or visibility of collaborative efforts.

Follow-Up Support saw the lowest proportion of Most Positive responses (23%) and the highest percentage of negative responses (9%). Although 46% responded positively, the combined 31% neutral or negative responses suggest that post-training support may require targeted improvement.

Responsiveness to Feedback showed moderate satisfaction levels, with 29% selecting Most Positive and 43% indicating a Positive view. However, the relatively elevated neutrality (24%) suggests an opportunity to enhance feedback mechanisms to engage better and respond to employed beneficiary concerns.

While overall perceptions are primarily positive, especially regarding employer support and collaboration, areas such as follow-up support and feedback responsiveness present opportunities for strategic enhancement.

Satisfaction with Overall BANKSETA Value

Satisfaction with Overall BANKSETA Value
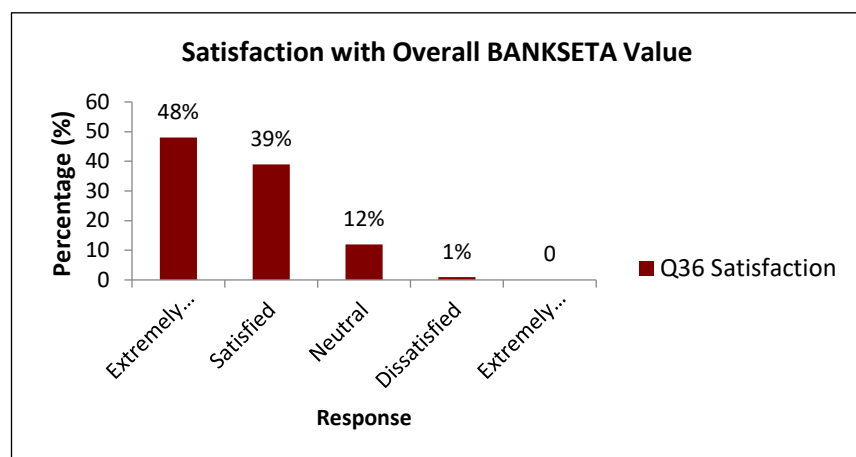
The results indicate a high perceived value of BANKSETA initiatives among employed beneficiaries. This is attributed to the overwhelming majority (87%) of respondents who expressed satisfaction with the overall value provided by BANKSETA, with nearly half (48%) indicating they were Extremely Satisfied and a further 39% Satisfied. Only 12% responded neutral, while dissatisfaction was too minimal at just 1%, and none of the respondents reported being Extremely Dissatisfied. It is recommended that BANKSETA extend the effective strategies and best practices implemented for employed beneficiaries to other stakeholder groups to enhance overall impact.

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QUALITATIVE

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Additional Skills Development Support Suggested by Employed Beneficiaries

Some respondents expressed satisfaction with existing support and did not perceive a need for additional support. Even saying:

"Everything that was offered was epic."
"I think the BankSETA does really well… I can't think of additional support needed."
"None at the moment."

These affirming responses suggest a high level of satisfaction with current offerings and / or programmes, which reflect the effectiveness and relevance of the training provided by BANKSETA. Nonetheless, the majority suggested the following additional support as being needed:

Leadership and Strategic Management Development

A significant number of participants highlighted the need for enhanced training in leadership, motivational management, and financial acumen. This theme underscores a demand for structured leadership pathways that support progression into managerial and executive roles.

"BANKSETA must add more courses for leadership."
"Leadership, Motivational Managerial skills and how to handle your Finances."
"Content aimed at the C-suite of Banking Industry tailored for CEO, CFO, etc."

These responses suggest that employed beneficiaries seek to develop strategic competencies that align with leadership trajectories within the financial sector. The desire for executive-level training indicates a readiness among participants to assume higher-level responsibilities and a preference for skills that transcend operational tasks.

Digital Competencies and Future-Oriented Skill Sets

Most respondents frequently referenced the importance of digital literacy, artificial intelligence (AI), and emerging technologies, reflecting a broader shift in the sector toward Fourth Industrial Revolution (4IR) readiness.

"Develop specialised courses on AI applications in banking."
"Communication & digital skills."

This theme illustrates a proactive orientation toward technological disruption. Beneficiaries recognise the imperative of digital upskilling to remain competitive in a rapidly evolving financial landscape. Their responses signal the necessity for BANKSETA to embed advanced digital content in future training frameworks.

Continuous Professional Development and Formal Qualifications

Most beneficiaries echoed a desire for access to progressive learning opportunities, including higher-level qualifications and professional certifications.

"Continuous Professional Development: Encouraging lifelong learning."
"Higher certificates, diploma's and bachelor's degrees."
"Online learning – platforms for continuous professional development."

These findings suggest that beneficiaries view training as a discrete intervention and part of a long-term career development strategy. The emphasis on formal and accredited learning options indicates a strong interest in recognised credentials that may support vertical mobility and professional legitimacy.

Soft Skills and Employability Enhancement

There is growing awareness among respondents of the importance of soft skills in fostering employability and client-facing professionalism. Such competencies are increasingly valued in the workplace and contribute to holistic workforce development beyond technical expertise. Hence, many respondents advocated the inclusion of transferable soft skills such as communication, presentation, customer service, and personal branding.

"Presentation skills."
"Customer service."
"How to relay your value proposition in the market."

Challenges or Areas needing strengthening

Structural Access and Programme Administration Challenges

Several respondents raised concerns related to access barriers, delayed enrolment, funding issues, and communication gaps between stakeholders.

"We fail to register as we need to pay with our money then BANKSETA refunds later."
"I never had the chance to start classes... till this day it's 2025 now."
"Updates on the programme should also be communicated to the line manager."

These findings highlight the procedural and systemic impediments that may hinder the successful uptake and completion of training programmes. Addressing such operational inefficiencies is critical to ensuring equitable access and sustained participation among intended beneficiaries.

UNEMPLOYED BENEFICIARIES

QUANTITATIVE ANALYSIS

Demographic Information

The results show a significant **overrepresentation of female beneficiaries (67%)** compared to male participants (32%), with only one respondent (0%) identifying as 'Other'. This marked gender disproportion suggests that **female perspectives dominate** the sample.

Age of Beneficiaries
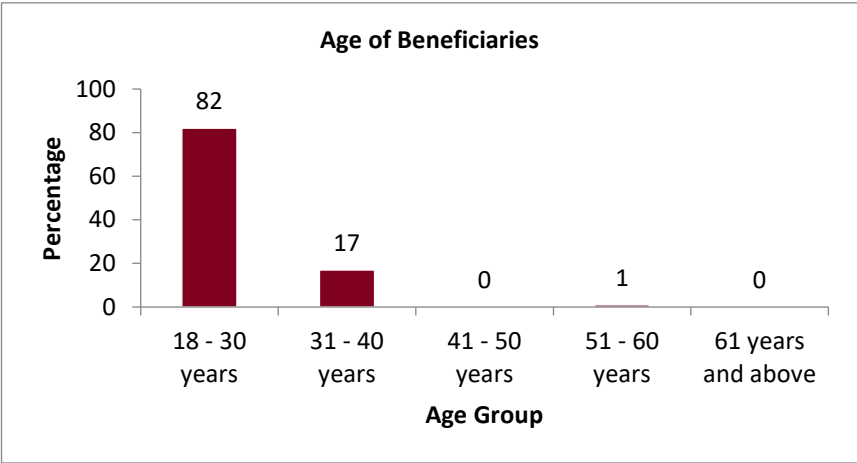
Majority of respondents (82%) are between 18 and 30 years old, followed by 17% aged 31–40. Only 1% are between 51 and 60, and there is no representation from those aged 41–50 or over 60. This indicates that BANKSETA's training initiatives are mainly reaching young unemployed individuals, which aligns with the broader national goal of addressing youth unemployment. It is also a positive reflection of BANKSETA's focus on employability among young people.

Highest level of Education
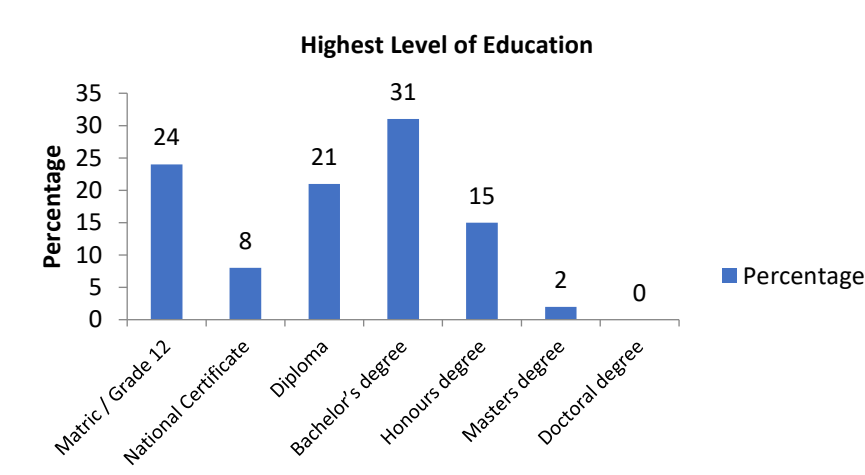
Most participants hold formal post-school qualifications. The largest group (31%) reported holding a bachelor's degree, followed by those with a diploma (21%) and those who completed matric or Grade 12 (24%). A smaller number of respondents reported having an honours degree (15%), while only 2% hold a master's degree. No participants reported having a doctoral qualification.

These results suggest that BANKSETA programmes are attracting a relatively well-educated group of unemployed individuals, especially those with degrees or diplomas who may be struggling to transition into the labour market. This highlights the importance of targeted skills development and work readiness interventions for qualified youth and graduates, as well as the opportunity for BANKSETA to further support their pathways to employment.

Satisfaction with Support in Preparing Beneficiaries for Employment
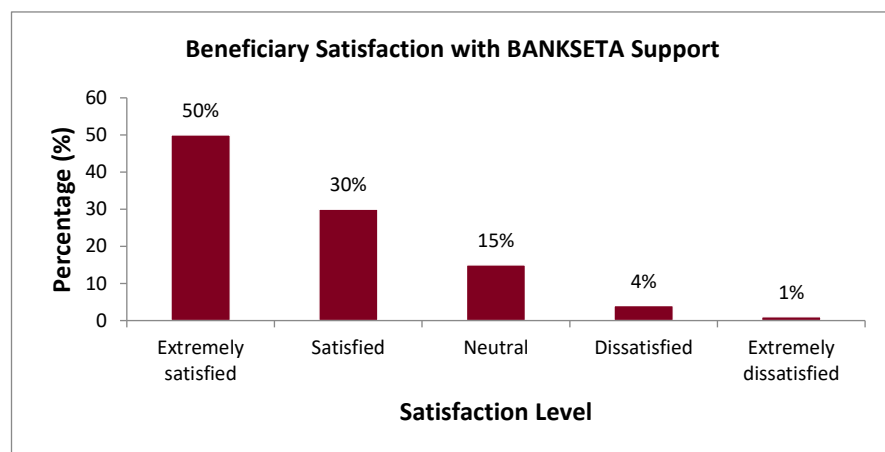
The graph generally reveals a positive sentiment, as an overwhelming 80% of unemployed beneficiaries reported satisfied, with half (50%) being extremely satisfied. Many unemployed beneficiaries are happy with the support they received from BANKSETA. Only 5% expressed dissatisfaction, while 15% remained neutral.

These results confirm a strong approval of BANKSETA's efforts in equipping unemployed beneficiaries for employment opportunities. High satisfaction levels can be interpreted as a validation of the programme's relevance and quality. However, the neutral (15%) and dissatisfied (5%) segments suggest that further engagement and programme enhancement, particularly in personalisation and follow-through support, could increase impact and inclusiveness.

This favourable feedback may be used as justification for sustained funding, scaling of interventions, and the extension of the model to other sectors or beneficiary groups.

Satisfaction with BANKSETA Programmes

Satisfaction with BANKSETA Programmes by Category
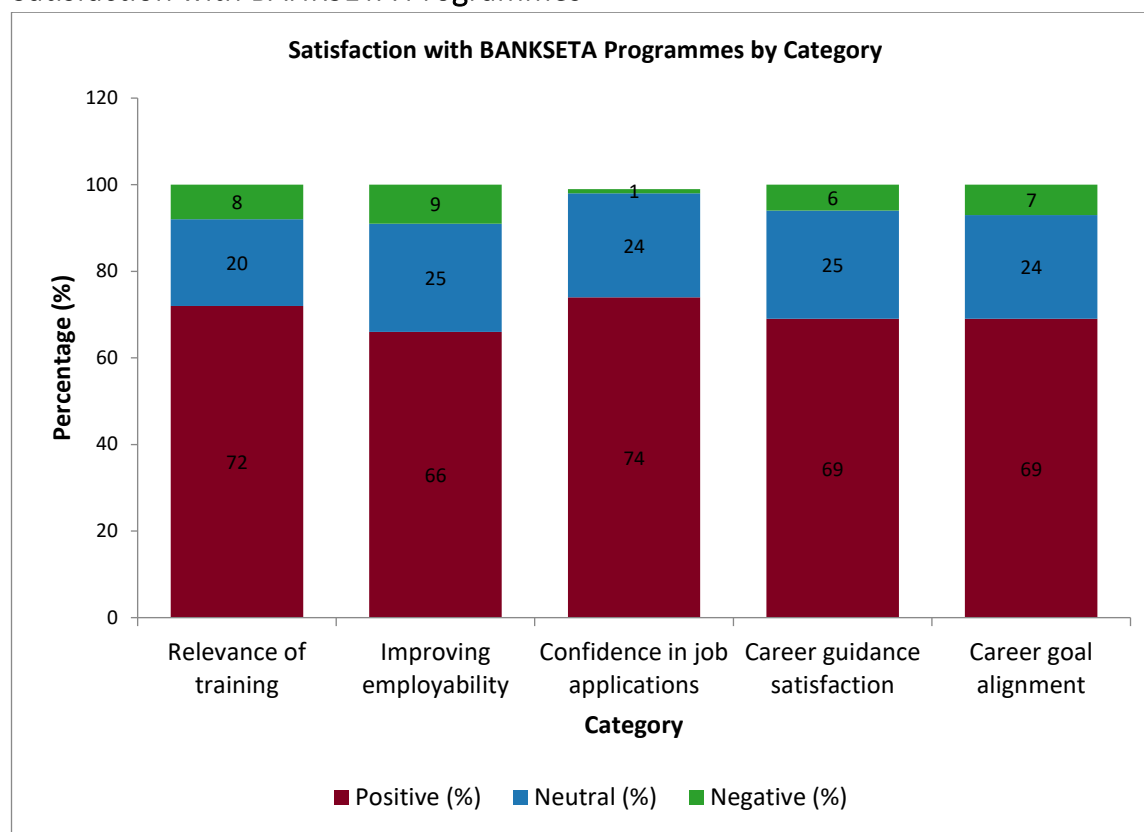
The graph illustrates the levels of satisfaction among BANKSETA beneficiaries across five key programme areas: relevance of training, usefulness in improving employability, confidence in applying for jobs, satisfaction with career guidance, and alignment with career goals.

The analysis shows a generally strong endorsement of the BANKSETA training programmes. Positive responses dominate, ranging between 66% and 74%, suggesting that most beneficiaries find the training relevant, confidence-building, and aligned with their career goals. The highest satisfaction was recorded for increased job-seeking confidence (74%), while the lowest was for employability usefulness (66%), indicating some room for better aligning practical outcomes with training content.

Neutral responses remained consistent across the board (between 20% and 25%), representing a group that may not have experienced significant impact from the training—this group warrants further investigation to understand their needs.

Negative feedback was minimal overall, particularly for confidence-building, but it did reach 9% in relation to employability. This could point to isolated cases where expectations were not met, and highlights the need for more targeted interventions to ensure programme impact is consistent for all participants.

Employment or Internship Outcomes
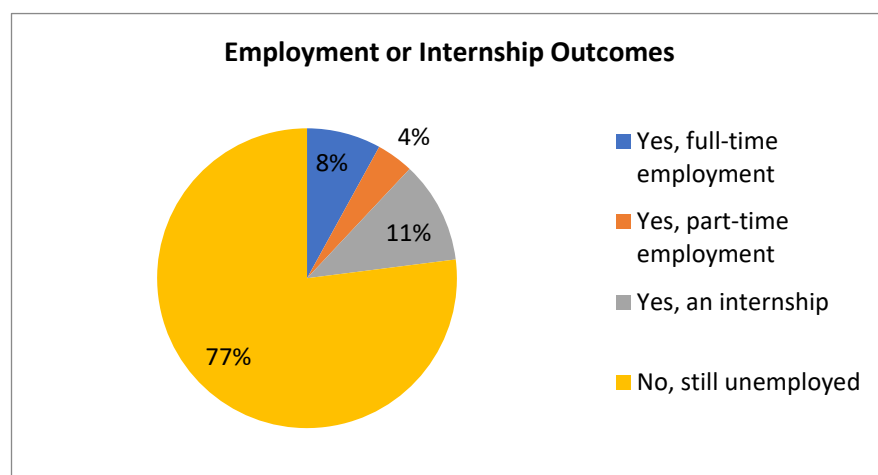
This is a very negative result, as the majority of unemployed beneficiaries (77%) reported being still unemployed after completing BANKSETA training. Only a small percentage have managed to secure employment or internships, with 8% gaining full-time employment, 4% part-time work, and 11% internships. These figures suggest that while training may enhance skills and confidence, it is not yet translating into tangible employment outcomes for most participants.

The high rate of post-training unemployment may point to structural barriers in the job market, limited job placement support, or a mismatch between training and available opportunities. The narrow confidence interval and low standard error suggest these results are statistically reliable.

BANKSETA may need to strengthen partnerships with employers to bridge the gap between training and job placement.

Similarly, there is a need for expanded internship pipelines and post-training support services (e.g., CV assistance, job matching, mentorship programmes).

This data calls for an urgent review of programme alignment with labour market demand and possibly enhanced entrepreneurial or work-integrated learning components.

Employment Assistance Programmes and Opportunities
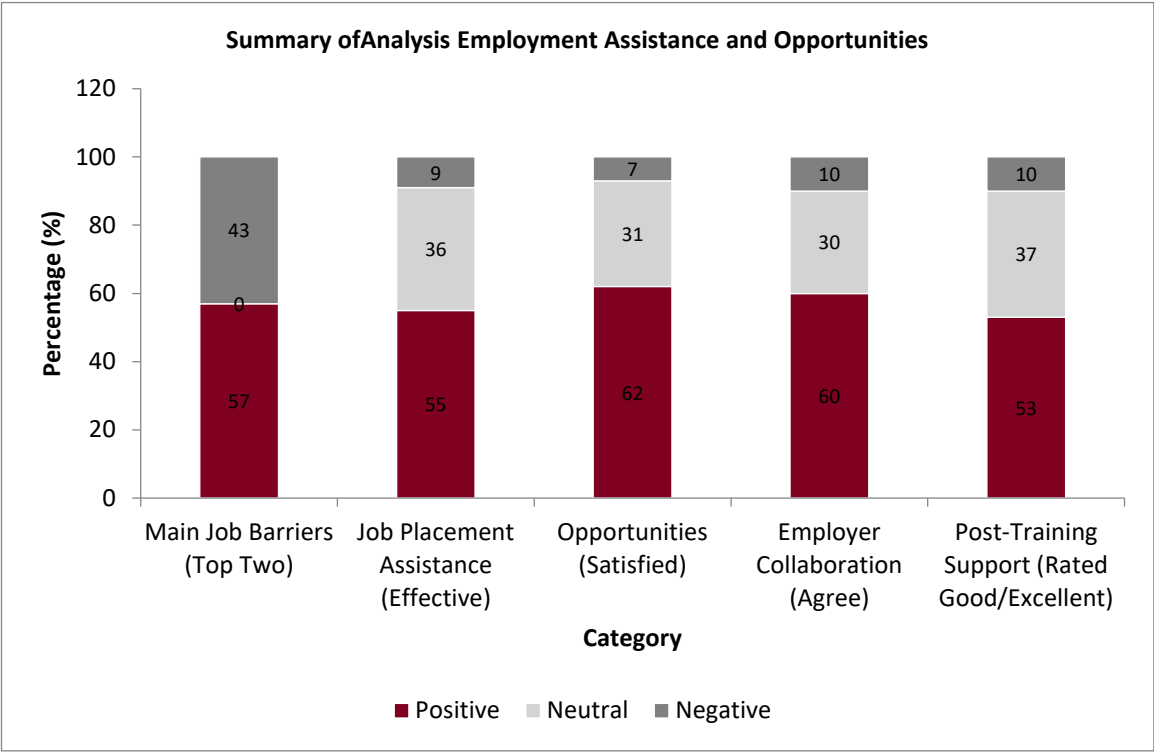
This graph summarises analysis of beneficiary feedback on BANKSETA's employment assistance and job placement efforts. It covers barriers to employment, effectiveness of job placement support, satisfaction with internship opportunities, employer collaboration, and post-training services. The findings highlight areas of strength and concern. Insights are used to inform practical recommendations for improvement.

Barriers to Employment

The most commonly cited barriers were lack of connections/networking opportunities (28%) and lack of relevant work experience (23%). These highlight the structural challenges beneficiaries face post-training, with only 3% citing inadequate job application skills as a barrier. This indicates the issue lies more with access than capability.

Job Placement Assistance

While 36% found BANKSETA's placement support very effective, a large portion (36%) remained neutral. 9% found it ineffective, suggesting that while the system is helpful for many, it may lack consistency or reach.

Satisfaction with Placement Opportunities

A combined 62% expressed satisfaction (extremely/satisfied), showing general approval of internship and learnership offerings. However, 31% were neutral, indicating potential for better matching or follow-up on placement experiences.

Employer Collaboration

About 60% agreed or strongly agreed that BANKSETA collaborates effectively with employers. Yet 30% were neutral, suggesting some may not see evidence of this collaboration, perhaps due to lack of visible placement partnerships.

Post-Training Support

Just over half (53%) rated the post-training support (e.g. CV writing, interview prep) as good or excellent, while 37% remained neutral and 10% rated it poorly, indicating that improvements in personalisation and accessibility of post-training services could enhance impact.

These findings indicate that while BANKSETA's employment-related interventions are largely well-received, key structural barriers persist beyond the scope of training particularly around networking and job market access. The neutral responses across questions suggest a need for more targeted, impactful, and visible support measures. Visibility and follow-through appear as consistent gaps, even in otherwise successful interventions.

Recommendations

1. Expand networking and exposure initiatives by introducing structured networking events, alumni platforms, or mentorships to bridge social capital gaps.
2. Strengthen job matching and follow-up by enhancing follow-up systems for placements and building clearer employer pipelines visible to beneficiaries.
3. Diversify post-training support by offering tiered or on-demand workshops to address varying levels of readiness and tailor CV and interview training.
4. Showcase employer partnerships by making employer collaborations more visible and tangible to beneficiaries to build trust and expectations.

Programme Accessibility and Inclusivity

Category	Positive (%)	Neutral (%)	Negative (%)
Access to Programmes (Easy)	61	29	10
Faced Enrolment Challenges (No)	77	0	23
Challenge Type: Info Gaps	41	0	59
Disability Support (Agree)	65	32	3
Inclusivity (Gender & Race)	76	20	4

This analysis explores how beneficiaries experienced BANKSETA programmes in terms of accessibility, enrolment, disability support, and inclusivity regarding gender and race. It draws on five questions related to ease of access, challenges in enrolling, support for individuals with disabilities, and

Access to BANKSETA Programmes

A combined 61% of respondents found it easy to access BANKSETA programmes, while only 10% found it difficult. However, 29% remained neutral, which may suggest inconsistent experiences or unclear application procedures.

Enrolment Challenges

Most beneficiaries (77%) did not reported the did not face any challenges when enrolling in BANKSETA programmes. Among those who did, the most common issue (41%) was limited information about available programmes, followed by limited training locations (21%).

Support for People with Disabilities

65% of participants agreed that BANKSETA supports individuals with disabilities, and only 3% disagreed. However, 32% remained neutral, possibly indicating a lack of awareness or visibility of inclusive practices.

Inclusivity

Regarding gender and racial inclusivity, 76% of respondents viewed the programmes as inclusive. A small proportion (4%) felt the programmes were exclusive, while 20% were neutral in their responses.

The results reflect broad satisfaction with BANKSETA's accessibility and inclusivity efforts. Nonetheless, information gaps and neutral responses highlight areas where outreach and visibility can be improved. Addressing these could strengthen participation and ensure all beneficiaries feel equally informed and included.

Recommendations

1. Improve communication by expanding access to programme information through community platforms, digital media, and local institutions.
2. Increase visibility of support structures for people with disabilities in promotional and onboarding materials.
3. Expand regional access points or explore flexible delivery models to address location-based barriers.
4. Investigate reasons behind neutral responses to identify potential gaps in awareness or access that may affect engagement.

Programme Accessibility and Inclusivity

Question	Key Response	Interpretation	Suggestions
Access to Programmes	61% found access easy	Access is generally smooth but not universal	Improve consistency and address neutral/difficult experiences
Enrolment Challenges	77% had no challenges	Most people can enrol without issues	Follow up on minority who struggle to ensure no one is excluded
Nature of Challenge	41% cited lack of information	Information gap is the biggest obstacle	Launch targeted, multilingual, and digital awareness campaigns
Support for Disabilities	65% agree support exists; 32% neutral	Many see support, but others are unsure	Increase visibility of support and partnerships with disability stakeholders
Inclusivity (Gender/Race)	76% see programmes as inclusive	Strong inclusion efforts are visible and effective	Sustain inclusion policies and showcase diversity to reach neutral respondents

Access to Programmes

Most respondents (61%) found it easy to access BANKSETA programmes, suggesting generally effective access systems. However, nearly one-third were neutral, and 9% experienced difficulty, indicating that access is not equally easy for all. This points to potential barriers for specific groups or regions.

BANKSETA should enhance outreach, especially to less engaged or marginalised communities, and ensure consistent, equitable access across all platforms and provinces.

Enrolment Challenges

While 77% did not face any enrolment challenges which is a positive thing to note, 23% did. This indicates that while the enrolment process works for most, a meaningful portion of participants encounter issues that require attention.

Nature of Challenges

Among those who faced challenges, 41% cited limited information, and 21% reported limited training locations. A few highlighted qualifications (8%) and application difficulties (8%). BANKSETA should invest in clear, multilingual communication strategies and expand training locations or online offerings to improve reach and accessibility.

Support for Persons with Disabilities

About 65% agreed that BANKSETA supports individuals with disabilities, but 32% were neutral, suggesting that the support offered may not be widely visible or understood.

BANKSETA should strengthen the visibility of disability-inclusive practices through better communication and engagement with disability organisations.

Inclusivity on Gender and Race

A strong majority (76%) see the programmes as inclusive regarding gender and race, with very few (3%) reporting exclusion. However, 20% were neutral.

Preference for Online-Based Learning
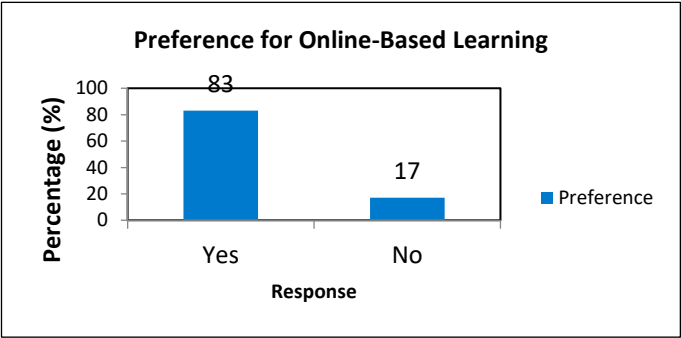
A substantial 83% of respondents indicated a strong preference for more online / virtual learning opportunities from BANKSETA, reflecting a clear and growing demand for flexible, accessible and convenience of online education

This signals a timely opportunity for BANKSETA to embrace and expand its digital programmes in line with learner needs and global education trends. However, to ensure equitable access, digital inclusion must be prioritised particularly for those facing challenges with connectivity or digital literacy.

Satisfaction with BANKSETA Support Services
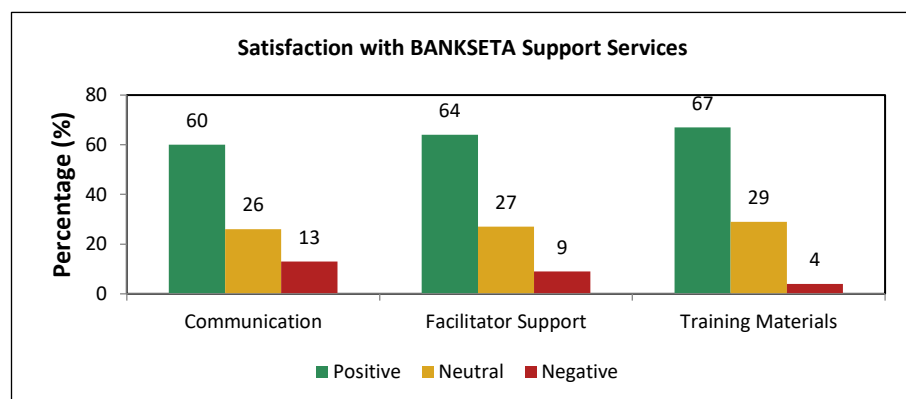
Satisfaction with Communication

60% of respondents were satisfied or extremely satisfied with BANKSETA's communication on training schedules and updates. Though 26% were neutral, and 13% expressed dissatisfaction, communication is perceived   to   be   effective   by   the   majority. Improving feedback processes and providing timely updates through all communication channels can help increase satisfaction.

Support from Facilitators

A combined 64% agreed or strongly agreed that they received adequate support from facilitators, while 27% were neutral and 9% disagreed. While support is generally strong, some learners may not experience it equally.

BANKSETA should standardise facilitator engagement and training to ensure consistent learner support.

Quality of Training Materials

67% rated the training materials as excellent, which means it is well regarded overall; only a few (4%) raised concerns, though 29% were neutral. It is important to keep improving the quality of the content, while also providing clearer instructions or explanations for those who may be unsure.

Long-term Impact and Recommendations

Focus Area	Top Response	Top %
Confidence in Employment	Very confident (43%)	43

Likelihood to Recommend BANKSETA	Very likely (60%)	60
Communication of Success Stories	Agree/Strongly agree (62%)	62
Improvement in Soft Skills	Yes, significantly (44%)	44
Skills to Prioritise	Financial Literacy (62%) Digital Skills (57%) Entrepreneurship (50%)	62

Confidence in Employment

Only 43% of the respondents reported being very confident about securing employment within six months, with a further 21% feeling somewhat confident. However, 23% remained neutral, and 13% expressed low confidence. While optimism is high overall (very low i.e. below 50%), a significant group remains unsure.

BANKSETA should consider enhancing job placement services and offering tailored support to those less confident in their employment prospects.

Likelihood to Recommend BANKSETA

A large percentage of beneficiaries (60%) stated they were very likely to recommend BANKSETA to others, and 23% were likely to do so. Only a small portion (4%) would not recommend the organisation. This suggests high levels of satisfaction and trust.

BANKSETA could build on this positive sentiment by encouraging referrals and collecting participant testimonials to strengthen its visibility and outreach.

Communicating Success Stories

Approximately 62% of participants agreed that BANKSETA effectively communicates success stories, while 28% were neutral and 10% disagreed. Although communication efforts are recognised by most, there is still space to improve visibility.

Improvement in Soft Skills

Around 68% of respondents indicated that their soft skills had improved through BANKSETA programmes, with 23% feeling neutral and only 9% indicating no improvement. This reflects positively on the design and delivery of the programme.

Continuing to enhance soft skills components and offering reflective tools for learners could further boost their personal development outcomes.

Suggested Skills Development Priorities

When asked which skills BANKSETA should prioritise, respondents most frequently selected Financial Literacy (62%), followed by Digital Skills (57%) and Entrepreneurship (50%).

This points to a strong demand for practical, work-ready skills. Future programme planning should align closely with these needs to ensure greater relevance and impact for participants.

<h1 style="text-align:center">QUALITATIVE ANALYSIS</h1>

Employment Transition Support for Beneficiaries

The analysis revealed a strong demand for practical, ongoing support that helps unemployed beneficiaries move smoothly from training into meaningful employment, with the following eight key themes emerging across the data:

Internships and Work Experience

Many respondents expressed the need for practical, hands-on experience to complement their training. One noted, *"Internship programmes to equip me with experience in my field."* Participants clearly value real-world exposure as a bridge to employment.

BANKSETA should strengthen partnerships with employers to offer structured internships or job shadowing opportunities directly after programme completion.

Job Matching and Referrals

Several responses requested better job matching, with some suggesting BANKSETA maintain a database of graduates to link them with recruiters. As one put it, *"Job referrals… and recommending them to recruitment agencies for entry-level positions."*

BANKSETA must introduce a graduate referral system and develop a centralised database to match trained candidates with appropriate vacancies.

Interview and CV Support

Support in job readiness was another common theme. Respondents asked for help with CV writing, interview skills, and branding. One wrote, *"Providing training on how to construct CV that will help you in job hunting."*

BANKSETA must consider offering regular job readiness workshops, including mock interviews and CV clinics, to build confidence and professionalism.

Networking Opportunities

There was a strong call for spaces to engage with industry professionals. Suggestions included seminars and networking events. One respondent asked for *"Networking events organised by BANKSETA."*

BANKSETA should host in-person and virtual networking events, including alumni panels and sector-specific dialogues.

Career Guidance and Mentorship

Some respondents wanted continuous support after training, particularly from mentors and advisors. One shared, *"Mentorship/Internship Programs… who can provide guidance, advice, and networking opportunities."*

BANKSETA to establish a mentorship programme that pairs learners with experienced professionals in relevant fields for ongoing guidance.

Digital and Soft Skills Training

Participants highlighted the need for both digital literacy and soft skills such as communication and professionalism. As one noted, *"Enhanced training on soft skills like communication skills."*

All BANKSETA programmes should integrate modules on digital tools, workplace communication, problem-solving, and adaptability.

Access to Job Information and Updates

Several participants wanted regular updates on job openings and career opportunities. A common suggestion was to *"Receive regular job opportunities from BANKSETA by email."*

BANKSETA could launch a dedicated job portal and newsletter with regularly updated vacancies and career advice.

Support with Further Education or Tools

A smaller but significant group called for help with completing qualifications, accessing study resources, or acquiring tools like laptops. One respondent said, *"If BANKSETA could offer me a laptop, would really close a huge gap..."*

BANKSETA should offer limited digital toolkits or academic support grants to remove access barriers and support learning completion.

FINANCIAL COOPERATIVES

QUANTITATIVE ANALYSIS

4% (16/386) responded to the survey,
Satisfaction level was 3.43

BANKSETA Overall support

Response Category	Financial Literacy Support (%)	Regulatory Compliance Support (%)	Funding & Resource Allocation (%)
Extremely Satisfied	22.22	27.78	22.22
Satisfied	44.44	33.33	38.89
Neutral	22.22	27.78	33.33
Dissatisfied	0	5.56	0
Extremely Dissatisfied	11.11	5.56	5.56

The table summarises stakeholder perceptions of BANKSETA's support for financial cooperatives in three key areas: Financial Literacy, Regulatory Compliance, and Funding & Resource Allocation. Satisfaction was highest in financial literacy, with 66.66% of respondents reporting they were either extremely satisfied or

satisfied. Positive responses for regulatory and funding support followed closely at 61.11% each. However, neutral responses were relatively high—particularly for funding (33.33%) and regulatory support (27.78%). Negative sentiment was low overall, with regulatory support showing the highest combined dissatisfaction at 11.12%.

Overall, BANKSETA is viewed as adding meaningful value across all three key areas, with financial literacy support emerging as the strongest. The notable neutrality suggests that some cooperatives may lack awareness of or access to support programmes. The slightly higher dissatisfaction in regulatory support may reflect challenges in navigating compliance processes.

While the findings affirm a strong foundation of support, they also highlight the need for enhanced communication, transparency, and targeted engagement to shift neutral and dissatisfied stakeholders toward more favourable perceptions.

BANKSETA Support to Financial Sustainability

BANKSETA's Contribution to Financial Sustainability
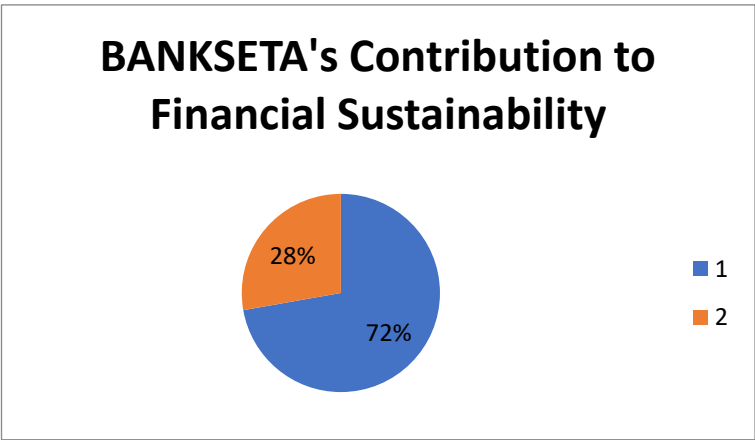
The findings suggest that a **significant majority (72%) of financial cooperatives** acknowledge BANKSETA's contribution to their financial sustainability. This indicates that the interventions or support mechanisms provided whether in training, funding, or advisory service are very effective in enhancing financial resilience. Only 27.78% responded it does not**. This** reflects a strong overall perception of positive impact.

Relevance and Digital Literacy & Technology Adoption
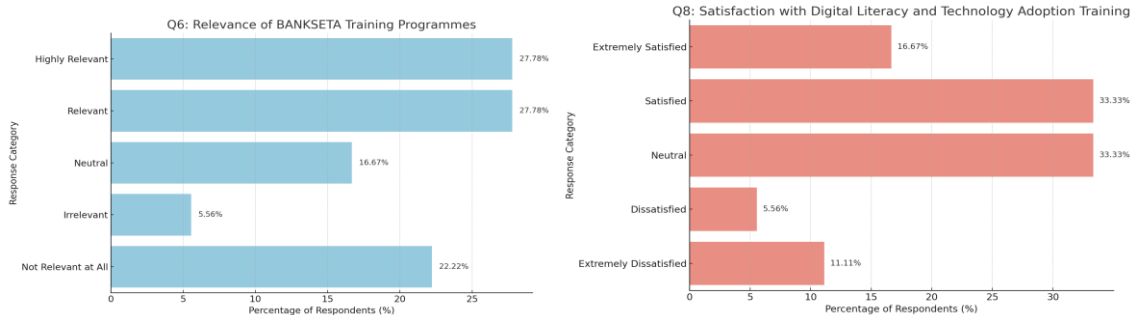
The results provide insight into stakeholders' perceptions of the relevance and effectiveness of BANKSETA's capacity-building initiatives, particularly in strengthening operational efficiency as well as digital literacy and technology adoption .

Relevance of Training

A combined 55.56% of respondents rated the training as highly relevant or relevant to their cooperative's operations. However, a significant 22.22% rated it as not relevant at all, while 16.67% were neutral, suggesting inconsistency in how effectively the training meets the operational needs of all cooperatives.

Digital Literacy & Technology Adoption

Satisfaction levels were diverse. Half of the respondents (50%) expressed satisfaction (16.67% extremely satisfied, 33.33% satisfied), while the remaining 50% were either neutral (33.33%) or dissatisfied (5.56% dissatisfied, 11.11% extremely dissatisfied). This reflects a split in perceived value, possibly due to varying levels of digital readiness among cooperatives or the delivery format of the training itself.

While BANKSETA's programmes are viewed as relevant by a majority, the presence of high neutrality and dissatisfaction particularly in digital training highlights the need for enhanced content customisation and delivery strategies.

Over a fifth of respondents perceive the information as irrelevant, indicating a disconnect between the programme's offerings and the practical realities of cooperatives, particularly for those with limited digital access or specialised operational settings.

Recommendations

1. **Enhance Programme Relevance**

BANKSETA needs to regularly consult cooperatives on their evolving needs to ensure training is practical and directly applicable.

2. **Introduce Segment Digital Training by Readiness Level**

BANKSETA needs to develop tiered modules (basic, intermediate, advanced) to accommodate varying levels of digital proficiency.

3. **Improve Training Impact Monitoring**

Incorporate simple feedback tools after training to assess immediate relevance and gather suggestions for improvement.

Value of BANKSETA's Networking Initiatives
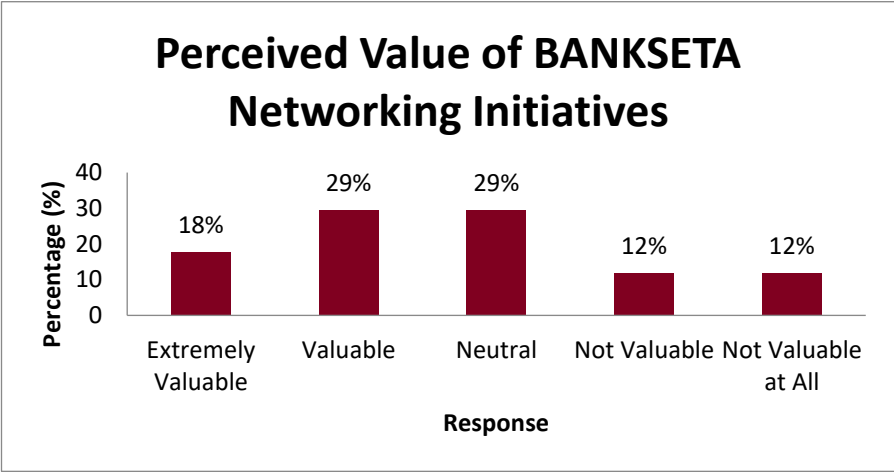
The results show that almost half of the participants (47%) see BANKSETA's networking initiatives as either Extremely Valuable *or* Valuable, which suggests that many believe these efforts are helping their cooperatives grow. However, 29% of respondents felt neutral, which may mean they are unsure about the

benefits or have not seen clear results. About 24% felt the initiatives were not valuable showing that opinions are slightly more positive than neutral. To improve, BANKSETA should clearly show the results of its networking efforts and adjust its support in networking initiatives to better fit the needs of different cooperatives.

Recommendations

1. **Tailoring Networking Interventions**

Tailoring networking interventions to the unique needs of cooperatives based on size, sector, or developmental stage could enhance relevance and perceived utility.

2. **Continuous Monitoring and Feedback Integration**:

Including regular feedback opportunities during the implementation process would help BANKSETA make continuous improvements and respond more effectively to the needs of stakeholders.

Digital Innovation & Financial Technology

Digital Innovation and Financial Technology		
Category	**Response**	**Percent (%)**
Guidance on Digital Banking	Yes	64.71
Guidance on Digital Banking	No	35.29
Confidence in Implementation	Confident	41.18
Confidence in Implementation	Neutral	35.29
Confidence in Implementation	Not Confident	17.65
Confidence in Implementation	Not Confident at All	5.88
Interest in More Training	Yes	76.47
Interest in More Training	No	23.53

The table shows key patterns in how financial cooperatives understand and experience BANKSETA's support in digital innovation and financial technologies.

Guidance on Digital Banking

Most respondents (64.71%) felt that BANKSETA had given enough guidance on how to use digital banking and financial technologies in their cooperatives. However, 35.29% said they had not received adequate support. This means that while the overall view is positive, a significant number of participants still feel left out.

Confidence in Implementing Digital Banking

Responses about confidence were mixed. About 41.18% of participants said they felt confident, 35.29% were unsure (neutral), and 23.53% said they were not confident. No one said they felt "very confident," and the average score of 2.88 shows that there is some uncertainty, even among those who did receive guidance.

Interest in More Training

A large majority (76.47%) said they would like more training on financial technology and cybersecurity. This huge interest, along with the uncertainty in confidence levels, shows that there is a clear need for BANKSETA to continue building the skills and knowledge of cooperatives in this area.

Compliance and Risk Management
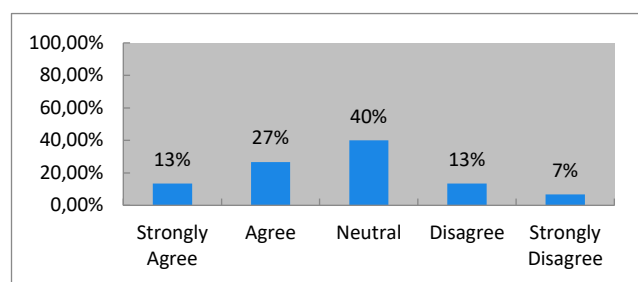
The graph below shows how respondents rated BANKSETA's effectiveness in supporting financial cooperatives with compliance and risk management frameworks.

Although the results show mixed views, mostly neutral as the largest group (40%) responded "neutral" which suggests many participants are uncertain and not fully understand what BANKSETA is doing in this area. Or they are not sure how effective BANKSETA has been

About 40% agreed (13.3% strongly agree + 26.7% agree), while 20% disagreed (13.3% disagree + 6.7% strongly disagree). This shows there is no clear agreement among respondents and very few participants are fully confident in BANKSETA's efforts in supporting Financial cooperatives with compliance issues and risk management.

This may point to gaps in communication, impact delivery, or engagement with stakeholders.

Impact and Recommendation

When cooperatives were asked if they feel BANKSETA has positively impacted the success of their cooperatives, and whether they would recommend BANKSETA as a valuable partner, mixed, indifferent neutral and contrasting perceptions were received.
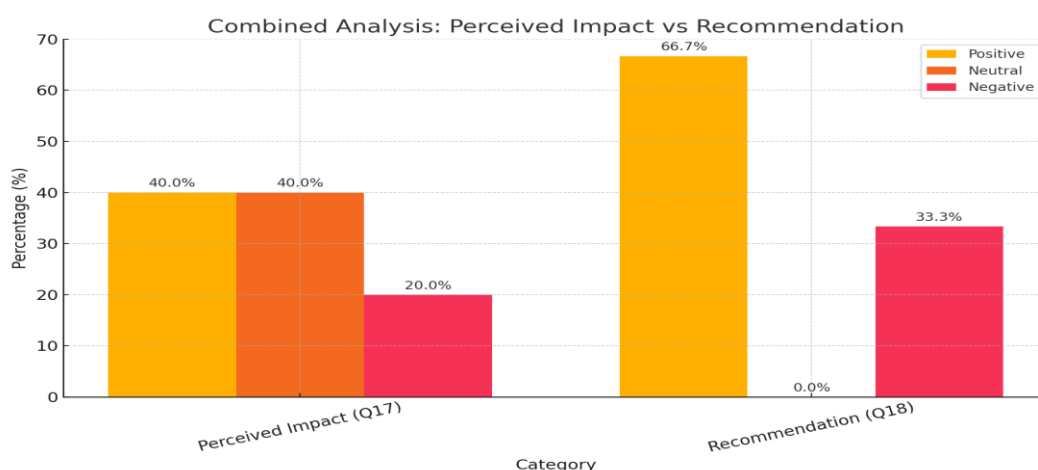
40% of respondents feel that BANKSETA's initiatives have had a positive impact on their cooperative's success. An equal 40% are neutral, indicating uncertainty or lack of clarity on the impact. 20% feel negatively, expressing dissatisfaction. But, despite the mixed views on impact, 66.67% of respondents said they would still recommend BANKSETA as a valuable partner. Only 33.33% would not recommend it.

There is a clear gap between the perception of past impact and willingness to recommend BANKSETA. While only 40% believe BANKSETA had a positive impact, a much higher 66.67% are willing to recommend it. This implies that respondents see potential or trust in BANKSETA, even if the tangible outcomes have not yet met expectations. The high neutral response about the positive impact of BANKSETA suggests that BANKSETA's efforts may not be visible enough or sufficiently measurable from the participants' perspective. The recommendation percentage shows that the overall reputation, relationship value, or future potential of BANKSETA is still perceived positively.

QUALITATIVE ANALYSIS

Additional Support Required by Financial Cooepratives

Additional Support Required by Financial Cooperatives	
Theme	**Description**
1. Skills Development & Training	Strong demand for tailored skills development, especially in green finance, digital literacy, financial technologies, and sustainable business practices.
2. Digital Transformation & Innovation Support	Respondents emphasized the need for programs addressing emerging technologies (AI, fintech, data analysis, cybersecurity, blockchain).
3. Process Efficiency & Systemic Challenges	Complaints about BANKSETA's bureaucratic processes, especially duplicative documentation and poor system design (MIS), indicating inefficiency and user frustration.
4. Governance & Policy Support	Requests for support in governance frameworks (e.g., King IV), ethics, and policy development for stronger institutional sustainability.
5. Strategic Engagement & Broader Support Mechanisms	Cooperatives want more than funding — including mentoring, collaborative platforms, leadership development, and proactive communication with BANKSETA.

Skills Development and Capacity Building

A recurring theme was the need for targeted skills development. Respondents emphasised future-oriented training in areas such as green finance, sustainable business practices, and digital literacy. One respondent recommended, "*BANKSETA could provide targeted skills development programs to assess the environmental impact of financial products and manage green finance portfolios.*" There was also a call for support in emerging sectors like electric vehicle financing and carbon data analytics.

This indicates that cooperatives are seeking training that not only strengthens core financial competencies but also equips them to engage with sustainable and future-oriented sectors. BANKSETA's support is viewed as instrumental in enhancing professional capacity and long-term viability.

Digital Transformation and Technological Innovation

Several responses highlighted the necessity of adapting to technological advances. Suggestions included partnerships to develop skills in fintech, AI, blockchain, and cybersecurity. One detailed response stated,

"Collaborations focused on developing programs that address the rapid technological changes in the sector... AI, blockchain, and cybersecurity."

There is a growing recognition that digital readiness is essential for cooperative sustainability. The expectation is that BANKSETA could become a key enabler of digital adaptation across the sector.

Process Efficiency and Administrative Burden

Respondents expressed concern over the complexity and inefficiency of BANKSETA's administrative processes. For example, one noted, *"The BANKSETA processes are unnecessarily cumbersome... duplicative documents... and MIS... a waste of time."* The misalignment between discretionary grant timelines and academic calendars was also noted.

These frustrations highlight how procedural inefficiencies can undermine engagement and reduce the accessibility of BANKSETA's offerings, particularly for smaller or under-resourced cooperatives.

Governance and Ethical Support

Some stakeholders called for greater assistance in governance and policy development. For instance, one respondent highlighted the need for *"policies development around strong governance structures, King IV, ethics."*

This points to a perceived need for institutional strengthening, particularly in governance frameworks that promote transparency, accountability, and ethical business conduct.

Strategic Engagement and Communication

Lastly, the data reveals a strong desire for greater transparency, visibility, and direct engagement with BANKSETA. As one participant recommended, *"BANKSETA should consider offering more collaborative platforms where cooperatives can engage directly with industry experts and regulators."*

This theme suggests a shift in expectation from transactional support (e.g., funding) toward relational and strategic partnerships that foster a more participatory development ecosystem.

In summary, the findings suggest that while BANKSETA's support is appreciated by Financial Cooperatives, it remains underutilized or misaligned in key areas. There is a clear need for BANKSETA to reimagine its role not only as a funder but as a developmental partner. Institutional inertia, inefficient systems, and lack of tailored engagement are impeding more meaningful collaboration.

Recommendations

1. Co-Design and Localise Skills Development
- Partner with cooperatives to design sector-specific, future-facing training (digital transformation, governance).
- Localise training programmes to reflect geographic and cooperative diversity.

2. Modernise and Streamline Processes
- Revamp application systems to enable bulk uploads, auto-filled forms, and responsive feedback loops.
- Align discretionary grant timelines with academic and project cycles.

3. Expand Non-Financial Support

- Introduce mentorship programmes, peer learning forums, and leadership training.
- Facilitate policy support through accessible toolkits and ethical business conduct training.

4. Enhance Visibility and Communication
- Conduct regular info sessions or roadshows to showcase non-grant offerings.
- Publish success stories and case studies that demonstrate cooperative impact with BANKSETA support.

5. Enable Collaborative Platforms
- Launch digital or physical platforms for cooperatives to engage with industry experts, share experiences, and provide input into BANKSETA strategies.
- Encourage public-private-academic collaboration to future-proof cooperative capabilities.

Additional Skills Training Required by Financial Cooperatives

Digital Skills and Cybersecurity

Many participants expressed the need for training in digital tools, cybersecurity, and financial technology (FinTech). One response clearly highlights this:

"Training in FinTech, digital risk management, and cybersecurity would help us integrate innovative solutions and protect against digital threats."

This shows that cooperatives are becoming more aware of the risks and opportunities of digital technology. As they move into the digital space, they realize the importance of protecting their systems and learning how to use technology to improve services. This implies that digital transformation is seen as essential for growth and staying competitive.

Ethics, Governance, and Compliance

Some respondents asked for training in governance, ethical leadership, and understanding financial regulations. For example:

"We need training on financial sector regulations framework and local and international regulations, to ensure compliance and effective navigation of industry requirements."
"Ethics, Governance"

This suggests that cooperatives are aware of the importance of doing business in a responsible and legal manner. They want to strengthen their knowledge of ethical practices and improve compliance with local and global financial laws. The implication is that strong governance is necessary to build trust and meet regulatory standards.

Financial and Risk Management

A number of responses mentioned the need for better skills in financial planning, risk management, and forecasting. One detailed response stated:

"Advanced training in financial forecasting, risk assessment, and cost management would help us ensure better financial oversight and sustainable growth."

This indicates that cooperatives are thinking more strategically about their long-term financial health. They are looking for skills that will help them plan better, avoid financial risks, and use their resources more effectively. This shows that financial stability is a key priority for sustainability.

Marketing, Sales, and Customer Relationship Management (CRM)

Respondents also asked for support in areas related to customer service and business growth. For instance:

"Training in CRM systems and client retention strategies will assist us in building lasting client relationships and improving customer satisfaction." "Marketing and sales"

This reflects a growing focus on attracting and keeping clients. Cooperatives see that good customer relationships and smart marketing are important for success in a competitive environment. This implies a shift toward a more customer-focused approach.

Leadership and Strategic Management

Leadership development is another important area raised by respondents. One stated:

"As our cooperative grows, leadership training in team management and strategic decision-making will support our development and help maintain a high-performing team."

This shows that cooperatives are thinking about how to manage their teams better and make smarter decisions. They see leadership training as a way to build capacity and support growth. The implication here is that strong leadership is needed to guide the cooperative through change and ensure long-term success.

Challenges Faced by Financial Cooperatives

Limited Financial Inclusion and Unequal Access

One of the central concerns is that many South Africans, particularly in rural and low-income communities, continue to face barriers to accessing financial services. One respondent observed:

"Financial inclusion remains a critical issue, especially for underserved rural and low-income communities, requiring initiatives to improve financial literacy and expand credit access."

Without inclusive and widespread access to finance, people are left without the means to save, invest, or grow their small businesses. The situation is worsened by the limited reach of financial programmes to medium-sized enterprises, especially in provinces like KwaZulu-Natal. This restricts local economic development and limits the impact of national financial empowerment efforts. Communities and businesses in these areas remain disconnected from resources that could help build resilience and prosperity.

Skills Gaps and Insufficient Training Support

Another theme emerging from the responses is the gap between existing training offerings and the practical needs of financial cooperatives. While BANKSETA has introduced initiatives aimed at youth and skills development, respondents pointed to critical shortcomings in areas such as credit risk assessment, anti-money laundering, and fraud prevention. As one participant noted:

"Training in accurate credit assessments and risk mitigation is needed, particularly during economic instability… Financial crime, including fraud and money laundering, remains a significant concern…"

Without access to relevant and practical training, staff may struggle to manage risk effectively or to ensure compliance with financial regulations. This not only exposes institutions to financial and legal vulnerabilities but also erodes trust among clients and stakeholders. Furthermore, the lack of visibility and accessibility of training programmes, especially for SMEs and young people, limits their potential to contribute meaningfully to the sector's development.

Digital Transformation and Regulatory Complexity

A further issue is the pressure placed on smaller financial institutions to keep up with rapid digital innovation and an increasingly complex regulatory environment. One respondent commented:

"The digital transformation of financial services presents difficulties for smaller institutions, and support for adopting digital tools like FinTech and mobile banking is needed to improve efficiency and customer service."

Smaller cooperatives often lack the resources to invest in new technologies or train staff in digital systems, placing them at a disadvantage compared to larger financial institutions. Additionally, ever-changing regulatory requirements place a heavy burden on organisations that lack the in-house expertise to interpret and implement compliance measures effectively. This creates operational strain and risks diminishing their ability to offer efficient, modern, and compliant financial services.

Poor Communication and Lack of Transparency

A major concern expressed in multiple responses is the **lack of clear and timely communication** between BANKSETA and financial cooperatives. Respondents described difficulty reaching the correct individuals, delayed responses, and general confusion about who handles what.

One participant explained:

"We often find it challenging to get clear and timely answers to our inquiries… We have had to reach out to multiple individuals or make several phone calls before we are able to connect with the right person."

Another added:

"It would be incredibly helpful if BANKSETA could provide more transparency in terms of expected timelines for feedback, which would assist us in planning our operations…"

This lack of clarity and feedback can lead to frustration and inefficiencies for cooperatives attempting to access support or funding. In some cases, opportunities are missed simply because stakeholders were unaware of them or unable to navigate the system.

When organisations are required to follow up repeatedly or rely on fragmented communication, it not only delays progress but can discourage future engagement altogether.

Cumbersome Systems and Process Misalignment

A recurring frustration raised in the data is the inefficiency and rigidity of BANKSETA's systems and processes. The requirements for documentation, data entry, and funding applications are perceived as repetitive and disconnected from the operational timelines of cooperatives.

A respondent stated:

"The BANKSETA processes are unnecessarily cumbersome… The requirements to complete multiple, duplicative documents (Word and Excel)… without the ability for a bulk upload, is quite frankly a waste of time."

Another noted:

"The timing of DG funding windows does not make sense in the context of academic terms or graduate programme start dates… it requires institutions to 'predict' what will happen rather than rely on actual results."

These issues not only create administrative burdens but also result in a misalignment between BANKSETA's support offerings and the real-world operations of financial institutions. This can reduce the usefulness of discretionary grant (DG) funding windows and limit their impact on training and development.

Recommendations

Broaden financial inclusion
BANKSETA must broaden financial inclusion by supporting initiatives focused on rural outreach, financial literacy, and access to credit for underserved communities and medium-sized enterprises.
Strengthen training and capacity building
BANKSETA must strengthen training and capacity building through programmes tailored to practical sector needs—such as credit risk, fraud detection, compliance, and financial wellness with increased accessibility in underrepresented provinces.
Support digital adoption and regulatory readiness
BANKSETA must support digital adoption by enabling small financial institutions to access digital tools, infrastructure, and simplified regulatory guidance that can enhance service delivery and compliance.

Suggestions how BANKSETA can improve its services

Tailored Support for Cooperative Needs

Several respondents indicated that BANKSETA's services could be more impactful if they were designed specifically around the distinctive needs of financial cooperatives. These institutions differ from mainstream financial organisations and often require specialised support in areas such as governance, regulatory compliance, and member education.

One respondent shared:

"Develop training programmes that address the unique challenges of financial cooperatives, such as governance, member education, risk management, and regulatory compliance."

This response suggests that existing programmes may be too generic or ill-fitted to cooperative realities. The result is that financial cooperatives might not be receiving the guidance or skills development they actually need, potentially hindering their ability to operate effectively within the financial sector.

There's also a call for partnerships with entities like the Cooperative Banks Development Agency (CBDA), which could enrich BANKSETA's support through collaborative expertise. Without this kind of tailored and sector-specific engagement, cooperatives may struggle to meet compliance standards or adopt best practices.

Recommendations

1. Develop sector-specific training and support programmes focused on the governance, compliance, and operational challenges unique to financial cooperatives.
2. Improve communication channels by appointing dedicated contact persons, clarifying roles, and offering faster, more transparent feedback on applications and enquiries.
3. Simplify and align processes by removing duplicative documentation, enabling bulk uploads, and ensuring that funding cycles match institutional calendars and reporting timelines.
4. Enhance visibility and engagement through regular newsletters, updated portals, and more proactive outreach about available initiatives and partnerships.

8% (20/243) responded to the survey,
Satisfaction level was 4.23

BANKSETA Support in Aligning Academic Programmes with Evolving Needs

BANKSETA Support in Aligning Academic Programmes

Percentage (%)

Extremely satisfied	69%
Satisfied	22%
Neutral	9%
Dissatisfied	0
Extremely dissatisfied	0
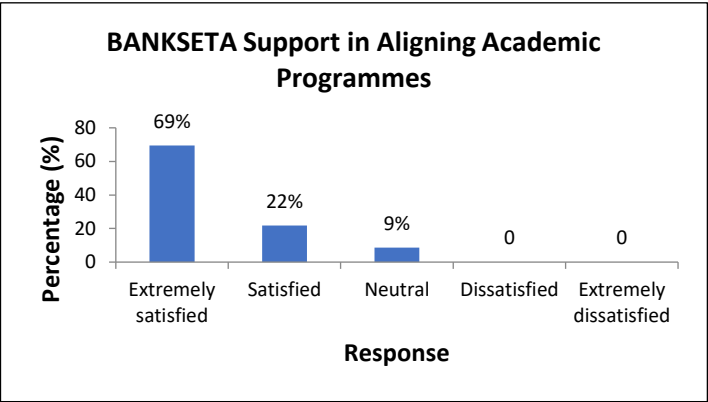
Response

This graph reflects a very positive perception, as 91% of respondents indicated that they see BANKSETA as highly effective in supporting the alignment of academic programmes with industry needs. This strengthens BANKSETA's credibility and influence within the sector. Only 9% of respondents remained neutral, and notably, no respondents expressed any level of dissatisfaction.

The high satisfaction levels suggest that institutions value BANKSETA's role and contributions, which may encourage further collaboration and sustained engagement.

BANKSETA Collaboration Facilitation

BANKSETA Collaboration Facilitation

Percentage (%)

Strongly agree	57%
Agree	30%
Neutral	13%
Disagree	0
Strongly disagree	0
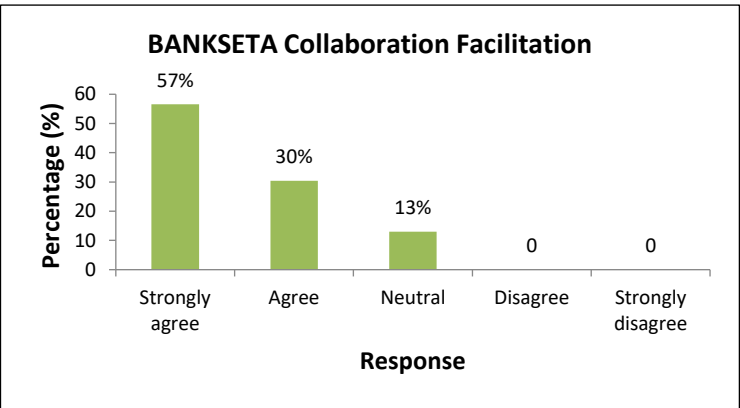
Response

The data shows that 87% of respondents either agreed or strongly agreed that BANKSETA effectively facilitates collaboration between higher education institutions and industry stakeholders. Over half (57%) strongly agreed, indicating high levels of confidence in this area. No respondents disagreed, and only 13% remained neutral, which may indicate either uncertainty or a lack of experience with the specific collaboration mechanisms.

BANKSETA is perceived as playing a key role in fostering partnerships between academia and industry, a vital function in skills development and policy alignment.

The strong agreement indicates that stakeholders view BANKSETA as a trusted bridge between academic training and industry requirements.

BANKSETA Support

Category	Positive (%)	Neutral (%)	Negative (%)
Programme Alignment Support	91.31%	8.70%	0%
Academic–Industry Collaboration	86.95%	13.04%	0%
Curriculum Engagement	65.22%	21.74%	13.04%
Accessibility & Responsiveness	91.31%	4.35%	4.35%
Graduate Employability Support	65.22%	34.78%	0%

This table presents the results of on a summary of responses across various BANKSETA support areas such as Programme Alignment, Accessibility and Responsiveness, Academic-Industry Collaboration, Curriculum engagement and Employability Support based on Positive, Neutral, and Negative response percentages

High-Performing Areas

Programme Alignment and Accessibility and Responsiveness are the BANKSETA's strongest areas of support, each shows over 91% positive responses with no negative responses, and Academic-Industry Collaboration shows 87% positive responses also with no negative feedback.

These positive results affirm that most higher Education and Training institutions trust and value BANKSETA's role in ensuring relevant and aligned academic programmes and being accessible and responsive to institutional needs with present collaborative partnerships, but their visibility or accessibility needs to be increased.

Areas with Moderate Satisfaction

Curriculum engagement and employability support are experienced unevenly, possibly due to limited outreach or unclear institutional roles. We see this through Curriculum Engagement showing only 65% positive, with 22% neutral and 13% negative.

This suggests that while some institutions feel included in curriculum design, a notable portion either feel excluded or dissatisfied with the level of engagement.

Employability Support reflects this with 65% positive, but a much higher neutral rate (35%) and no negative feedback.

Recommendations

i. BANKSETA needs to standardise curriculum engagement across institutions and offer regular input opportunities.
ii. To strengthen employability support, BANKSETA needs to share data on placement rates, internships, and alumni success stories.
iii. BANKSETA needs to clarify channels and models of collaboration through targeted communication.

iv.   Maintain high support; consider developing toolkit or guides based on success stories.

Financial Support and Resources: Bursary Scheme

Category	Positive (%)	Neutral (%)	Negative (%)
Adequacy of Financial Support	73.91%	26.09%	0.00%
Bursary Scheme Effectiveness	82.61%	17.39%	0.00%
Timely Financial Support	82.61%	17.39%	0.00%

The table presents results on the adequacy of financial support, effectiveness of bursary scheme and timeliness of financial support. A positive feeling was reported across all three areas and also there was no reported negative feedback which highlights a generally favourable reputation for BANKSETA's financial support.

Strong Positive Feedback

Equally 82.61% of respondents agreed that BANKSETA's bursary scheme is effective and that financial support is timely. This indicates strong stakeholder confidence in the core financial support mechanisms and bursary programme. Only 26% remained neutral on whether the financial support provided is adequate, which suggests that while many are satisfied, a few may have uncertainty or limited visibility into funding adequacy.

The results are positive as they prove that BANKSETA is seen as reliable in delivering timely and adequate financial support, especially for bursaries and institutional funding cycles. However, perceptions of funding adequacy vary, pointing to possible differences in experience or unmet needs at some institutions as neutral responses may indicate a need for improved communication, clearer funding allocation processes, or institutional engagement.

Research, Innovation and Digital Transformation

Category	Positive (%)	Neutral (%)	Negative (%)
Research & Development Support	66.67%	33.33%	0.00%
Digital Innovation Contribution	66.67%	28.57%	4.76%
Awareness of Digital Initiatives	19.05%	52.38%	28.57%

Two-thirds (66.67%) of respondents agreed that BANKSETA supports research and contributes to digital innovation, this is positive and is a promising foundation and solid recognition of BANKSETA's intentions in digital innovation. A third of respondents were neutral about R&D support and digital innovation impact. This may reflect limited direct involvement or unclear communication of initiatives.

Low Awareness of Digital Transformation Initiatives

Only 19% were aware of digital transformative initiatives in their institutions, and a concerning 52% were not aware, and 29% believe no such initiatives were introduced.

The findings indicate that, while BANKSETA is active, its efforts in research and innovation may not be entirely apparent or consistent among institutions. There is a considerable knowledge gap in digital

transformation support, indicating that these initiatives are being implemented unevenly or poorly communicated. The combination of high neutrality and low awareness indicates the need to increase institutional engagement strategies or initiatives.

Stakeholder Engagement and Communication
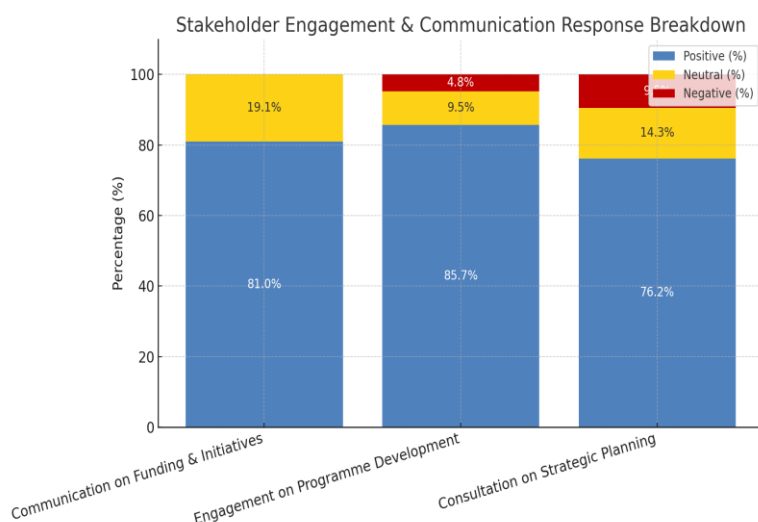
Stakeholder engagement and communication with BANKSETA received strong overall ratings, with over 75% of respondents expressing positive views across all areas. Notably, nearly 86% affirmed frequent engagement on programme development, highlighting BANKSETA's active involvement in institutional dialogue. However, neutral responses of 14 - 19% for communication on funding and strategic consultation suggest that clarity and consistency could be improved. A small proportion (9.52%) of respondents felt inadequately consulted on strategic planning, signalling a need for more inclusive decision-making. While routine communication is clearly effective, the findings indicate that greater transparency and engagement at the strategic level could enhance trust and institutional alignment.

Work-integrated Learning and Employability

Category	Positive (%)	Neutral (%)	Negative (%)
Work-Based Learning Support	61.90%	33.33%	4.76%
Support for Industry Partnerships	57.14%	23.81%	19.05%

BANKSETA is viewed positively for its role in work-based learning (62%) and industry partnerships (57%), but high neutrality (33%) and some negative responses (19%) suggest uneven impact. Greater visibility, consistency, and outreach are needed to strengthen employability support across institutions.

QUALITATIVE

Challenges faced by Higher Education and Training Institutions

A significant number of institutions expressed no major issues with BANKSETA collaboration. These institutions described the relationship as functional and constructive, with one noting *"We have no challenges; our relationship with BANKSETA is powerful and effective, communication is manageable."* Another echoed this sentiment *"We always get approvals on our funding application. Funding windows are*

being communicated on time...". These positive assertions show that best practices already exist within BANKSETA's approach and can be used to guide improvement efforts across the board.

A further analysis open-ended responses from higher education institutions revealed **four key themes** related to challenges experienced in working with BANKSETA, particularly around collaboration and access to funding.

Delays in Funding and Approvals

A dominant concern across institutions is the late commitment and release of funds, which affects operational efficiency. Institutions reported that these delays impact critical services, with one respondent stating *"Late commitment of funds therefore resulting in late payments of student accounts."* Others highlighted procedural hold-ups such as *"Late approval of funding"* and *"Timing of MoA"*, indicating that approval processes and agreement finalisation can be slow. These delays pose risks to institutional planning and student support functions.

Administrative and Procedural Challenges

Several responses pointed to administrative inefficiencies that complicate collaboration. These include unclear documentation, inflexible systems, and errors in the funding process. For instance, one institution expressed concern over the reliability of application processes, noting *"The documents had many errors and inconsistencies."* Another respondent commented on structural rigidity *"The inflexibility of the funding in a very dynamic environment."* Such barriers may limit responsiveness to emerging institutional needs or prevent the smooth rollout of initiatives.

Gaps in Communication and Support

Although some institutions praised communication, others reported challenges related to limited guidance, lack of awareness of available opportunities, and unclear expectations. One respondent noted *"Recipients need support from day one and our MoA is not confirmed yet."* Another commented *"Having a full view of all the opportunities available"* as a challenge in navigating the system. These insights point to the need for proactive, accessible, and transparent communication channels.

Equity and Access Barriers for Disadvantaged Institutions

The data also reflects concerns regarding inclusivity and equity, especially from historically disadvantaged institutions. One university shared *"We require more funding as UWC is the only HDI (historically disadvantaged institution) in the Western Cape."* This indicates a perception that resource allocation may not sufficiently consider institutional context and historical inequalities.

Recommendations

i. To improve funding timelines, BANKSETA should introduce clear service-level agreements and deadlines for funding approvals, disbursements, and MoA finalisation to minimise delays and enable better planning by institutions.

ii. To simplify administrative processes, application forms, documentation requirements, and reporting templates should be streamlined to reduce errors and inconsistencies. BANKSETA should also offer training or onboarding sessions for institutional staff unfamiliar with the processes.

iii. To strengthen communication and early-stage support, institutions should receive consistent guidance from the start of the funding or partnership process. A user-friendly portal with funding opportunities, timelines, criteria, and FAQs would help close information gaps.

iv. To ensure equitable access for historically disadvantaged institutions, BANKSETA should introduce targeted support for HDIs, including dedicated funding windows, tailored assistance, and outreach initiatives to promote inclusion and fairness.

v. Replicate and promote good practices, Successful models of collaboration where institutions report strong relationships and smooth communication should be identified, documented, and used to guide improvements across other institutions.

ACCREDITED TRAINING PROVIDERS

QUANTITATIVE

6% (21/338) responded to the survey,
Satisfaction level was 4.18

Satisfaction with BANKSETA's Support
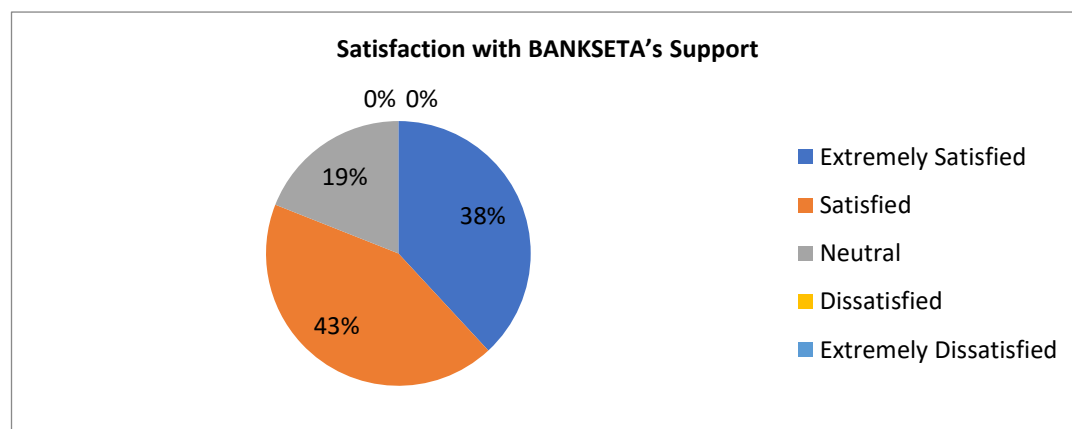
The results indicate that respondents generally perceive BANKSETA's support as beneficial for the quality and relevance of their training programmes. More than 80% of accredited training providers indicated satisfaction or high satisfaction, with no reports of dissatisfaction. This demonstrates significant endorsement of BANKSETA's initiatives and efficiency in this area.

The limited number of neutral responses (19%) indicates a potential area for enhancement, especially in fostering a sense of engagement and support among all beneficiaries. The results indicate a strong confidence in BANKSETA's role, while also suggesting opportunities for improving impact and outreach.

Perceived Effectiveness of BANKSETA's Stakeholder Support Services
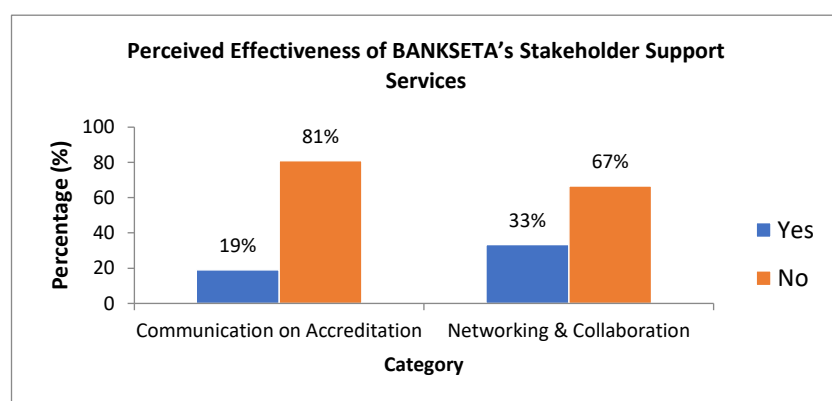
The results show that a majority of respondents believe BANKSETA is effectively supporting stakeholders, especially in communication of accreditation standards (81%) and, to a slightly lesser degree, in facilitating networking and collaboration (67%).

While the overall perception is favourable, the difference in ratings suggests that communication efforts are stronger and more consistent than networking initiatives. BANKSETA is seen as a reliable communicator but could improve in enabling collaboration among training providers.

Recommendation

BANKSETA must strengthen platforms and opportunities for peer-to-peer interaction and structured networking events.

Financial Support for Training Programmes
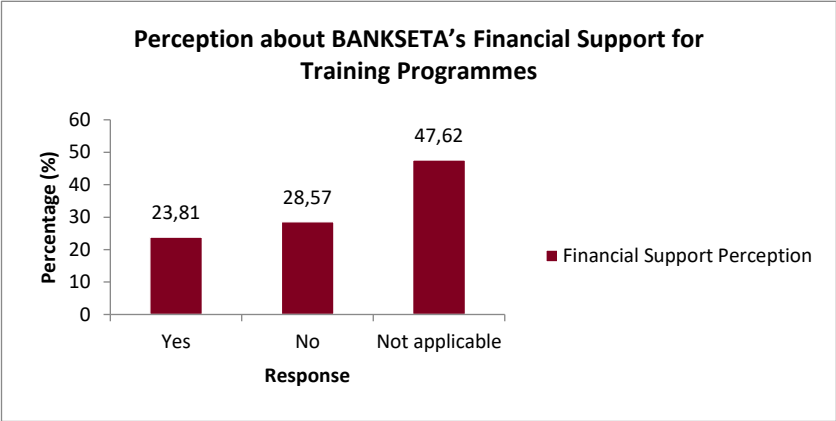
The graph illustrates that perceptions of BANKSETA's financial support for training programmes are largely mixed and generally unfavourable. Only 24% of respondents agreed that adequate financial support is provided, while 29% disagreed**.** Significantly, the largest group, 48%**,** selected *not applicable*.

This high level of disengagement or non-response suggests a potential disconnect between BANKSETA's funding initiatives and stakeholder awareness or access. The implication is that many stakeholders may either be unaware of available support, unclear about eligibility criteria, or excluded from participation altogether. This presents a critical communication and outreach challenge**.**

To address this, BANKSETA should prioritise efforts to increase the visibility, clarity, and accessibility of its financial support offerings, ensuring that all relevant stakeholders are informed and positioned to benefit from available resources.

Stakeholders' Satisfaction with Accreditation Process
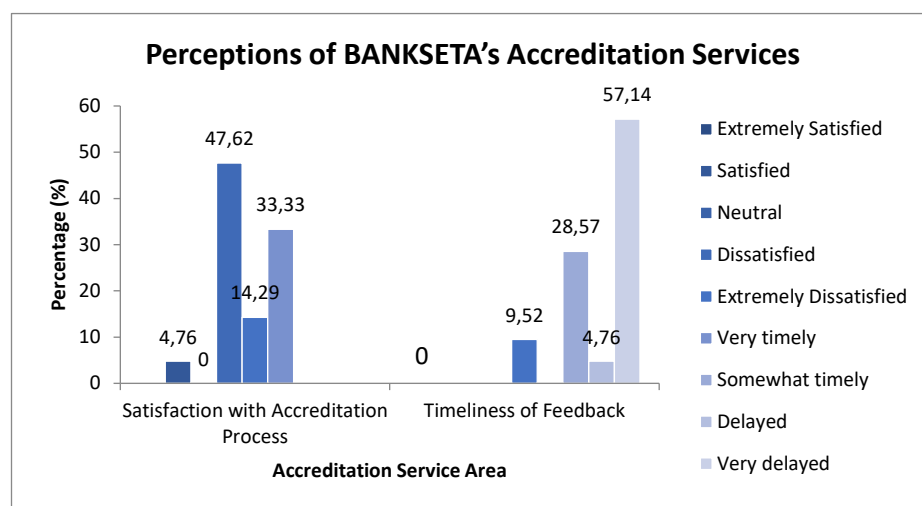
Training providers reported high levels of satisfaction with BANKSETA's accreditation processes. A combined 81% of respondents indicated they were either *extremely satisfied* or *satisfied* with the application and renewal procedures, with only 5% expressing dissatisfaction. This suggests that the process is largely perceived as efficient and supportive.

Similarly, feedback on the timeliness of accreditation responses is positive. A total of 86% viewed the feedback as either *very timely* or *somewhat timely*, while only 5% described it as *very delayed*. This reflects a general confidence in BANKSETA's responsiveness and turnaround times.

In summary, the findings indicate that BANKSETA is performing effectively in its core accreditation functions. While satisfaction is high, continued efforts to refine processes and sustain timely communication will help maintain and potentially improve stakeholder confidence.

Support for Blended Learning Approaches
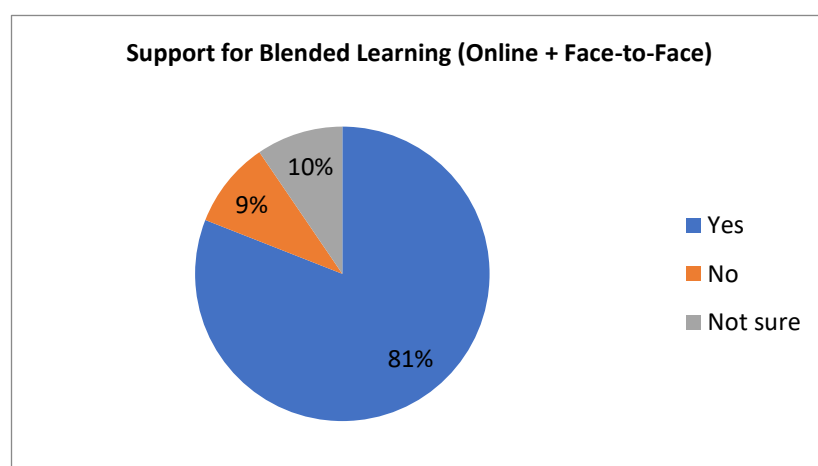
Most training providers (81%) are in favour of adopting a blended learning mode, which is combining online and face-to-face training for training programmes, while only 9% were opposed. An additional 10% were uncertain.

This overwhelmingly positive response suggests a clear readiness among stakeholders to embrace more flexible and modern methods of training delivery. The minimal resistance or uncertainty reflects a growing

acceptance of digital and hybrid learning environments, likely influenced by prior experiences with remote learning models.

Perceptions of Online Systems and Funding Ease
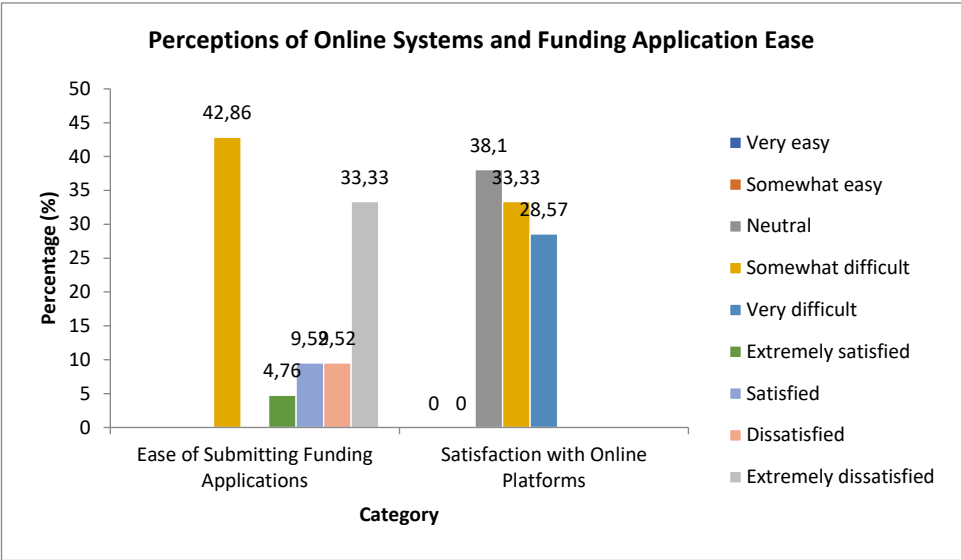
The responses to the ease of submitting funding applications to BANKSETA reflect a mixed experience among stakeholders. While 33% rated the process as *very easy* and nearly 10% as *somewhat easy*, a notable 43% selected *neutral*. Additionally, 10% found the process *very difficult*. This suggests that although a third of respondents find the system accessible, a significant proportion neither view it positively nor negatively—possibly indicating inconsistency in user experience or varying levels of familiarity with the process.

In contrast, satisfaction with BANKSETA's online platforms and administrative processes is generally positive. A combined 67% of respondents are either *extremely satisfied* (38%) or *satisfied* (29%), while 33% selected *neutral*. Notably, no respondents expressed dissatisfaction. This demonstrates broad approval of the digital infrastructure and administrative interface BANKSETA provides for training providers.

These findings suggest that while stakeholders are largely comfortable with the platforms provided, there is room to simplify or clarify the funding application process. Clearer guidance, improved interface design, or additional user support may improve perceptions of ease and reduce neutrality or difficulty ratings.

Clarity of BANKSETA's Policy Communication

Clarity of BANKSETA's Policy Communication

- Extremely Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Extremely Dissatisfied
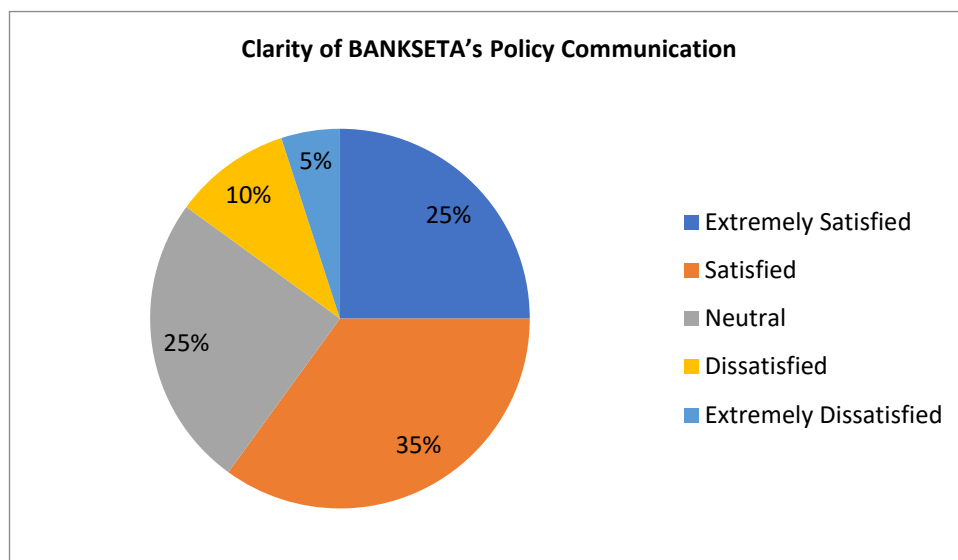
The chart shows perceptions of BANKSETA's communication of policy changes. While 60% of respondents were satisfied (35% satisfied, 25% extremely satisfied), 25% were neutral, and 15% expressed dissatisfaction.

This indicates that although the majority find communication effective, a sizable portion may not be fully informed or engaged. The neutral and negative responses suggest possible gaps in clarity, reach, or consistency.

To address this, BANKSETA should consider strengthening its communication channels—such as newsletters, webinars, or direct consultations to improve transparency and ensure broader stakeholder understanding.

QUALITATIVE

Experiences of Accredited Training Providers in Obtaining Accreditation

Three key themes emerged from training providers' responses regarding their experiences with the BANKSETA accreditation process.

Positive Experiences and Absence of Challenges

Most respondents reported no significant difficulties in obtaining accreditation. Many expressed satisfaction with the clarity of the process and the support provided by BANKSETA personnel. One respondent shared that *"since our accreditation by SETA, we have been well-acquainted with the process, understanding that it revolves around compliance and evaluation."* Another noted that *"renewing our accreditation on existing and legacy qualifications was hassle and pain-free."*

These positive sentiments reflect the general perception that the accreditation process is efficient and well-organised. The mention of staff by name, such as *"Dimpho, Siyanda, and Elaine are extremely proactive and efficient,"* further reinforces the positive role of BANKSETA personnel in supporting providers. This theme suggests that BANKSETA has successfully implemented user-friendly processes and communication strategies that benefit the majority of applicants.

Delays in the Accreditation Process

Some training providers reported delays as a challenge. Comments such as *"it takes very long"* and *"delay in responses"* were noted. These responses indicate that prolonged processing times can disrupt operations, especially for providers who rely on timely approvals to run their programs.

Delays may hinder providers' ability to enroll learners or deliver courses, potentially affecting their financial sustainability. Addressing these inefficiencies could significantly enhance provider satisfaction and system responsiveness.

Accreditation Through Alternative Bodies

Some training providers indicated that they do not apply for accreditation through BANKSETA but instead use other authorities, such as the Quality Council for Trades and Occupations (QCTO). For instance, one provider stated, *"we don't apply to BANKSETA, we apply to the QCTO."*

This points to a potential misunderstanding or lack of clarity regarding the appropriate accreditation body. It underscores the importance of BANKSETA providing clearer guidance about its specific role in the broader accreditation landscape.

Discussion

The findings suggest that the overall accreditation experience with BANKSETA is mainly positive, with many providers appreciating the ease and efficiency of the process. Nonetheless, the concerns raised particularly regarding delays and unclear accreditation channels highlight areas where improvements are needed.

Recommendations

i. BANKSETA must improve processing efficiency through streamlining internal procedures to reduce delays in application review and feedback and also through introducing digital tools to enhance workflow and tracking.
ii. BANKSETA should also clarify roles and responsibilities by providing clearer information about the respective functions of BANKSETA and QCTO in accreditation and also by using communication tools like updated FAQs and dedicated support lines to guide providers effectively.

Suggested Improvements to BANKSETA's Communication

The following are three key themes that emerge regarding suggested improvements to BANKSETA's communication practices: *responsiveness and consistency*, *inclusivity and fairness*, and *structured communication platforms and tools.* These themes highlight both systemic and operational areas where communication could be made more effective and inclusive

Responsiveness and Consistency in Communication

Several respondents raised concerns about delayed or absent responses to communication. One participant noted, *"Emails need to be responded to more timeously. Some emails go without any response at all"*. This suggests not only a delay in response but also a lack of acknowledgement, which can negatively affect provider trust and engagement.

Another response called for general consistency, stating: *"To be consistent in what they are doing great"*, implying that while some communication may be effective, it is not always reliably delivered. The inconsistency in follow-up, updates, or feedback diminishes the quality of stakeholder engagement.

Inconsistent and delayed communication undermines stakeholder confidence and may lead to disengagement or missed opportunities.

Inclusivity and Fairness Across Providers

Concerns were also raised about unequal treatment between large and smaller training providers. A strong comment was: *"The smaller providers tend to be ignored when it comes to funding and tenders… how are the smaller providers going to grow if no opportunities are afforded?"*. This points to a broader sentiment of marginalisation, where smaller institutions may feel excluded from key updates or opportunities.

Another respondent similarly suggested: *"Treat all providers alike. Afford opportunities to the smaller providers as well"*, reinforcing the call for equitable treatment.

Perceptions of preferential treatment risk eroding trust and participation from smaller stakeholders, limiting sector diversity and growth.

Structured Communication Tools and Channels

Many suggestions highlighted the need for improved systems and proactive dissemination of information. One respondent proposed:

"BANKSETA can improve communication… by implementing a dedicated online portal, regular email/SMS updates, and live chat support… quarterly engagement forums, standardised response timelines, and automated document submission". This comprehensive response indicates a desire for digitally streamlined and proactive communication.

Other comments supported this theme by calling for updates on available training programmes or funding, such as: *"Perhaps a list of training programmes or incentives which are available?"*, and *"Alert training providers of any funding available"*.

A lack of clear platforms and regular updates makes it harder for providers to access important information consistently.

How BANKSETA can help Training Providers in High-demand Skills

The analysis of qualitative open-ended responses identified five key themes on how BANKSETA can assist accredited training providers in navigating the accreditation process for high-demand skills.

Clear Guidelines and Process Transparency

Respondents emphasized the need for *"clear step-by-step guidelines, pre-assessment support, and automated application tracking to reduce delays."* Suggestions included improving site visit coordination

and avoiding redundant follow-ups. BANKSETA should create a user-friendly accreditation handbook, publish timelines, and implement automated tracking systems to enhance transparency and efficiency.

Improved Communication and Awareness

There were calls for better communication regarding requirements and processes, with one respondent stating: *"Communicate more effectively with their providers."* Regular updates via digital platforms and orientation webinars focused on accreditation for high-demand skills were recommended to bridge communication gaps.

Special Support for Small and Emerging Providers

Concerns were raised about the challenges faced by smaller providers, with requests for *"expert advice and more support."* BANKSETA should offer mentorship programmes, funding incentives, and training workshops tailored to smaller or new training providers to empower them in the accreditation process.

Digital Tools and Learning Resources

Respondents highlighted the need for more digital resources, *suggesting "Using digital platforms"* and *"Providing QCTO learning material."* Expanding digital learning platforms and introducing online self-assessment tools were recommended to enhance provider readiness and compliance.

Strategic Support Through Funding and Mentorship

Accredited providers expressed the need for incentives and hands-on support, with suggestions for *"offering funding incentives, capacity-building workshops, and direct mentorship programmes."* BANKSETA should align support with critical skill gaps and raise awareness of available funding to assist providers in pursuing accreditation.

Additional Support for Training Providers

The The analysis revealed five key themes that reflect the additional support accredited training providers expect from BANKSETA. These themes centre around improving access, simplifying compliance, and strengthening institutional partnerships. While some respondents indicated no further needs, the majority offered practical suggestions for enhanced support.

Clarification of QCTO Processes and Expectations
A major theme among respondents was the need for clearer guidance on QCTO-related processes. Providers requested better information on qualifications, assessment centres, certification, and their roles as SDPs (Skills Development Providers). One respondent asked BANKSETA to *"give us clear rules and regulations regarding QCTO qualifications, assessments, assessment centres and certification"*, while another noted the importance of *"clear expectation of SDP in QCTO landscape"*.
Lack of clarity on accreditation frameworks makes it harder for providers to remain compliant and aligned with evolving standards.
BANKSETA should publish QCTO-aligned guidance materials, offer Q&A sessions with experts, and create a live FAQ platform to simplify understanding of QCTO processes.

Financial and Resource Support

Several respondents mentioned the importance of direct financial support to enable participation in high-demand skills training. This includes calls for *"funding"*, *"financial grants"*, and *"more funding opportunities for new providers"*. Beyond funding, there were also suggestions to provide practical resources, such as *"mentorship programmes and an online resource hub"* to assist with compliance and expansion.

Limited financial and resource access creates barriers for smaller or newer training providers.

BANKSETA should create a structured support fund, paired with resource hubs and peer mentorship, to reduce entry barriers and enable provider growth in underserved areas.

Support with Accreditation and Certification Processes

Numerous providers asked for direct support in navigating accreditation and certification. Responses ranged from a simple *"accreditation"* and *"more safety accreditation"*, to calls for faster processing, such as: *"speed up certification processes"*. These comments signal that the current process may be perceived as slow or unclear.

Delays or complexities in accreditation hinder provider participation and programme rollout.

BANKSETA should introduce accelerated accreditation support for providers aligned to priority skills, with simplified pathways and real-time tracking of application stages.

Digital Transformation and Innovation Support

Some providers called for more digitalisation opportunities, including *"digitalisation opportunities"* and support for *"communities of practice around key issues like AI and plagiarism"*. These requests reflect the need for modernisation in training delivery, content development, and collaboration.

Without digital tools and spaces for innovation, providers risk becoming disconnected from evolving education and workplace demands.

BANKSETA should fund and facilitate digital innovation hubs, offer training in AI-integrated pedagogy, and build sector-wide communities of practice on emerging issues in skills development.

On-Demand and Responsive Support

Respondents also expressed a desire for more accessible, just-in-time support. One response simply said: *"Give support when required"* while another recommended a *"dedicated helpline"* to improve access to information and problem-solving. This points to the need for more personalised or immediate assistance.

Generic support systems may fail to meet the specific or urgent needs of providers.

BANKSETA should implement a real-time support system, such as a helpline, live chat, or WhatsApp-based support service, to provide direct assistance with accreditation and administrative issues.

SERVICE PROVIDERS

QUANTITATIVE ANALYSIS

7% (19/270) responded to the survey,
Satisfaction level was 4.18

Communication Clarity and Timeliness
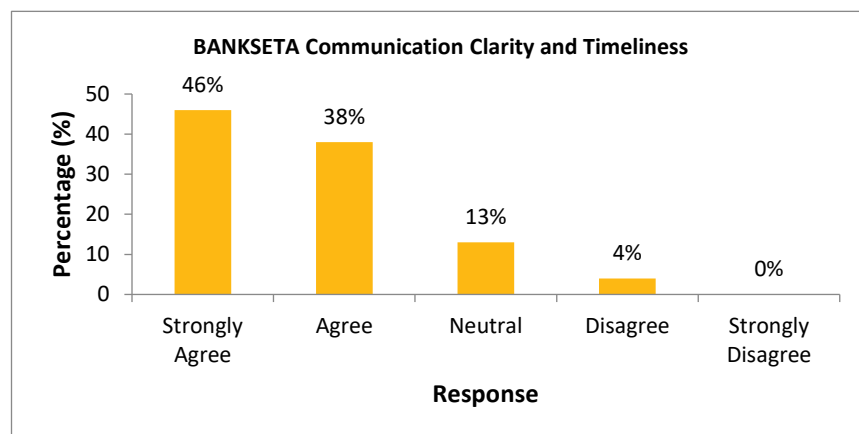
A vast majority are satisfied with BANKSETA's communication approach, as a combined 84% of respondents believe BANKSETA communicates expectations clearly and on time, and only 4% expressed disagreement.

The data suggests that BANKSETA is largely succeeding in ensuring clarity and timeliness in its communication with service providers.

Procurement and Contracting

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Fair, Transparent, Efficient Procurement	30	61	9	0	0
Fair & Clear Award Process	52	35	9	4	0
Contract Compliance with Regulations	39	52	9	0	0
Timely Contract Renewal	39	30	30	0	0

The results on the table present service provider perceptions of BANKSETA's procurement and contracting processes, focusing on fairness, transparency, compliance, and efficiency in contract management.

Fairness, Transparency, and Efficient Procurement

91% of respondents agreed or strongly agreed that BANKSETA's procurement process is fair, transparent, and efficient. 9% were neutral. There is solid trust in the fairness and integrity of procurement practices. No negative responses highlight overall satisfaction.

Clear and Competitive Contract Award Process

87% of the respondents agreed or strongly agreed that the contract award process is fair and transparent. 9% were neutral, and 4% disagreed. The process is generally well received, though a small portion of respondents raised concerns or were uncertain, indicating the need for continued clarity.

Compliance-Aligned Contract Issuance

91% of respondents are happy that contracts are aligned with regulatory and compliance standards. Only 9% were neutral. There is strong confidence in BANKSETA's ability to meet compliance requirements when issuing contracts.

Timely and Efficient Contract Renewal

70% of the respondents agreed or strongly agreed that contract renewals are handled well. However, 30% were neutral. While most responses are positive, the high neutral score suggests possible inconsistencies or gaps in communication and expectations around contract renewals.

It can be confirmed without doubt that BANKSETA is perceived as a reliable and ethical contracting institution. The consistently high agreement scores reflect institutional trust.

Regulatory, Support and Compliance
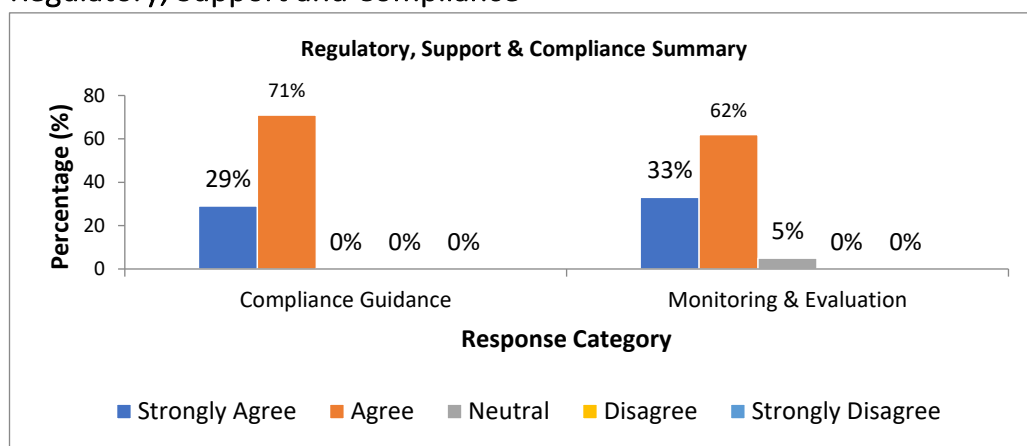
The results reflect service provider perceptions of BANKSETA's performance in providing regulatory guidance and managing compliance processes. Overall, responses demonstrate strong confidence in BANKSETA's approach.

Compliance Guidance

A total of 100% of respondents gave a positive response, with 29% strongly agreeing and 71% agreeing that BANKSETA provides sufficient guidance on industry compliance and reporting.

This unanimous positive response indicates very strong confidence in the clarity, accessibility, and consistency of BANKSETA's regulatory support.

Monitoring and Evaluation Fairness

A combined 95% of respondents responded positively (33% strongly agreed, 62% agreed) that the compliance monitoring and evaluation process is fair and efficient. Only 5% were neutral, and 0% disagreed.

These results also show overwhelmingly positive perceptions, with only slight uncertainty from a very few participants possibly due to limited engagement with the process.

BANKSETA is widely regarded as a dependable institution, supported by strong evidence of effective communication and well-established compliance support systems.

Service Provider Support and Training
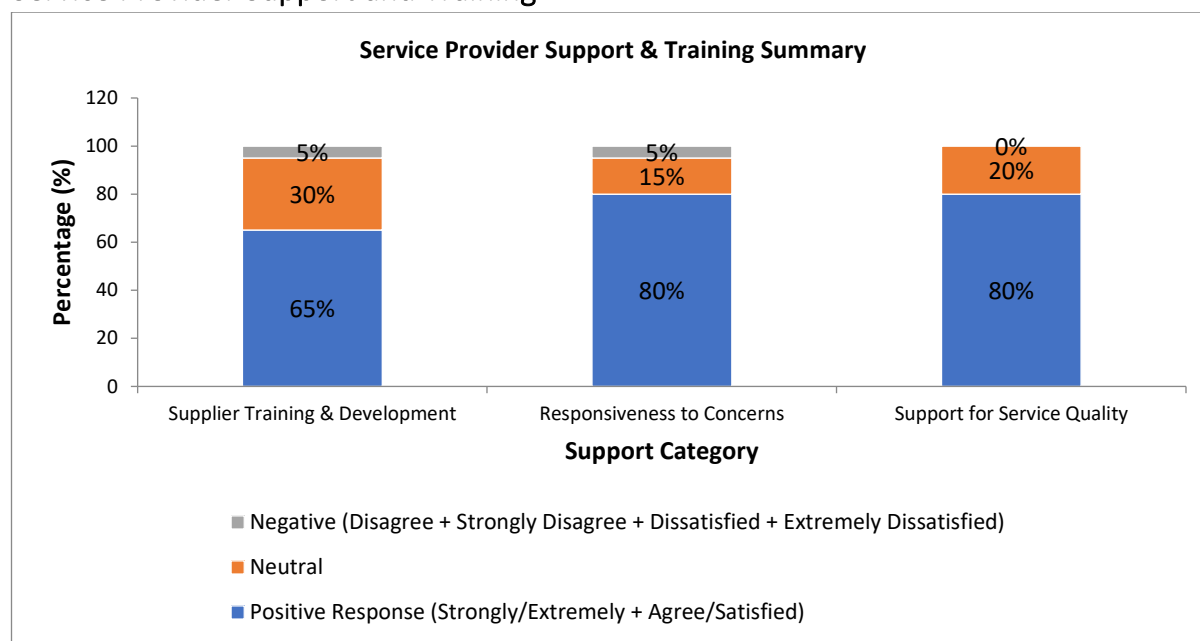
This section summarises service provider perceptions of BANKSETA's performance in supporting suppliers through training, responsiveness to concerns, and improving service delivery capacity.

Overall, responses reflect a high level of satisfaction with BANKSETA's support and training initiatives.

Positive feedback ranged from 65% to 80% across all three areas: training and development support, responsiveness to concerns, and impact on high-quality service delivery.

Notably, the support for responsiveness and service quality both received 80% positive ratings.

While satisfaction is strong, a notable proportion of neutral responses (15%–30%) across the categories suggests some variability in how service providers experience or access these offerings.

Minimal disagreement (only 5% in one category) indicates general acceptance of BANKSETA's efforts in this area.

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QUALITATIVE ANALYSIS

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Additional Digital Tools and Innovations

The following analysis explored service provider suggestions on digital tools and innovations that BANKSETA could implement to enhance operational efficiency, improve communication, and support digital transformation. The following themes emerged:

Automation of Administrative Processes

Several respondents suggested innovations to streamline routine administrative functions. The most prominent of these was automated invoicing.

One respondent suggested "*automated invoicing solution*", a recommendation echoed elsewhere: *"One of the items to consider is the automated invoicing solution."*

This shows a clear interest in digitising manual tasks to improve accuracy, reduce delays, and support service provider efficiency.

Alternative Communication and Collaboration Platforms

Respondents expressed concern over technical issues with current communication tools and suggested options that could enhance reliability.

One person noted, *"Google Meet, as MS Teams would sometimes have issues."* Another recommended BANKSETA *"create programs to encourage collaboration between service providers in similar niches or industries to enhance productivity and alleviate unemployment."*

There is a need not only for stable digital communication tools, but also for more structured online collaboration environments.

Artificial Intelligence (AI) and Digital Upskilling

A key recommendation involved the adoption of artificial intelligence tools and corresponding education for service providers.

One respondent suggested: *"Educate service providers on the use of artificial intelligence tools to enhance workflow as well as overall productivity e.g. AI agents to verify financial statements."*

There is a growing awareness of AI's potential, and providers are calling for BANKSETA to take a lead in digital innovation and training.

Improved Access to Online Resources and Software

Some respondents focused on basic, yet essential digital tools and resources needed to support service delivery.

Responses included suggestions like *"Software and online resources",* and *"Processors and spreadsheets."*

This reflects a continued demand for easily accessible and user-friendly digital tools to support everyday operational needs.

Digital Infrastructure and Cybersecurity

Issues related to IT infrastructure, such as network stability and digital safety, were raised as concerns.

One comment read*: "BANKSETA employees have mentioned occasional network disruption which impacts on their use of SmartHR."* Another stated simply: *"Cyber Protection."* Digital service delivery must be underpinned by secure and stable systems. Poor connectivity and weak cyber protections can undermine even the best tools.

Suggestions for Improvement

The analysis of this qualitative provided the following four key themes:

Improve Communication and Responsiveness

A recurring need to improve how BANKSETA communicates with service providers was suggested. Suggestions point to the importance of timely, accessible, and responsive engagement.

One respondent called for *"improved availability of stakeholders when required."* Another noted the need for *"quick response"* and *"reachable contact persons via phone and email response."* A recommendation to *"address concerns regularly"* also supports the need for two-way and sustained communication.

While there is evidence that BANKSETA is engaging, some service providers feel that more effort is needed to maintain open and responsive lines of communication, especially when addressing queries or concerns.

Build Stronger Professional Relationships

Some responses emphasised the value of developing more intentional, professional relationships. One respondent urged BANKSETA to *"establish professional relationships with service providers to improve and ease the process of communication."* Another noted that BANKSETA should *"show appreciation for our services rendered,"* suggesting that stronger relational and recognition-based engagement is needed.

These comments suggest that while BANKSETA's processes may be functioning, the human element of engagement respect, recognition, and relationship-building can still be improved.

Planning and Operational Efficiency

A few respondents raised suggestions about internal planning and time management. One suggestion simply stated *"Projects Plans Time Management,"* highlighting the importance of clear timelines and delivery consistency.

Although not widely mentioned, this suggests that efficiency and planning in BANKSETA's operations may sometimes affect the engagement experience of service providers.

Positive Feedback and Satisfaction

Many responses expressed satisfaction or indicated no improvement was necessary. Some noted *"We are satisfied with BANKSETA's engagements with us,"* and *"They are very pro-active so nothing to add thanks."* Several simply said *"None,"* *"N/A,"* or *"currently we have no other qualms."* One even commented *"our current system is good."*

This pattern demonstrates that BANKSETA is perceived positively by many service providers. However, this satisfaction should not lead to complacency, as others still shared areas for improvement.

Recommendations

1. BANKSETA to strengthen responsiveness by ensuring service provider queries and concerns are addressed promptly. Designate clear contact persons and improve responsiveness through phone and email channels.
2. Enhance professional relationships by training staff on professional communication, recognising provider contributions, and being proactive in outreach.
3. Improve planning transparency by sharing project timelines and expectations more clearly with service providers to ensure alignment and operational efficiency.

SKILLS DEVELOPMENT FACILITATORS

QUANTITATIVE

6% (33/533) responded to the survey,
Satisfaction level was 3.77

Organisation Size

Organisation Size	Percentage (%)
Large	21%
Medium	18.%
Small	61%

The data show that the majority (61%) of Skills Development Facilitators come from small organisations, with fewer from large (21%) and medium (18%) entities. Such organisations often have fewer resources, smaller teams, and more limited but flexible ways of working.

Sector

Sector	Percentage (%)
Banking	39
Microfinance	34
Insurance	5
Other	23

The majority of SDFs in the sample operate within organisations the banking (39%) and microfinance (34%) sectors, indicating a strong financial services orientation among respondents. A smaller portion is involved in other sectors (23%), with minimal representation from insurance (5%).

BANKSETA Support and Impact on Skills Development
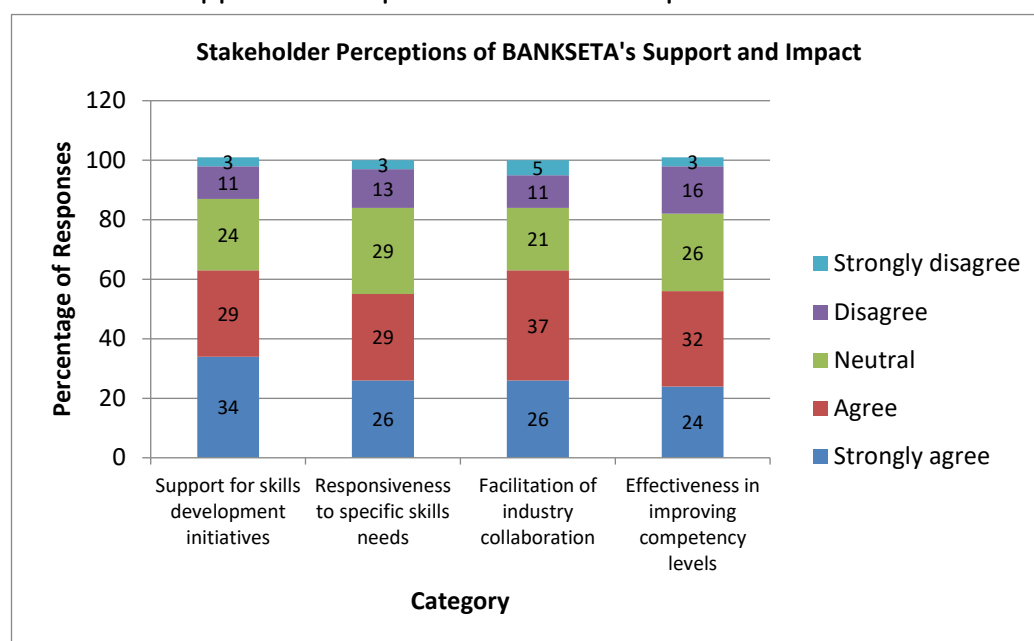
The data presented in the graph reflects stakeholder perceptions of BANKSETA's support, responsiveness, collaboration, and effectiveness in advancing skills development across organisations

Support for Skills Development Initiatives

Most (63%) of respondents either *strongly agreed* (34%) or *agreed* (29%) that BANKSETA effectively supported their organisation's skills development initiatives. Only 13% expressed disagreement, with 24% remaining neutral. This is a positive finding as the majority view BANKSETA's support positively, though nearly a quarter of respondents are ambivalent—indicating potential room for improved visibility or impact.

Responsiveness to Skills Needs

The majority (55%) are satisfied (either *extremely* or *satisfied*), while 29% are neutral. A combined 16% are dissatisfied to varying degrees. Over half of the stakeholders perceive BANKSETA as responsive. However, the high neutral count suggests some organisations do not feel their specific needs are fully addressed.

Facilitation of Collaboration in Industry

63% responded positively (27% *strongly agree*, 37% *agree*), and only 16% expressed any form of disagreement. There is general confidence in BANKSETA's ability to foster industry collaboration, although a notable portion of respondents (21%) remain unsure.

Effectiveness in Improving Competency Levels

55% believe BANKSETA has been effective (24% *strongly agree*, 32% *agree*), while 26% were neutral and 18% expressed disagreement. Most SDFs credit BANKSETA with enhancing organisational competency levels, but about a fifth are not experiencing the intended impact.

The neutral responses across all questions (ranging from 21% to 29%) are a signal of a lack of clear impact or communication, even where general satisfaction is high. Although positive perceptions dominate,

around 13%–18% show dissatisfaction, which indicates opportunities to enhance engagement and tailor interventions better.

Recommendations

i. BANKSETA to enhance communication and visibility through increasing awareness and communication of available programmes and their outcomes to address the high neutral response rates.
ii. BANKSETA to conduct sector-specific needs analyses to refine responsiveness and ensure support aligns with individual organisational goals.
iii. BANKSETA must strengthen collaboration mechanisms by continuing to foster partnerships, but also create more structured or measurable frameworks for collaboration outcomes.
iv. BANKSETA needs to monitor and evaluate competency gains by developing tools for organisations to measure improvements in employee competencies resulting from BANKSETA's interventions.

Efficiency and Accessibility of BANKSETA Services

Category	Strongly agree / Excellent / Very accessible	Agree / Good / Somewhat accessible	Neutral	Disagree / Poor / Inaccessible	Strongly disagree / Very Poor
Efficiency of BANKSETA processes	20	43	31	3	3
Accessibility of support and guidance	37	40	20	3	0
Adaptability to facilitator needs	26	31	34	6	3
Support for continuous learning	29	43	17	9	3

This table presents stakeholders' perceptions of BANKSETA's efficiency and accessibility, focusing on four key areas: the effectiveness of its processes, accessibility of support, adaptability to skills development facilitators' needs, and support for continuous learning.

Efficiency of BANKSETA Processes

A total of 63% of respondents reported being either satisfied (43%) or extremely satisfied (20%) with the efficiency of BANKSETA's processes in handling skills development initiatives. However, 31% of respondents were neutral, while a small portion (6%) expressed dissatisfaction. This suggests that while the majority experience the processes as effective, there remains a significant number of stakeholders who either lack a clear view of BANKSETA's impact or do not experience it directly in their organisational context.

Accessibility of Support and Guidance

With 77% of respondents indicating that BANKSETA's support is either very accessible (37%) or somewhat accessible (40%), it is evident that accessibility is perceived positively by most stakeholders. Only 3%

reported some level of inaccessibility, and 20% were neutral. These findings reflect a generally strong reputation for support access; however, the neutral group signals that there may be inconsistencies in how support is experienced across different organisations.

Adaptability to Facilitator Needs

In terms of BANKSETA's responsiveness to the unique needs of Skills Development Facilitators, 57% of respondents agreed that the organisation adapts its strategies well. Specifically, 26% strongly agreed and 31% agreed. However, 34% were neutral and 9% expressed disagreement. This indicates that although BANKSETA's strategic adaptability is recognised by a majority, a large proportion of respondents are either uncertain or unconvinced about its effectiveness in this regard. This points to the need for more visible or demonstrable efforts in customising support for facilitators.

Support for Continuous Learning

BANKSETA's support in fostering a culture of continuous learning and development was rated positively by 71% of respondents, with 29% rating it as excellent and 43% as good. A smaller proportion of stakeholders were neutral (17%) or dissatisfied (11%). These results suggest a solid endorsement of BANKSETA's efforts in promoting lifelong learning, although there remains a small but noteworthy group that perceives either limited benefit or uneven delivery in this area.

Recommendations

To improve perceptions and impact across all areas, BANKSETA should enhance its communication efforts to ensure stakeholders are fully aware of the value and effectiveness of its services. Addressing the relatively high number of neutral responses may involve publishing success stories, improving visibility of results, and making support offerings more transparent and user-friendly. Additionally, conducting regular needs assessments and feedback loops could ensure that services are more closely aligned with the specific requirements of skills development facilitators and organisational contexts. Finally, reinforcing access mechanisms and ensuring equitable reach across provinces or sectors would help cement the positive perceptions already evident in the data.

Inclusivity and Customisation of Training Programmes

Category	Strongly agree / Extremely satisfied	Agree / Satisfied	Neutral	Disagree / Dissatisfied	Strongly disagree / Extremely dissatisfied
Promotion of inclusivity and diversity	26	40	29	6	0
Customisation and flexibility of support	17	34	43	3	3

Collaboration to address skills gaps	14	29	37	17	3
Accessibility of BANKSETA resources	23	31	40	3	3

This section evaluates stakeholders' perceptions of BANKSETA's efforts in promoting inclusivity, tailoring training support, collaborating to address skills gaps, and ensuring access to resources.

Promotion of Inclusivity and Diversity

A total of 66% of respondents agreed that BANKSETA funding promotes inclusivity and diversity in skills development, with 40% agreeing and 26% strongly agreeing. A further 29% were neutral, and only 6% expressed disagreement. This overall positive perception indicates that inclusivity is acknowledged by most stakeholders, though the sizeable neutral segment suggests that efforts in this area may not always be visible or evenly experienced across all organisations.

Customisation and Flexibility of Support

When asked about the level of customisation and flexibility in BANKSETA's support, 51% of respondents expressed satisfaction, while a notable 43% remained neutral. Only 6% expressed dissatisfaction. The high neutrality rate may reflect a lack of clarity or variation in how customisation is implemented. While most stakeholders see the support as somewhat flexible, others may perceive it as standardised or lacking responsiveness to specific institutional needs.

Collaboration on Emerging Skills Gaps

Responses were more mixed concerning BANKSETA's collaboration to identify emerging skills gaps and adjust programmes. Only 43% agreed that BANKSETA actively collaborates in this way, while 37% remained neutral and 20% disagreed. These results suggest that collaboration mechanisms may not be consistent or transparent, with some organisations feeling left out of consultative processes. The relatively high level of disagreement highlights an area for strategic improvement.

Accessibility of BANKSETA Resources

A total of 54% of respondents were satisfied with the accessibility of BANKSETA's resources, with 23% indicating they were extremely satisfied and 31% satisfied. However, 40% selected a neutral response, while 6% expressed dissatisfaction. These figures indicate that while a majority of Skills Development Facilitators are content with accessibility, a significant portion are either uncertain or not benefiting equally from available resources.

Recommendations

BANKSETA should strengthen communication and visibility around its inclusivity and diversity initiatives to convert neutral perceptions into confident affirmations. It is also important to enhance the customisation of support by incorporating more targeted organisational needs assessments. Improving collaborative processes through structured engagement and clearer feedback channels would likely boost perceptions

of responsiveness to emerging skills gaps. Finally, efforts should be made to ensure that all stakeholders are aware of and can easily access the full suite of available resources, especially in underrepresented or rural areas.

Key Areas Needing Improvement to Enhance Skills Development

Based on open-ended responses to the question on how BANKSETA can improve skills development, five key themes have emerged. These represent stakeholders' perspectives on areas requiring strategic attention to improve programme delivery, accessibility, and relevance.

Communication and Responsiveness

Respondents highlighted the need for improved communication, particularly in responding to emails, queries, and feedback on applications. Delayed or absent responses negatively impact engagement. One participant stated, *"Can Finance department please respond to email queries? I have not once received a response to my query which has been resent 4 times."* Improved responsiveness through dedicated support systems is needed to build trust and efficiency.

Tailored Support for Specific Needs

There is a strong call for BANKSETA to offer support that is responsive to specific organisational contexts, especially for small businesses, micro-enterprises, and sector-based needs. One stakeholder shared, *"We need tailored offerings for Micro Enterprises. It is a battle that we are boxed with the large institutions."* Developing sector-specific support models will address this concern.

Access to Funding and Grant Processes

Several respondents expressed difficulties accessing grants and understanding funding processes. A lack of information and support was a barrier, as illustrated by a comment: *"I didn't get anyone to explain all of them, it was difficult for me; I couldn't even apply."* Simplifying procedures and offering clear guidance can enhance participation.

Programme Relevance and Quality Improvement

Some stakeholders felt that course offerings lacked alignment with industry and organisational needs. One suggestion was to *"marry [programmes] with the best suitable already existing courses that the local institutions offer."* Regular review and industry consultation can keep programmes relevant and practical.

Timeliness and Planning

The need for improved planning and timely delivery of administrative processes, such as MoA deadlines and feedback, was raised. A participant noted, *"Provide a calendar which makes it possible for employers to plan appropriately and manage expectations."* A structured annual calendar would greatly support organisational alignment.

Suggestions to Improve Skills Development Facilitation

Despite various challenges, a few respondents expressed satisfaction with BANKSETA's work. One wrote, *"I am happy with the service provided. Thank you,"* while another remarked, *"2025/2026 very its best 100%."* These affirmations show that BANKSETA's efforts are appreciated in some areas and signal positive momentum which could be expanded through broader improvements.

Five key themes were emerged as suggestions for improving skills development. These reflect both areas for improvement and positive feedback regarding existing support mechanisms.

Communication and Responsiveness

Many stakeholders emphasised the need for improved communication, particularly timely responses to emails and feedback. One respondent noted, *"AVAILABILITY WHEN WE NEED THEM, BECAUSE SOMETIME*

WHEN WE SEND EMAILS THEY DON'T RESPOND." Another echoed this concern with, *"Communicate with us, your clients. You ask for feedback but do not listen and respond well."* These sentiments highlight an ongoing communication gap, where stakeholders feel ignored or disconnected despite outreach efforts.

Grant Application and Approval Process

Concerns were also raised regarding the lengthy and unclear discretionary grant processes, which many found inefficient and difficult to navigate. One respondent shared, *"The feedback takes more than 6 months which affects business continuity."* Another added, *"The application assessment process needs to be speeded up and feedback should be provided within a reasonable time period."* These comments suggest that delays and bureaucratic hurdles may hinder the effective delivery of skills development programmes.

Need for Tailored and Inclusive Programmes

There is a strong request for customised support, particularly for rural and township-based organisations and small businesses. One stakeholder urged BANKSETA to *"consider small SMEs,"* while another stated, *"We really need tailor-made programmes especially for rural and township-based beneficiaries."* The perceived one-size-fits-all approach may be excluding key segments that would benefit from more flexible and contextual interventions.

User-Friendly Systems and Digital Access

Some respondents called for improvements to digital access and registration systems. One participant remarked, *"It took me two years to register with BankSETA, it was not easy, and if we could apply online, it will be easy. Sometimes you need someone to explain step-by-step."* These comments underscore the need for streamlined, user-friendly platforms that minimise gatekeeping and enable self-service where possible.

Recommendations

BANKSETA should prioritise improving its communication and support responsiveness through dedicated contact channels and monitored turnaround times. The discretionary grant process must be made more efficient and transparent, with online application options and plain-language guidelines. Programmes should be restructured or expanded to target underrepresented and rural beneficiaries, while user-centred technology solutions can simplify access to services. A culture of ongoing feedback and responsiveness will reinforce stakeholder trust and elevate BANKSETA's developmental impact.

FINAL OVERALL RECOMMENDATIONS

1. **Enhance Internal Communication Systems**
   BANKSETA should formalise structured, two-way communication protocols to ensure clarity, consistency, and timely information flow across all stakeholder groups.

2. **Improve Strategic Implementation Oversight**
   A monitoring and evaluation mechanism should be instituted to track the implementation of Board and Committee resolutions and ensure alignment with strategic goals.

3. **Strengthen Feedback Mechanisms**
   Regular and inclusive feedback channels must be introduced to capture employee and stakeholder input and visibly act on it to reinforce trust and engagement.

4. **Institutionalise Mentorship and Career Coaching**
   BANKSETA should develop formal, structured mentorship and coaching programmes tailored to the distinct needs of employed and unemployed beneficiaries.

5. **Promote Leadership Development and Digital Competencies**
   Programmes that blend leadership, strategic management, and digital literacy are vital to future-proof BANKSETA's workforce and enhance sector readiness.

6. **Advance Inclusivity in Decision-Making Processes**
   BANKSETA should give all internal staff members opportunities to partake in planning and give input/suggestions in decision-making.

7. **Standardise Recognition and Reward Systems**
   A transparent and equitable system for recognising outstanding performance, long-service, and value-aligned behaviours should be adopted to motivate staff.

8. **Expand Training Access and Relevance**
   Training programmes should be responsive to market needs and more accessible via hybrid modalities, with a clear alignment to career progression pathways.

9. **Embed Psychological Safety and Organisational Wellness**
   A culture of mutual respect, mental health support, and anti-bullying practices should be embedded across the organisation to promote well-being.

10. **Implement Structured Staff Development Frameworks**
    BANKSETA should adopt a comprehensive professional development framework that supports upskilling, succession planning, and cross-functional mobility.

11. **Digitise and Streamline Operational Processes**
    The organisation should accelerate digital transformation to enhance administrative efficiency, reduce red tape, and improve user experiences.

12. **Foster Interdepartmental Collaboration and Engagement**
    Regular inter-team workshops, team-building initiatives, and strategic staff retreats are recommended to promote cohesion and collaborative innovation.

13. **Strengthen Stakeholder Engagement and Visibility**
    BANKSETA must improve its outreach and participatory platforms, especially for underrepresented groups such as unemployed beneficiaries and financial cooperatives.

14. **Develop Evidence-Based Recognition of Training Outcomes**
    The organisation should collaborate with employers to integrate training achievements into performance evaluations and promotion systems, ensuring recognition of learning impact.

CONCLUSION

Positive Highlights

- BANKSETA remains a key player in the financial and skills development sectors, with its relevance and impact recognised by stakeholders.
- Training programmes are viewed as practical, high-quality, and aligned to industry needs, improving job performance and career prospects.
- Staff value the flexible work environment, collegial culture, and purpose-driven ethos.
- There is strong confidence in BANKSETA's mission and leadership's efforts in promoting inclusivity and wellbeing.

Challenges Identified

- Communication across levels is inconsistent, raising concerns about transparency and engagement.
- Lower-tier staff and stakeholders often feel excluded from strategic decision-making.
- Recognition, career progression, and mentorship opportunities require significant strengthening.
- Issues around organisational culture, psychological safety, and executive accountability persist.
- Training benefits are not always linked to clear promotional or financial advancement.

Constructive Way Forward

- BANKSETA should build on its strengths by fostering a culture of inclusion, feedback, and transparency.
- Improved communication, participatory leadership, and staff empowerment must be prioritised.
- Greater investment in development, mentorship, and recognition systems will boost performance and morale.
- By addressing these areas, BANKSETA can deepen its impact and reinforce trust among staff and stakeholders alike.