



**MICTSETA** |

Media, Information And  
Communication Technologies  
Sector Education And Training Authority

SHAPING SKILLS, PIONEERING INDUSTRIES, EMPOWERING FUTURES

**MEDIA, INFORMATION AND COMMUNICATION  
TECHNOLOGIES  
SECTOR EDUCATION AND TRAINING AUTHORITY**

**["MICT SETA"]**

**STRATEGIC PLAN**

**FOR THE FISCAL YEARS**

**2020-2025**

**NOVEMBER 2019 SUBMISSION**

## **Executive Authority Statement (DHET statement)**

This statement provides for an Executive Authority to clearly set out the policy priorities that have guided the development of the Strategic Plan for a particular planning period. The Executive Authority is responsible for ensuring that the policy priorities set out in the plan are aligned to the mandate of the institution and government's priorities. The Executive Authority is also responsible for providing direction on the development and implementation of strategic priorities and policies.

The Executive Authority should also use this statement to endorse the Strategic Plan and indicate the commitment to ensuring its implementation.

XXXX (signature)

Executive Authority of [Name of Institution]

## Accounting Officer Statement

The South African skills development landscape is entering its fourth phase through the introduction of the National Skills Development Plan. The MICT SETA Strategic Plan provides a clear path towards achieving the skills development outcomes within the MICT sector. This Strategic Plan is a five-year plan aimed at supporting the sector in developing demand-driven skills that promote creativity and innovation for provision of meaningful employment, entrepreneurship and overall sectorial growth.


The main change driver that has immense implications on skills planning with the MICT sector is the advent of the Fourth Industrial Revolution (4IR). The need for 4IR related skills has been clearly identified in the MICT SETA Sector Skills Plan (SSP). Furthermore, broad categories of critical skills gaps exist amongst employees working across the five sub-sectors, they include Customer service, leadership, management, professional, Production efficiency skills.

As the MICT SETA Strategic Plan is informed by its SSP, the SETA will collaborate with employers, service providers, government and the community at large to channel available resources into creating the pool of talent that matches demand for such skills and those that brought about by technological advancement as outlined in the SSP. Aligning this Strategic Plan and those of the SETA's respective partners will ensure immeasurable contribution towards addressing occupational shortages and skills gaps within and beyond the MICT sector.

The combined efforts from all stakeholders to produce this Strategic Plan are acknowledged and gratefully appreciated. The following deserves special mention:

- The Ministerial representatives on MICT SETA's Board
- Industry, via representation on MICT SETA's Board
- Organised Labour, through representation on MICT SETA's Board

Sharing of knowledge is the catalyst for achieving South Africa's skills development potential and economic growth.



Mdu Zakwe

Chief Executive Officer: MICT SETA

## **OFFICIAL SIGN-OFF**

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Media Information and Communication Technologies Sector Education and Training Authority (MICT SETA) under the guidance of the MICT Board and the Department of Higher Education and Training;
- Takes into account all the relevant policies, legislation and other mandates for which the MICT SETA is responsible;
- Accurately reflects the strategic outcome oriented goals and objectives which the MICT SETA will endeavour to achieve over the period 2020-2025.

Tiny Mokhabuki

Chief Financial Officer

Signature: 


Sekgana Makhoba

Head Official: Planning

Signature: 

Mdu Zakwe


Chief Executive Officer

Signature: 

Approved by:

Sihle Ngubane

Chairperson: Accounting Authority

Signature: 



# CONTENTS

<b>Part A: MICT SETA MANDATE</b>	<b>6</b>
1. CONSTITUTIONAL MANDATES .....	6
2. LEGISLATIVE AND POLICY MANDATES .....	8
3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD	12
<b>PART B: MICT SETA STRATEGIC FOCUS</b>	<b>19</b>
4. VISION .....	19
5. MISSION .....	19
6. VALUES .....	19
7. SITUATIONAL ANALYSIS .....	20
7.1 External Environment Analysis .....	26
7.2 INTERNAL ENVIRONMENT ANALYSIS .....	37
<b>PART C: MEASURING MICT SETA PERFORMANCE</b>	<b>48</b>
8. INSTITUTIONAL PERFORMANCE INFORMATION .....	48
8.1 MEASURING IMPACT .....	48
8.2 MEASURING OUTCOMES .....	48
8.3 EXPLANATION OF PLANNED PERFORMANCE OVER A FIVE-YEAR PLANNING PERIOD	53
<b>PART D: TECHNICAL INDICATOR DESCRIPTION (TID)</b>	<b>55</b>

## **PART A: MICT SETA MANDATE**

### **1. CONSTITUTIONAL MANDATES**

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) has been duly considered during the development of this Strategic Plan and the MICT SETA will ensure compliance with all sections of the Constitution and specific focus will be on:

#### **1.1 Promoting and maintaining high standards of ethics (Section 195 of the Constitution of the Republic of South Africa, 1996)**

The MICT SETA will continue to implement fraud prevention, detection and response strategies in its drive to promote ethics and fight fraud and corruption when delivering its mandate.

#### **1.2 Providing service impartially, fairly, equitably and without bias (Section 196 (4) of the Constitution of the Republic of South Africa, 1996)**

The MICT SETA will ensure accessibility and accuracy of information to its stakeholders. The SETA has over the years provided equitable opportunities to vulnerable groups in the society, particularly black people, women and persons with disabilities to access skills development opportunities within the MICT sector.

#### **1.3 Utilising resources efficiently and effectively (Section 195 of the Constitution of the Republic of South Africa, 1996)**

The MICT SETA will continue to ensure accountability, transparency, and value for money, ensuring that available resources are used effectively and efficiently without wastage, and in a way that optimises the public benefit. This will be done with fairness and integrity.

#### **1.4 Responding to people's needs; the citizens are encouraged to participate in policy-making (Section 195 of the Constitution of the Republic of South Africa, 1996)**

In complying with this mandate, the SETA will ensure that its stakeholders' needs are responded to, and in accordance with available resources at its disposal. The MICT SETA will continue to promote a people centred approach, characterised by equity, equality, and a strong code of ethics. Respective stakeholders will be included in its structures to provide opportunities for collective decision making.

### **1.5 Rendering an accountable, transparent, and development-oriented administration (Section 195 of the Constitution of the Republic of South Africa, 1996)**

The SETA will continue to deploy effective, efficient and transparent systems for financial management, risk management and overall internal controls. Constant monitoring and risk mitigation processes will ensure achievement of MICT SETA's objectives and good governance practices. The MICT SETA will promote representation, equity and eliminate all forms of discrimination in compliance with the relevant legislations.

## 2. LEGISLATIVE AND POLICY MANDATES

- Skills Development Act 1998 (Act No 97 of 1998) as amended
- MICT SETA Constitution
- Skills Development Levies Act, 1999 (Act No 09 of 1999)
- Regulations published in the Government Gazette, No. 35940, 03 December 2012 regarding Monies Received by a SETA and Related Matters
- The National Qualifications Framework Act, (Act No. 67 of 2008)
- Public Finance Management Act (Act No 29 of 1999)
- Employment Equity Act, 1998 (Act No 55, 1998)
- Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations 2017
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003).

### 2.1. The Skills Development Act 1998 (Act No 97 of 1998) as amended:

The MICT SETA is established in terms of the Skills Development Act, 1998 (Act No. 97 of 1998). In contributing to the objectives of this Act, this SETA will support skills development within its sector by:

- implementing its Sector Skills Plan
- promoting Learnerships in each of its sub-sectors
- performing the functions of an Education and Training Quality Assurance Body
- liaising with the National Skills Authority on skills development matters
- concluding a service level agreement with the Director-General of the Department of Higher Education and Training in terms of section 10A of the Act
- promoting the national standard established in terms of section 30B of the Act
- submitting budgets, reports and financial information that are required in terms of the Public Finance Management Act, 1999 to the Director-General of the Department of Higher Education and Training.



## 2.2 MICT SETA Constitution

Further to the SDA mandate outlined above, the MICT SETA Constitution published in Government Gazette no. 35336 of 11 May 2012 commits the SETA to:

- Facilitate the involvement of line function government departments in SETA activities
- Promote SMME training to enable them to qualify for public contracts
- Perform any duties imposed by the Act and to actively pursue concrete measures to achieve the objectives of all applicable Acts.

## 2.3 The Skills Development Levies Act, 1999 (Act No 09 of 1999) as amended:

The Skills Development Levies Act requires the MICT SETA to use all monies received in terms of the Skills Development Levies Act to administer the activities of the SETA. The MICT SETA will pay all compliant employers within its sector their mandatory grants. It will implement its SSP and APP as contemplated in the Treasury Regulations through the allocation of the discretionary grants, and in accordance with the Skills Development Levies Act.

## 2.4 Regulations published in the Government Gazette, No. 35940, 03 December 2012 regarding Monies Received by a SETA and Related Matters:

The MICT SETA will comply with Government Gazette, No. 35940 Regulations when administering all levies received from employers falling within its sector in the following manner:

**Table 1 : Grant Breakdown**

<b>Total levies received by a SETA</b>	<b>80%</b>
<b>Mandatory grants</b>	<b>20%</b>
<b>Discretionary Grants</b>	<b>49.5%</b>
<b>Administration</b>	<b>10.5%</b>

## 2.5 The National Qualifications Framework Act, (Act No. 67 of 2008)

The objectives of the NQF are to create a single integrated national framework for learning achievements; facilitate access, mobility and progression within education, training and career paths; enhance the quality of education and training; accelerate the redress of past unfair discrimination in education, training and employment opportunities. In contributing to the afore-mentioned objectives, the MICT SETA will support its sector through the allocation of 80% of its discretionary grants to



implement NQF aligned PIVOTAL programmes in the form of Learnerships, Skills Programmes, Bursaries, Work Integrated Learning and Professional programmes.

## **2.6 Public Finance Management Act (Act No 29 of 1999)**

The Public Finance Management Act (PFMA) requires all public entities to ensure financial prudence and good governance. The MICT SETA as a public entity will ensure that all revenue, expenditure, assets and liabilities entrusted to it are managed efficiently and effectively. The MICT SETA will manage the budget preparation process; monitor the implementation and report to National Treasury accordingly. Furthermore, the MICT SETA will ensure compliance with the PFMA by establishing banking accounts, use all monies received in terms of the Skills Development Levies Act to:

- Administer the activities of the SETA
- Pay employers their mandatory grants
- Implement its SSP and APP as contemplated in the Treasury Regulations issued in terms of the Public Finance Management Act, through the allocation of the discretionary grants
- Transfer any unclaimed mandatory funds and any interest earned thereon each financial year into the discretionary fund.

The MICT SETA will allocate 80% of its available discretionary grants within a financial year to PIVOTAL programmes that address occupational shortages and skills gaps in its sectors in compliance with these Regulations. The MICT SETA has set out in its APP a reasonable estimate of discretionary grants that will be available in the sector for training on industry skills needs in accordance with these legislations.

## **2.7 Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations, 2017**

Section 217 of the Constitution of the Republic of South Africa states that when an organ of state in the National, Provincial or Local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective. Furthermore, it stipulates the need to implement a Procurement Policy that will provide for categories of preference in the allocation of contracts; and the protection or advancement of persons, or categories of persons disadvantaged by unfair discrimination. The purpose of the Preferential Procurement Policy Framework Act is to promote an inclusive economy and to ensure that Small Medium and Micro enterprises are afforded more opportunities in government procurement. The MICT SETA will ensure full compliance with this legislation in order enhance participation for inclusive economy.

## **2.8 Employment Equity Act, 1998 (Act No 55, 1998)**

The main purpose of the Employment Equity Act is to achieve equality in the work place by promoting equal opportunity and fair treatment through the elimination of unfair discrimination, implementing positive measures (affirmative action) to ensure the equitable representation of black people, women and people with disabilities at all levels in the workplace. In contributing to the decrees of this Act, the MICT SETA will ensure that steps to prevent discrimination in any employment policy or practice are taken. The MICT SETA will ensure that unfair discrimination with regards to race, sex, pregnancy, HIV status and religion amongst others will be curbed at all times.

## **2.9 Broad-Based Black Economic Empowerment**

The Broad-Based Black Economic Empowerment (B-BBEE) protocol has an important influence on the MICT sector. The Broad-Based Codes of Good Practice were launched in 2007 and provided a framework for measurement of B-BBEE in terms of the BEE Act 53 of 2003. Although the 2007 codes encouraged voluntary compliance with B-BBEE, the current codes appear to be punitive in nature. The codes, which came into effect in 2015, provide some guidance in dealing with various elements. Skills Development has been classified as a priority element and thus the measurement principles cannot be deviated from, yet the sector (e.g. through a revised ICT charter) can adjust targets and weightings.

As a priority element, a sub-minimum of 40% of the total weighing points must be achieved. This means employers will be obliged to score at least 8 out of a possible 20 points on the Skills Development Scorecard. Failure to achieve sub-minimum results in overall BEE score being automatically docked by one level. The target for skills development is 6% of payroll, which is an increase from the previous codes' 3%. The 6% however can be spent on both employed and unemployed persons although the training must mirror the economically active population of the province or region in which the business operates.

The MICT SETA constantly engages with employers in the sector as well as with industry bodies to advance B-BBEE in the sector. Given that internships are now fully recognised on the same level as Learnerships in the score card (as well as placement after completion), the SETA will intensify its support for employers implementing both programmes for B-BBEE purposes while at the same time addressing youth unemployment challenges. Additionally, the SETA will continue to align vendor programmes with the NQF registered programmes for employers to benefit in terms of B-BBEE while at the same time, maximising support in addressing their skills needs.



### **3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD**

South Africa's development strategy is underpinned by the National Development Plan (NDP) which challenges the country to achieve sustained levels of economic growth through to 2030. There are a range of "levers", "pillars" or policy interventions that are understood to contribute to this planned growth. As an integral part of the South African society, the MICT sector is impacted by various national strategies and plans and it therefore needs to respond to those by addressing skills development challenges within its context. The government's key planning policies and priorities that impact the MICT sector, a brief description of how each will be provided for and the implications for the sector are outlined below:

#### **3.1 National Development Plan**

The NDP Vision 2030 (November 2011) identifies as one of the core priorities: reducing unemployment to 6% by 2030. The intention is to increase the number of people in employment from the current 13-14 million to around 24 million in that period. Other objectives include eradicating poverty and reducing inequality. In meeting the objectives of this Plan, the MICT has identified the following areas of action to be supported through its learning interventions:

- A larger, more effective innovation system closely aligned with firms that operate in sectors consistent with the growth strategy
- Support for small businesses through better coordination of relevant agencies, development of finance institutions, and public and private incubators
- An expanded skills base through better education and vocational training
- Business incubation for SMEs generally and the expansion of business services in particular as priority actions for growth and development.

The MICT sector is at the centre of the National System of Innovation (NSI) and would thus have to play a leading role in supporting effectiveness and efficiency so that the economy could grow at the requisite levels to achieve NDP objectives. Through continued funding of bursaries at research level the MICT endeavours to propel the sector's innovation system. Similarly, equal focus will be channelled towards continued support for SMEs through more focused internship and incubation programmes. These will also continue to receive particular attention in order to ensure expanded technical skills through vocational training.

### **3.2 NDP Five Year Implementation Plan: Medium-Term Strategic Framework (MTSF)**

The NDP five-year implementation plan promotes the Medium-Term Strategic Framework (MTSF) which is a prioritization framework to focus the government's efforts on a set of manageable programmes, and provides guidance regarding the allocation of resources across all spheres of government. In contributing to the MTSF, the MICT SETA will continue to prioritise specific NDP targets when allocating resources at its disposal. This will be done through strengthening integrated planning with its stakeholders, and ensuring collaborations and partnerships in planning. The realization of national development priorities requires that all sectors develop and implement sector plans that are aligned to the NDP, guided by a common planning approach, hence the aforementioned planning collaborative efforts.

### **3.3 Monitoring Framework for NDP Five-Year Implementation Plan**

The development of an effective monitoring and evaluation framework is crucial for the successful implementation of any programme, particularly for the NDP in this instance. The MICT SETA values the importance of monitoring and evaluation, and will continue to use it to assess progress made towards the achievement of targets and to measure impact in the long-term.

### **3.4 Industrial Policy Action Plan (IPAP)**

IPAP has identified a number of priority sectors which it aims to support for development in the country. Those that have a direct link with the MICT sector include:

- Facilitate the upgrade of manufacturing facilities and capabilities to increase domestic production and growth of exports
- Green industries
- Commercialisation of technologies
- Skills development for the business process outsourcing sector
- Development of set top boxes

As stakeholders in the sector start to engage in these programmes, the MICT SETA would continue to be a skills development partner, ensuring that along the way the requisite skills are being developed. Similarly to the NDP objectives, the MICT SETA will leverage its partnerships with industry to drive innovative research in areas such green skills that also offer opportunities to small business to play a significant role in the country's manufacturing and technology ecosystem.

### **3.5 White Paper on Post Schooling Education and Training**

The White Paper envisages an expanded, effective and integrated post-school system in South Africa. It is premised on achieving:

- Expanded access to TVET and university education;
- Establishment of community colleges and skills centres to mainstream vocational education and training;
- Establishment of a national skills planning mechanism within DHET;
- A strengthened NSA to perform a monitoring and evaluation role in the skills system;
- Opening up workplaces to give more youth access to work integrated learning opportunities.

The white paper further notes that, in future SETAs will be given a clearer and to some extent, a narrower and more focused role. In supporting the White Paper's calls for an efficient skills development system, the MICT SETA engages in a rigorous strategic planning process that ensures the delivery of technical and vocational skills demanded by its sector and the broader economy. The SETA will continue to strengthen its partnerships with TVETs and industry in order to deliver middle level technical skills through expanded access to internships programmes and work integrated learning.

### **3.6 The National Integrated ICT Policy Review Report**

The National Integrated ICT Policy Review Report (final) was published in March 2015. It made a number of recommendations on skills development in anticipation of infrastructure rollout:

- Widespread basic technology skills to take advantage of universal access to broadband and increase demand for ICT products and services;
- Public service skills to ensure public servants in all three tiers of government are adequately skilled to drive more efficient delivery of services using Government-to-Business, Government-to-Government, Government-to-Citizen and Citizen-to-Government modes;
- A diverse skills base across professions, from both user and ICT developer perspectives, which catalyses the growth of ICT-enabled industries;
- A sufficient supply of skilled professionals, researchers and innovators to build the ICT products and services industry, so that we are not dependent on the import market; and
- Skills development to ensure the anticipated infrastructure expansion is built, serviced and maintained by a majority South African workforce.



All of the above are emphasised in SA Connect which provides for interventions within the basic education and post-school sectors, in government and adult e-literacy as well as youth development and sectoral programmes. The MICT SETA, in developing learning programmes, will align to the goals of this plan, with emphasis on advocating the creation of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive. Through continued championing of skills development interventions, the SETA will contribute to expanding the national system of ICT research, development and innovation.

### **3.7 Strategic Integrated Projects (SIPs)**

One of the Strategic Integrated Projects outlined by the Presidential Infrastructure Coordinating Commission (PICC) is SIP-15: “Expanding Access to Communication Technology”. It includes:

- Infrastructure development for higher education focusing on lecture rooms, student accommodation, libraries and laboratories as well as ICT connectivity. Development of university towns with a combination of facilities from residence, retail, recreation and transport. Creating a potential to ensure shared infrastructure such as libraries at universities, TVETs and other educational institutions.
- Provide for 100% broadband coverage to all households by 2020 by establishing core Points of Presence (POP's) in district municipalities, extend new Broadband Infraco fibre networks across provinces linking districts, establish POP's and fibre connectivity at local level, and further penetrate the network into deep rural areas.
- While the private sector will invest in ICT infrastructure for urban and corporate networks, government will co-invest for township and rural access as well as for e-government, school and health connectivity.
- The school rollout focuses initially on the 125 Dinaledi (science and maths focussed) schools and 1525 district schools. Part of digital access to all South Africans includes TV migration nationally from analogue to digital broadcasting.
- Square Kilometre Array (SKA) is a global mega science project, building an advanced radio-telescope facility linked to research infrastructure & provides an opportunity for Africa and South Africa to contribute towards advance science.

The DHET published report that assesses the skills needs “for and through SIPs” {Economic Development Department, 2014 #18} points specifically to the demand for database and network professionals. These professionals are expected to design, develop, control, maintain and support the optimal performance and security of information technology systems and infrastructure including databases, hardware and software, networks and operating systems. The need for specialist data

scientists able to deal with large volumes of data was identified by the SKA and various sub-disciplines within industrial and electrical engineering”.

MICT SETA is and will continue to be the skills development partner to support SIP 15 dealing with universal access to broadband. In this regard, the SETA already works with a number of partners within the sector, they including the CSIR, DST, DTPS and USASSA, this is aimed at ensuring sound delivery and provision of requisite services and products by skilled professionals and specialists.

### 3.8 Provincial and Local Government Plans

Municipal integrated development plans as well as provincial growth and development strategies are key as they guide planning and development across the nine provinces and 278 municipalities. With the country's rural development strategy, these plans and strategies have to be considered to identify areas for potential growth. Each province's PGDS identifies areas for economic development as well as plans of the province to develop such industries. Where MICT SETA related industries have been identified as key areas for development, the SETA will prioritise those and ensure that support is offered and partnerships are effective.

### 3.9 National Skills Development Plan (NSDP)

In the new planning cycle, the MICT SETA responds to the eight NSDP outcomes by identifying and addressing occupations in high demand, linking MICT SETA education and training providers with respective workplaces, contribute to the improvement of industry's workforce skills levels, supporting the growth of the TVETs and CETs through work integrated learning (WIL), supporting skills development for entrepreneurship and cooperatives and rural learners, encouraging and supporting worker initiated (unions/federations), supporting career development services. These outcomes will be achieved through the implementation of the SETA's key strategic priorities listed below.

**Table 2: NSDP Outcomes**

NSDP OUTCOMES	MICT SETA OUTCOMES
<b>Outcome 1:</b> Identify and increase production of occupations in high demand	<b>Outcome 2:</b> A credible mechanism for identification of occupations in high demand so as to help with the funding of relevant skills development programmes such as learnerships, Internships and skills programmes, enabling transformation within the MICT sector.
<b>Outcome 2:</b> Linking education and the workplace  <b>Outcome 4:</b> Increase access to occupationally directed programmes  <b>Outcome 7:</b> Encourage and support worker initiated training	<b>Outcome 4:</b> Increased access to occupationally direct programmes that link education and the workplace. This is to enable provide more access opportunities learning institutions and workplaces for youth, women and other categories of deserving beneficiaries and provide bursaries to qualifying learners.



<b>NSDP OUTCOMES</b>	<b>MICT SETA OUTCOMES</b>
<b>Outcome 3:</b> Improving the level of skills in the South African workforce	<b>Outcome 8:</b> Improved quality of education to address programmes in high demand within the MICT sector, creating an enabling environment where South Africans have access to education and training of the highest quality, leading to significantly improved learning outcomes. This is to create a training and innovation system that caters for different needs and produces highly skilled individuals to meet the present and future needs of the economy and society.
<b>Outcome 5:</b> Support the growth of the public college system	<b>Outcome 5:</b> Support the growth of the public college system so as to strengthen, improve the development of quality teaching and learning, increasing their responsiveness to local labour markets, improving student support services.
<b>Outcome 6:</b> Skills development support for entrepreneurship and cooperative development	<b>Outcome 6:</b> Supported SMMEs, Cooperatives, NGOs, and Federations/Trade Unions within the MICT sector through skills development, creating an enabling environment for finance, entrepreneurial skill development, and training, mentoring and coaching. Ensuring the improvement of the quality of services rendered, positioning the cooperatives to take advantage of the opportunities emerging in local, provincial and national, African and International Markets.
<b>Outcome 8:</b> Support career development services	<b>Outcome 3:</b> Supported career development services within the MICT sector to ensure that all people, of all ages, have access to quality career information and career services throughout their lives, so that they are able to make better and more informed career choices that deliver high levels of employment and help to increase sustainable economic growth in the country.

### 3.10 Sector Priorities

While it is the MICT SETA's ambition to work with and service the entire employer base for the sector, there are a number of inhibiting factors. Primarily, levy payers represent almost 25% of all employers in the sector, as the sector base is predominately constituted by small sized companies; representing almost 96% of all employers in the sector (as supplied by SARS). Additionally, the MICT sector does not, in reality, comprise all organisations demarcated to its five sub-sectors by SARS. There are employers that provide ICT services together with other professional services and who are located in other clusters. Though such employers are generally recognised as falling within the MICT sector, they define themselves outside of this sector in terms of skills development system.

In response, the MICT SETA will continue to prioritise its role as a strategic skills development partner that can enhance the sustainability and growth of small businesses in the sector. Support for SMMEs will focus on sustained collaboration with key stakeholders to encourage incubation of these businesses. Additionally, the SETA will continue to bolster rural outreach initiatives. Primarily, this Strategy will focus on collaborating with public TVET colleges as the primary modes of delivery of e-readiness skills and other skills required in rural areas. The establishment of new, small-scale firms

and cooperatives focused on ICT services in rural areas has opened up opportunities for skills development.

The MICT SETA supports government's various policy and planning interventions aimed at achieving the objectives of the National Development Plan (NDP). These policies and plans have a direct bearing on the sector's skills development endeavours and as such, they will a coherent response from the MICT SETA and its stakeholders will be neatly woven into this Strategic Plan. Listed below are the SETA's strategic key priorities, they are further detailed in the research findings section of this Strategic Plan.

- Priority 1: Enablement of the Fourth Industrial Revolution (4IR)
- Priority 2: Improved access to and take-up of training for priority skills
- Priority 3: Expand skills development to rural areas
- Priority 4: Inclusivity through technology skills development
- Priority 5: SMME Support, particularly with regard to 4IR
- Priority 6: Cross-sectoral partnerships and projects in the delivery of learning interventions.

These aforementioned priorities will be implemented in accordance with the MICT SETA policies and procedures. In some instances, they will be addressed through special projects to ensure support for the sector and government while at the same time, assisting in meeting and reporting on quarterly SETA targets.

### **3.11 Relevant Court Rulings**

There are no relevant court rulings at the time of developing this Strategic Plan.

## **PART B: MICT SETA STRATEGIC FOCUS**

### **4. VISION**

A global leader in the development and delivery of revolutionary ICT skills.

### **5. MISSION**

We provide opportunities for our stakeholders to participate in the economy, through meaningful employment and entrepreneurship, in building a capable, creative and innovative developmental state.

### **6. VALUES**

- Honesty
- Integrity
- Excellence
- Meritocracy
- Accountability
- Responsiveness
- Innovation



## 7. SITUATIONAL ANALYSIS

This situational analysis seeks to provide an environmental context in which the MICT SETA functions. The section provides a multidimensional analysis of current sector performance, identifying factors impacting on the sector as outlined in the MICT SETA Sector Skills Plan 2020/2025. The Standard Industrial Classification (SIC) codes classify business establishments and other standard units by the type of economic activity in which they are engaged. The table below represent the SIC Codes falling within the MICT SETA economic sector and were published in Government Notice, No. 33756, Government Gazette, 11<sup>th</sup> November 2010.

**The MICT SETA Standard Industry Classification Codes (SIC)**

<b>SIC Code</b>	<b>Description</b>
35791	Manufacture of Alarm Systems
75200	Telecommunication
75201	Wired Telecommunication Carriers Telegraph
75202	Television Broadcasting, Television and Radio Signal Distribution Television and Radio Signal Distribution
75203	Cable Networks and Programme Distribution Cable TV Services
75204	Telephone
75205	Wireless Telecommunication Carriers except Satellite Radiotelephone
75209	Television Broadcasting
75211	Telecommunications and Wired Telecommunication Carriers
75212	Paging
75213	Cellular and Other Wireless Telecommunications
75214	Satellite Telecommunications
75215	Other Telecommunications
75216	Security Systems Services except Locksmiths
75217	Office Automation, Office Machinery and Equipment Rental Leasing including Installation and Maintenance
86001	Software Publishers Pre-packed Software
86002	Computer Systems Design and Related Services Computer Integrated Design
86003	Computer Facilities Management Services
86004	Electronic and Precision Equipment Repair and Maintenance Computer Maintenance and Repairs
86005	Computer Rental and Leasing
86006	Computer Programming Services
86007	Other Computer Related Activities
86008	Call Center Systems Development and Installations Activities Call Centre and Customer Relationship Management System Development
86009	Computer System Design Services and Integrated Solutions
86010	Consumer Electronics Repair and Maintenance
86011	Computer and Office Machine Repair, Maintenance and Support Services



86012	Communication Equipment Repair and Maintenance
86013	Other Electronic and Precision Equipment Repair and Maintenance
86014	Repair and Maintenance of Electronic Marine Equipment
87142	Research and Development of Electronic Equipment and Systems
87143	Import and Product Integration of Pre-Manufactured Electronic It and Telecommunications Equipment
87146	Research and Development In The Physical and Engineering Sciences
87147	Electronics Importation and Product Integration of Pre-Manufactured Electronics It and Telecommunications Equipment
87148	Telecommunications Importation and Product Integration of Pre-Manufactured Electronics It and Telecommunications Equipment
96131	Providing Radio and Television Transmission Signals
96133	Installation, Maintenance and Repair of Tracking Devices For Cars
96110	Motion Picture and Video Production and Distribution
96112	Related Activities - Film and Tape Renting To Other Industries, Booking, Delivery and Storage
96113	Film and Video Reproduction
96123	Bioscope Cafes
96132	Production and Broadcast of Radio and Television Broadcast Content
96200	News Agency Activities
88310	Advertising
88311	Activities of Advertising Agents
88313	Commercial Design
88940	Photographic Activities

Government Notice, No. 33756, Government Gazette, 11<sup>th</sup> November 2010

#### **– Strategic focus of the MICT SETA over the five-year planning period**

The strategic focus of the MICT SETA over the next five years includes ensuring effective leadership and commitment in the development of skills for the sector and beyond. Further focus will be on leveraging the private sector investment in research and development and support learners to acquire digital technology skills and better understanding of the MICT career opportunities, ensuring informed choices and decisions by respective stakeholders.

#### **– Recent statistics relevant to the MICT SETA and the sector**

The MICT sector is made up of five sub-sectors that are inter-related but also quite distinct and identifiable in their own right, they are: Advertising, Film and Electronic Media, Electronics, Information Technology and Telecommunications. These sub-sectors are increasingly converging into a single ICT ecosystem using similar technologies. The MICT sector covers an array of segments such as market research, business process automation, media, data services, software, hardware, telecommunications, financial and risk

information, and security among others. The sector is anchored by the role of unified communications which enables access, storage, transmission, and manipulation of information.

The MICT sector is currently made up of 30,727 employers spread across the five sub-sectors. These estimates represent only companies allocated to the MICT SETA through the SARS registration process. 48% of the sector employer base is constituted by organizations in the Information Technology sub-sector, followed by Telecommunications with 17% and Electronics and Advertising with 12% each, with Film and Electronic Media being the least from the sectors at 9%. Overall, the number of levy-paying employers has increased by 11.5% in 2019 (7,902 employers), up from 7,089 employers the previous financial year. Economic growth in the sector has been declining, employee data suggests that the labour market has been relatively flat; with an increase of just 1% between 2018 and 2019.

– **Demographic data that will be used to inform planning for the five-year period.**

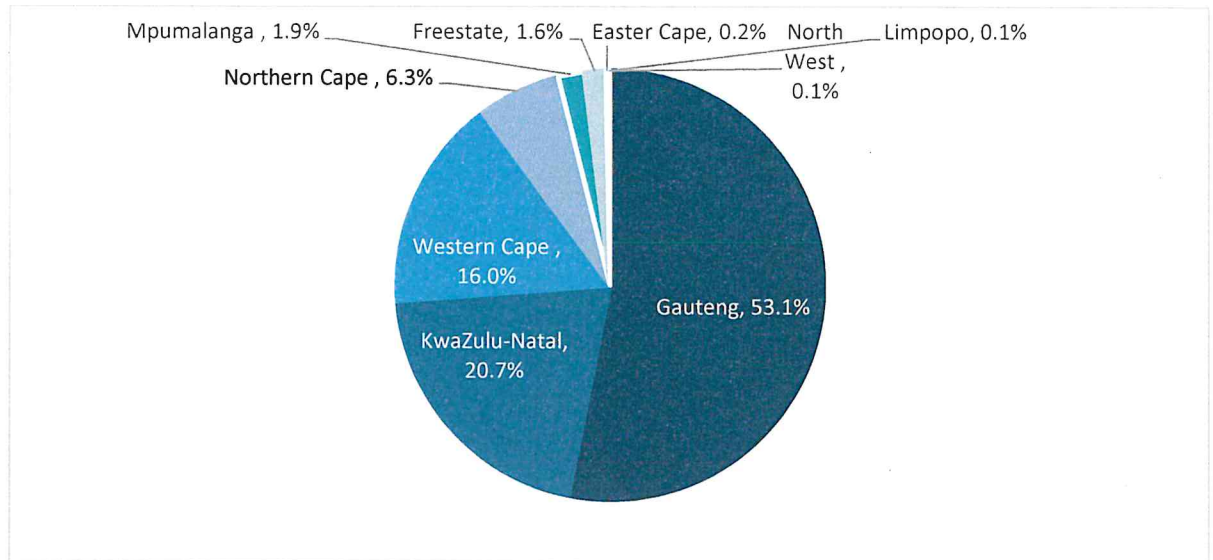
Between 2018 and 2019, there has been a 16% increase in the employer base of the sector, with small sized employers' accounting for the bulk of this increase. In 2018, small sized enterprises employing less than 50 people made up around 96% of the total number of employers in the sector.

Sub-Sector	Large (150+)		Medium (50-149)		Small (0-49)	
	2018	2019	2018	2019	2018	2019
Advertising	19	19	52	51	3 029	3196
Electronics	77	75	113	114	3 173	3317
Film and Electronic Media	55	55	56	57	2 827	2983
Information Technology	171	172	357	356	12 881	13467
Telecommunications	64	65	109	107	2 922	3274
<b>Grand Total</b>	<b>386</b>	<b>404</b>	<b>687</b>	<b>878</b>	<b>24 832</b>	<b>28653</b>

Source: MICT SETA OGS, 2019

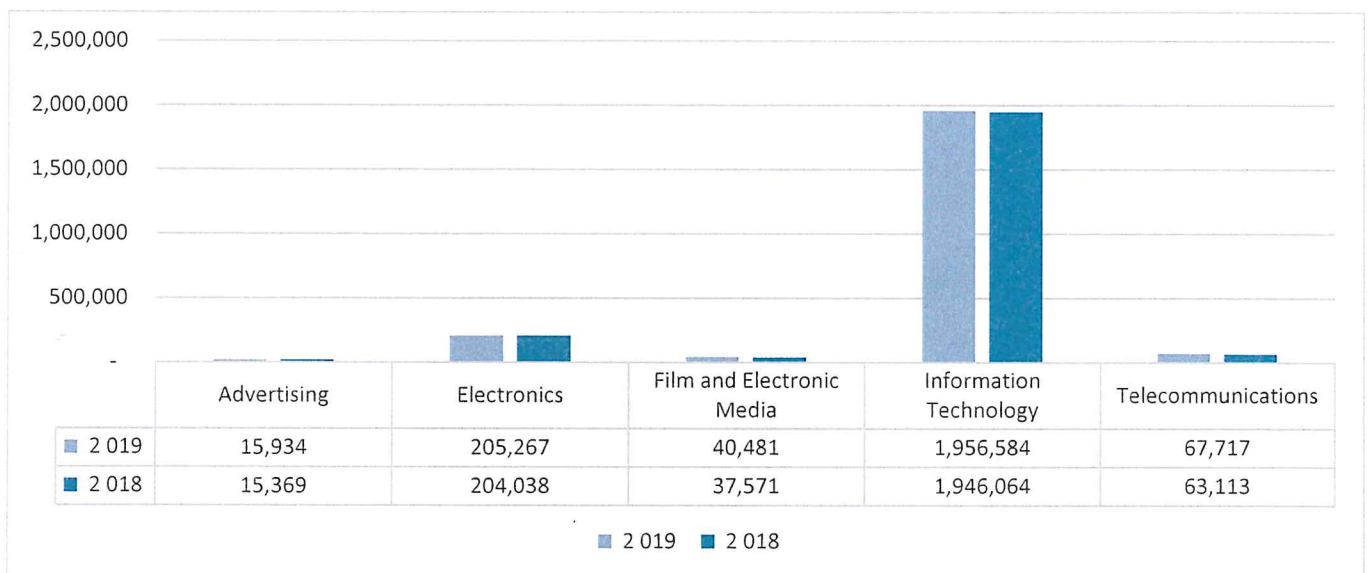
The province with the largest number of employees is Gauteng (53.1%), followed by KwaZulu-Natal (20.7%) and the Western Cape (16%). These three provinces account for nearly 90% of all employees in the sector. Limpopo and the North West have the fewest number of employees in the country. The figure below illustrates employer base per province.





Source: MICT SETA OGS, 2019

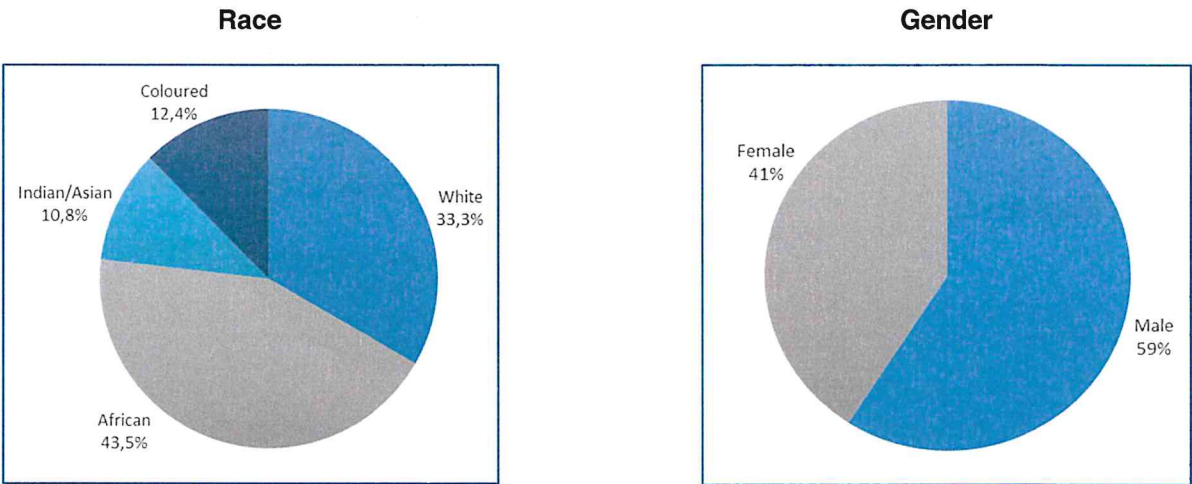
The total number of employees recorded from employer records in 2019 is 2 285 983, an increase from 2 266 155 in 2018. The Information Technology sub-sector is the largest with 86% of employees in 2019 and Advertising the smallest with about 1% of employees. As with the relative share of the number of companies in each sub-sector, the relative share in terms of number of employees has remained stable between 2018 and 2019. This can be seen in the figure below.



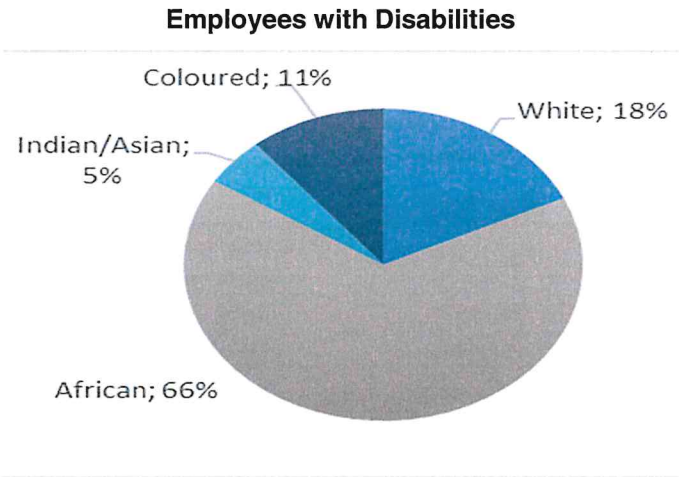
Source: MICT SETA OGS, 2019

The highest proportion of people employed in the sector are African (43, 5%), followed by White (33, 3%). These two race categories make up 76, 8% of the total employees in the MICT sector. Compared to 2018, the proportion of African and White employees remained fairly similar, increasing by 0, 5% and decreasing by 0,7% respectively. Colored employees account for 12, 4% and Indian/Asian employees account for 10, 8% of employees in the sector. Moreover, there are more male employees (59%) in the sector as compared to females. These results have remained constant between 2018 and 2019. This SETA will continue to ensure

gradual progress in addressing the race and gender disparities through the delivery of all its Plans. The figures below illustrate the sector's race and gender profile.



Within the MICT sector, the majority of the employees with disabilities are African at 66%. They are followed by White employees at 18% and Coloured employees at 11%. The Indian/Asian category only accounts for 5%, these results remained constant in the past medium term period. This SETA has set itself dedicated targets to ensure gradual progress in the development of skills for people with disabilities, and in so doing, supporting their ideal of being integrated into the mainstream. The figure below represents disability profile of the sector.



Although the MICT sector is characterised by rapid technological change, research points to conservative economic growth for the MICT sector. Factors such as the rise in internet advertising, the increase in private funding to the film industry, the increase in users in the consumer electronics market, the enhancements in 4G coverage and overall mobile broadband penetration, and the increase in mobile data subscriptions and traffic positively impacts the various sub-sectors within the MICT sector. However, this is plagued with several



factors that negatively impact growth within the sector, including delays regarding large mergers and acquisitions, deterioration of the local currency against the dollar and euro, and on-going labour disputes in the key market sectors. Moreover, communications service providers (the largest ICT market segment in terms of spending), faced regulations that imposed decreased rates for interconnection and experienced the accelerating decline of fixed services revenue.

#### **– Relevant stakeholders contributing to the institution's achievement of its outcomes**

The MICT SETA views partnerships as a critical mechanism that safeguards the delivery of its skills development mandate. The SETA had previously established partnerships (and will continue doing so) with TVETs and universities to encourage learners from previously disadvantaged backgrounds to enrol in middle level skills through TVETs and high level skills through universities and universities of technology. Such partnerships brought about great value of investing in such skills, especially when these public institutions became critical contributors to technical and vocational middle levels skills, and high level skills with regards research and development, creativity and innovation.

The MICT SETA entered into partnerships with various stakeholders through bursary programmes for the attainment of high level skills and occupationally directed programmes such as internships, learnerships, skills programmes, short programmes for the provision of work integrated skills for sectorial development and growth. The main partnerships were with:

- Employers
- Industry Bodies and Associations
- Industry Unions and Federations
- SMMEs
- Government Departments
- TVET colleges
- Community Education and Training Colleges
- Universities and Universities of Technology
- Research Institutions
- South African Qualifications Authority
- Quality Council for Trades and Occupations

This Strategic Plan will accordingly ensure that these partnerships are sustained and continue to promote invaluable relations and collaborations amongst stakeholders, industry and skills development institutions. They will be aimed at bridging the demand and supply skills mismatches and ensuring that curricula align to disruption and the ever-changing skills needs of this dynamic sector. Having painted a picture of the core elements of the MICT SETA environment, the section below will then analyse the external and internal environment.

## 7.1 EXTERNAL ENVIRONMENT ANALYSIS

### – Factors contributing to the performance of policy and regulatory institutions

Within the MICT SETA external environment, factors contributing to the performance of policy and regulatory institutions exploration is drawn from the Political, Economic, and Social, Technological, Environmental and Legal (PESTEL) analysis as outlined below.

**Table 3: PESTEL Analysis**

<b>Political Factors</b>	<b>Economic Factors</b>
<ul style="list-style-type: none"> <li>– New political landscape</li> <li>– SETA License renewed for 10 years</li> </ul>	<ul style="list-style-type: none"> <li>– Slow economic growth at less than 1%</li> <li>– Less levy paying employers if economy not growing sufficiently.</li> </ul>
<b>Environmental</b>	<b>Legal Factors</b>
<ul style="list-style-type: none"> <li>– Hypertextuality (paper based services vs digitization).</li> </ul>	<ul style="list-style-type: none"> <li>– Dependent on the political decisions on SETA landscape. Some Regulations may have to be reviewed as a result.</li> <li>– Regulation of the administration budget limits the achievement of SETA targets.</li> </ul>
<b>Social Factors</b>	<b>Technological Factors</b>
<ul style="list-style-type: none"> <li>– Youth unemployment in both Urban and Rural areas (Gender employment biasness).</li> <li>– Entrepreneurship VS Certification</li> </ul>	<ul style="list-style-type: none"> <li>– The fourth Industrial Revolution bringing both good positive and negative outcomes (new skills vs old skills).</li> <li>– E-learning VS old age trusted education systems.</li> </ul>

Additional to the analysis above, the South Africa political environment trajectory is underpinned by the National Development Plan (NDP). The NDP encourages the country to achieve sustained levels of economic growth through to 2030. The MICT sector is not exempt from the NDP imperatives, but rather, perceives itself as an enabler for the realization of the NDP ideals through sustained skills development initiatives. Additionally, the introduction of the new NSDP 2030 calls for SETAs to reorient themselves towards development of skills that are of impact and that are outcomes oriented. Other policy interventions such as; White Paper on Post Schooling Education and Training (WP-PSET), New Growth Path (NGP), Industrial Policy Action Plan (IPAP), National Integrated ICT Policy White Paper have been considered and their implications on the sector duly outlined in the succeeding sections of this Strategic Plan.

– **Demand for services and other factors which informs the development of the Strategic Plan.**

The 4th Industrial Revolution (4IR) will alter the way communities live and work through convergence and the fusion of technologies. The change drivers shaping the demand for the development of skills within the sector include cloud computing, the Internet of Things (IoT), big data analytics, information security and artificial intelligence and robotics.

**Cloud Computing**

Cloud Computing is a key driver of digital transformation in South Africa and globally. It is a disruptive delivery model of Information Technology (IT) services that is based on a business model that is flexible and on-demand. Microsoft defines cloud computing as the delivery of computing services—servers, storage, databases, networking, software, analytics and more—over the Internet (“the cloud”). Companies offering these computing services are called cloud providers and typically charge for cloud computing services based on usage.

The manner in which cloud computing evolves puts pressure on skills development. For example, cloud computing has taken another level where, instead of deploying the software on the application, experts have a new type of technology called Kubernetes where a type of container can be quickly deployed on any infrastructure. People with the skills to design and deploy such technology are in high demand and often poached not only in South Africa, but by global companies. A study by the International Data Corporation (IDC) reveals that in South Africa more than 90% of South African organizations are either already engaged in developing these skills or in the process of planning for development of such skills (Nebula, 2018), with another 90% having increased their spending on cloud computing (World Wide Worx, 2018). Additionally, 68% of South African companies state time-to-market or speed of deployment as the most important benefit of cloud computing (World Wide Worx, 2018). The MICT SETA will have to plan for provision of such future skills

**Internet of Things (IoT)**

IoT is another change driver brought about the advent of 4IR. It refers to the ever-growing network of physical objects that feature an internet protocol (IP) address for internet connectivity, and the communication that occurs between these objects and other Internet-enabled devices and systems. The IoT allows for remote management or monitoring of connected devices. This information can then be supplied to an Artificial intelligence (AI) platform, which may be tasked with responding appropriately based on the data received. IoT will continue to grow as cloud computing and cloud applications offering space expands in future. IoT thus links to virtually all of the 4IR change drivers, further expanding the impact of



4IR. There is an expressed need for more “IoT specialists”. However, currently no such occupation exists in the strictest sense, instead IoT specialists may emerge as specialisations of existing fields such as software development and design, and these are the type of skills this Strategic Plan will cater for.

### **Big Data Analytics**

With the emergence of the ‘4IR’, managing ‘Big data’ has become an important assignment for many organizations. Big data analytics is a new generation of technologies and architectures, designed to economically extract value from very large volumes of a wide variety of data, by enabling high velocity capture, discovery or analysis. In South Africa many organizations have started to realize the potential of Big Data and Analytics. Many organizations have started to consider internally developing skills by sharing resources, undertaking training programmes, and partnering with vendors. This will play a crucial role for organizations to establish a data-driven culture and encourage knowledge sharing to develop internal capabilities (IDC, 2017). The demand for highly qualified big data analysts, and artificial intelligence professionals, is outperforming supply to the point where it can take many months to fill vacancies (Business Report, 2017). The root problem of this is that big data analytics is a new field and the existing workforce has to work with large sophisticated datasets. Competition also plays a role as larger companies recruit graduates as they are graduating, thus, making it difficult for small MICT companies to keep up with the changing labour market, this Plan will cater for such skills gaps.

### **Information Security**

Increasing digitisation has come with greater security risks. Given the increasing dependency on ICT systems, and the growing complexity of connected environments, there is strong demand for and diffusion of software and tools to ensure IT systems security at all levels. Various organizations experience challenges with cybercrimes. There are dire financial implications as the affected organisations are spending ten times more on investigations as the original amount lost to economic crime. The supply of cyber security experts is lagging not only in South Africa but globally, organisations have to constantly improve their security features to fend off potential attacks, cyber security skills will need to keep pace. In response to the above-mentioned skills shortages, this Plan will ensure development and support for skills that address information security challenges.

## **Artificial Intelligence and Robotics**

Artificial intelligence (AI) is defined as different technologies that can be combined in different ways to sense, comprehend, act and learn” (Accenture South Africa, 2017). The field of robotics is a multidisciplinary study that incorporates mechanical engineering, electronic engineering, and information engineering and computer science, amongst others, to develop and operate robotic machines, including AI robots. Robots are often used to automate processes, especially when it too dangerous or expensive to utilise humans.

Accenture notes that the growth in the development and use of AI is spurred on by complementary technologies such as big data analytics, cloud computing and the internet of things (Accenture South Africa, 2017). Examples of AI relevant to the MICT sector include cognitive robots such as autonomous drones, virtual agents such as “chatbots” and recommendation systems. Common examples of the use of AI are social media “friend suggestions” and Google Suggest, which “study” behaviour and analyse large sets of data to predict (and influence) consumer behaviour.

South Africa still lags behind in terms of improving the quality of education, research, innovation and infrastructure required to create an enabling environment for AI adoption (Accenture South Africa, 2017). As with the disruption AI may bring robotics that may invalidate or speed-up manual or repetitive tasks performed by humans. An example of the use of robotics in the MICT sector is the use of drones, as opposed to handheld cameras, in filming. Drone and AI technologies may also be integrated to create autonomous drones that are able to perceive their environments and self-operate (Built In, 2019). 35% of all jobs in South Africa are currently at risk of total automation by robots, with machines being able to perform 75% of the activities that make up these jobs (Accenture South Africa, 2018). Of concern to MICT SETA is the anticipated 28, 111 electrical and electronics jobs that may be shed (Accenture South Africa, 2018). This Plan will ensure collaboration with the sector on re-orientation and reskilling initiatives.

## **– Skills Implications of the Change Drivers**

The aforementioned change drivers call for the new ways of doing things, and targeted development of skills for these new technologies. Considering that 4IR may invalidate jobs that place emphasis on routine or menial tasks, it also presents opportunities for the creation and/or advancement of jobs. South African organisations are increasingly investing in 4IR technologies. In general, due to the limited number of candidates possessing 4IR relevant skills or an appropriate skills base to expand from, there is increased competition amongst employers for the few aptly skilled candidates. This exerts further pressure to accelerate the development of skills, and the MICT SETA will partner with industry in this regard.

The SETA will partner with industry as it accelerates the reskilling of workers and redirects the workforce to areas that create new forms of value and strengthening the talent pipeline from its source as proposed by Accenture (Accenture South Africa, 2018). The SETA acknowledges that matching demand for skills with supply is difficult in a dynamic sector, and long-term predictions on scarce skills are unreliable on the shifting sands of technology. The SETA will thus continue to engage the QCTO, training providers and industry in the development of new qualifications as a way of addressing 4IR skills demands.

## **– Challenges to be addressed**

There are strategic challenges and tensions between the aspirations of different stakeholders within the sector that need to be managed for the benefit of the sector. They include:

- aligning the skills agenda to the needs of the sector
- supporting innovation and promoting creativity
- promoting a more local based production and solutions
- increased exports
- development and support for small businesses as potential bedrocks for employment
- deepening the transformation agenda within the sector

In mitigation of the aforementioned challenges, the SETA will ensure implementation of priority sector development initiatives that include:

- recognizing, planning and prioritizing occupations that are on the National List of Occupations in High Demand and linking occupations and specializations that enable 4IR. In that way, the SETA will be fulfilling NSDP outcome 1 (identifying and increasing production of occupations in demand), and outcome 2 (linking education and the workplace).



- expanding opportunities for Work Integrated Learning. designing effective internships that serve as effective bridges into employment and collaborating with stakeholders on work-based training
  - support innovation and commercialization of 4IR technologies in South Africa, further encouraging local production and increased exports.
- **Trend analysis based on annual reports and end term reports that will inform the strategy going forward.**

The MICT SETA will continue to strive towards the continuous improvement of planning and implementation efforts, as well as the constant monitoring of sector-related changes and developments. The MICT SETA will continue to support the implementation of demand-led learning programmes that afford beneficiaries opportunities for sustainable growth, mobility and progression. The table below presents performance for the previous five-year period (2014/15 to 2018/19) of the Strategic Plan.

Programme Performance Indicator	Audited Actual Performance					
	2014-15	2015-16	2016-17	2017-18	2018-19	Totals
Number of qualifying unemployed/employed learners entering Learnerships on an annual basis.	3824	3539	4162	2890	3593	18008
Number of qualifying unemployed/employed learners receiving Bursaries on an annual basis.	1511	1132	664	706	443	4456
Number of qualifying TVET/University students placed at workplaces on an annual basis.	1002	565	1500	678	1461	5206
Number of TVET/University students completed workplace experience on an annual basis.	250	500	500	849	434	2533
Number of qualifying unemployed learners entering Internship programmes on an annual basis.	1086	1751	1500	1673	1567	7577
Number of qualifying unemployed learners entering Skills/Short programmes on an annual basis.	2040	3485	3845	1633	3562	14565
Number of unemployed/employed learners completing Learnership programmes on an annual basis.	1906	1769	2084	1056	1596	8411
Number of unemployed/employed learners completing Bursary programmes on an annual basis.	267	160	394	183	175	1179
Number of unemployed learners completing Internship programmes on an annual basis.	689	543	750	573	887	3442

Number of unemployed/employed learners completing Skills Programmes on an annual basis.	1100	1750	1550	1124	1192	6716
SETA/TVET College Partnerships established on an annual basis.	04	07	08	05	8	32
Number of Collaborative Agreements signed with Universities and Stakeholders on an annual basis	02	05	07	04	14	32
Number of qualifying Lecturers entering Development Programmes on an annual basis	No Target	No Target	100	156	104	360
Number of Lecturers completed Development Programmes on an annual basis	No Target	No Target	100	116	104	320
Number of Rural development programmes implemented on an annual basis	No Target	No Target	11	12	09	32

## – Research Findings

The priority actions below were unveiled through research and ensure alignment between the SSP and this Strategic Plan. They found expression into this Strategy Plan to ensure support for the eminent change and development within the sector, they set out the broad skills development agenda for the sector:

### **Priority 1: Enablement of the Fourth Industrial Revolution (4IR)**

With the advent of 4IR, the MICT SETA will continue partnering with industry for the advancement of new technologies and products that are 4IR related. This will be realized through the development of the skills required to research, develop, commercialize, implement and support 4IR technologies and products. The SETA will work with relevant industry players and stakeholders to ensure development of respective qualifications and curricula that succinctly respond on 4IR skills development imperatives. Where the relevant qualifications and programmes exist, the SETA will encourage enrolment, particularly for high level skills such as engineering (systems, software, networks, etc.).

### **Priority 2: Improved access to and take-up of training for priority skills**

Whilst it is not possible to strictly regulate provision of training by setting specific targets for every province and sub-sector, the SETA will ensure improved monitoring of provision, identification of gaps and interventions to address them. The SETA will ensure realistic target setting, assess provision and access across provinces, regions, industries, occupations and different sized companies, identify weaknesses and institute mechanisms to resolve those. This will take into account the need to prioritize training for occupations and specializations that enable 4IR. The key strategy of ensuring this will be adoption of the NSDP outcomes and their integration into the SETA strategic imperatives.



There will be a particular focus on the design of effective internships to make such internships effective bridges into employment. In addressing NSDP outcome 8, the SETA will ensure clear-cut engagement targeted at schools, colleges and universities as well as potential beneficiaries already employed in the sector who wish to progress to occupations that present added opportunities for employment in the sector. This will be done through the publication of the MICT SETA career guide as well as collaborations with industry. Online platforms and tools will be utilized to expand on this.

### **Priority 3: Expand skills development to rural areas**

The MICT SETA's rural strategy is aligned to the eight outcomes of the NSDP, and is aimed at increasing access to occupationally directed programmes for rural and previously disadvantaged communities (including townships). The MICT SETA strategy aims to respond to the President's youth employment service, which is known as the 'YES initiative'. It aims to address the most pressing socio-economic challenges in the country, particularly poverty and unemployment among the youth. It intends, amongst others, to scope the skills development needs and priorities in rural areas, provide career and vocational guidance, support government in addressing the e-governance issues. The MICT SETA will contribute to this ideal by collaborating with provincial and local government, public TVETs and CETs colleges and industry to deliver respective learning programmes to rural communities.

### **Priority 4: Inclusivity through technology skills development**

Through focused skills development programmes, the SETA will be able to better meet transformational targets, viz. for women, learners with disabilities and learners in rural communities. Initiatives to apply technology in a manner that supports an expansion of employment of marginalized people in the MICT sector will be identified and supported. This may include the development of skills required for the production of assistive devices (e.g. enabled through artificial intelligence) or training tools (e.g. underpinned by virtual reality) for use by people with disabilities. The SETA will communicate and promote incentivizing mechanisms for industry players who support inclusivity for the previously disadvantaged and the marginalized.



### **Priority 5: SMME Support, particularly with regard to 4IR**

The reality for the MICT SETA is that, around 96% of the total number of employers in the sector is made up small and micro enterprises, that is; employers employing 49 employees and below. This reality call for a dedicated strategy to support the SMME sector through; funding for skills development, the flexibility and accessibility of programmes that recognizes the difficulty that small companies have in releasing staff for long periods; the difficulties that small employers have in meeting requirements for learnerships and internships; linking established and large employers with small and less established employers to mentor and provide incubator opportunities to them.

Addressing NSDP outcome 6, training interventions focused on developing key skills relating to 4IR will be made available to SMMEs. The aim will be to ensure SMMEs exposure in 4IR specialized and adjacent skills. This will facilitate further innovation and commercialization of technologies in South Africa, further encouraging local production and increased exports.

### **Priority 6: Cross-sectoral partnerships and projects in the delivery of learning interventions**

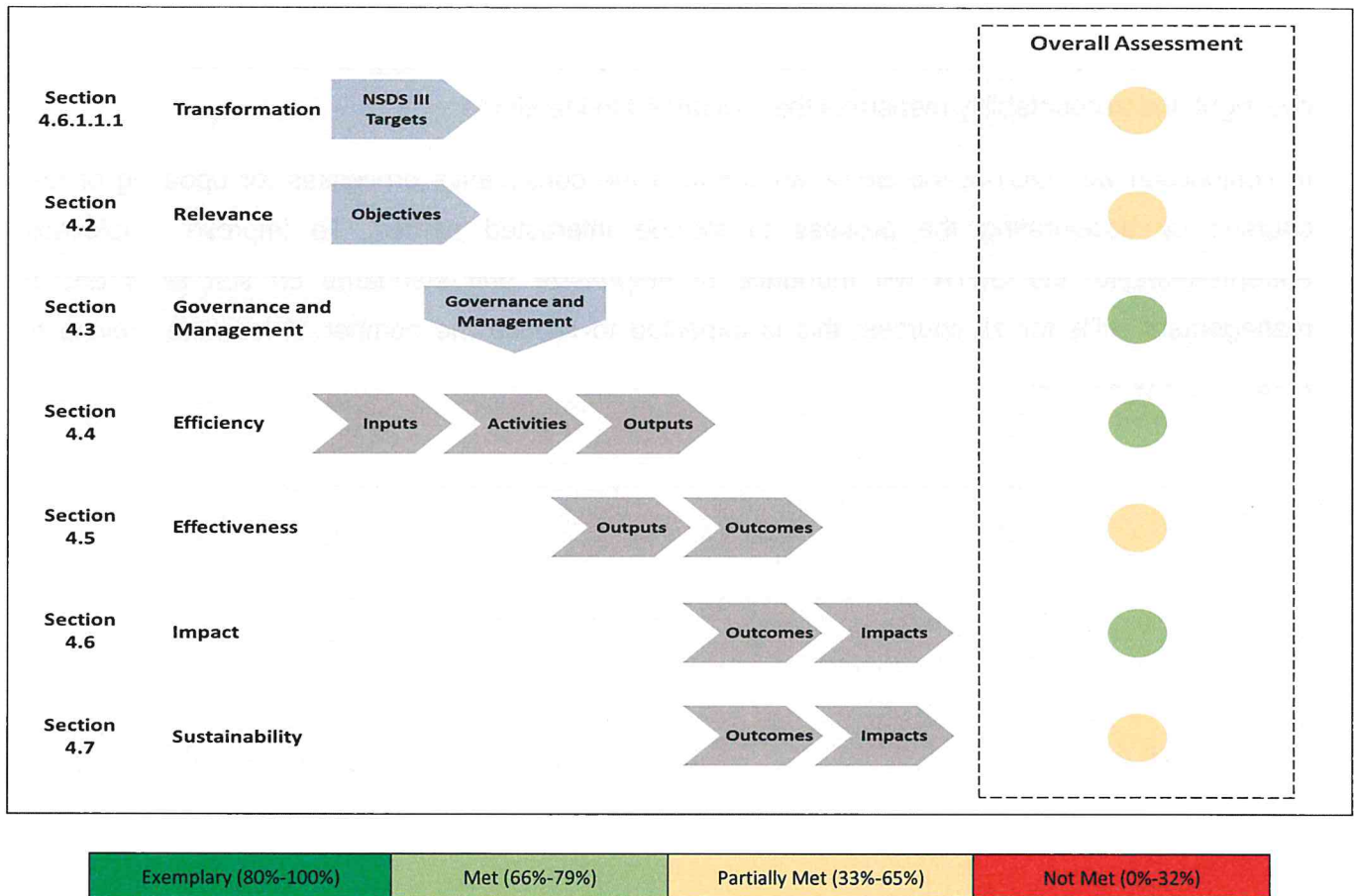
The SETA will address the challenge duplication of services through the implementation of cross-sectoral collaborations to maximize coherence. This will be attained through inter-SETA dialogs, planning and capitalizing on available resources for sustained impact. Collaborations through the implementation of inter-SETA projects that fund interventions benefiting multiple sectors (e.g. finance, banking, insurance, etc.) will be considered. Additionally, partnerships with industry and public colleges in response to NSDP outcome 5 will be instrumental in ensuring seamless provision of skills that are resultant from new technologies.

### **– Findings of internal and external evaluations that will be used to inform this Strategy Plan**

In achieving the NDP targets, the element of monitoring and evaluation becomes important in assessing progress made towards the achievement of targets. The MICT SETA has been consistent in conducting evaluation studies to measure its programmes' impact. Internationally recognized criteria for measuring the success of developmental programmes and projects, as defined by the Organization for Economic Co-operation and Development (OECD) have been consistently used, they include:

- Relevance;
- Efficiency;
- Effectiveness;
- Impact; and
- Sustainability.

## Findings from evaluations conducted by the SETA revealed the following:



The evaluation assessed the achievement of NSDS III transformation imperatives and programme governance and management. The programmes can be seen as partially successful in terms of increasing employment in alignment to transformation imperatives and increasing learners' earning capacity and career advancement. Although the benefits that emanated from participating in programmes, including obtaining a relevant qualification and receiving adequate training, are likely to persist, these may be dampened by declining sector growth, "programme hopping" and missed opportunities in terms of creating strategic partnerships.

The implementation of programmes was successful overall. In consultations conducted, programmes received generally positive comments for their demonstrable impact on learners and the sector. In line with this, exemplary practices that were noted include programme planning (including the process adopted for sector skills planning), resource management and increasing the sizes of the MICT cooperative and small business subsectors. In addition, MICT SETA has been commended by stakeholders for being "one of the best SETAs", whilst one learner remarked: "I went from poverty with just Matric. Today I'm a technician... I'm so thankful to MICT SETA...Thank you and keep doing SA proud!"

As a forward looking strategy, the MICT SETA will continue with positive practices, propagate them through knowledge sharing sessions, and create awareness of successes to foster support and take-up. Furthermore, the SETA will keep abreast of relationships with employers and training providers and there will be a strong oversight and accountability measures that will attend to ineptitude.

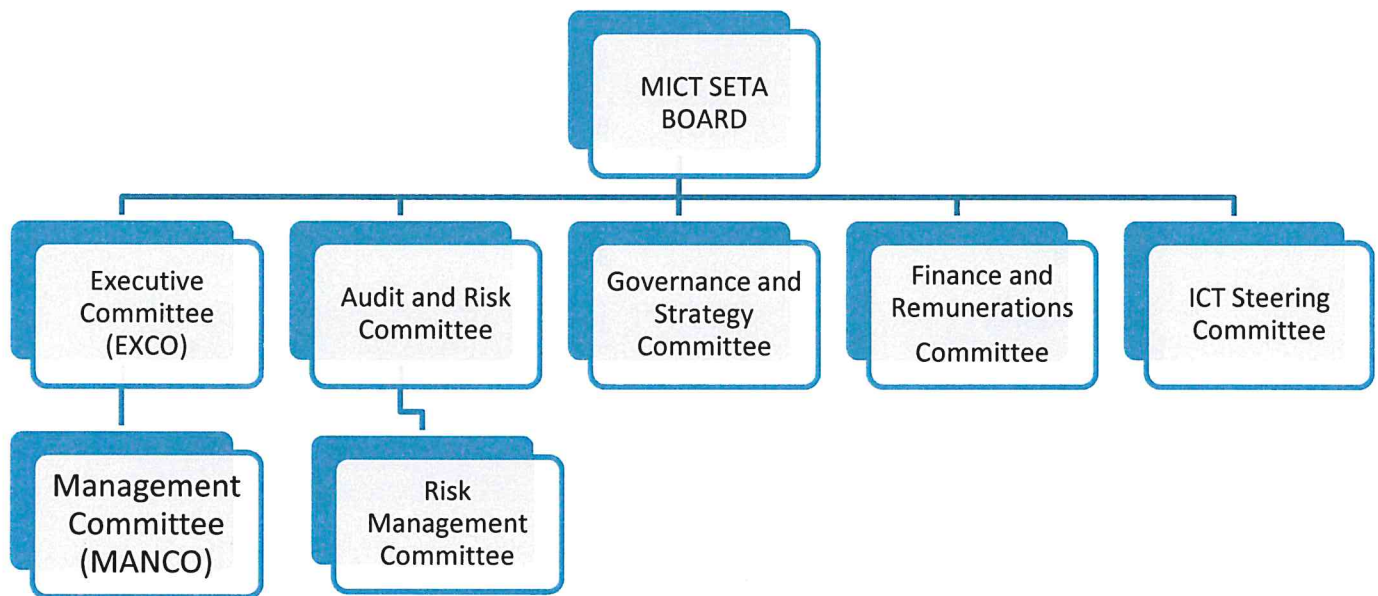
In conjunction with QCTO, the SETA will improve the consultative processes for updating or developing courses by accelerating the process to include interested parties. To improve employability and entrepreneurship, the SETA will Introduce or emphasize unit standards on soft skills and business management skills for all courses, this is expected to reduce the number of learners moving from one programme to another.



## 7.2 INTERNAL ENVIRONMENT ANALYSIS

### – MICT SETA Capacity to deliver on the mandate

The SETA is governed by a representative Accounting Authority and its sub-committees to provide strategic direction to the organisation. The figure below represents the MICT SETA Accounting Authority and its Sub-Committees:



### – Human Resources

Currently, the SETA has a staff complement of 89 employees to deliver on its mandate. However, due to the eminent 4IR occurrence, the SETA has reviewed its structure to align to the new technological requirements. Therefore, there has been a substantial increase in the number of employees attributable to new operational requirements. The operations of the MICT SETA are centralised at the Midrand head office, additionally, there are Regional Offices in Cape Town, East London, Durban and a satellite office in Klerksdorp. The plan to open an office in Bloemfontein is at an advanced stage. Furthermore, the SETA is currently assessing possibilities of physical presence in other provinces. The SETA signed a Service Level Agreement (SLA) with the Department of Higher Education to deliver on this Strategic Plan. The detailed organogram is included. In brief, the MICT SETA staff comprises of:

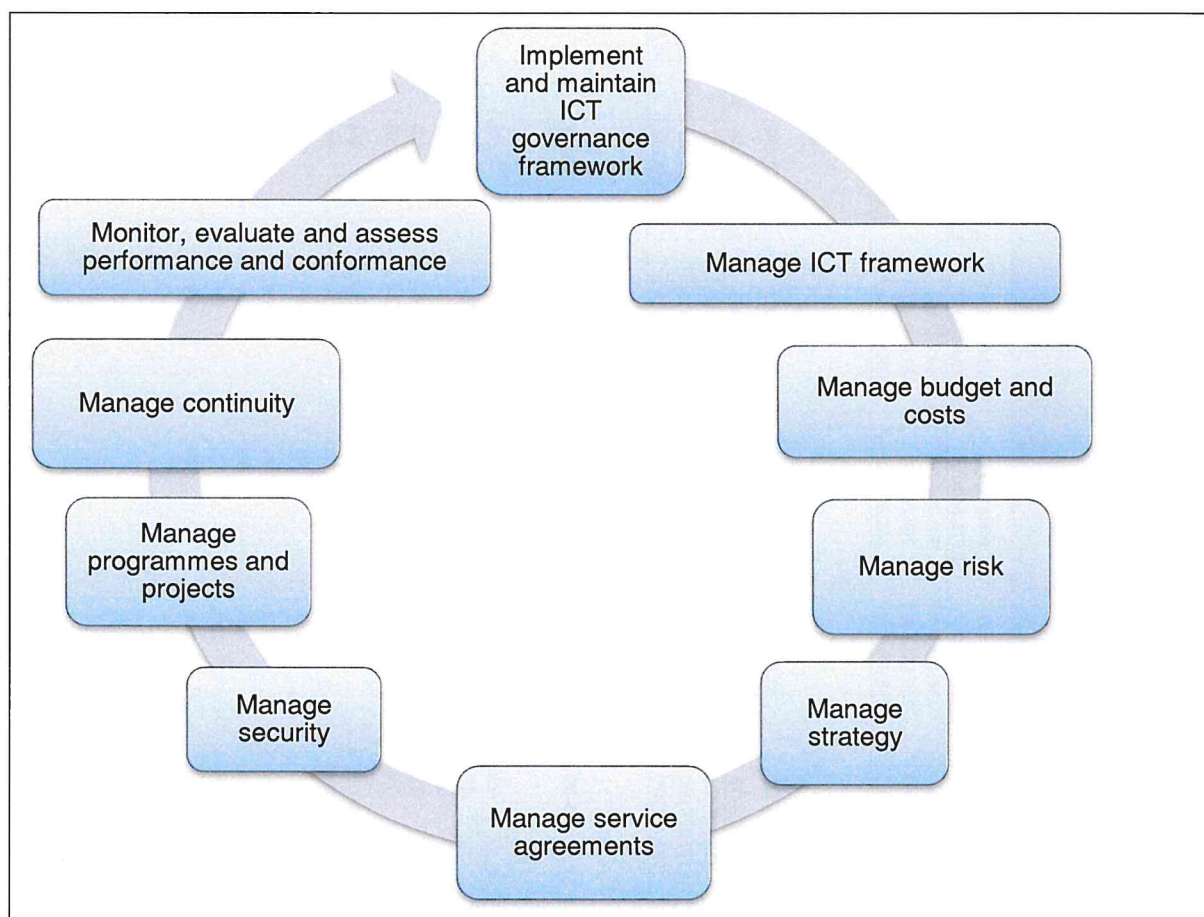
<b>Title</b>	<b>Number of Employees</b>
<b>Admin</b>	30
<b>Advisor</b>	24
<b>CEO</b>	1
<b>CFO</b>	1
<b>Senior Manager</b>	4
<b>Receptionist</b>	5
<b>Interns</b>	8
<b>Managers</b>	6
<b>Housekeepers</b>	4
<b>Officers</b>	3
<b>Senior Admin</b>	1
<b>Researcher</b>	1
<b>HR Generalist</b>	1
<b>Total</b>	<b>89</b>

The SETA comprises three core divisions, namely: Sector Skills Planning (SSP), Learning Programmes Division (LPD) and Education and Training Quality Assurance (ETQA). The support divisions are Finance with SCM Business Unit, Corporate Services with Human Capital, and Marketing and Communications Business Units, Information Technology with Quality Management Systems Business Unit, Legal and Compliance, Monitoring and Evaluation. The SETA will ensure recruitment and retention of competent staff and the implementation of an effective performance management system to ensure delivery on this Strategic Plan and will continue doing so. Regular customer satisfaction surveys will be conducted to evaluate and to ensure continuous improvement and to strengthen customer relations.

#### **– Information Technology**

The MICT SETA is currently implementing the Corporate Governance of ICT policy Framework (CGICTPF), wherein it has managed to reach phase 3 of the implementation. Phase 3 sees the MICT SETA continuing with an iterative process aimed at achieving continuous improvement of the Corporate Governance of ICT as indicated in the diagram below. The baseline to Corporate Governance of ICT remained the same since

2015-16 and is the alignment of the MICT SETA's Business Functions and ICT Support Services as reflected below:



## – Financial Resources

The SETA obtains its revenue from levies collected from its constituent employers as legislated through the Skills Development Levies (SDL) Act. Levies received are allocated in accordance with Mandatory Grants, Discretionary Grants and Administration costs as per the requirements of the SDL Act and the new SETA Grant Regulations that were published in December 2012, with the intention to regulate the proportion of funds available for skills development and to encourage training on National Qualifications Framework (NQF) registered qualifications. Other revenue sources include interest and penalties received on late SDL payments and interest on investments. The SETA is committed to service delivery improvement through a targeted customer response program on its website wherein seamless communication between SETA and its stakeholders is enabled. The budget summary is as follows



# Financial Resources

## OVERVIEW OF 2020/21 TO 2022/25 BUDGET FOR THE MTEF ESTIMATES

Description	AUDITED OUTCOMES			CURRENT	MEDIUM TERM EXPENDITURE ESTIMATE				
	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved Budget	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Revenue	790,256,000	856,322,000	907,020,000	876,295,775	1,052,853,059	1,104,649,112	1,159,018,035	1,216,088,135	1,275,994,123
Levy Income	742,891,000	817,844,000	866,992,000	854,000,000	1,024,633,064	1,075,864,717	1,129,657,953	1,186,140,850	1,245,447,893
• Administration Income	97,549,000	107,365,000	113,801,000	112,087,500	134,483,090	141,207,244	148,267,606	155,680,987	163,465,036
• Mandatory Income	182,521,000	202,957,000	216,162,000	213,500,000	256,158,266	268,966,179	282,414,488	296,535,213	311,361,973
• Discretionary Income	462,821,000	507,522,000	537,029,000	528,412,500	633,991,708	665,691,293	698,975,858	733,924,651	770,620,884
Interest and Penalties	22,153,000	17,328,000	13,099,000	-	-	-	-	-	-
Other Income	365,000	215,000	379,000	-	-	-	-	-	-
Investment/Interest Income	24,847,000	20,935,000	26,550,000	22,295,775	28,219,995	28,784,395	29,360,083	29,947,284	30,546,230
Expenditure	940,222,000	844,987,000	820,079,000	876,295,775	1,052,853,059	1,104,649,112	1,159,018,035	1,216,088,135	1,275,994,123
Administration Costs	74,474,000	79,403,000	92,835,000	112,087,500	134,483,090	141,207,244	148,267,606	155,680,987	163,465,036
Mandatory Grants	144,520,000	154,245,000	166,826,000	181,475,000	217,734,526	228,621,252	240,052,315	252,054,931	264,657,677
Discretionary Costs	721,228,000	611,339,000	560,418,000	582,733,275	700,635,443	734,820,615	770,698,114	808,352,217	847,871,410
Surplus (Deficit)	(149,966,000)	11,335,000	86,941,000	-	-	-	-	-	-
Mandatory Grants Payout ratio	79.2%	76.0%	77.2%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Average growth rates:									
Revenue	6%	8%	6%	-3%	20%	5%	5%	5%	5%
Levy Income	6%	10%	6%	-1%	20%	5%	5%	5%	5%
• Administration Income	6%	10%	6%	-2%	20%	5%	5%	5%	5%
• Mandatory Income	5%	11%	7%	-1%	20%	5%	5%	5%	5%
• Discretionary Income	6%	10%	6%	-2%	20%	5%	5%	5%	5%
Interest and Penalties	-2%	-22%	-24%	-100%	0%	0%	0%	0%	0%
Other Income	163%	-41%	76%	-100%	0%	0%	0%	0%	0%
Investment/Interest Income	6%	-16%	27%	-16%	27%	2%	2%	2%	2%
Expenditure	31%	-10%	-3%	7%	20%	5%	5%	5%	5%
Administration Costs	9%	7%	17%	21%	20%	5%	5%	5%	5%
Mandatory Grants	3%	7%	8%	9%	20%	5%	5%	5%	5%
Discretionary Costs	44%	-15%	-8%	4%	20%	5%	5%	5%	5%

## Budget and Programmes Reconciliation

Programme	Outcomes	Discretionary	Administration
Programme Administration	Ensure sound Financial and Supply Chain Management Systems and Processes.	N/A	R134 483 090
	Ensure an agile organization through efficient processes, human capital whilst maintaining good governance and effective stakeholder relations.	N/A	
	Ensure effective Corporate Governance by the Accounting Authority, Sub-Committees and Management.	N/A	
Programme Sector Planning	2: A comprehensive mechanism for sector skills planning within the MICT sector.	N/A	R6 546 553 (costs for running the Sector Skills Planning division which includes research costs of R1 900 000, has been incorporated within the budget for Administration)
	Access to career and vocational guidance within the MICT sector.	N/A	
Programme Learning Programmes	3: Increased production of occupations in high demand.	R648 087 785	R52 547 658
	Increased delivery on programmes that link Education and the Workplace.		
	Increased Workplace Training of workers already in employment.		
	Increased access to occupationally directed programmes.		
	Skills development support for entrepreneurship and cooperative development.		
	Increased skills development support for worker initiated training.		
4IR	A 4IR strategy that is responsive to skills requirements of the MICT sector.		
Programme Education and Training Quality Assurance	4: Quality programmes addressing occupations in high demand.	N/A	R18,722,078 (costs for running the Education and Training Quality Assurance division which includes QCTO qualification development of R2 000 000, has been incorporated within the budget for Administration)

## 2020/21 Levies Budget Calculation

MICT SETA estimated levy income - 80%	(1,024,633,064)
NSF Allocation - 20%	(256,158,266)
Estimated levy income - 100%	(1,280,791,329)
	(1,024,633,064)
Administration income (10.5%)	(134,483,090)
Discretionary Income (49.5%)	(633,991,708)
Mandatory Income (20%)	(256,158,266)
Investment Income	(28,219,995)
<b>Total Income</b>	<b>(1,052,853,059)</b>

### ASSUMPTIONS AND CONSIDERATIONS:

1. Annual inflation rate of 4.5% was applied on the latest levies data received to project for the year going forward
2. Additional projects will be undertaken by the SETA to obtain more income during the next financial year. Approximate income from these projects is R80m
3. Interest and penalties have not be budgeted for - budget assumption is that it will not be received

### UTILISATION:

Administration expenditure	(134,483,090)
Mandatory expenditure	(217,734,526)
Discretionary expenditure	(700,635,443)
	<b>(1,052,853,059)</b>

Discretionary grant split		
- Pivotal	(518,470,228)	No of learners 8,865
- Non Pivotal	(129,617,557)	No of learners 3,720
	<b>(648,087,785)</b>	<b>12,585</b>
- Discretionary Admin Expenditure (7.5%)	(52,547,658)	
	<b>(700,635,443)</b>	



## 2020/21 BUDGET SUMMARY - Level 1

Description		2019/20	2020/21
		Approved Budget	Proposed Budget
<b>Total Revenue</b>		<b>876,295,775</b>	<b>1,052,853,059</b>
Levy Income		854,000,000	1,024,633,064
• Administration Income	10.50%	112,087,500	134,483,090
• Mandatory Income	20.00%	213,500,000	256,158,266
• Discretionary Income	49.50%	528,412,500	633,991,708
Investment/Interest Income		22,295,775	28,219,995
<b>Total Expenditure</b>		<b>876,295,775</b>	<b>1,052,853,059</b>
Administration Costs		112,087,500	134,483,090
Mandatory Grants		181,475,000	217,734,526
Discretionary Grants		582,733,275	700,635,443
<b>Surplus (Deficit)</b>		<b>-</b>	<b>-</b>

## 2020/21 BUDGET SUMMARY - Level 2

Description		2019/20	2020/21	Proposed Budget variance to Approved Budget	% Variance	Commentary
		Approved Budget	Proposed Budget			
Revenue		876,295,775	1,052,853,059	176,557,284	20.1%	
Levy Income		854,000,000	1,024,633,064	170,633,064	20.0%	New funding required for R80m per annum. New initiatives to acquire funding - Proactive acquisition of employers to MICT SETA sector. Initiatives to request funding from the Jobs Fund (National Skills Fund).
• Administration Income	10.50%	112,087,500	134,483,090	22,395,590	20.0%	Based on 10.5% allocation
• Mandatory Income	20.00%	213,500,000	256,158,266	42,658,266	20.0%	Based on 20% allocation
• Discretionary Income	49.50%	528,412,500	633,991,709	105,579,209	20.0%	Based on 49.5% allocation
Interest and Penalties		-	-			
Other Income		-	-			
Investment/Interest Income		22,295,775	28,219,995	5,924,220	26.6%	
Expenditure		876,295,775	1,052,853,059	176,557,284	20.1%	
Administration Costs		112,087,500	134,483,090	22,395,590	20.0%	Based on 10.5% allocation
Audit Fees		3,900,000	4,200,948	300,948	7.7%	Annual increase in external audit fees. Internal audit fees are as per contract at R700k per annum
Board and Subcommittees Expenses		2,500,000	4,440,000	1,940,000	77.6%	Approved budget for 2019/20 was below actual expenses incurred in the prior year. Revised budgeted has taken into account a normal year on year increase of 8% on prior year amount, plus an amount of R675k for board training and other ancillary costs
Building Expenses		7,330,000	10,945,321	3,615,321	49.3%	- Building expenses have increased due to Head office new lease mid way through 2020 financial year. The new office space is larger than the current office space by approximately 25% due to additional approved head count. - An increase in accommodation costs has also been factored on the lease. - Electricity costs have been factored in at an increase of an average of 20-25% per annum. - New office in Free State has been factored in at R700k per annum
Communication Costs (Office)		600,000	442,800	(157,200)	-26.2%	Communication costs comprise of telephone costs. Costs relating to LPD staff have been recorded as part of Discretionary budgeted expenses.
Depreciation / Amortisation		3,300,000	8,220,868	4,920,868	149.1%	- There are new systems that have been bought half way through 2019.20 financial year, giving rise to only a portion of the depreciation having been incurred in 2020 financial year. - The entity will thus incur the full depreciation/amortisation cost in 2021 financial year, hence the increase in 2021 proposed budget. Mainly Shared Service Centre and ERP system - This increase includes LMS system from Praxis of R2.4m as per below.
Information Technology Expenses		7,700,000	5,959,672	(1,740,328)	-22.6%	LMS system of R2.4m was being leased from Deloitte in 2019/20 financial year. In 2020/21 financial year, Praxis would have fully developed a system for the entity, capitalised in the latter part of 2019/20 financial year and thus is being amortised. The corresponding increase is in the amortisation line.
Legal & Consulting Fees		13,680,000	16,513,540	2,833,540	20.7%	The increase is due to consulting services that will be procured in 2020/21 to enhance our brand and stakeholder management - R4.8m. This was offset by an amount for Finance outsourced services included in 2019/20 financial year approved budget - the services have now been incorporated inhouse within CFO Office.
Marketing Costs		7,653,207	8,998,000	1,344,793	17.6%	Proposed budget includes design of intranet and internal campaigns that was not in 2019/20 financial year
Other Costs		1,693,000	2,073,550	380,550	22.5%	See below
QCTO and Qualification Development		8,000,000	8,000,000	-	0.0%	
Repairs and Maintenance		1,060,000	1,050,000	(10,000)	-0.9%	
Research		2,000,000	1,900,000	(100,000)	-5.0%	
Staff Costs		51,171,293	59,253,760	8,082,467	15.8%	2020/21 financial year = fully capacitated, including increased headcount approved during 2019/20 financial year; as well as new staff for Free State office and increased in headcount in the Regions.
Travel Costs		1,500,000	2,484,630	984,630	65.6%	Approved budget for 2019/20 financial year was below actual expenses incurred in the prior year. Travel costs were based on a bottom up approach taking into account the actual costs.
Mandatory Grants		181,475,000	217,734,526	36,259,526	20.0%	Based on 20% allocation, with a 85% payout rate
Discretionary Grants		582,733,275	700,635,443	117,902,168	20.2%	Based on 49.5% percentage allocation.
Surplus (Deficit)		-	(0)	(0)	0.0%	

Description

2019/20	2020/21	Proposed Budget variance to Approved Budget	% Variance	Commentary
Approved Budget	Proposed Budget			

\*Other Administration Costs Breakdown:

	1,693,000	2,073,550	380,550	22.5%	
Postage and courier services	70,000	73,500	3,500	5.0%	Annual inflationary increase
Stationery	300,000	315,000	15,000	5.0%	Annual inflationary increase
Printing	640,000	672,000	32,000	5.0%	Annual inflationary increase
Bad debt expense	60,000	63,000	3,000	5.0%	Annual inflationary increase
Bank charges	120,000	126,000	6,000	5.0%	Annual inflationary increase
Catering and refreshments	230,000	237,500	7,500	3.3%	
ETQA certificates	50,000	52,500	2,500	5.0%	Annual inflationary increase
Gifts and flowers	20,000	21,000	1,000	5.0%	Annual inflationary increase
Licences (TV, Vehicle disc)	5,000	5,000	-	0.0%	
Security expenses	3,000	3,150	150	5.0%	Annual inflationary increase
Short term insurance	170,000	178,500	8,500	5.0%	Annual inflationary increase
Interest Paid	-	240,000	240,000	100.0%	Interest on finance lease
Subscription and membership	25,000	86,400	61,400	245.6%	Subscriptions for professional membership



– **MICT SETA Status on Compliance with BBBEE Act**

The fundamental objectives of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) is to promote the achievement of the constitutional right to equality, increase broad-based and effective participation of black people in the economy and promote a higher growth rate, increased employment and more equitable income distribution; and establish a national policy on broad-based black economic empowerment so as to promote the economic unity of the nation, protect the common market, and promote equal opportunity and equal access to government services.

The MICT SETA is fully committed to achieving the B-BBEE objectives as outlined above. The MICT SETA regards B-BBEE as an opportunity to increase economic activity by creating sustainable livelihoods for many of the country's inhabitants, as well as developing a sustainable consumer market. The MICT SETA will continue to ensure progress in increasing the number of people from designated groups at management levels, to ensure that its workplace remains free of unfair discrimination and that reasonable progress is made towards employment equity in the workplace. Employee training and development remains a key business strategy to support MICT SETA's performance and growth and to position it as the industry's employer of choice.

– **MICT SETA Status on compliance with women and people with disabilities legislative requirements.**

The MICT SETA is committed to employing, empowering and developing competent people with the necessary skills to sustain the service to the local community. The SETA sees this happening through skills development initiatives that are aimed at creating a racially and culturally diverse team. The SETA is devoted to equality in the workplace and will promote equal opportunity and fair treatment through the elimination of unfair discrimination, equitable representation of black people, women and people with disabilities at all levels in the workplace. In contributing to the decrees of this Act, the MICT SETA will ensure that steps to prevent discrimination in any employment policy or practice are taken. The MICT SETA will ensure that unfair discrimination with regards to race, sex, pregnancy, HIV status, religion and people living with disabilities amongst others will be curbed at all times. In achieving this, the SETA will prioritize women and people living with disabilities. The table below demonstrates the MICT SETA commitment to Employment Equity in terms of race and gender.

## Key demographics of the MICT SETA

The total staff headcount is eighty-nine (89) which is made up as follows:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	5	0	0	0	2	0	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	0	0	0	15	0	1	0	0	0	29
Semi-skilled and discretionary decision making	18	0	0	0	17	1	0	0	0	0	36
Unskilled and defined decision making	3	0	0	0	9	0	0	0	0	0	12
<b>TOTAL PERMANENT</b>	42	0	0	0	45	1	1	0	0	0	89
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	42	0	0	0	45	1	1	0	0	0	89

## PART C: MEASURING MICT SETA PERFORMANCE

### 8. INSTITUTIONAL PERFORMANCE INFORMATION

#### 8.1 MEASURING IMPACT

<b>IMPACT STATEMENT</b>	An agile organisation that support development of cutting-edge creative and innovative skills for sustainable employment and entrepreneurships by 2025.
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#### 8.2 MEASURING OUTCOMES

OUTCOME 1	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Efficient Corporate Services and Financial Management systems and processes that ensure effective governance.</b>	Capable human capital to implement MICT SETA mandate for this strategic period.	77% attainment of targets in the past 5 years.	100% attainment of targets for this strategic planning period.
	Unqualified Audit opinion for this strategic period.	2014/15 – 2016/17 Clean Audit. 2017/18 – 2018/19 Unqualified Audit.	Unqualified Audit for this strategic planning period.
	Efficient governance and compliance with relevant legislations for this strategic period.	2014/15 – 2016/17 Clean Audit. 2017/18 – 2018/19 Unqualified Audit.	100% Compliance with relevant legislation for this strategic planning period.
	<b>Key Risk</b>		<b>Risk Mitigation</b>
	<ul style="list-style-type: none"> <li>Failure to comply with relevant legislations resulting to failure to implement mandate.</li> </ul>		<ul style="list-style-type: none"> <li>Effective oversight by Accounting Authority and its Sub-Committees.</li> <li>Ongoing Capacity building on regulatory framework and relevant legislations.</li> </ul>

OUTCOME 2	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>A credible mechanism for identification of occupations in high demand.</b>	Triangulated Sector Skills Plan that records occupations in high demand developed and approved for this strategic period.	5 approved Sector Skills Plans.	5 approved Sector Skills Plans for this strategic planning period.
	<b>Key Risk</b> <ul style="list-style-type: none"> <li>Inaccurate list of occupations in high demand resulting in funding programmes that are irrelevant.</li> </ul>		<b>Risk Mitigation</b> <ul style="list-style-type: none"> <li>Triangulation approach employed and multiple data sources used.</li> </ul>



OUTCOME 3	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Supported career development services within the MICT sector.	Career guide with triangulated labour market information developed and distributed for this strategic period..	5 career guides developed and distributed.	5 career guides developed, 13 000 distributed for this strategic planning period.
	Trained career development practitioners for this strategic period.	New target	500 career development practitioners trained.
	<b>Key Risk</b>	<b>Risk Mitigation</b>	
	<ul style="list-style-type: none"> <li>Inaccurate list of occupations in high demand published in Career guide and distributed.</li> <li>Career development practitioners not being available for training.</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation approach employed and multiple data sources used.</li> <li>Career guidance schedule in place.</li> </ul>	

OUTCOME 4	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Increased delivery on programmes that link education and the workplace.	Increased <b>enrolments</b> on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.	2 442 learners on TVET WIL programme	4 250 learners on TVET WIL programme
		1 299 learners on HET WIL programme	5 750 learners on HET WIL programme
		8 016 Interns	8 050 Interns
		16 374 learners on learnerships	18 340 learners on learnerships
		Candidacy: <b>New target</b>	750 Candidacy
		9092 learners on Skills Programmes	10 100 learners on Skills Programmes
		4738 learners on Short Programmes	7 050 learners on Short Programmes
	Increased <b>completions</b> on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.	2 049 learners on TVET WIL programme	2 125 learners on TVET WIL programme
		438 learners on HET WIL	2 875 learners on HET WIL
		3442 Interns	4 025 Interns
		7046 learners on learnerships	9 170 learners on learnerships
		Candidacy: <b>New target</b>	375 learners on candidacy
		7406 learners on Skills Programmes	5 050 learners on Skills Programmes
		Short Programmes: <b>New Target</b>	3525 learners on Short Programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	<ul style="list-style-type: none"> <li>Failure by stakeholders to provide relevant workplace experience for learners and skills development providers to provide quality training.</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnerships established between the SETA, MICT employers, TVET colleges and Universities.</li> <li>Effective programme management, monitoring and evaluation processes in place.</li> </ul> <p>Policy and procedures in place to determine suitability of participating workplaces.</p>	

	<ul style="list-style-type: none"><li>Failure by stakeholders to implement programmes in accordance with the Service Level Agreement stipulations.</li></ul>	<ul style="list-style-type: none"><li>All programmes quality assured and subjected to monitoring and evaluation.</li></ul>	
<b>OUTCOME 5</b>	<b>OUTCOME INDICATOR</b>	<b>BASELINE</b>	<b>FIVE YEAR TARGET</b>
<b>Increased workplace training of workers already in employment.</b>	Increased <b>enrolments</b> on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.	<b>160</b> learners on Bursaries	<b>400</b> learners on Bursaries
		<b>1025</b> learners on Skills Programmes	<b>2 000</b> learners on Skills Programmes
		CET programmes: <b>New target</b>	<b>500</b> learners on CET programmes
	Increased <b>completions</b> on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.	<b>35</b> learners on Bursaries	<b>200</b> learners on Bursaries
		<b>649</b> learners on Skills Programmes	<b>1 000</b> learners on Skills Programmes
		CET programmes: <b>New target</b>	<b>250</b> learners on CET programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	Failure by stakeholders to provide relevant workplace experience for learners and skills development providers to provide quality training.	Strong partnerships established between the SETA and the MICT employers, TVET colleges and Universities.	
	<ul style="list-style-type: none"><li>Failure by stakeholders to implement programmes in accordance with the Service Level Agreement stipulations.</li></ul>	<ul style="list-style-type: none"><li>Effective programme management, monitoring and evaluation processes in place.</li><li>Policy and procedures in place to determine suitability of participating workplaces.</li><li>All programmes quality assured and subjected to monitoring and evaluation.</li></ul>	

<b>OUTCOME 6</b>	<b>OUTCOME INDICATOR</b>	<b>BASELINE</b>	<b>FIVE YEAR TARGET</b>
<b>Increased access to occupationally directed programmes</b>	Increased <b>enrolments</b> on Bursary Programmes for <b>unemployed learners</b> for this strategic planning period.	<b>2 733</b> learners on Bursaries	<b>4 750</b> learners on Bursaries
	Increased completions on Bursary Programmes for unemployed learners for this strategic planning period.	<b>1 535</b> learners on Bursaries	<b>2 375</b> learners on Bursaries
	Established partnerships with HETs, TVETs and CETs to develop skills for the unemployed learners for this strategic planning period.	<b>29</b> partnerships with HETs	<b>70</b> partnerships with HETs
		<b>28</b> partnerships with TVETs	<b>53</b> partnerships with TVETs
		CETs: <b>New Target</b>	<b>60</b> partnerships with CETs
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	<ul style="list-style-type: none"> <li>Failure by stakeholders to engage on a meaningful partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnerships established between the SETA, employers and public institutions and skills development benefits communicated continuously.</li> </ul>	



OUTCOME 7	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Supported growth of the public college system.	Established offices in TVET colleges, TVET college lecturers exposed to industry and together with CET lecturers afforded Bursary opportunities. College managers trained on financial and leadership management for this strategic planning period.	1 Office	22 Offices
		360 TVET lecturers exposed to industry	600 TVET lecturers exposed to industry
		TVET lecturers on Bursary programmes: <b>New Target</b>	500 TVET lecturers on Bursary programmes
		CET lecturers on Bursaries programmes: <b>New target</b>	500 CET lecturers on Bursaries programmes
		Managers on management programmes: <b>New target</b>	500 Managers on management programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	<ul style="list-style-type: none"> <li>Failure by stakeholders to provide relevant workplace experience for learners.</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnerships established between the SETA and the MICT employers, TVET colleges and Universities.</li> <li>Effective programme management, monitoring and evaluation processes in place.</li> <li>Policy and procedures in place to determine suitability of participating workplaces.</li> </ul>	

OUTCOME 8	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Skills development support for entrepreneurship and cooperative development.	Cooperatives, CBOs (people), small businesses (people) and NGOs/NPOs (people) supported with training interventions, trained on entrepreneurial skills and supported on starting their business for this strategic planning period.	Cooperatives (people): <b>New target</b>	750 people/beneficiaries in Cooperatives
		Small businesses (people): <b>New target</b>	750 people/beneficiaries in Small businesses
		Entrepreneurial skills (people): <b>New target</b>	600 people/beneficiaries in entrepreneurial skills
		Business start-ups (people): <b>New target</b>	500 people/beneficiaries in business start-ups
		CBOs (people): <b>New target</b>	850 people/beneficiaries in CBOs
		NGOs/NPOs (people): <b>New target</b>	850 people/beneficiaries in NGOs/NPOs
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	<ul style="list-style-type: none"> <li>Failure by entrepreneurs to sustain their business.</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnerships established between the SETA and entrepreneurs and skills development benefits communicated continuously.</li> <li>Entrepreneurship development strategy in place.</li> </ul>	



OUTCOME 9	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Increased skills development support for worker initiated training.	Worker initiated training (federations/trade unions) (people) supported through Skills Programmes and Short Programmes for this strategic planning period.	Skills Programmes: <b>New target</b>	<b>1 500</b> learners in Skills Programmes
		Short Programmes: <b>New target</b>	<b>1 000</b> learners in Short Programmes
	<b>KEY RISK</b> <ul style="list-style-type: none"> <li>Failure by employers to release unions/ federations members to attend training for respective learning programmes.</li> </ul>	<b>RISK MITIGATION</b> <ul style="list-style-type: none"> <li>Strong partnerships established between the SETA, MICT employers and unions/federations and skills development benefits communicated continuously.</li> </ul>	

OUTCOME 10	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
A 4IR strategy that is responsive to 4IR skills development needs of the MICT sector.	Programmes that address 4IR skills development needs.	<b>New target</b>	<b>5</b> 4IR strategies (1 annually).
	<b>Key Risk</b> <ul style="list-style-type: none"> <li>4IR strategy not articulating relevant 4IR skills development needs.</li> </ul>	<b>Risk Mitigation</b> <ul style="list-style-type: none"> <li>Strong partnerships established with industry and skills development institutions.</li> </ul>	

OUTCOME 11	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Improved quality of education to address programmes in high demand within the MICT sector.	Availability of occupational qualifications in high demand.	<b>40</b> MICT SETA existing qualifications developed and reviewed annually	<b>100%</b> review of existing qualifications and development of new qualifications to comply with QCTO requirements.
	<b>Key Risk</b> <ul style="list-style-type: none"> <li>Outdated programmes resulting in non-responsive skills supply.</li> </ul>	<b>Risk Mitigation</b> <ul style="list-style-type: none"> <li>Established partnerships with skills development providers and Industry to ensure demand-led and responsive programmes.</li> </ul>	

### **8.3 EXPLANATION OF PLANNED PERFORMANCE OVER A FIVE-YEAR PLANNING PERIOD**

The MICT SETA with the planned outcomes as outlined above seeks to contribute to the NDP in terms of skills development programmes, allocating limited resources with the purpose to ensure efficiency in the delivery of outcomes. The element of monitoring these resources will be through a sound financial and supply chain management systems and processes, meaning that there will be continuous timeous management accounts on annual basis, alignment to operational and procurement plans. The oversight of this will be through an increased role from the SETAs Accounting Authority and Subcommittees, paying close attention to financial performance, and oversight on corrupt and fraudulent activities.

Furthermore, the vision and mission of the MICT SETA can only manifest through having an agile organization through efficient processes, human capital whilst maintaining good governance and effective stakeholder relations. Simply, this means that the SETA will need to continue recruiting a talented and capable workforce to implement the organizational mandate. This will also depend entirely on raising awareness to increase stakeholder participation in MICT initiatives.

The allocation of resources as a broader goal to achieve skills development at a national level depends on the MICT SETA having a comprehensive mechanism for sector skills planning. This means that the MICT SETA should be able to consistently identify shortages and skills gaps in the sector. By doing this as a consistent effort, the SETA will enable resource allocation to be directed in the right areas through learning programmes. Career guides used by the SETA contribute to a wider system in which the SETA can have a wider reach even in areas such as rural, also enlighten those disadvantaged such as people with disabilities making them aware of possible opportunities that exist.

In understanding that efforts or outcomes by the SETA are linked to contributing to one common goal, which is achieving the targets of the NDP in terms of skills development. The SETA through its research division will ensure that scarce and critical skills are identified and investment is on the right programmes which will contribute to increased production of occupations in high demand. Linking education and the workplace will also continue to be a priority as that provides a real-life experience for the target youth in the MICT SETA programmes, partnerships with TVETs will not be side-lined, they will remain key to programmes implementation.

The MICT SETA will ensure that there are Quality programmes addressing occupations in high demand, meaning that there will be a need to increase the number of accredited training providers offering occupational qualifications in high demand on an annual basis, taking note of the role played by assessors, moderators reviewing the quality of programmes.

Key in the context of 4IR is creating a capable South African youth which can start businesses, produce products and solutions. The SETA understands this as a gap and will continue to align its strategies to respond to 4IR pulling factors. The MICT SETA values the importance of monitoring and evaluation, and will continue to use it to assess progress made towards the achievement of targets and to measure impact in the long-term. The NDP Five Year Implementation Framework remains key to the SETA in assessing itself towards the achievement of the NDP skills development targets.



## **PART D: TECHNICAL INDICATOR DESCRIPTION (TID)**

### Technical Indicator Descriptors For

INDICATOR TITLE	– Capable human capital to implement MICT SETA mandate for this strategic period.
DEFINITION	– To ensure that the MICT SETA has the right number and composition of employees, with the right competencies, in the right places, to deliver on the MICT SETA mandate and achieve its strategic goals and objectives.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Human Capital Profiles</li> <li>– Monthly Management reports</li> <li>– Annual Reports</li> <li>– Performance Management reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly Management reports</li> <li>– Audit Reports</li> <li>– Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Proficient Human Capital</li> <li>– Functional Human Resources Information Management Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– 100% attainment of targets for this strategic planning period.
INDICATOR RESPONSIBILITY	– Senior Manager : Corporate Services

INDICATOR TITLE	– Unqualified Audit opinion for this strategic period
DEFINITION	– The Auditor General's judgment that an organisation's financial statements are fairly and appropriately presented, without any identified exceptions, and in compliance with generally accepted accounting principles (GAAP)
SOURCE OF DATA	– Financial and Performance Reports – Annual Reports – Auditors' Reports
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	– Annual Reports – Auditors' Reports
ASSUMPTIONS	– Adequate and Proficient Human Capital – Functional Financial and Performance Management Information Systems – Effective Internal controls
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	– N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Non-Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– Financial prudence resulting in unqualified audit opinion and good governance
INDICATOR RESPONSIBILITY	– Chief Financial Officer



INDICATOR TITLE	– Efficient governance and compliance with relevant legislations for this strategic period.
DEFINITION	– To ensure adherence to relevant legislative frameworks resulting in accountability and good governance.
SOURCE OF DATA	– Financial and Performance Reports – Annual Reports – Auditors' Reports
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	– Annual Report – Auditors' Reports
ASSUMPTIONS	– Proficient Human Capital and Accounting Authority – Functional Financial and Performance Management Information Systems – Effective Internal controls
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	– N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Non-Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– 100% Compliance with relevant legislation and good governance for this strategic planning period.
INDICATOR RESPONSIBILITY	– Chief Executive Officer

## TECHNICAL INDICATOR DESCRIPTORS FOR

INDICATOR TITLE	– Triangulated Sector Skills Plan that records occupations in high demand developed and approved for this strategic period.
DEFINITION	– To ensure that the development of the Sector Skills Plan uses diverse data collection methods and is validated through consultation with relevant stakeholders.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– WSP/ATR data</li> <li>– Interviews</li> <li>– Online surveys</li> <li>– Focus Group discussions</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Sector Skills Plan</li> <li>– Annual Report</li> <li>– Audit Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Cooperation by relevant stakeholders</li> <li>– Credible data collection methods and tools</li> <li>– Research partners</li> <li>– Reliable Management Information System</li> <li>– Research Budget</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Non-Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– 5 approved Sector Skills Plans for this strategic planning period.
INDICATOR RESPONSIBILITY	– Senior Manager: Sector Skills Planning

INDICATOR TITLE		– Career Guide with triangulated labour market information developed and distributed for this strategic period
DEFINITION		– To develop Career Guide in order to communicate information and opportunities to prospective young emerging talent, raising awareness on existing offerings within the MICT sector.
SOURCE OF DATA		– Approved Sector Skills Plan
METHOD OF CALCULATION/ASSESSMENT		– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION		– Career Guide – Annual Report – Auditor's Reports
ASSUMPTIONS		– Approved Sector Skills Plan
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)		– Target for Women: 54% – Target for Youth: 80% – Target for People with Disabilities: 4%
SPATIAL TRANSFORMATION (WHERE APPLICABLE)		– N/A
CALCULATION TYPE		– Non-Cumulative (career guide) – Cumulative (Distribution)
REPORTING CYCLE		– Annually
DESIRED PERFORMANCE		– 5 career guides developed – 13 000 distributed for this strategic planning period
INDICATOR RESPONSIBILITY		– Senior Manager: Sector Skills Planning



INDICATOR TITLE	– Trained Career Development Practitioners for this strategic period.
DEFINITION	– To train career development practitioners to support learners in making informed decisions about career choices within the MICT sector.
SOURCE OF DATA	– Approved Sector Skills Plan – Career Guide
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	– Monthly Reports – Quarterly Reports – Audit Reports – Annual Report
ASSUMPTIONS	– Budget – Approved Sector Skills Plan – Career Guide – Cooperation from Career Development Practitioners
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	– Target for Women: 54% – Target for Youth: 80% – Target for People with Disabilities: 4%
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– To train 500 Career Development Practitioners to communicate career opportunities within the MICT sector.
INDICATOR RESPONSIBILITY	– Manager: Marketing and Communications

## TECHNICAL INDICATOR DESCRIPTORS FOR

INDICATOR TITLE	<ul style="list-style-type: none"> <li>Increased enrolments on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To ensure delivery of learning programmes that expose learners to workplace experience, thus affording them employment opportunities.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Cooperation by employers, training institutions and beneficiaries</li> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Employer-Learner Agreements</li> <li>Adequate and proficient Human Capital</li> <li>Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Increased enrolments in respective learning programmes that expose beneficiaries to workplace experience and provision of placement opportunities.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	<ul style="list-style-type: none"> <li>– Increased completions on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>– To ensure completions on learning programmes that expose learners to workplace experience, in that way, affording graduates employment opportunities.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>– Simple count (quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Cooperation by employers, training institutions and beneficiaries</li> <li>– Approved Discretionary Grants Budget</li> <li>– Explicit Policies, processes and procedures</li> <li>– Approved SLAs</li> <li>– Employer-Learner Agreements</li> <li>– Adequate and proficient Human Capital</li> <li>– Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>– Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>– Increased completions in respective learning programmes that expose beneficiaries to workplace experience and provision of placement opportunities.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>– Senior Manager: Learning Programmes</li> </ul>



INDICATOR TITLE	<ul style="list-style-type: none"> <li>Increased enrolments on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To ensure delivery of learning programmes for workers already in employment, thus improving their skills sets.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Cooperation by employers, training institutions and beneficiaries</li> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Employer-Learner Agreements</li> <li>Adequate and proficient Human Capital</li> <li>Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Increased enrolments in respective learning programmes that expose beneficiaries to workplace experience and provision of placement opportunities.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	<ul style="list-style-type: none"> <li>Increased completions on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To ensure completions of learning programmes for workers already in employment, thus improving their skills sets.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Cooperation by employers, training institutions and beneficiaries</li> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Employer-Learner Agreements</li> <li>Adequate and proficient Human Capital</li> <li>Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Increased completions in respective learning programmes that expose beneficiaries to workplace experience and provision of placement opportunities.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	– Increased enrolments on Bursary Programmes for unemployed learners for this strategic planning period.
DEFINITION	– To ensure enrolments on bursaries for unemployed learners, in that way, increasing access to middle and high level skills.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple count (quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Approved Discretionary Grants Budget</li> <li>– Explicit Policies, processes and procedures</li> <li>– Approved SLAs</li> <li>– Training Institutions-Learner Agreements</li> <li>– Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– Increased enrolments on bursaries for unemployed learners, in that way, increasing their access to middle and high level skills.
INDICATOR RESPONSIBILITY	– Senior Manager: Learning Programmes



INDICATOR TITLE	– Increased completions on Bursary Programmes for unemployed learners for this strategic planning period.
DEFINITION	– To ensure completions on bursaries for unemployed learners, in that way, increasing access to middle and high level skills.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple count (quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Approved Discretionary Grants Budget</li> <li>– Explicit Policies, processes and procedures</li> <li>– Approved SLAs</li> <li>– Training Institutions-Learner Agreements</li> <li>– Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– N/A
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– Increased completions on bursaries for unemployed learners, in that way, increasing their access to middle and high level skills.
INDICATOR RESPONSIBILITY	– Senior Manager: Learning Programmes

INDICATOR TITLE	<ul style="list-style-type: none"> <li>Established partnerships with HETs, TVETs and CETs to develop skills for the unemployed learners for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To establish strong partnerships with HETs, TVETs and CETs to ensure alignment of demand and supply of skills.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Management Reports</li> <li>Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (Both qualitative and quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Cooperation from HETs, TVETs and CETs</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Established partnerships with HETs, TVETs and CETs, in that way, aligning demand and supply of skills.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	<ul style="list-style-type: none"> <li>Established offices in TVET colleges, TVET college lecturers exposed to industry and together with CET lecturers afforded Bursary opportunities. College managers trained on financial and leadership management for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To establish offices in TVET colleges in order to increase access to MICT SETA offerings, to expose college lecturers to industry in order to link demand with supply of skills, to offer bursaries to lecturers and to train managers on leaderships skills, in that way, supporting the growth of the public college system.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Management Reports</li> <li>Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (Both qualitative and quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Cooperation from TVETs and CETs</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Established partnerships with TVETs and CETs, in that way, aligning demand and supply of skills.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>



INDICATOR TITLE	<ul style="list-style-type: none"> <li>Cooperatives, CBOs (people), small businesses (people) and NGOs/NPOs (people) supported with training interventions, trained on entrepreneurial skills and supported on starting their business for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>Provide entrepreneurship programmes for beneficiaries in cooperatives, CBOs, small businesses and NGOs/NPOs to assist them to acquire targeted business skills, thereby contributing to business development, creation of sustainable job opportunities and growth an annual basis.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>MOUs</li> <li>SLAs between MICT SETA and Cooperatives, small businesses, NGOs/NPOs and Training Institutions</li> <li>Beneficiary/Learner Agreements</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (Both qualitative and quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Monitoring Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Cooperation from cooperatives, CBOs, small businesses and NGOs/NPOs and training institutions</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Established partnerships with cooperatives, CBOs, small businesses and NGOs/NPOs and training institutions to assist them to acquire targeted business skills, thereby contributing to business development, creation of sustainable job opportunities and growth.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	<ul style="list-style-type: none"> <li>Worker initiated training (federations/trade unions) (people) supported through Skills Programmes and Short Programmes for this strategic planning period.</li> </ul>
DEFINITION	<ul style="list-style-type: none"> <li>To provide skills programmes and short programmes to federations/union/SETA initiated training to their beneficiaries/members to assist them to acquire targeted skills, thereby contributing to their development, creation of sustainable job opportunities and growth on an annual basis.</li> </ul>
SOURCE OF DATA	<ul style="list-style-type: none"> <li>MICT SETA, Federations/trade unions and Training Institutions SLAs</li> <li>MOUs</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>Simple count (Both qualitative and quantitative)</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly Management Reports</li> <li>Auditors' Reports</li> <li>Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>Approved Discretionary Grants Budget</li> <li>Explicit Policies, processes and procedures</li> <li>Approved SLAs</li> <li>Federations/trade unions and Training Institutions Learner Agreements</li> <li>Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>Target for Women: 54%</li> <li>Target for Youth: 80%</li> <li>Target for People with Disabilities: 4%</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>Established partnerships with federations/trade unions and training institutions to assist them to acquire targeted skills, thereby contributing to their development, creation of sustainable job opportunities and growth.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>Senior Manager: Learning Programmes</li> </ul>

INDICATOR TITLE	– Programmes that address 4IR skills development needs.
DEFINITION	– Established partnerships with MICT stakeholders, Academics, Civil societies for implementing 4IR initiatives.
SOURCE OF DATA	– MICT SETA, NGOs/NPOs and Training Institutions SLAs
METHOD OF CALCULATION/ASSESSMENT	– Simple Count, (quantitative).
MEANS OF VERIFICATION	– Monthly reports – Quarterly Management Reports – Annual Reports
ASSUMPTIONS	– Approved Budget – Explicit Policies, processes and procedures – Adequate and proficient Human Capital to ensure project management and monitoring and evaluation – Functional Management Information Systems
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	– Women – Youth – Marginalised South African communities – People with disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	– Women – Youth – Marginalised South African communities
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– 5 4IR strategies (1 annually).
INDICATOR RESPONSIBILITY	– Senior learning Programmes Manager



## TECHNICAL INDICATOR DESCRIPTORS FOR

INDICATOR TITLE	– Availability of occupational qualifications in high demand.
DEFINITION	– This means that the MICT SETA will support for the development of MICT SETA occupational qualifications in high demand in collaboration with the Industry and quality skills development providers.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Management Reports</li> <li>– Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple count (Quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Annual Report</li> <li>– Audit Reports</li> </ul>
ASSUMPTIONS	– The assumption is that if the MICT SETA implements the well-researched scarce and critical skills list funding, skills development gaps will be bridged and there will be economic growth in the sector.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Women</li> <li>– Youth</li> <li>– Marginalised South African communities</li> <li>– People with disabilities</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Women</li> <li>– Youth</li> <li>– Marginalised South African communities</li> </ul>
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	– 100% review of existing qualifications and development of new qualifications to comply with QCTO requirements.
INDICATOR RESPONSIBILITY	– Senior Education and Quality Assurance Manager

