



miCTSETA |

Media, Information And
Communication Technologies
Sector Education And Training Authority

SHAPING SKILLS, PIONEERING INDUSTRIES, EMPOWERING FUTURES

STAKEHOLDER SATISFACTION SURVEY

Final Report

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Acronyms and Abbreviations

DG	Discretionary Grant
DHET	Department of Higher Education and Training
ETQA	Education and Training Quality Assurance
IT	Information Technology
LPD	Learning Programme Division
M&E	Monitoring and Evaluation
MICT SETA	Media, Information and Communication Technologies Sector Education and Training Authority
NPS	Net Promoter Score
OFO	Organising Framework for Occupations
SCM	Supply Chain Management
SETA	Sector Education and Training Authority
SLA	Service-Level Agreement
SMMEs	Small, Medium and Micro Enterprises
SSP	Sector Skills Planning
WSP	Workplace Skills Plan

1 Executive Summary

This report presents the findings and recommendations of the Stakeholder Satisfaction Survey (“the Project”) for the Media, Information and Communication Technologies Sector Education and Training Authority (“MICT SETA” or the “SETA”).

1.1 Background

MICT SETA appointed Redflank to conduct a Stakeholder Satisfaction Survey (with both internal and external stakeholders) for the 2020/2021 financial year. The primary aim of this study was to assess how effectively and efficiently MICT SETA is achieving its mandate within the MICT sector.

1.2 Project Objectives

The primary aim of this study was to assess the satisfaction of key stakeholders within the MICT sector with MICT SETA’s service offerings and to determine how effectively the SETA is achieving its mandate. The main research objectives were to:

- Assess stakeholders’ awareness of MICT SETA and its suitability
- Assess stakeholders’ understanding of MICT SETA’s mandate and activities
- Assess stakeholders’ satisfaction with the communication between MICT SETA and stakeholders
- Assess the level of promotion of the MICT SETA brand by stakeholders
- Ascertain the levels of perceptions amongst its key stakeholders
- Develop a roadmap to assist MICT SETA realise its desired satisfaction level.

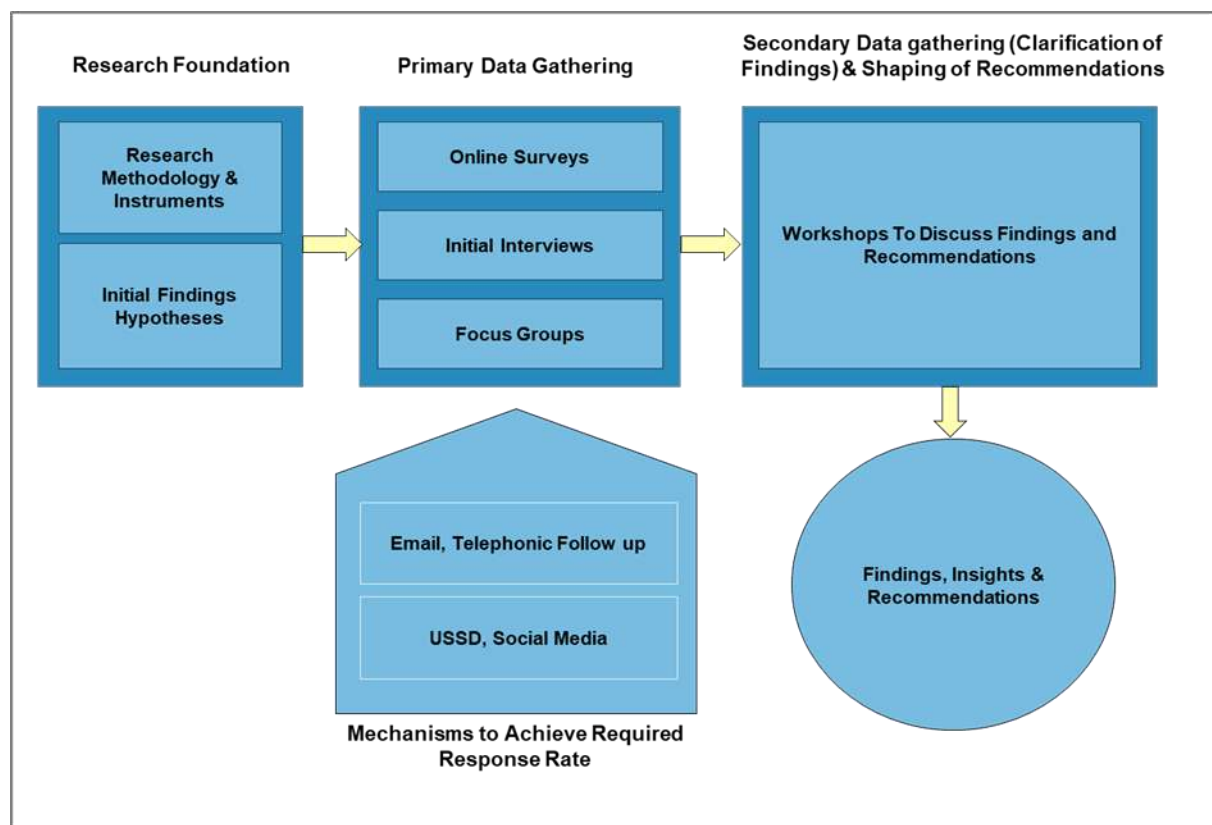
1.3 Project Approach

The approach adopted for this project commenced with the establishment of a research foundation. The establishment of the research foundation was then followed by primary and secondary data gathering, which fed into the formulation of survey findings. These survey findings were analysed to understand what practices MICT SETA should continue, and which ones MICT SETA should look to adjust.

Various mechanisms were implemented to increase survey response rates, including sharing the survey link on MICT SETA’s website and social media platforms, Redflank prompting external stakeholders via email to complete the survey and MICT SETA prompting internal stakeholders via email to complete the survey.

This approach is described conceptually below.

Figure 1-1: Conceptual Approach



1.4 Data Collection

The following paragraphs describe the steps taken by Redflank whilst gathering data for the MICT SETA Stakeholder Satisfaction Survey.

- **Step 1:** Redflank developed the data collection instruments in accordance with the key requirements set out in the project Terms of Reference. The proposed data collection instruments were workshopped and finalised in conjunction with the MICT SETA sponsor.
- **Step 2:** Redflank received a number of stakeholder databases from MICT SETA, containing both internal and external stakeholder contact details. The external databases were divided according to sector i.e. Advertising, Electronics, Telecommunications, Information Technology and Film and Electronic Media. Duplicate email addresses and contact information were removed from the databases and thereafter, the databases were randomised.
- **Step 3:** A survey link was distributed to all internal stakeholders via email. The survey link was also distributed to external stakeholders via email. This email requested that the stakeholders follow the link and complete the survey. A letter from MICT SETA's Marketing and Communications Manager was included as an attachment. The purpose of this letter was to inform both the internal and external stakeholders of the validity of the survey. A total of three emails containing survey links were distributed between 4 May 2021 and 17 May 2021.
- **Step 4:** The response rate for the survey was checked daily to ensure sufficient responses were being received.
- **Step 5:** In order to obtain a more qualitative understanding of the levels of stakeholder satisfaction, interviews were conducted with both internal and external stakeholders. In addition

to the interviews, focus groups were conducted with external stakeholders from relevant MICT sub-sectors to enhance the qualitative view of the data.

Internal and external stakeholders completed their respective surveys. The key objective of the surveys was to measure stakeholder satisfaction across eight key attribute dimensions, including:

- Image and Reputation
- Leadership and Vision
- Systems and Processes
- Communication Media
- Responsiveness and Communication
- Service Delivery and Excellence
- Brand
- Product/Service Offering

Respondents were asked to assess their satisfaction for each of the key attribute dimensions mentioned above, using a five-point rating scale. For example, 'Strongly Disagree', 'Disagree', 'Neither Agree nor Disagree', 'Agree' or 'Completely Agree'.

Based on a research population of 12 600 and a 95% confidence level and a 5% margin of error, a sample size of 375 was determined. Overall, a total of 586 consultations were completed, the following table provides further details regarding these consultations.

Table 1-1: Planned and Actual Consultations Conducted

Stakeholder	Planned Consultations	Completed Consultations
Interviews		
Internal Stakeholders	15	24
External Stakeholders		
Surveys		
Internal Stakeholders	375	44
External Stakeholders		494
Total	375	538
Focus Groups		
External Stakeholders	5 (50)	5 (24)
Total Stakeholder Consultations	440	586

1.4.1 Data Capture and Analysis

Survey responses were captured on Survey Monkey. Once the surveys were closed, the raw survey data containing both the internal and external stakeholder responses was extracted.

Graphs were generated from the raw survey data extracted from Survey Monkey. Data was qualified based on the percentage of positive responses per option (for example; 'Neither Agree nor Disagree', 'Agree', and 'Completely Agree').

The table below indicates the scale against which each driver of satisfaction was assessed. Areas highlighted in Dark Green were assessed as ‘**exemplary**’, areas highlighted in Light Green were assessed as ‘**met**’, areas highlighted in Amber were assessed as ‘**partially met**’ and areas highlighted in Red were assessed as ‘**not met**’.

Table 1-2: Rating Scale

Rating Scale	
80%-100%	Exemplary
66%-79%	Met
33%-65%	Partially Met
0%-32%	Not Met

Interview and focus group comments and responses from the open-ended questions of the survey were extracted and summarised according to emerging themes. These comments have been included, where relevant, throughout the report.

1.5 Respondent Demographics

The table below illustrates the demographic breakdown of external and internal respondents in terms of stakeholder type, province and divisional breakdown.

Table 1-3: Respondent Demographics

Stakeholder Type	Percentage (%)
Employer	62%
Training Provider	20%
Other	18%
Provincial Breakdown	Percentage (%)
Gauteng	62%
Western Cape	21%
KwaZulu-Natal	8%
Eastern Cape	4%
Mpumalanga	2%
Free State	1%
Limpopo	1%
North West	1%
Divisional Breakdown of Internal Respondents	Percentage (%)
Learning Programmes	19%
Finance	19%
Education Training Quality Assurance (ETQA)	12%
Other (please specify)	12%
Sector Skills Planning	10%
Supply Chain Management (SCM)	10%
Information Technology	10%
Marketing and Communications	7%
Human Capital	2%

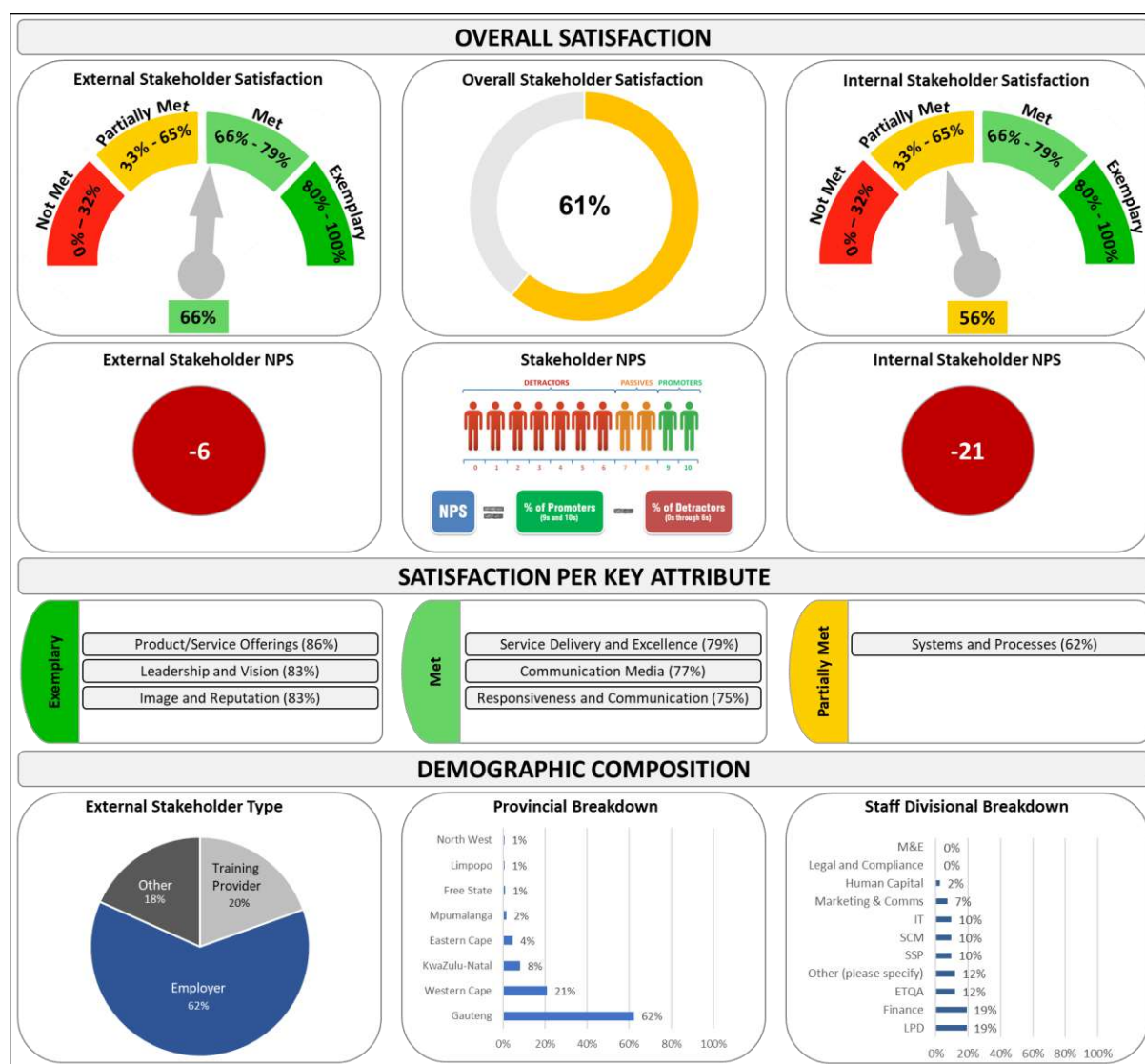
Legal and Compliance	0%
Monitoring and Evaluation	0%

1.6 Summary Findings

The dashboard below provides a high-level view of the findings from the MICT SETA Stakeholder Satisfaction Survey. The dashboard provides a view of overall stakeholder satisfaction, as well as external and internal stakeholders individual satisfaction scores. In order to calculate the overall satisfaction levels, data was qualified based on the percentage of positive responses per option (for example; 'Neither Agree nor Disagree', 'Agree', and 'Completely Agree').

Additionally, the dashboard provides an indication of the extent to which both internal and external stakeholders would promote the MICT SETA brand, in the form of a Net Promoter Score (NPS). Finally, the dashboard provides an overview of the demographic profile of respondents.

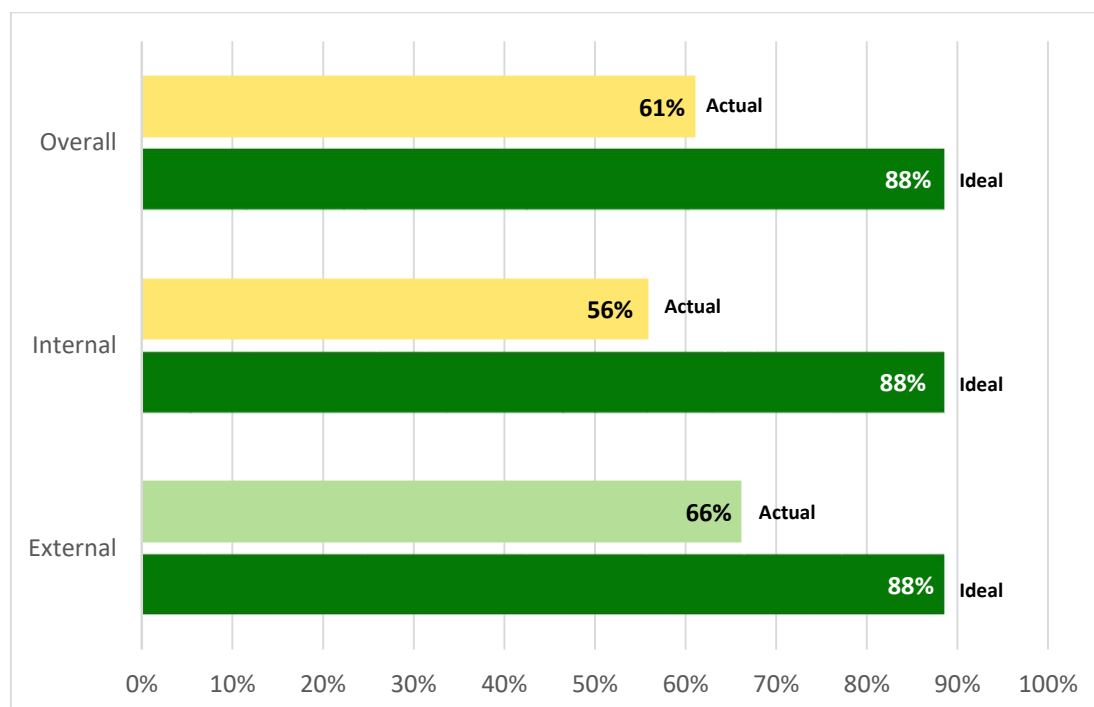
Figure 1-1: Key Findings Dashboard



1.7 Overall Stakeholder Satisfaction Ratings

The figure below illustrates the actual and ideal satisfaction ratings overall, as well as the actual and ideal satisfaction ratings of both internal and external stakeholders. The ideal satisfaction rating represents the level at which stakeholders would prefer MICT SETA to operate, while the actual satisfaction rating represents the actual satisfaction levels of internal and external stakeholders..

Figure 1-2: Overall Satisfaction Scores



As can be seen in the figure above, the overall satisfaction score across both internal and external stakeholders is 61%. This is compared to an ideal satisfaction score of 88%. It can also be seen that internal stakeholder satisfaction levels are at 56% compared to an ideal satisfaction score of 88%. Additionally, the figure shows the external stakeholder satisfaction score which is 66%. This is compared to an ideal satisfaction score of 88%.

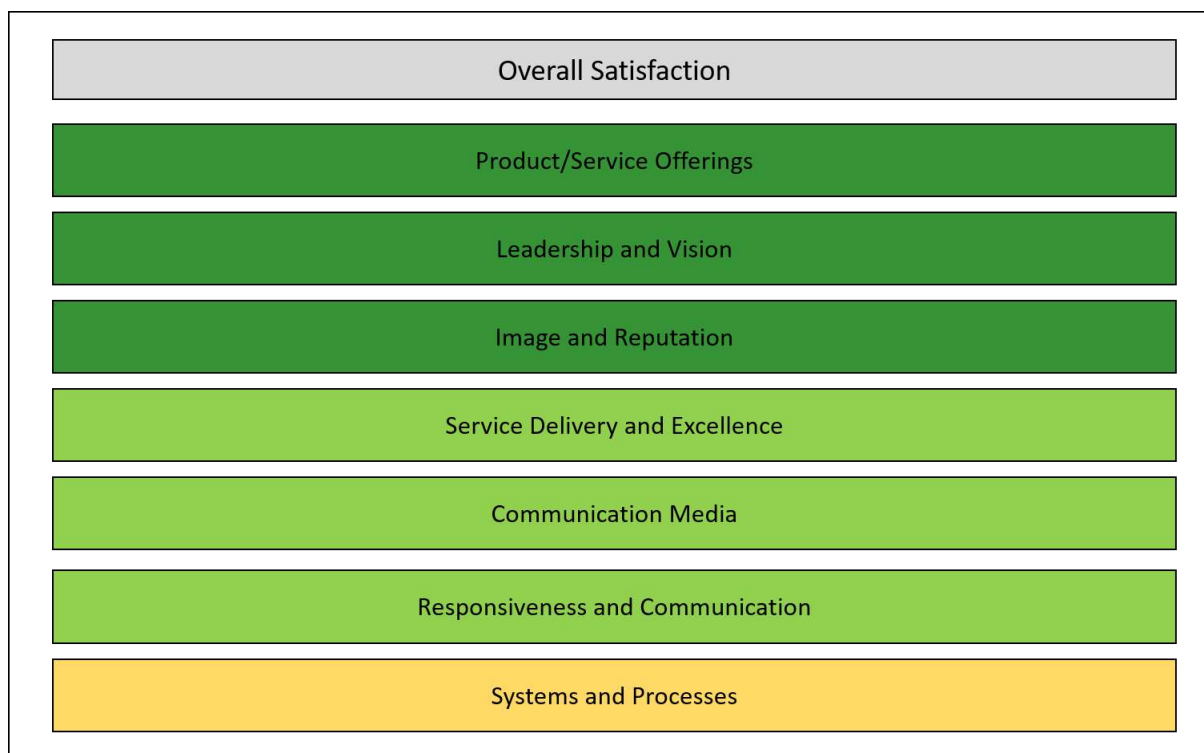
These satisfaction levels indicate that there is room for improvement for MICT SETA to increase both internal and external stakeholder satisfaction levels. While external stakeholders display higher levels of satisfaction when compared to internal stakeholders, both scores are lower than the ideal satisfaction score of 88%.

1.8 Specific Satisfaction Findings

The following sub-sections provide a summary view of the satisfaction findings across each key attribute.

1.8.1 Overall Satisfaction per Key Attribute

The Stakeholder Survey findings regarding the overall satisfaction per key attribute are summarised in the following figure. For detailed findings, refer to Section 8.2.1.

Figure 1-3: Overall Satisfaction Ratings

As shown in the figure above, three out of the seven key attributes received an overall satisfaction rating of **exemplary**. Additionally, three out of the seven key attributes received an overall satisfaction rating of **met**. The key attribute 'Systems and Processes' received a satisfaction rating of **partially met**. The following provides a breakdown per key attribute:

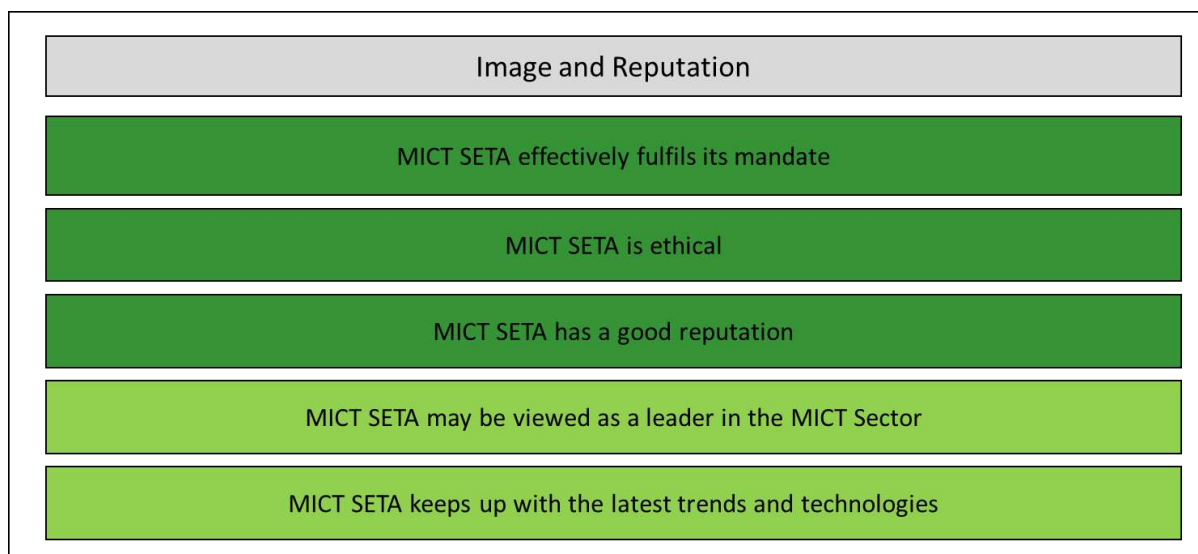
- Product/Service Offering:** The drivers of satisfaction evaluated in order to determine the overall levels of satisfaction with MICT SETA's Product and Service Offering included understanding stakeholder's satisfaction levels regarding the services offered by MICT SETA, as well as attempting to understand the levels of external stakeholder satisfaction with the learning programmes offered by MICT SETA. Overall stakeholder satisfaction with regard to MICT SETA's Service Offering received a rating of **exemplary**.
- Image and Reputation:** The drivers of satisfaction evaluated in order to assess the overall satisfaction with MICT SETA's Image and Reputation included factors such as whether MICT SETA is ethical; whether MICT SETA is effectively fulfilling its mandate; whether MICT SETA keeps up with the latest trends and technologies and whether MICT SETA can be viewed as a leader in the MICT sector. Overall, satisfaction levels with MICT SETA's Image and Reputation received a rating of **exemplary**.
- Leadership and Vision:** In order to measure stakeholder satisfaction with MICT SETA's Leadership and Vision, drivers of satisfaction such as; whether MICT SETA has leadership that is competent; whether MICT SETA has a clear vision for the future and whether MICT SETA is well managed, were evaluated. Additionally, drivers of satisfaction such as whether MICT SETA appears to be concerned about the interests of its stakeholders and whether stakeholders understand the role that MICT SETA plays in developing skills and promoting economic growth within the MICT sector, were evaluated. Overall, MICT SETA's Leadership and Vision received a satisfaction rating of **exemplary**.

- **Service Delivery and Excellence:** MICT SETA's Service Delivery and Excellence received an overall satisfaction rating of **met**. Measuring satisfaction for this key attribute involved the evaluation of drivers of satisfaction including; whether MICT SETA's service delivery is of a high quality and whether stakeholders rarely experience service-related problems with MICT SETA.
- **Communication Media:** In order to measure stakeholder satisfaction with MICT SETA's Communication Media, drivers of satisfaction such as; whether MICT SETA's methods of communication are user-friendly; whether the methods of communication are easily accessible; whether the methods of communication are convenient; whether they are reliable and effective and whether the methods of communication are time-efficient, were evaluated. Overall, stakeholder satisfaction regarding MICT SETA's Communication Media received a rating of **met**.
- **Responsiveness and Communication:** MICT SETA's Responsiveness and Communication received an overall satisfaction rating of **met**. Stakeholder satisfaction with MICT SETA's responsiveness was determined by evaluating drivers of satisfaction such as whether stakeholders were satisfied with MICT SETA's responsiveness; the amount of time individual departments within MICT SETA take to address queries; and determining what the ideal response time would be for queries to be resolved. The drivers of satisfaction evaluated in order to assess the overall level of satisfaction with MICT SETA's communication included factors such as whether stakeholders felt as though it was easy to get in touch with MICT SETA; whether it was easy to get information from MICT SETA when needed and whether MICT SETA communicates regularly about important information.
- **Systems and Processes:** In order to measure stakeholder satisfaction with MICT SETA's Systems and Processes, drivers of satisfaction such as; whether changes in MICT SETA systems and processes are adequately communicated and explained to stakeholders; whether MICT SETA's systems and processes are user-friendly; whether MICT SETA's systems and processes are reliable; whether MICT SETA systems and processes are time-efficient and effective and whether stakeholders feel as though MICT SETA is constantly looking to develop new solutions to meet stakeholder needs, were evaluated. MICT SETA's Systems and Processes received an overall satisfaction rating of **partially met**.

1.8.2 Image and Reputation

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Image and Reputation are summarised in the following figure.

Figure 1-4: Overall Satisfaction Ratings – Image and Reputation

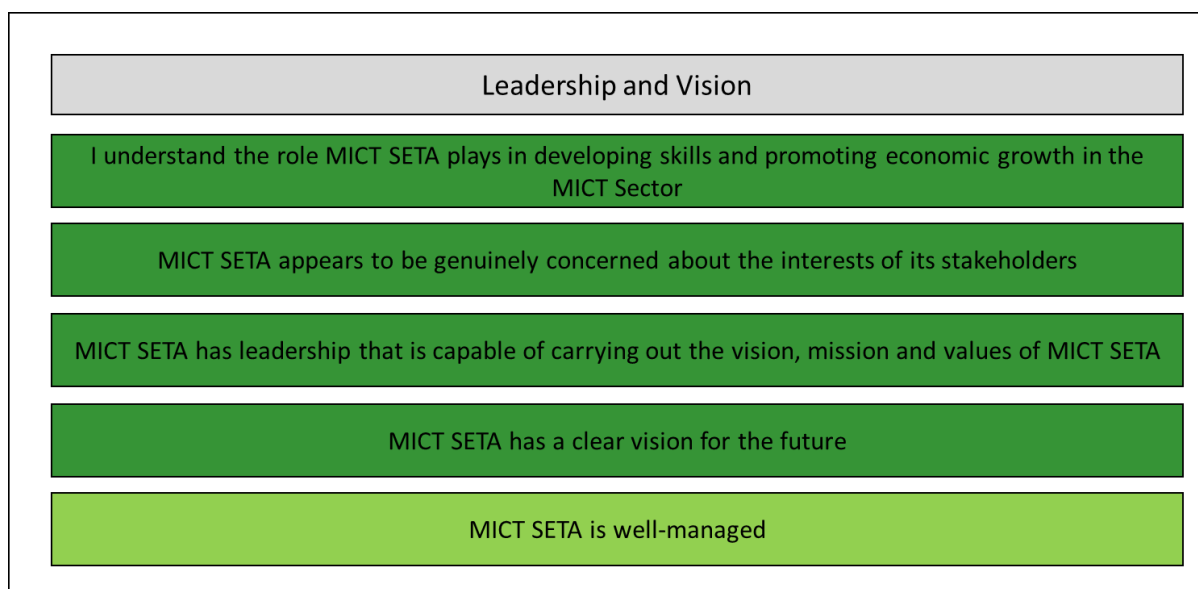


As shown above, the majority of the drivers of satisfaction related to MICT SETA's Image and Reputation were rated as **exemplary**. The drivers of satisfaction 'MICT SETA may be viewed as a leader in the MICT sector' and 'MICT SETA keeps up with the latest trends and technologies' were rated as **met**. Section 8.3.1 provides a more detailed breakdown of each driver's satisfaction rating for both internal and external stakeholders.

1.8.3 Leadership and Vision

The MICT SETA Stakeholder Satisfaction Survey findings regarding the Leadership and Vision of MICT SETA are summarised in the following figure.

Figure 1-5: Overall Satisfaction Ratings – Leadership and Vision

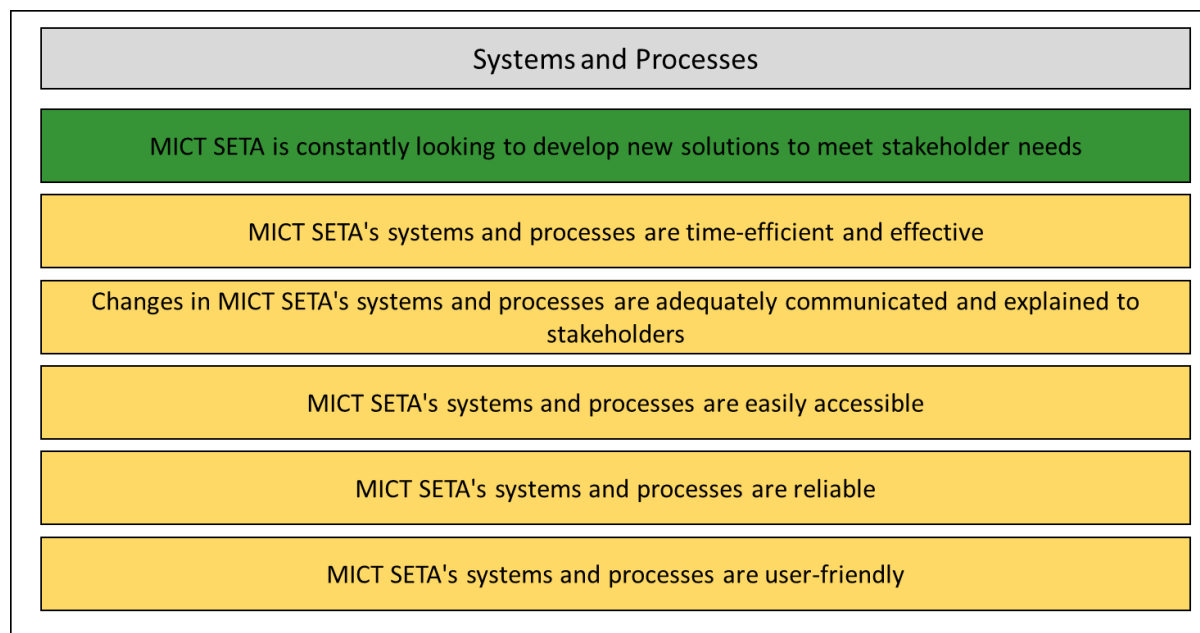


As depicted above, the majority of the drivers of satisfaction relating to MICT SETA's Leadership and Vision received ratings of **exemplary**, with the exception of the driver 'MICT SETA is well managed', which received a rating of **met**. Section 8.4.1 provides a more detailed breakdown of each driver's satisfaction rating.

1.8.4 Systems and Processes

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Systems and Processes are summarised in the following figure.

Figure 1-6: Overall Satisfaction Ratings – Systems and Processes

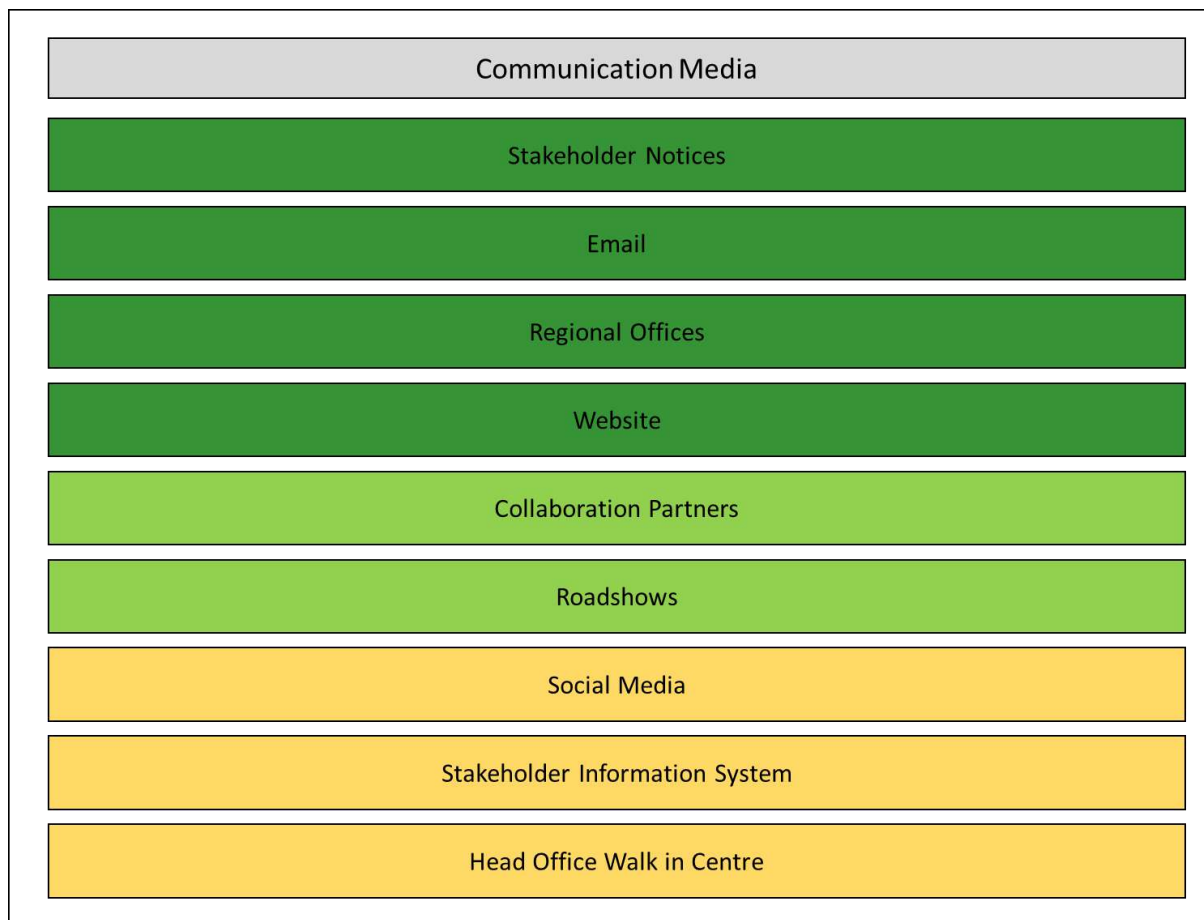


As shown above, the majority of the drivers of satisfaction relating to MICT SETA's Systems and Processes received a rating of **partially met**. The driver of satisfaction 'MICT SETA is constantly looking to develop new solutions to meet stakeholder needs' received a satisfaction rating of **exemplary**. Section 8.5.1 provides a more detailed breakdown of each driver's satisfaction rating.

1.8.5 Communication Media

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Communication Media are summarised in the following figure.

Figure 1-7: Overall Satisfaction Ratings – Communication Media



As shown above, four of the nine communication media were rated as **exemplary**, while two communication media received satisfaction ratings of **met**. The remaining three communication media received satisfaction ratings of **partially met**. The following provides a breakdown for each communication media:

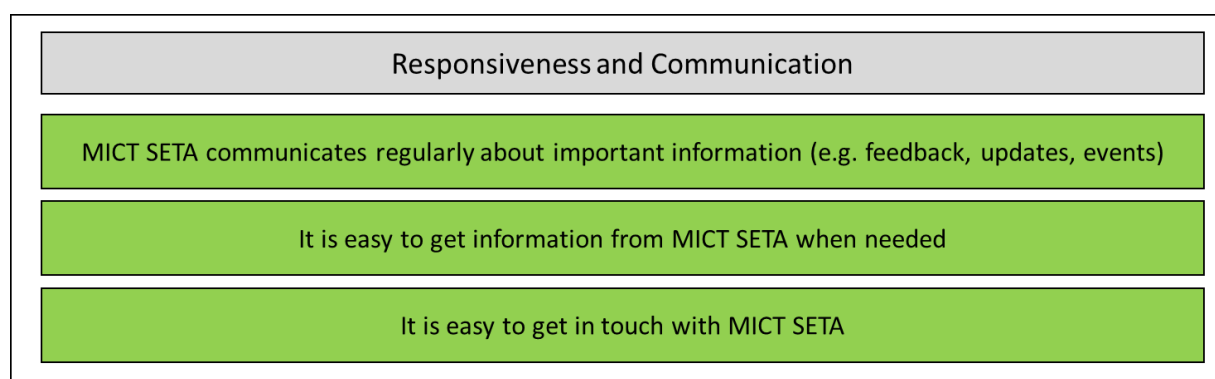
- **Stakeholder Notices:** Stakeholder Notices refer to communication sent to customers that announce recent changes, updates or events. Stakeholder Notices received a satisfaction rating of **exemplary**.
- **Email:** Stakeholders can interact with MICT SETA by emailing a member of the MICT SETA staff. The email service received a satisfaction rating of **exemplary**.
- **Regional Offices:** Regional Offices refer to stakeholder interactions with MICT SETA offices located in different regions across South Africa. The Regional Offices received a satisfaction rating of **exemplary**.
- **Website:** The website refers to the MICT SETA internet website which allows stakeholders to access information regarding MICT SETA's products and services. The website received a rating of **exemplary**.
- **Collaboration Partners:** Refers to consenting third party entities that have existing agreements with MICT SETA to share resources and work together in meeting the needs of MICT SETA's external stakeholders. Collaboration partners received a rating of **met**.
- **Roadshows:** Roadshows are events hosted by MICT SETA in various places across the country with the purpose of sharing information with external stakeholders regarding the SETA's service and product offerings. Roadshows received a rating of **met**.

- **Social Media:** Social media refers to interactions between MICT SETA and its stakeholders through social platforms, such as Twitter and Facebook. Social media received a satisfaction rating of **partially met**.
- **Stakeholder Information System:** The Stakeholder Information System refers to the platforms that stakeholders engage with in order to access information and submit applications. The Stakeholder Information System received a satisfaction rating of **partially met**.
- **Head Office Walk-in Centre:** This refers to the physical premises at which stakeholders can lodge queries and acquire any information they require. The Head Office Walk-in Centre received a rating of **partially met**.

1.8.6 Responsiveness and Communication

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Responsiveness and Communication are summarised in the following figure.

Figure 1-8: Overall Satisfaction Ratings – Responsiveness and Communication

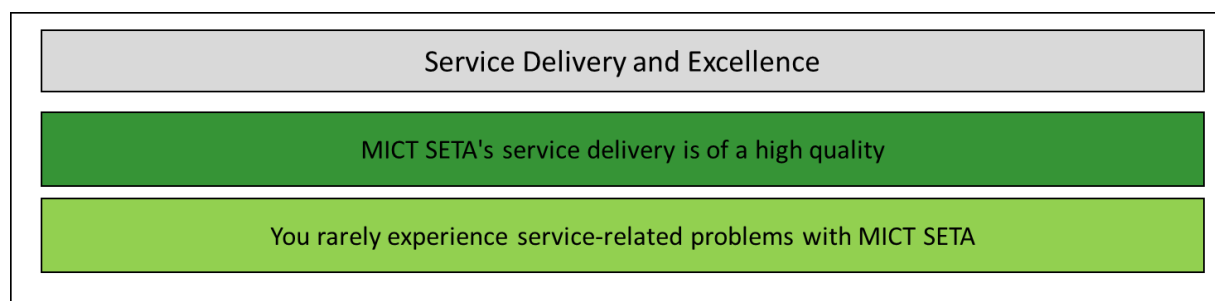


As can be seen above, all the drivers of satisfaction for MICT SETA's Responsiveness and Communication were rated as **met**. Section 8.7.2 provides a more detailed breakdown of each driver's satisfaction rating.

1.8.7 Service Delivery and Excellence

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Service Delivery and Excellence are summarised in the following figure.

Figure 1-9: Overall Satisfaction Ratings – Service Delivery and Excellence

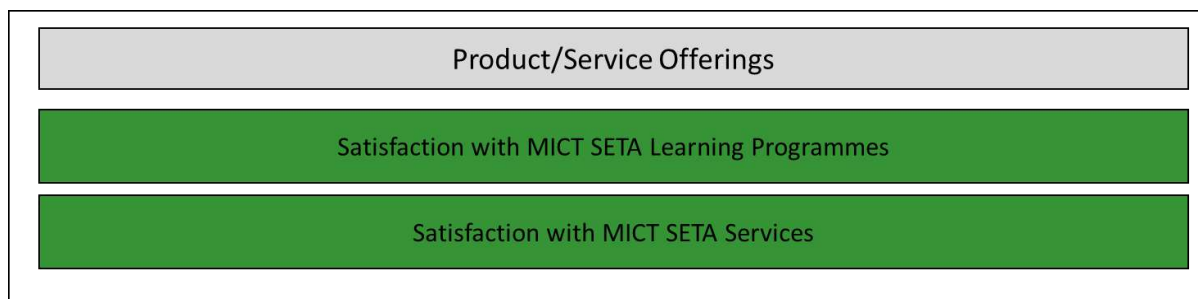


As can be seen above, the driver 'MICT SETA's service delivery is of a high quality' was rated as **exemplary**, whilst the driver 'You rarely experience service-related problems with MICT SETA' was rated as **met**. Further details of each driver's satisfaction rating are provided in section 8.8.1.

1.8.8 Product/Service Offerings

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Product and Service Offerings are summarised in the following figure.

Figure 1-10: Overall Satisfaction Ratings – Product/Service Offerings

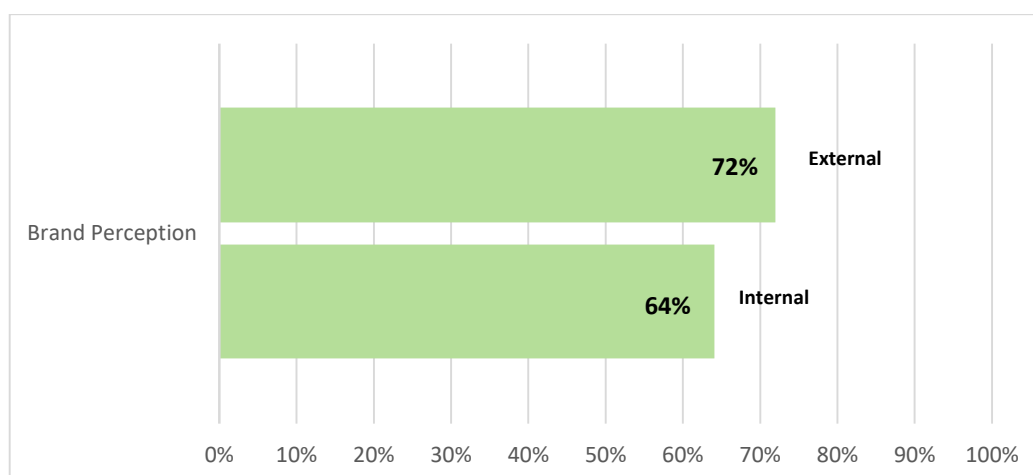


As can be seen above, satisfaction with both MICT SETA's Product Offerings and Service Offerings were rated as **exemplary**. A detailed breakdown of each driver of satisfaction's rating is provided in section 8.9.1.

1.8.1 Brand

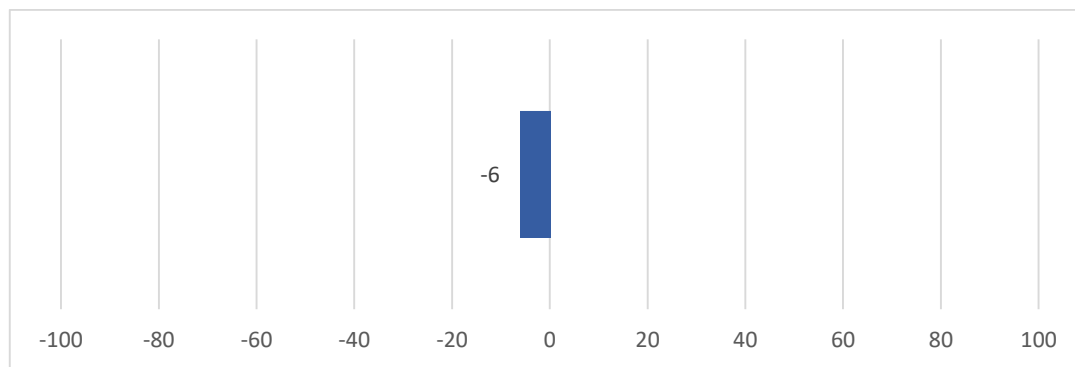
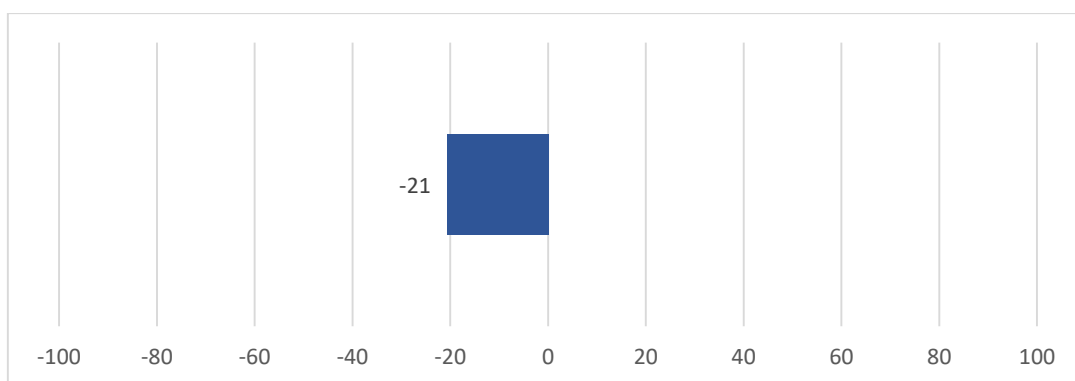
The figure below shows stakeholders' perception of the MICT SETA brand.

Figure 1-11: Brand Perception



As can be seen above, 72% of external stakeholders indicated that they perceive MICT SETA's brand favourably. On the other hand, 64% of internal stakeholders believed that external stakeholders had a favourable perception of the MICT SETA brand.

External and internal stakeholders were asked about their likelihood to recommend MICT SETA as a service provider. The external and internal stakeholder findings regarding the NPS are summarised in the following figures.

Figure 1-12: Net Promoter Score – External Stakeholders**Figure 1-13: Net Promoter Score – Internal Stakeholders**

As can be seen above, the external stakeholder NPS is -6, whilst the internal stakeholder NPS is -21. This indicates that there are more detractors than promoters within MICT SETA's external and internal stakeholders.

The low NPS values from both external and internal stakeholders highlight that there is the need for significant improvement in terms of changing the perceptions of stakeholders so as to increase their likelihood of recommending MICT SETA as a service provider.

In addition to the above, the visibility of the MICT SETA brand was assessed by asking external stakeholders how often they came across communication from the SETA. Further detail regarding MICT SETA' brand may be found in Section 8.10.

1.9 Recommendations

Section 9 provides an analysis of the key findings and suggested recommendations. Not all findings are negative or stem from a negative satisfaction rating, rather, they express stakeholder observations on certain key areas which are either doing well (which are noted as positive practices to be continued) or need further improvement.

The following table provides further detail regarding the key findings and recommendations.

Table 1-4: Recommendations Table

	Focus Area	Key Findings	Recommendations
1	Positive Practices	<p>MICT SETA appears to be effectively and efficiently fulfilling its mandate and playing a pivotal role in skills development</p> <p>Stakeholders appear to perceive MICT SETA as being an ethical organization.</p> <p>External stakeholders indicated their satisfaction with certain MICT SETA processes, commending the efficiency of the discretionary grant approval process and the WSP reporting and submissions.</p> <p>Stakeholders appear to be satisfied with email as a medium of communication, as illustrated through the high satisfaction scores, MICT SETA should therefore, continue using emails as one of the main mediums of communication</p> <p>Some stakeholders indicated their appreciation for the clear communication from MICT SETA</p> <p>Some stakeholders indicated that MICT SETA appears to be one of the best SETAs in terms of service offerings</p>	<ul style="list-style-type: none"> To ensure stakeholder levels of satisfaction are maintained going forward, MICT SETA should continue implementing these positive practices. Positive practices that MICT SETA should continue to implement includes using email as one of the main mediums of communication, enhancing and offering services that resonate with stakeholders' needs, as well as maintaining the efficiency of processes such as the discretionary grant approvals and WSP reporting and submissions. Additionally, in order to ensure satisfaction levels are maintained and improved, MICT SETA should consider making use of the Batho Pele principles as a framework and point of reference. These principles encourage public servants to be polite, open and transparent, and to deliver good service to the public, and include: <ul style="list-style-type: none"> Consultation: stakeholders should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. This may be done through roadshows and other consultative meetings held by MICT SETA Service Standards: stakeholders should be told what level and quality of public service they will receive so that they are aware of what to expect. This information can be conveyed through the website, social media platforms and the Information System. Access: MICT SETA should ensure that all stakeholders have equal access to the services to which they are entitled Courtesy: In keeping with good customer service practices, MICT SETA staff should ensure stakeholders are treated with courtesy and consideration Information: Stakeholders should be given full and accurate information about the services they are entitled to receive from the SETA.

Focus Area		Key Findings	Recommendations
			<p>Information can be conveyed through mediums of communication, such as email.</p> <ul style="list-style-type: none"> ○ Openness and Transparency: stakeholders should be told how the head office and regional offices are run; how much they cost and who is in charge. Additionally, MICT SETA should consider providing information on the processes related to the services on offer. ○ Redress: If the promised standard of service is not delivered, stakeholders should be offered an apology, a full explanation and a speedy and effective remedy; additionally, when complaints are made, stakeholders should receive a sympathetic, positive response. This may be done through email, notices and announcements on the website and other social media platforms. Roadshows can also serve as a platform to address stakeholders and offer redress for services that do not meet stipulated standards. ○ Value for Money: MICT SETA's services should be provided economically and efficiently in order to give stakeholders the best possible value for money, thereby maintaining high levels of satisfaction
2	Overall Stakeholder Satisfaction	Overall satisfaction amongst external stakeholders was lower than stakeholders' ideal satisfaction score. Key areas for improvement included increasing MICT SETA's level of communication and the transparency surrounding the allocation of funds.	<ul style="list-style-type: none"> • MICT SETA should place an emphasis on proactively communicating with their external stakeholders, through a variety of communication media • MICT SETA should assist external stakeholders with understanding how funding is allocated. This may be done through the publishing of general information such as the qualifying criteria and the potential reasons for rejection.
		Internal stakeholder satisfaction achieved a score of 56%, indicating room for improvement. Internal stakeholders expressed concerns with the remuneration and employee benefits, internal communication and employee morale.	<ul style="list-style-type: none"> • MICT SETA should consider conducting a benchmarking exercise to benchmark MICT SETA's salaries against the market rate and against other SETAs. The results of this benchmarking exercise should be presented to the organisation in order to assist with managing expectations regarding salaries.

Focus Area		Key Findings	Recommendations
			<ul style="list-style-type: none"> • MICT SETA should consider evaluating their benefits structure to ensure that it is conducive in terms of rewarding loyal and dedicated MICT SETA employees
3	Image and Reputation	Internal stakeholders appear to believe that MICT SETA is not seen as a leader in the MICT sector due to technological challenges relating to glitches and bugs in the existing system.	<ul style="list-style-type: none"> • MICT SETA should consider conducting an assessment of their systems and processes. This assessment may help MICT SETA understand the current situation and may assist with the identification of key issues related to the MICT SETA systems and processes. Additionally, this assessment should result in key recommendations regarding how MICT SETA can improve their systems and processes in order to overcome these technological challenges.
4	Leadership and Vision	<p>Some external stakeholders appear to believe MICT SETA does not understand the nature of the organisations they work with and is therefore, not in touch with the concerns and needs of its stakeholders. This may be seen through the perceived discrepancy that exists between the listed OFO codes and the skills required by stakeholders within the sector.</p> <p>Some external stakeholders indicated that there is a perceived lack of reach from MICT SETA in remote areas.</p>	<ul style="list-style-type: none"> • MICT SETA should consider strengthening partnerships with organisations in the industry in order to ensure that the products and services offered by MICT SETA are aligned to the needs of the industry. For example, with regard to OFO codes, MICT SETA should consider consulting with stakeholders in the industry in order to understand how OFO codes should be updated in order to more accurately reflect the needs of the sector. MICT SETA should ensure that the suggested updates to the OFO codes are clearly communicated to DHET in accordance with the prescribed format. If the SETA believes this updates will not be accepted by DHET, this should be clearly communicated with stakeholders in order to manage expectations. • MICT SETA should consider enhancing their partnerships with organisations to ensure that beneficiaries in rural areas have the ability to access MICT SETA's service offerings and have the correct tools to gain maximum benefit from the SETAs skills development service offerings. For example, partnering with internet service providers to ensure that beneficiaries from rural areas have relevant equipment and resources for the

	Focus Area	Key Findings	Recommendations
			duration of a particular MICT SETA skills development initiative
5	Systems and Processes	<p>Some external stakeholders believe that MICT SETA's systems and processes are not time-efficient due to their slow response time. Other external stakeholders highlighted that the system is not time-efficient due to its repetitive nature, i.e. the system requiring the same documents to be uploaded multiple times</p> <p>External stakeholders appear to believe that there has been inadequate communication from MICT SETA regarding changes to its systems and processes</p> <p>Stakeholders noted that the accessibility of the system and data on the system requires improvement, with external stakeholders highlighting that it appears as though historical data has not been migrated to the new system. Internal stakeholders also indicated that at times they are not able to access the data uploaded by external stakeholders on the system</p>	<ul style="list-style-type: none"> • MICT SETA should consider conducting an assessment of their systems and business processes. This assessment may help MICT SETA understand the current situation and may assist with the identification of key inefficiencies in the processes as well as key issues related to the MICT SETA systems and processes (for example, the need to upload multiple documents the same time). This assessment should result in key recommendations regarding how MICT SETA can improve their systems and processes in order to overcome these technological challenges and inefficiencies. • MICT SETA should ensure notices regarding any changes to the systems and processes are made available to stakeholders through multiple mediums of communication (i.e. email, the MICT SETA website, social media). • Workshops to train stakeholders on changes to the systems and processes should be arranged. MICT SETA should consider recording these training workshops and making these recordings available post-workshop to allow stakeholders to refer back to these recordings or allow stakeholders who were unable to attend the workshop to watch the recording and familiarise themselves with the key changes
6	Communication Media	<p>External stakeholders indicated that MICT SETA appears to rely solely on the website to convey information to its stakeholders</p> <p>External stakeholders noted a perceived over-reliance on social media platforms as a communication method.</p> <p>The accessibility, user-friendliness, reliability and effectiveness of the stakeholder information system requires improvement, with stakeholders highlighting that they are</p>	<ul style="list-style-type: none"> • MICT SETA should explore the possibility of diversifying the communication media used to convey information to stakeholders, for example, emailing notices to stakeholders in addition to posting them on the MICT SETA website or on social media. The integrated communication service that MICT SETA is currently working on should assist MICT SETA with this diversification. • MICT SETA leadership should consider establishing a standardised

Focus Area		Key Findings	Recommendations
		unable to find or access certain information at times.	<p>communication policy across all offices, including between the head office and regional offices, which will help alleviate barriers or misunderstandings that affect service delivery. The communication policy must define how and when divisions should communicate with one another.</p> <ul style="list-style-type: none"> • MICT SETA should ensure that front office staff are adequately and appropriately trained in customer service fundamentals to deal with stakeholders who make use of the head office walk-in centre. • MICT SETA should explore the possibility of regularly (monthly or quarterly) updating their virtual newsletter in order to assist with keeping stakeholders updated with the latest developments and changes in the MICT SETA environment • MICT SETA should ensure that stakeholders are aware of who the correct individuals to contact are when they have a specific query and should encourage these individuals to respond timeously to any stakeholder queries received. • MICT SETA should consider including a segment at roadshows that outlines the issues that were raised at the previous roadshow and the steps that MICT SETA has taken in order to address these issues
		Internal and external stakeholders indicated that there appears to be a lack of effective internal communication between the head office and regional offices. This may impact the ability of regional offices to respond to stakeholder queries	
		External and internal stakeholders indicated that there appears to be poor customer service at the head office	
		It appears external stakeholders would prefer direct communication and consultation from MICT SETA, especially on issues relating to significant changes.	
		External stakeholders expressed the need for a dedicated individual to handle email queries	
		There appears to be a lack of follow-through from MICT SETA with regard to addressing issues and concerns raised by external stakeholders at roadshows	
		Some external stakeholders indicated that there appears to be inadequate preparation and planning in advance of the roadshows	
7	Responsiveness and Communication	There appears to be inefficient internal communication, particularly between head office and regional offices. This means that regional branches are not always aware of the latest developments, which may affect their ability to provide information to external stakeholders.	<ul style="list-style-type: none"> • MICT SETA leadership should consider establishing a standardised communication policy across all offices, including between the head office and regional offices, which will help alleviate barriers or misunderstandings that affect service delivery. The communication policy must define how and when divisions should communicate with one another. • Consider creating a Query Resolution System that has a directory of relevant personnel and departments to submit queries to.
		There appears to be a discrepancy between the response time that stakeholders would prefer and MICT SETA's actual response time, indicating room for MICT SETA to improve in terms of addressing stakeholder queries	

Focus Area		Key Findings	Recommendations
			<ul style="list-style-type: none"> Encourage staff at all levels to acknowledge customer queries and respond timeously in order to alleviate query turnaround times
8	Service Delivery and Excellence	<p>Issues such as late payments, appear to impact stakeholder views in terms of MICT SETA's service delivery</p> <p>Some internal stakeholders highlighted that there are operational challenges which impact their ability to provide quality service delivery to external stakeholders, due to challenges with tools of the trade</p>	<ul style="list-style-type: none"> Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks Consider a review of the MICT SETA staff responsibilities to determine the tools of the trade required in order to enable them to perform and deliver services to stakeholders effectively and efficiently
9	Product/Service Offering	<p>Some stakeholders indicated that MICT SETA should partner with private sector organisations in order to improve their product and service offering</p> <p>Long turnaround times for internship registrations and approvals, as well as delays in the awarding of statements of results and certificates, appear to have impacted stakeholders' satisfaction with MICT SETA services</p>	<ul style="list-style-type: none"> Consider strengthening partnerships with organisations in the industry in order to ensure the products and services offered by MICT SETA are aligned to the needs of the industry Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks Consider updating staff members' KPIs to reflect targeted and required timelines for processing stakeholder applications and submissions until finalisation
10	Brand	Some external stakeholders indicated that they are less likely to recommend MICT SETA as a service provider due to perceived inadequacies in service delivery	<ul style="list-style-type: none"> Consider increasing the overall staff capacity of MICT SETA to ensure all divisions and departments are adequately staffed in order to function effectively and efficiently Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks in order to improve MICT SETA's service delivery

2 Introduction

This report presents the findings and recommendations of the Stakeholder Satisfaction Survey (“the Project”) for MICT SETA conducted by Redflank.

The report begins by providing the project background and the project approach. This is followed by a description of the research methodology adopted for the study and the limitations of the research, which outlines the challenges faced while conducting the research.

Primary research was analysed to offer the insights contained in this report. Data collected and analysed included both quantitative and qualitative data. Qualitative data was sourced through comments made by internal and external stakeholders in surveys, interviews and focus groups. The quantitative analysis was based on survey results.

The following table provides an outline of the sections contained in this document.

Table 2-1: Section Outline

Section	Content	Description
Section 2	Introduction	Provides the background to the project, as well as the context within which it was conducted. Additionally, it describes the objectives of the project.
Section 3	Project Approach	Describes the approach taken whilst conducting the Stakeholder Satisfaction Survey.
Section 4	Methodology	Provides a description of how the project was completed, highlighting the data collection procedure and the steps taken in the data capture and analysis.
Section 5	Limitations of the Research	Describes the research challenges faced during the project.
Section 6	Demographic Profile of Respondents	Presents the demographic profile of the respondents.
Section 7	Summary Findings	Provides a high-level overview of the findings presented in this report
Section 8	Satisfaction Findings	Presents the findings with regard to the overall satisfaction of internal and external stakeholders and the satisfaction ratings per key attribute.
Section 9	Recommendations	Provides the key findings and recommendations that MICT SETA should consider going forward.
Section 10	Conclusion	Provides a conclusion to the findings and the report.
Appendix A	Divisional Findings	Provides the satisfaction findings per MICT SETA division

2.1 Background

This section provides an overview of MICT SETA and highlights the background as well as the objectives of the project conducted by Redflank.

2.1.1 Overview of MICT SETA

MICT SETA is a public entity established in terms of the Skills Development Act, 1998 (Act No. 97 of 1998). MICT SETA plays a pivotal role in achieving South Africa’s skills development and economic growth within its five sub-sectors that are interconnected but also quite distinct and identifiable. These sub-sectors are Advertising, Film and Electronic Media, Electronics, Information Technology and Telecommunications (MICT SETA, 2020).

2.1.2 Background to the Project

MICT SETA recently implemented various interventions in an attempt to enhance stakeholder interaction platforms and methods. This included interventions such as the revamped MICT SETA website, the refined corporate identity and the revised mission, vision and brand values.

To determine if these interventions have thus far yielded positive and effective results from a stakeholder point of view, MICT SETA appointed Redflank to conduct a Stakeholder Satisfaction Survey (internal and external) for the 2020/2021 financial year. The primary aim of this study was to assess how effectively and efficiently MICT SETA is achieving its mandate within the MICT sector.

2.2 Project Objectives

The primary aim of this study was to assess the satisfaction of key stakeholders within the MICT sector with MICT SETA's service offerings and to determine how effectively the SETA is achieving its mandate. The main research objectives were to:

- Assess stakeholders' awareness of MICT SETA and its suitability
- Assess stakeholders' understanding of MICT SETA's mandate and activities
- Assess stakeholders' satisfaction with the communication between MICT SETA and stakeholders
- Assess the level of promotion of the MICT SETA brand by stakeholders
- Ascertain the levels of perceptions amongst its key stakeholders
- Develop a roadmap to assist MICT SETA realise its desired satisfaction level.

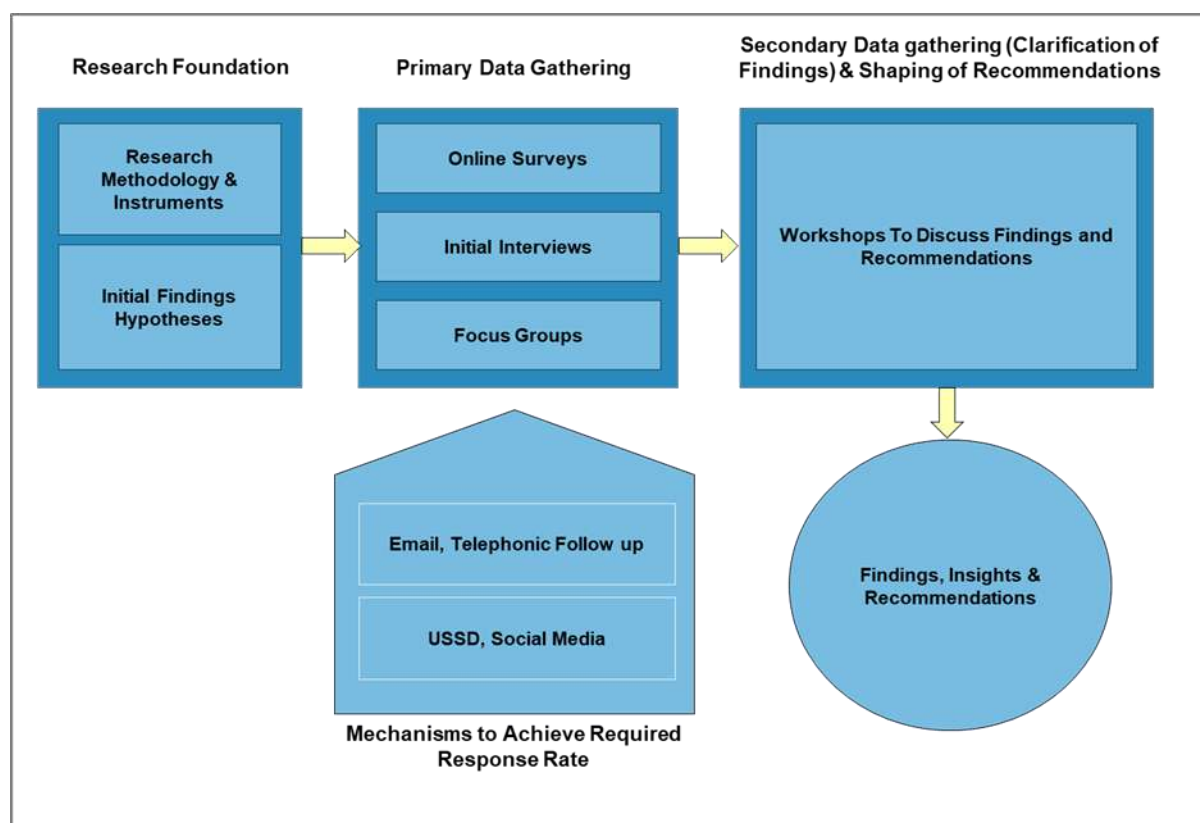
3 Project Approach

The approach adopted for this project commenced with the establishment of a research foundation. The establishment of the research foundation was then followed by primary and secondary data gathering, which fed into the formulation of survey findings. These survey findings were analysed to understand what practices MICT SETA should continue, and which ones MICT SETA should look to adjust.

Various mechanisms were implemented to increase survey response rates, including sharing the survey link on MICT SETA's website and social media platforms, Redflank prompting external stakeholders via email to complete the survey and MICT SETA prompting internal stakeholders via email to complete the survey.

This approach is described conceptually below.

Figure 3-1: Conceptual Approach



4 Methodology

The sections below illustrate the process followed by Redflank whilst collecting, capturing, and analysing data for the MICT SETA Stakeholder Satisfaction Survey.

4.1 Data Collection Procedure

The following paragraphs describe the steps taken by Redflank whilst gathering data for the MICT SETA Stakeholder Satisfaction Survey.

- **Step 1:** Redflank developed the data collection instruments in accordance with the key requirements set out in the project Terms of Reference. The proposed data collection instruments were workshopped and finalised in conjunction with the MICT SETA sponsor.
- **Step 2:** Redflank received a number of stakeholder databases from MICT SETA, containing both internal and external stakeholder contact details. The external databases were divided according to sector i.e. Advertising, Electronics, Telecommunications, Information Technology and Film and Electronic Media. Duplicate email addresses and contact information were removed from the databases and thereafter, the databases were randomised.
- **Step 3:** A survey link was distributed to all internal stakeholders via email. The survey link was also distributed to external stakeholders via email. This email requested that the stakeholders follow the link and complete the survey. A letter from MICT SETA's Marketing and Communications Manager was included as an attachment. The purpose of this letter was to inform both the internal and external stakeholders of the validity of the survey. A total of three emails containing survey links were distributed between 4 May 2021 and 17 May 2021.
- **Step 4:** The response rate for the survey was checked daily to ensure sufficient responses were being received.
- **Step 5:** In order to obtain a more qualitative understanding of the levels of stakeholder satisfaction, interviews were conducted with both internal and external stakeholders. In addition to the interviews, focus groups were conducted with external stakeholders from relevant MICT sub-sectors to enhance the qualitative view of the data.

Internal and external stakeholders completed their respective surveys. The key objective of the surveys was to measure stakeholder satisfaction across eight key attribute dimensions, including:

- Image and Reputation
- Leadership and Vision
- Systems and Processes
- Communication Media
- Responsiveness and Communication
- Service Delivery and Excellence
- Brand
- Product/Service Offering

Respondents were asked to assess their satisfaction for each of the key attribute dimensions mentioned above, using a five-point rating scale. For example, 'Strongly Disagree', 'Disagree', 'Neither Agree nor Disagree', 'Agree' or 'Completely Agree'.

Based on a research population of 12 600 and a 95% confidence level and a 5% margin of error, a sample size of 375 was determined. Overall, a total of 586 consultations were completed, the following table provides further details regarding these consultations.

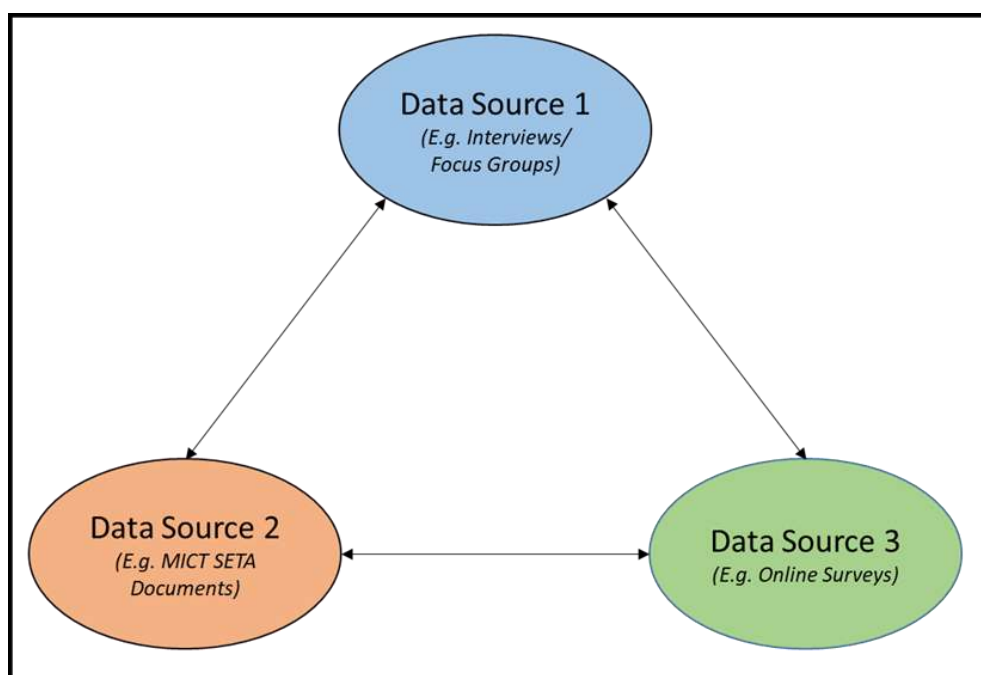
Table 4-1: Planned and Actual Consultations Conducted

Stakeholder	Planned Consultations	Completed Consultations
Interviews		
Internal Stakeholders	15	24
External Stakeholders		
Surveys		
Internal Stakeholders	375	44
External Stakeholders		494
Total	375	538
Focus Groups		
External Stakeholders	5 (50)	5 (24)
Total Stakeholder Consultations	440	586

4.2 Data Triangulation

A key aspect of the research approach involved the cross validation and triangulation of results, in order to ensure robust research findings. The image below illustrates how information gathered from any data source (for example, data source 1) was assessed and validated against any other data source (for example, data sources 2 or 3), and vice versa to ensure findings were consistent and valid. If any discrepancies arose, for example, a finding from the survey contradicted the findings in interviews, further analysis was performed to determine reasons for the discrepancy. This information ensured that a thorough study was conducted.

Figure 4-1: Data Triangulation



4.3 Data Capture and Analysis

Survey responses were captured on Survey Monkey. Once the surveys were closed, the raw survey data containing both the internal and external stakeholder responses was extracted.

Graphs were generated from the raw survey data extracted from Survey Monkey. Data was qualified based on the percentage of positive responses per option (e.g., 'Neither Agree nor Disagree', 'Agree', and 'Completely Agree').

The table below indicates the scale against which each driver of satisfaction was assessed. Areas highlighted in Dark Green were assessed as '**exemplary**', areas highlighted in Light Green were assessed as '**met**', areas highlighted in Amber were assessed as '**partially met**' and areas highlighted in Red were assessed as '**not met**'.

Table 4-2: Rating Scale

Rating Scale	
80%-100%	Exemplary
66%-79%	Met
33%-65%	Partially Met
0%-32%	Not Met

Comments obtained from qualitative consultations (i.e., interviews and focus groups) and responses from the open-ended questions of the survey were extracted and summarised according to emerging themes. These comments have been included, where relevant, throughout the report.

5 Limitations of the Research

There were a few limitations experienced during the data collection phase of the project. These included:

- 1) **Outdated External Stakeholder Contact Database:** Some external stakeholders indicated that they were no longer registered or working with the MICT SETA even though their contact details were still in the SETA's database. Furthermore, some external stakeholders had retired and were no longer active in the MICT sector.
- 2) **COVID-19 Constraints:** It was noted that due to the COVID-19 National Lockdown, the majority of stakeholders were working from home. This made it difficult to arrange interviews in instances where the contact details provided were office landline numbers.
- 3) **Stakeholder Unwillingness to Participate:** It was found that many stakeholders neglected/failed to recall completing the survey when it was initially sent to them. It was also observed that numerous stakeholders did not complete the survey even though several reminders were sent. Additionally, stakeholders were reluctant to participate in the interviews and focus groups, with the majority not responding to invitations sent out.
- 4) **Stakeholder Unavailability to Participate:** Stakeholders did not have the time to participate in the interviews due to other work commitments.

6 Demographic Profile of Respondents

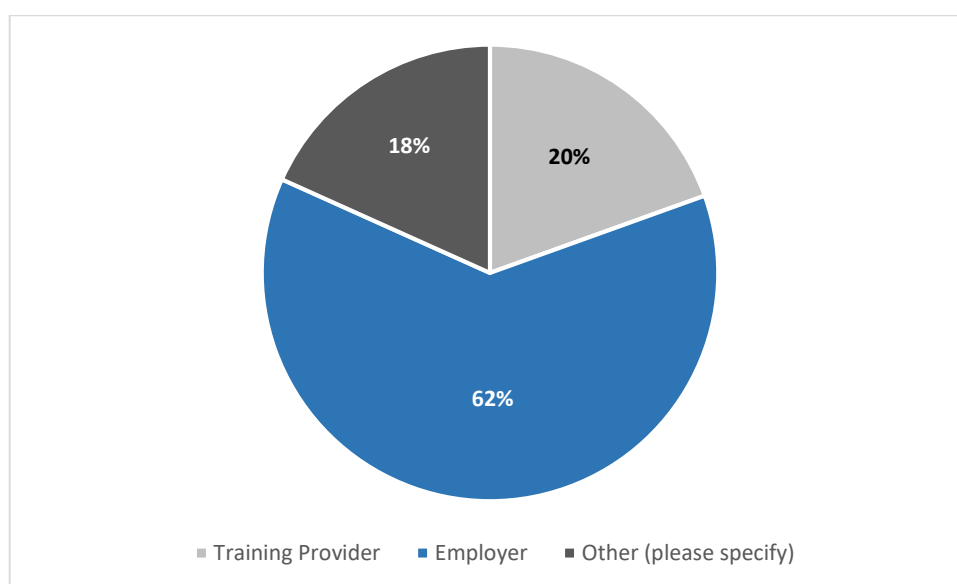
The following sections illustrate the demographic profile of internal and external respondents in terms of stakeholder type, province in which the respondent is based, and the divisional breakdown. A total of 538 survey responses were received.

6.1 External Stakeholders

6.1.1 Stakeholder Type

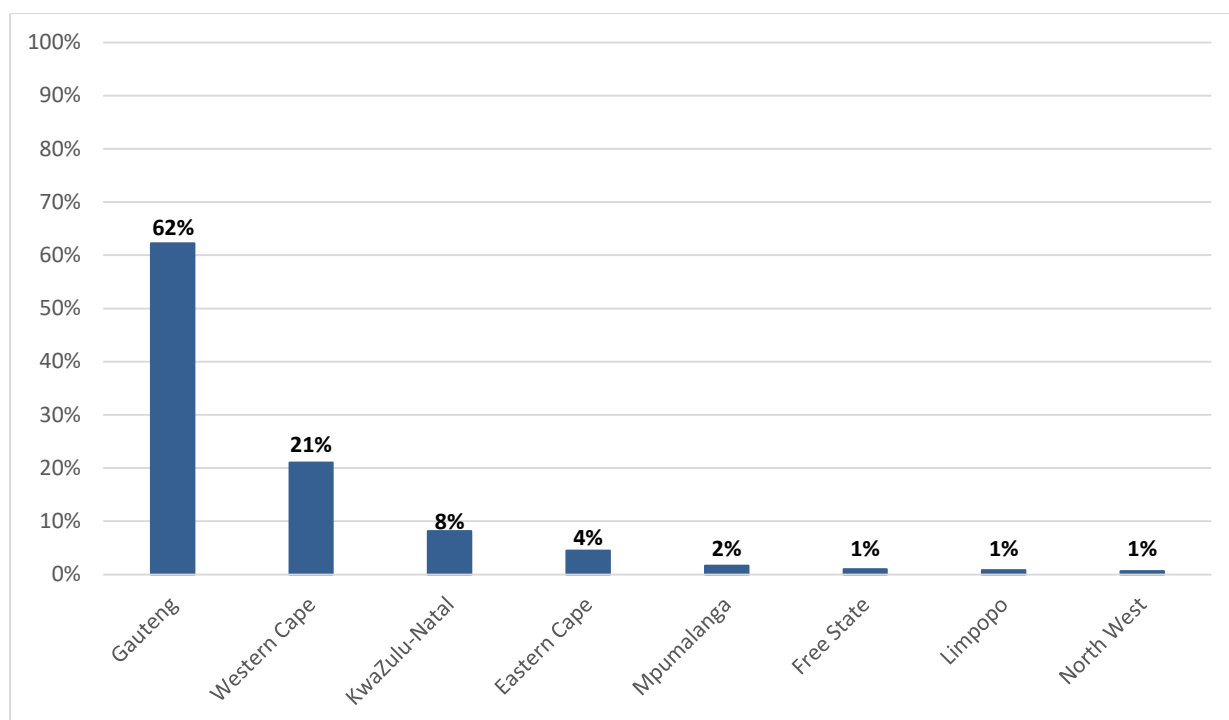
The figure below illustrates the stakeholder type of the respondents. As shown below, 62% of the respondents were employers, while 20% of the respondents were training providers. The remaining 18% formed part of the 'Other' category, including; Skills Development Facilitators, Consultants, Assessors, etc.

Figure 6-1: External Stakeholder Type



6.1.2 Province

The figure below provides the provincial breakdown of all the respondents.

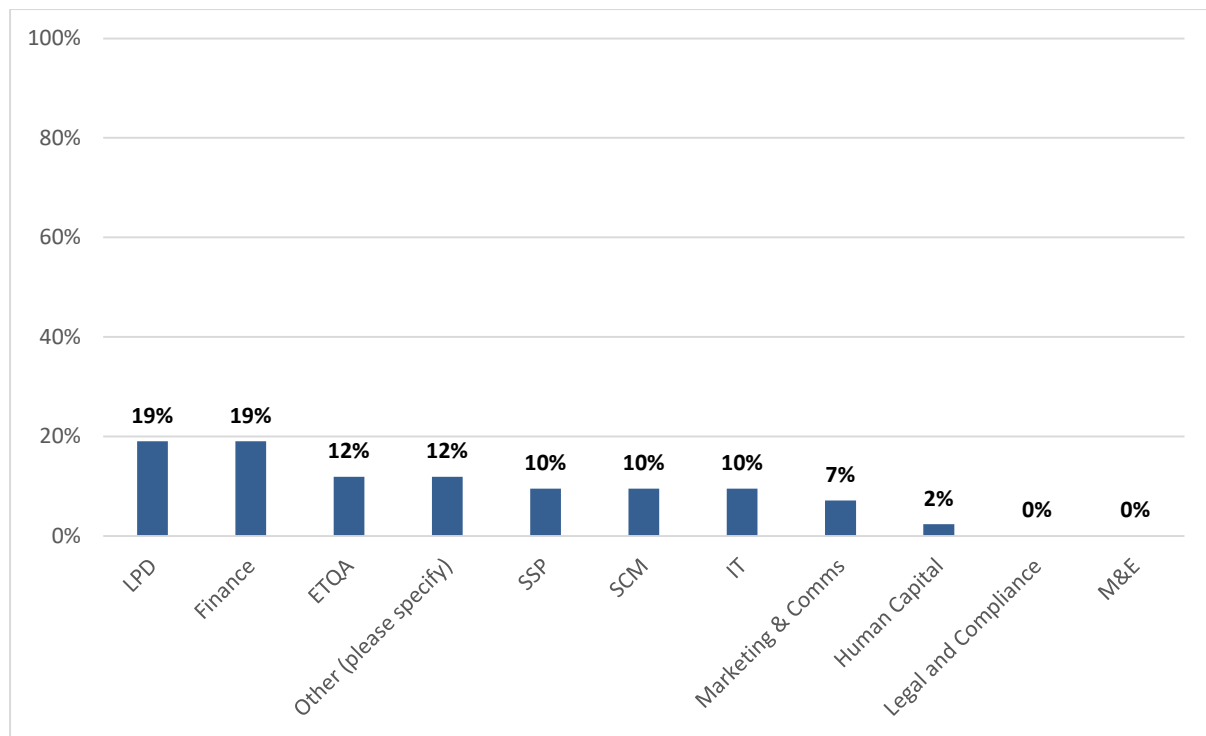
Figure 6-2: Provincial Breakdown of Respondents

As may be seen, the majority of the respondents were from the Gauteng province (62%), followed by respondents from the Western Cape (21%) and KwaZulu-Natal (8%). The remaining respondents were from the Eastern Cape (4%), Mpumalanga (2%), Free State (1%), Limpopo (1%) and the North West (1%).

6.2 Internal Stakeholders

6.2.1 Divisional Breakdown

The figure below shows the divisional breakdown of the internal respondents. As the figure shows, a significant number of internal respondents were from the Learning Programmes (19%) and the Finance (19%) divisions. This was followed by respondents from the Education and Training Quality Assurance (ETQA) (12%) and 'Other' (12%) divisions. The remaining internal respondents were from the Sector Skills Planning (SSP) (10%), Supply Chain Management (SCM) (10%), Information Technology (IT) (10%), Marketing and Communications (7%) and the Human Capital (2%) divisions. There were no internal respondents from the Legal Compliance or the Monitoring and Evaluation (M&E) divisions.

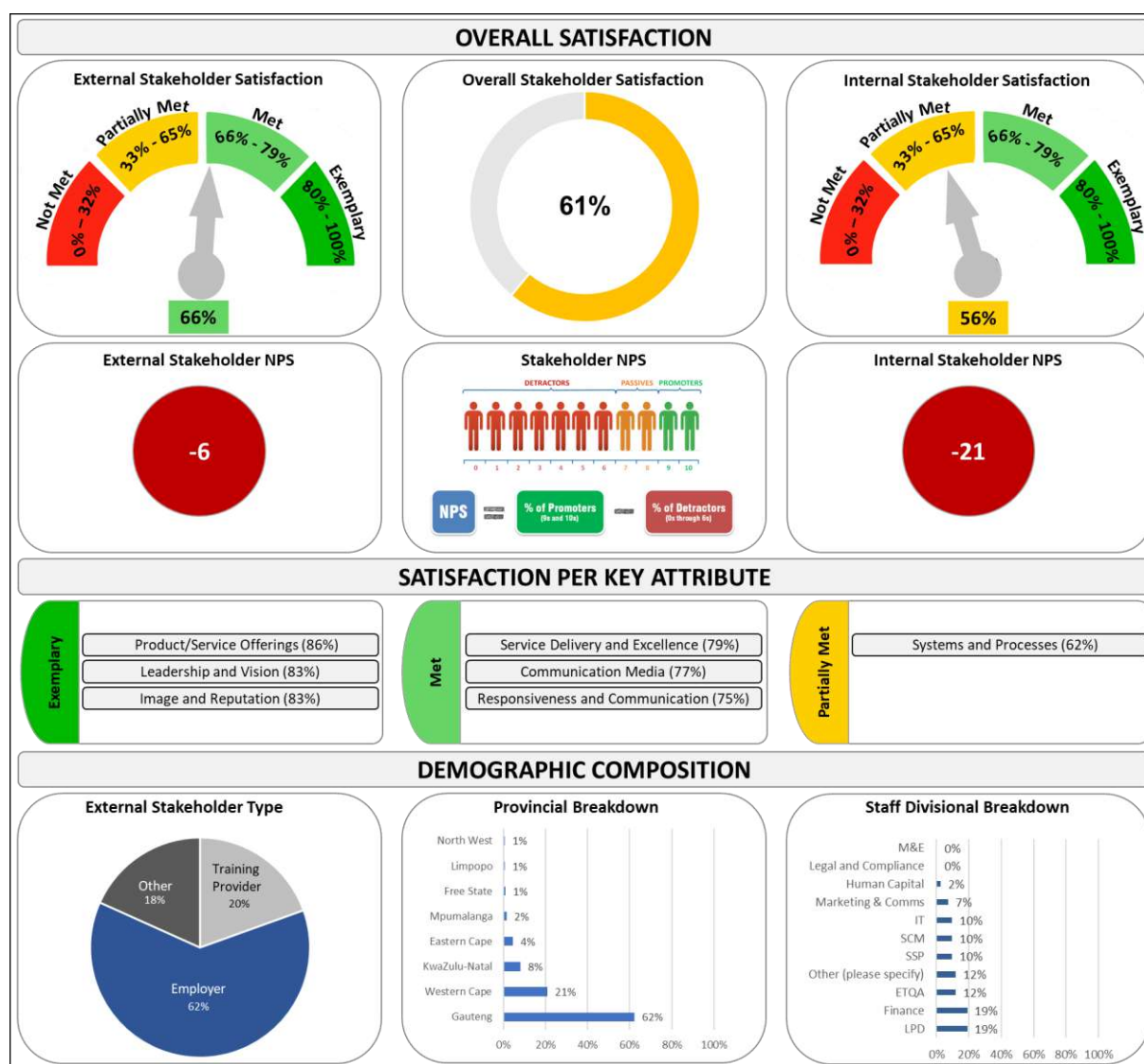
Figure 6-3: Divisional Breakdown of Internal Respondents

7 Summary Findings

The dashboard below provides a high-level view of the findings from the MICT SETA Stakeholder Satisfaction Survey. The dashboard provides a view of overall stakeholder satisfaction, as well as external and internal stakeholders individual satisfaction scores. In order to calculate the overall satisfaction levels, data was qualified based on the percentage of positive responses per option (for example; 'Neither Agree nor Disagree', 'Agree', and 'Completely Agree').

Additionally, the dashboard provides an indication of the extent to which both internal and external stakeholders would promote the MICT SETA brand, in the form of a Net Promoter Score (NPS). Finally, the dashboard provides an overview of the demographic profile of respondents.

Figure 7-1: Key Findings Dashboard



8 Satisfaction Findings

The following graphs were generated from the raw survey data extracted from Survey Monkey. Stakeholder data was combined to provide an overall view of the results. Data was qualified based on the percentage of positive responses per option (for example; 'Neither Agree nor Disagree', 'Agree', and 'Completely Agree').

The table below indicates the scale against which each driver of satisfaction was assessed. Areas highlighted in Dark Green were assessed as '**exemplary**', areas highlighted in Light Green were assessed as '**met**', areas highlighted in Amber were assessed as '**partially met**' and areas highlighted in Red were assessed as '**not met**'.

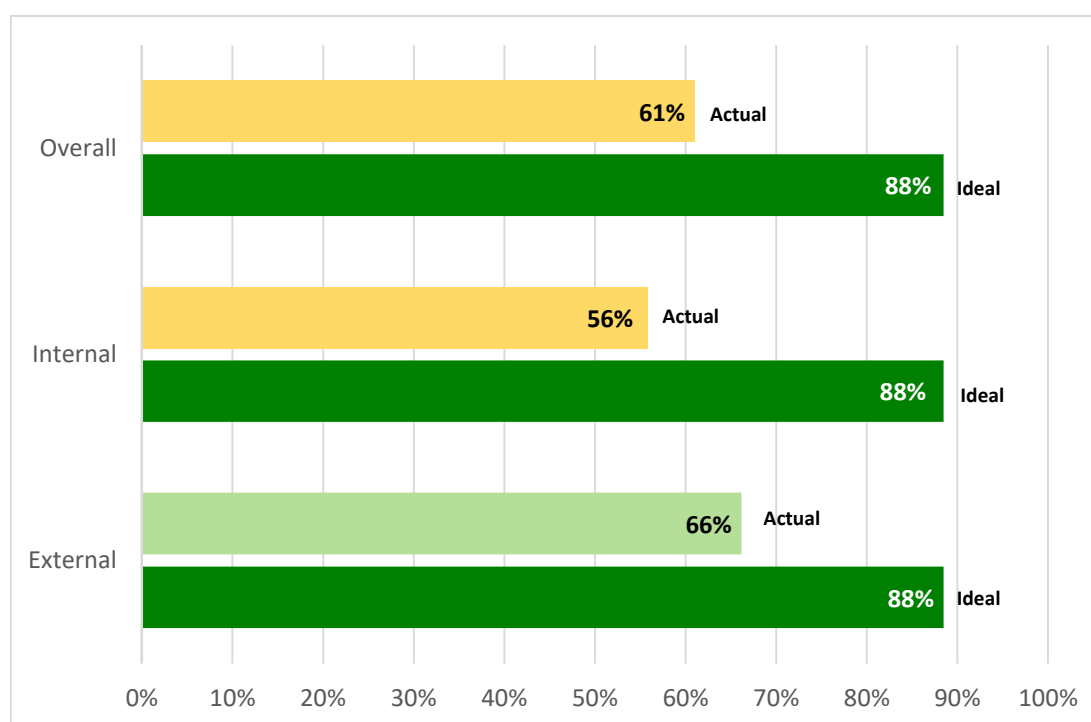
Table 8-1: Satisfaction Rating Scale

Rating Scale	
80%-100%	Exemplary
66%-79%	Met
33%-65%	Partially Met
0%-32%	Not Met

8.1 Overall Stakeholder Satisfaction Scores

The figure below illustrates the actual and ideal satisfaction ratings overall, as well as the actual and ideal satisfaction ratings of both internal and external stakeholders. The ideal satisfaction rating represents the level at which stakeholders would prefer MICT SETA to operate, while the actual satisfaction rating represents the actual satisfaction levels of internal and external stakeholders.

Figure 8-1: Overall Satisfaction Scores



As can be seen in the figure above, the overall satisfaction score across both internal and external stakeholders is 61%. This is compared to an ideal satisfaction score of 88%.

With regard to internal stakeholders, it can be seen that internal stakeholder satisfaction levels are at 56%, compared to an ideal satisfaction score of 88%. The lower satisfaction scores amongst internal stakeholders may be due to concerns with regard to employee remuneration, employee benefits and the company culture at MICT SETA.

Some internal stakeholders were of the view that MICT SETA does not remunerate their employees in accordance with the SETA industry standards.

“With regard to salaries, MICT SETA is not on par with other SETAs. Other SETA employees are paid more. The salary is not fair and is not reflective of experience. The salary does not match the service and loyalty. [I am] not satisfied with the remuneration. MICT SETA should look into how they reward their employees.”

(Internal Stakeholder Interview, 2021)

Other internal stakeholders expressed concerns with the company culture and the lack of communication within the organisation.

“The culture in the company is not conducive. Communication within the organisation is terrible.”

(Internal Stakeholder Satisfaction Survey, 2021)

Additionally, internal stakeholders expressed concerns regarding a lack of motivation and low levels of employee morale.

“[MICT SETA] needs to improve employee morale and implement incentives to motivate employees.”

(Internal Stakeholder Satisfaction Survey, 2021)

External stakeholder satisfaction achieved a score of 66%. This is compared to an ideal satisfaction score of 88%, indicating room for improvement. The lower levels of satisfaction amongst external stakeholders may be due to low levels of communication and a lack of transparency with regard to funding allocations.

External stakeholders indicated that the communication received from MICT SETA staff required improvement.

“There are individuals who communicate well, but staff communication in general needs to improve”.

(External Stakeholder Interview, 2021)

In addition to these concerns around communication, external stakeholders also indicated that they were concerned about the lack of transparency within MICT SETA regarding the manner in which funds are allocated.

“There is a lack of transparency in terms of the process of allocating funds. I do not know where the funding is going. There seems to be a veil over who gets funding. This information should be available.”

(External Stakeholder Focus Group, 2021)

Overall, these satisfaction levels indicate that there is room for MICT SETA to increase both internal and external stakeholder satisfaction levels. While external stakeholders display higher levels of satisfaction when compared to internal stakeholders, both scores are lower than the ideal satisfaction score of 88%.

Key Findings

- Overall satisfaction amongst external stakeholders was lower than stakeholders’ ideal satisfaction score. Key areas for improvement included increasing MICT SETA’s level of communication and the transparency surrounding the allocation of funds.
- Internal stakeholder satisfaction achieved a score of 56%, indicating room for improvement. Internal stakeholders expressed concerns with the remuneration and employee benefits, internal communication and employee morale.

8.2 Overall Ratings per Key Attribute

The MICT SETA Stakeholder Satisfaction Survey findings regarding the overall satisfaction per key attribute are summarised in the following figure.

Figure 8-2: Overall Satisfaction Ratings



As shown in the figure above, three out of the seven key attributes received an overall satisfaction rating of **exemplary**. Additionally, three out of the seven key attributes received an overall satisfaction

rating of **met**. The key attribute 'Systems and Processes' received a satisfaction rating of **partially met**. The following provides a breakdown per key attribute:

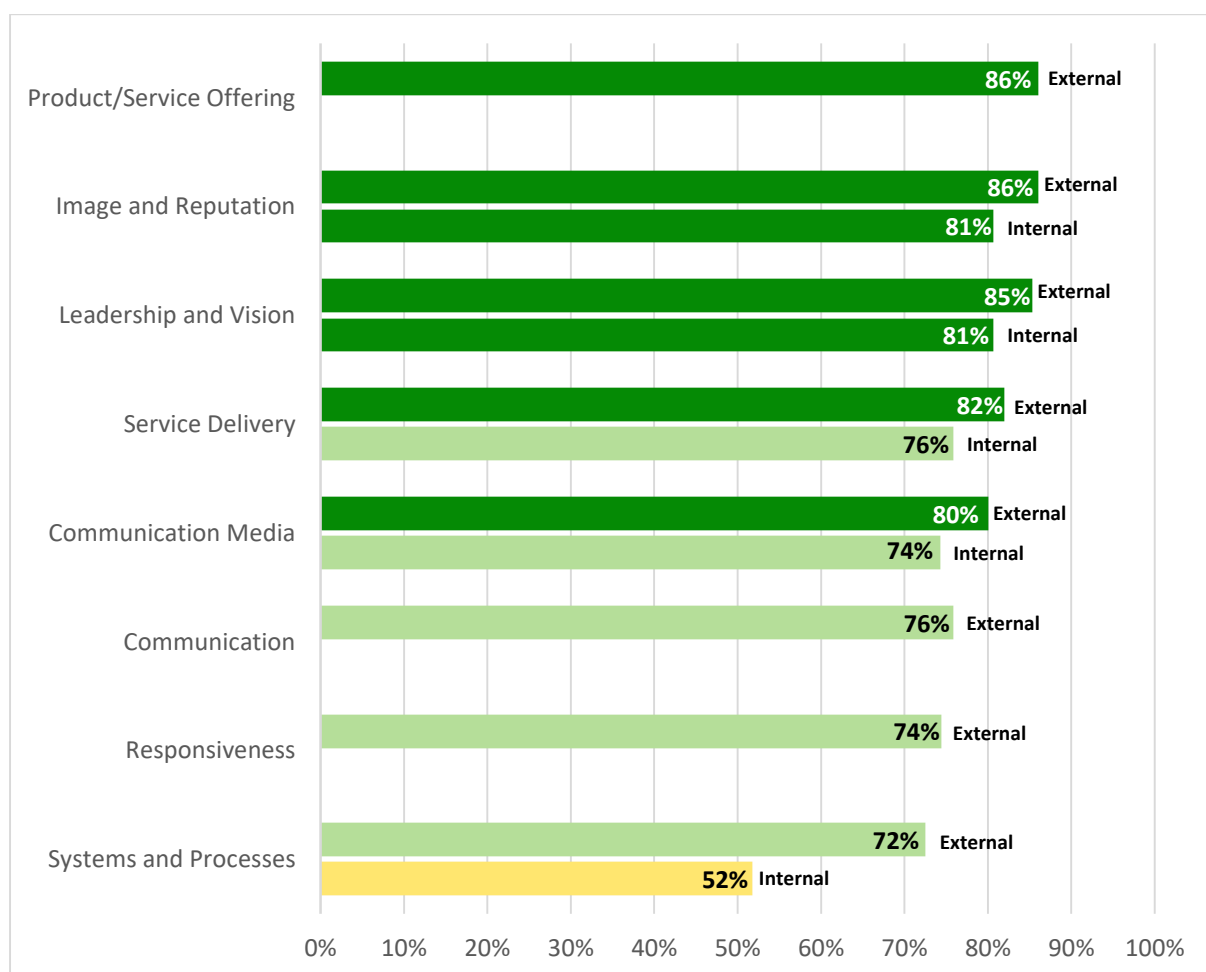
- **Product/Service Offering:** The drivers of satisfaction evaluated in order to determine the overall levels of satisfaction with MICT SETA's Product and Service Offering included understanding stakeholder's satisfaction levels regarding the services offered by MICT SETA, as well as attempting to understand the levels of external stakeholder satisfaction with the learning programmes offered by MICT SETA. Overall stakeholder satisfaction with regard to MICT SETA's Service Offering received a rating of **exemplary**.
- **Image and Reputation:** The drivers of satisfaction evaluated in order to assess the overall satisfaction with MICT SETA's Image and Reputation included factors such as whether MICT SETA is ethical; whether MICT SETA is effectively fulfilling its mandate; whether MICT SETA keeps up with the latest trends and technologies and whether MICT SETA can be viewed as a leader in the MICT sector. Overall, satisfaction levels with MICT SETA's Image and Reputation received a rating of **exemplary**.
- **Leadership and Vision:** In order to measure stakeholder satisfaction with MICT SETA's Leadership and Vision, drivers of satisfaction such as; whether MICT SETA has leadership that is competent; whether MICT SETA has a clear vision for the future and whether MICT SETA is well managed, were evaluated. Additionally, drivers of satisfaction such as whether MICT SETA appears to be concerned about the interests of its stakeholders and whether stakeholders understand the role that MICT SETA plays in developing skills and promoting economic growth within the MICT sector, were evaluated. Overall, MICT SETA's Leadership and Vision received a satisfaction rating of **exemplary**.
- **Service Delivery and Excellence:** MICT SETA's Service Delivery and Excellence received an overall satisfaction rating of **met**. Measuring satisfaction for this key attribute involved the evaluation of drivers of satisfaction including; whether MICT SETA's service delivery is of a high quality and whether stakeholders rarely experience service-related problems with MICT SETA.
- **Communication Media:** In order to measure stakeholder satisfaction with MICT SETA's Communication Media, drivers of satisfaction such as; whether MICT SETA's methods of communication are user-friendly; whether the methods of communication are easily accessible; whether the methods of communication are convenient; whether they are reliable and effective and whether the methods of communication are time-efficient, were evaluated. Overall, stakeholder satisfaction regarding MICT SETA's Communication Media received a rating of **met**.
- **Responsiveness and Communication:** MICT SETA's Responsiveness and Communication received an overall satisfaction rating of **met**. Stakeholder satisfaction with MICT SETA's responsiveness was determined by evaluating drivers of satisfaction such as whether stakeholders were satisfied with MICT SETA's responsiveness; the amount of time individual departments within MICT SETA take to address queries; and determining what the ideal response time would be for queries to be resolved. The drivers of satisfaction evaluated in order to assess the overall level of satisfaction with MICT SETA's communication included factors such as whether stakeholders felt as though it was easy to get in touch with MICT SETA; whether it was easy to get information from MICT SETA when needed and whether MICT SETA communicates regularly about important information.

- Systems and Processes:** In order to measure stakeholder satisfaction with MICT SETA's Systems and Processes, drivers of satisfaction such as; whether changes in MICT SETA systems and processes are adequately communicated and explained to stakeholders; whether MICT SETA's systems and processes are user-friendly; whether MICT SETA's systems and processes are reliable; whether MICT SETA systems and processes are time-efficient and effective and whether stakeholders feel as though MICT SETA is constantly looking to develop new solutions to meet stakeholder needs, were evaluated. MICT SETA's Systems and Processes received an overall satisfaction rating of **partially met**.

8.2.1 Overall Stakeholder Satisfaction: Overall Satisfaction

The graph below illustrates both the internal and external stakeholder satisfaction levels across all key attributes.

Figure 8-3: Overall Stakeholder Satisfaction Scores



As can be seen above, external stakeholder satisfaction is generally higher than internal stakeholder satisfaction across all key attributes. Satisfaction with MICT SETA's Product/Service Offering achieved the highest score of 86% indicating that external stakeholders appear to be satisfied with MICT SETA's product and service offering. The lowest rated attribute was MICT SETA's Systems and Processes, which received a satisfaction score of 72% and 52% amongst external and internal stakeholders, respectively.

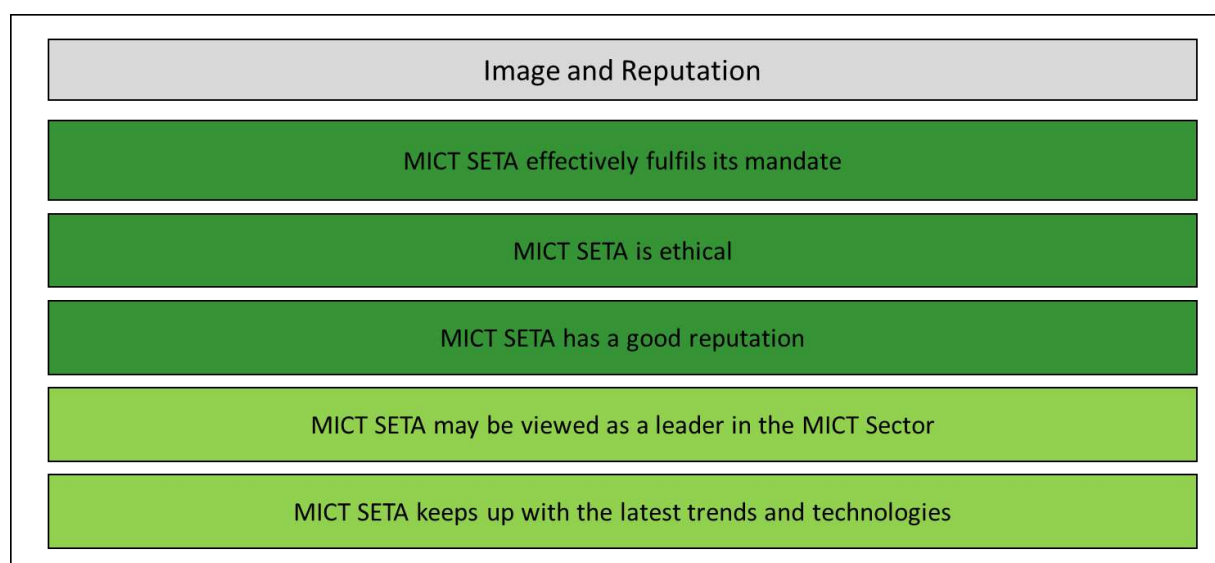
Amongst external stakeholders, the majority of the key attributes assessed received an overall satisfaction rating of **exemplary**, whilst communication, responsiveness and systems and processes

received satisfaction ratings of **met**. Amongst internal stakeholders, MICT SETA's image and reputation and MICT SETA's leadership and vision were rated as **exemplary**. MICT SETA's service delivery and MICT SETA's communication media received overall satisfaction ratings of **met**, whilst MICT SETA's systems and processes received the lowest satisfaction rating of **partially met**, highlighting an area for improvement.

8.3 Image and Reputation

The MICT SETA Stakeholder Satisfaction Survey findings regarding the Image and Reputation of MICT SETA are summarised in the figure below.

Figure 8-4: Overall Satisfaction Ratings - Image and Reputation

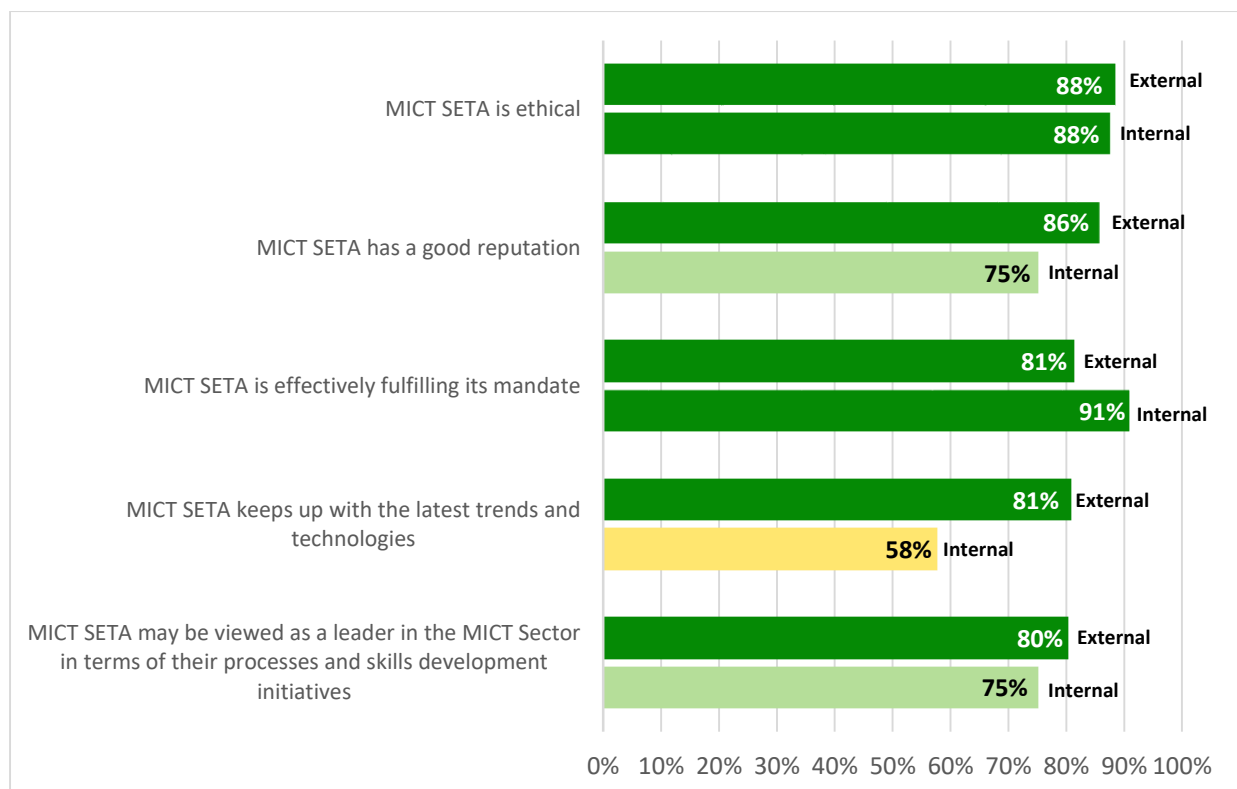


As illustrated by the figure above, three out of the five drivers of satisfaction for MICT SETA's Image and Reputation received ratings of **exemplary**. The remaining drivers of satisfaction i.e., 'MICT SETA may be viewed as a leader in the MICT sector' and 'MICT SETA keeps up with the latest trends and technologies' received satisfaction ratings of **met**. The section below provides a more detailed breakdown of each driver's satisfaction rating.

8.3.1 Overall Stakeholder Satisfaction: Image and Reputation

The graph below illustrates the satisfaction scores per driver of satisfaction related to the Image and Reputation of MICT SETA.

Figure 8-5: Overall Stakeholder Satisfaction – Image and Reputation



As can be seen above, the majority of the drivers of satisfaction related to MICT SETA's Image and Reputation were rated as **exemplary**. Both internal and external stakeholders appeared to believe that MICT SETA is effectively fulfilling its mandate of playing a pivotal role in terms of skills development in the MICT sector, as illustrated by the satisfaction scores of 81% and 91% for external and internal stakeholders, respectively. The driver 'MICT SETA is effectively fulfilling its mandate' therefore received a satisfaction rating of **exemplary** for both external and internal stakeholders.

This high level of satisfaction regarding MICT SETA's fulfilment of its mandate was echoed in consultations with stakeholders noting that they have no doubt that MICT SETA is fulfilling their mandate.

"As a SETA, I have no doubt that they are fulfilling their mandate be it through supporting stakeholders, doing grassroot initiatives, promoting IT learning, or other programmes"

(Stakeholder Focus Group, 2021)

Both internal and external stakeholders appeared to consider MICT SETA to be an ethical organisation, as can be seen by the satisfaction scores of 88% for both internal and external stakeholders. The driver 'MICT SETA is ethical' therefore received a satisfaction rating of **exemplary**.

"Yes, MICT SETA is an ethical organization. I cannot fault them. I have nothing negative to say in this regard."

(External Stakeholder Interview, 2021)

The driver of satisfaction 'MICT may be viewed as a leader in the MICT sector in terms of their processes and skills development initiatives' received a satisfaction score of 80% and a rating of

exemplary for external stakeholders. External stakeholders indicated that MICT SETA is a leader in the MICT sector and expressed their satisfaction with the work that MICT SETA does.

“I do believe [MICT SETA] are the leaders in the sector – I am really satisfied. They must just keep up with the good, honourable work they are doing.”

(External Stakeholder Interview, 2021)

In terms of MICT SETA keeping up with the latest trends and technologies within the MICT sector, external stakeholders appeared to be of the opinion that MICT SETA follows the latest trends and technologies, as can be seen by the satisfaction rating of **exemplary** for this driver. On the other hand, internal stakeholders’ views in terms of MICT SETA keeping up with the latest trends and technologies received the lowest satisfaction score of 58% and a rating of **partially met**, indicating room for improvement.

This view was reflected in qualitative consultations, in which certain internal stakeholders indicated that MICT SETA could do more to keep abreast of the latest trends and technologies. When asked what MICT SETA can do in order to be considered a leader in the sector, some internal stakeholders highlighted that the system that is in place requires improvement.

“MICT SETA needs to be a leader in this field. Everything depends on technology, [and they can] improve some of the ways that things are done. For example, the system that is in use has been there for some time and it still has glitches. Stakeholders are having challenges with the system, and it becomes frustrating for them. [It is also] frustrating for staff as it becomes hard to evaluate their applications properly, we have to go back to manually processing applications.”

(Internal Stakeholder Interview, 2021)

Positive Practice

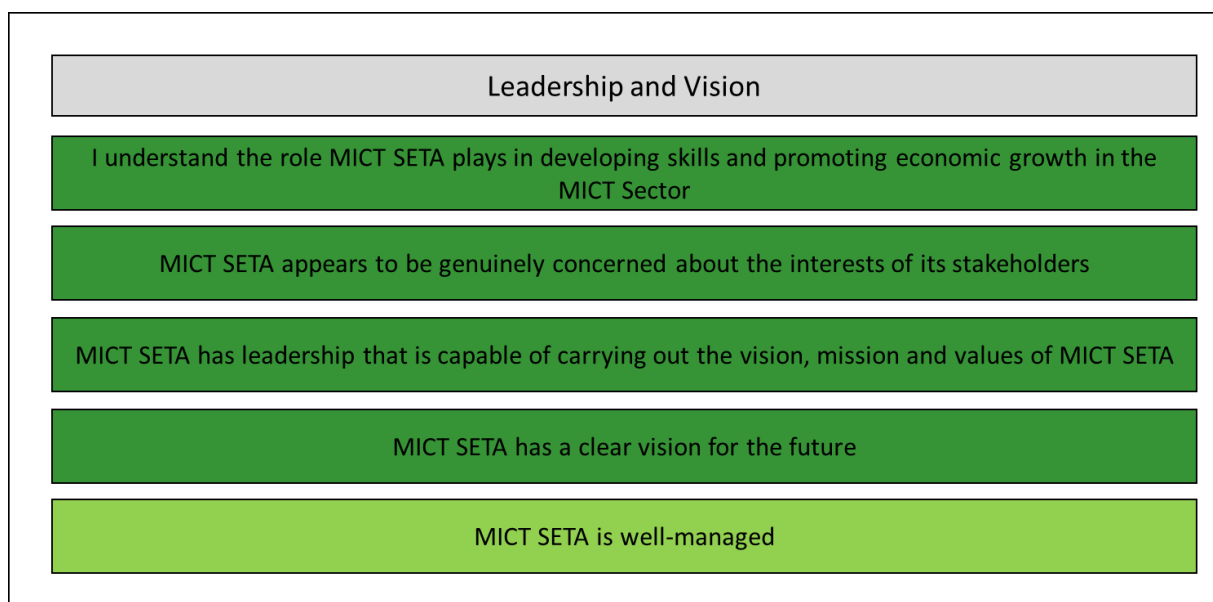
- MICT SETA appears to be effectively and efficiently fulfilling its mandate and playing a pivotal role in skills development
- Stakeholders appear to perceive MICT SETA as being an ethical organization.

Key Findings

Internal stakeholders appear to believe that MICT SETA is not seen as a leader in the MICT sector due to technological challenges relating to glitches and bugs in the existing system.

8.4 Leadership and Vision

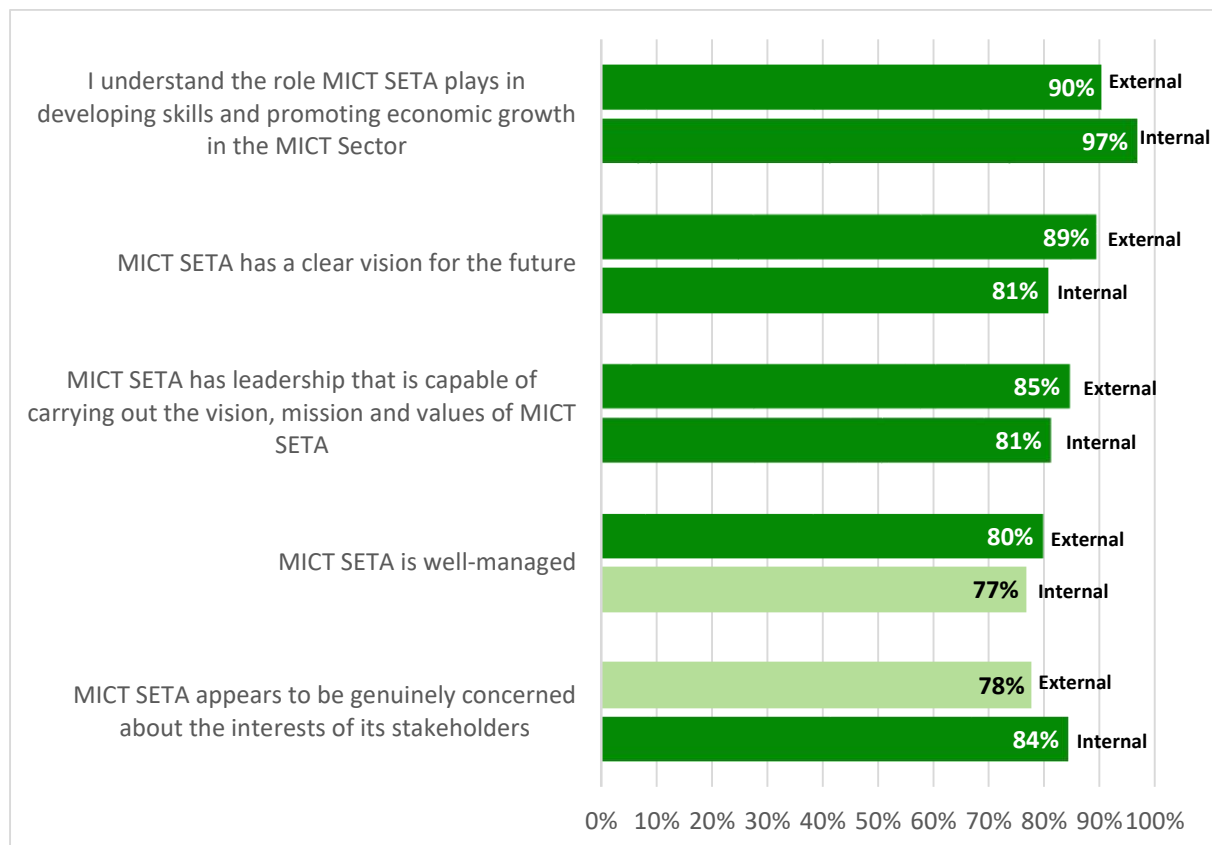
The MICT SETA Stakeholder Satisfaction Survey findings regarding the Leadership and Vision of MICT SETA are summarised in the following figure.

Figure 8-6: Overall Satisfaction Ratings - Leadership and Vision

As shown above, the majority of the drivers of satisfaction related to MICT SETA's Leadership and Vision were rated as **exemplary**, whilst the driver 'MICT SETA is well-managed' received a satisfaction rating of **met**. The section below provides a more detailed breakdown of each of driver's satisfaction rating.

8.4.1 Overall Stakeholder Satisfaction: Leadership and Vision

The satisfaction scores per driver of satisfaction for MICT SETA's Leadership and Vision satisfaction are shown in the graph below.

Figure 8-7: Leadership and Vision – Drivers of Satisfaction

As can be seen above, the majority of the drivers of satisfaction achieved scores above 80% and were rated as **exemplary**. The driver ‘I understand the role MICT SETA plays in developing skills and promoting economic growth in the MICT Sector’ achieved the highest scores of 90% and 97% for external and internal stakeholders, respectively.

The driver ‘MICT SETA appears to be genuinely concerned about the interest of its stakeholders’ achieved a score of 78% for external stakeholders and was rated as **met**. External stakeholders indicated that there was room for improvement in this area, highlighting that it appears as though the SETA does not understand the nature of the organisations they work with.

“MICT SETA does not [put themselves in the shoes of stakeholders]. There is a lack of understanding regarding the nature of organizations that MICT SETA deals with. Is MICT SETA aware of the implications of late responses on internships and [the implications] for companies that they deal with?”

(External Focus Group, 2021)

In addition to concerns about MICT SETA’s perceived lack of understanding with regard to the nature of organisations that the SETA works with, external stakeholders indicated that there are instances whereby OFO codes are not relevant or reflective of certain roles within the organisation.

“[I have] struggled with the OFO codes, [it] can be quite confusing – either keep it generic or very specific. If you are looking for a specific role within your company – the OFO codes are not reflective. [The] OFO codes are not relevant. [At times OFO codes are] totally different [and there are] no OFO codes for some of the job titles of some employees.”

(External Focus Group, 2021)

On the other hand, the driver ‘MICT SETA appears genuinely concerned about the interest of its stakeholders’ achieved a score of 84% for internal stakeholders and was thus rated as **exemplary**. Some internal stakeholders indicated that MICT SETA appears to be genuinely concerned about the interests of its stakeholders, noting that MICT SETA has recently developed new qualifications in an attempt to address the needs of external stakeholders.

“Yes, they are trying [to show that they are concerned] because they do have new qualifications focusing on specific and relevant areas. They have also tried to engage learners to participate in learnerships.”

(Internal Stakeholder Interview, 2021)

While certain stakeholders were of the view that MICT SETA is genuinely concerned about their stakeholders, others indicated that MICT SETA can do more to show that they are concerned, particularly for stakeholders in rural areas. Some external stakeholders indicated that beneficiaries from rural areas often face challenges such as a perceived lack of accessibility with regard to resources and equipment.

Some external stakeholders indicated that beneficiaries in remote areas do not have adequate access to SETA services due to perceived lack of resources such as LTE services.

“People in remote areas need to be fixed up with LTE routers, [this incurs] extra costs [for the service provider].

(External Stakeholder Interview, 2021)

Other external stakeholders indicated that beneficiaries in remote areas do not have access to equipment and adequate infrastructure to benefit from MICT SETA’s service offerings.

“Young people from rural communities need to find a way to access studios and computers, [it] makes it exclusionary as they have to travel away from home to get access to these commodities”

(Internal Stakeholder Interview, 2021)

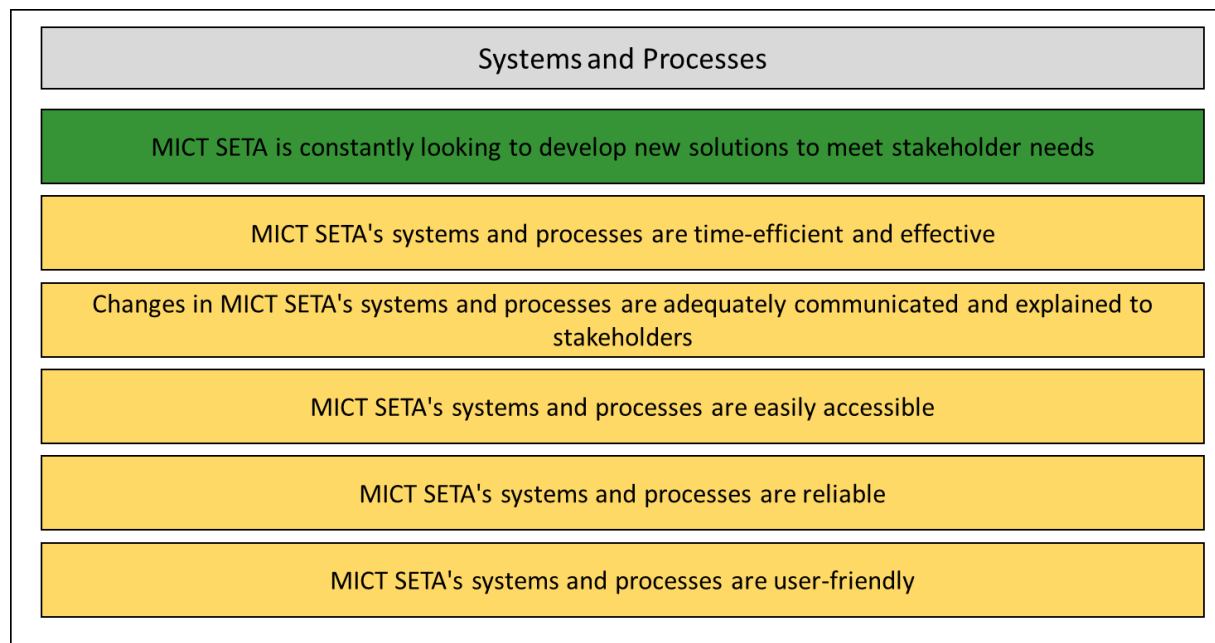
Key Findings

- Some external stakeholders appear to believe MICT SETA does not understand the nature of the organisations they work with and is therefore, not in touch with the concerns and needs of its stakeholders. This is exemplified by the perceived discrepancy that exists between the listed OFO codes and the skills required by stakeholders within the sector.
- Some external stakeholders indicated that there is a perceived lack of reach from MICT SETA in remote areas.

8.5 Systems and Processes

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Systems and Processes are summarised in the following figure.

Figure 8-8: Overall Satisfaction Ratings – Systems and Processes

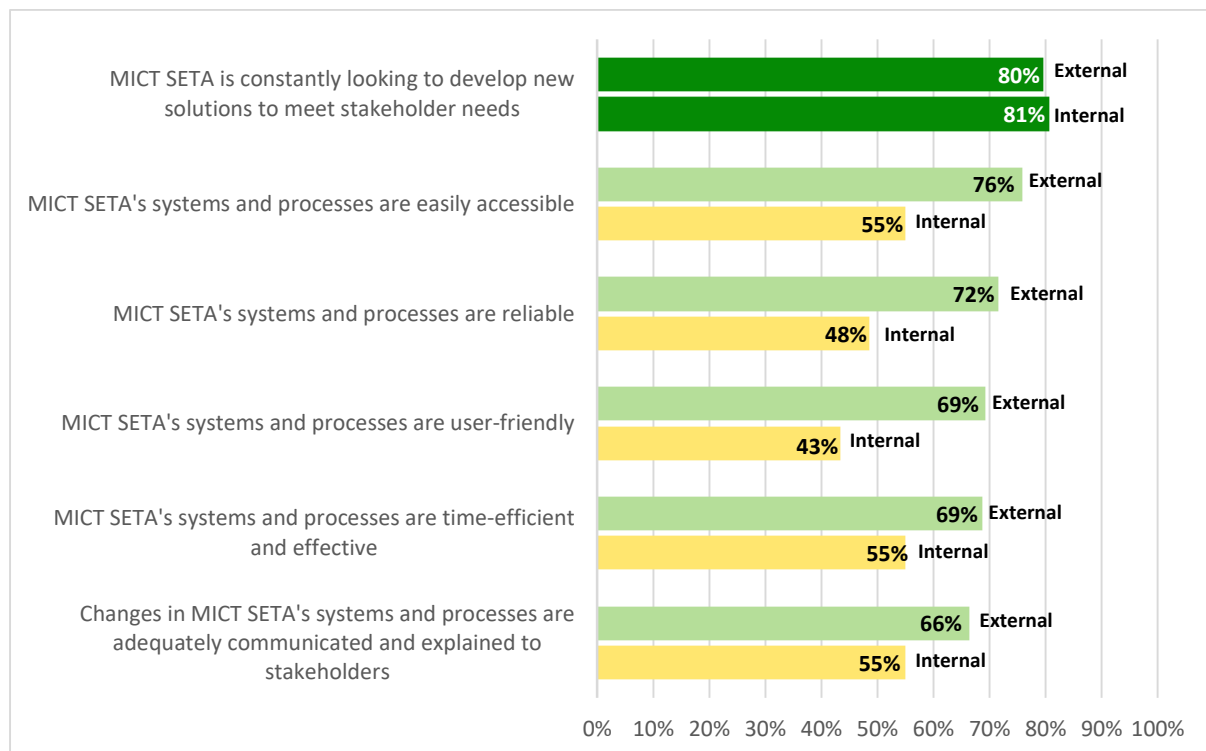


As illustrated above, the majority of the drivers of satisfaction relating to MICT SETA's Systems and Processes received satisfaction ratings of **partially met**. The driver 'MICT SETA is constantly looking to develop new solutions to meet stakeholder needs' is the only driver that received a satisfaction rating of **exemplary**. The section below provides a more detailed breakdown of each driver's satisfaction rating.

8.5.1 Overall Stakeholder Satisfaction: Systems and Processes

The graph below illustrates the Systems and Processes' satisfaction scores across the drivers of satisfaction.

Figure 8-9: Systems and Processes - Drivers of Satisfaction



The driver of satisfaction ‘MICT SETA is constantly looking to develop new solutions to meet stakeholder needs’ was rated as **exemplary**, having achieved scores of 80% and 81% for external and internal stakeholders, respectively. The remaining drivers of satisfaction received ratings of **met** for external stakeholders, and **partially met** for internal stakeholders.

The driver of satisfaction, ‘Changes in MICT SETA’s systems and processes are adequately communicated and explained to stakeholders’ achieved a satisfaction score of 66% and 55% amongst external and internal stakeholders, respectively. External stakeholders indicated that although a training session was organised to train external stakeholders on the new system, no notification of this session was provided.

“MICT SETA invited stakeholders to a training session – there was no notification about the session and the session seemed very chaotic. There were too many people in the session and what was being shown by the presenter was not what was appearing on viewers side. The lack of organisation was very clear to see.”

(External Stakeholder Focus Group, 2021)

Other external stakeholders indicated that the migration had caused a lot of confusion amongst stakeholders.

“Since migrating to new system, there is lots of confusion – they say documents are there, but when you check, there is nothing

(External Stakeholder Survey, 2021)

Internal stakeholders indicated that staff also require training in order to familiarise themselves with the new system.

“There is a new system for internal stakeholders which requires staff to make requisitions via the system; this process is not very efficient. [Additionally] there is a need for onboarding and training of internal stakeholders to become familiar with the new internal systems.”

(Internal Stakeholder Interview, 2021)

Amongst external stakeholders, the driver of satisfaction ‘MICT SETA’s systems and processes are time-efficient and effective’, received a satisfaction score of 69%. Some external stakeholders indicated that they had experienced various issues with the time-efficiency of MICT SETA’s systems, highlighting that the system response time is slow and that documents take too long to upload.

“The system response is too slow. The uploads take too long, [sometimes] the system does not work. If you are working [and you leave your computer] the system logs you out and this affects your work. This means that your documents and data are lost and you have to re-upload, it is time consuming. It is almost as if new system was taken from another SETA and only tweaked to suit MICT SETA – it does not seem relevant.”

(External Stakeholder Interview, 2021)

Other external stakeholders expressed concerns regarding the repetitive nature of some of the application processes, indicating that they are required to upload the same documents each time an application is submitted, thus increasing the amount of time required for the application processes.

“Some application processes are repetitive. The system asks you to upload all documents every single time, which [sometimes] means uploading the same document 50 times. Certain documents should be uploaded once only. The process is cluttered, it needs to allow stakeholders to submit one wholistic application.”

(External Stakeholder Focus Group, 2021)

In terms of accessibility of the system, 55% of internal stakeholders agreed that MICT SETA’s systems and processes are easily accessible, indicating room for improvement. Internal stakeholders expressed concerns with their ability to access data once it had been uploaded by external stakeholders to the MICT SETA.

“There is a need for improvement [in terms of systems and processes]. The system used by stakeholders can be improved, there are many errors and glitches. For example, when an [external] stakeholder uploads documents, sometimes the documents do not appear on the system when the MICT SETA staff check.”

(Internal Stakeholder Interview, 2021)

External stakeholders had higher levels of satisfaction with the accessibility of MICT SETA’s Systems and Processes. Despite being more satisfied overall, external stakeholders expressed concerns in terms of the accessibility of historical data, highlighting that old data does not appear to have been migrated to the new system, impacting their ability to retrieve old content and documents that had been uploaded previously.

“They do not migrate old data to the new system – system updates should not mean that people lose their information. You should be able to extract data at ease. The system needs to be pre-populated so that [if you need documents] you can just click and retrieve.”

(External Stakeholder Interview, 2021)

Despite the areas for improvement highlighted above, some external stakeholders indicated that they had a positive experiences with specific MICT SETA processes, such as the WSP reporting and submission process and the process related to the approval of discretionary grants.

“The WSP reporting and submissions have been a smooth process.”

(External Stakeholder Focus Group, 2021)

“The approval processes for discretionary grants and learnerships are efficient and funds have come through consistently”

(External Stakeholder Interview, 2021)

Positive Practice

External stakeholders indicated their satisfaction with certain MICT SETA processes, commending the efficiency of the discretionary grant approval process and the WSP reporting and submissions.

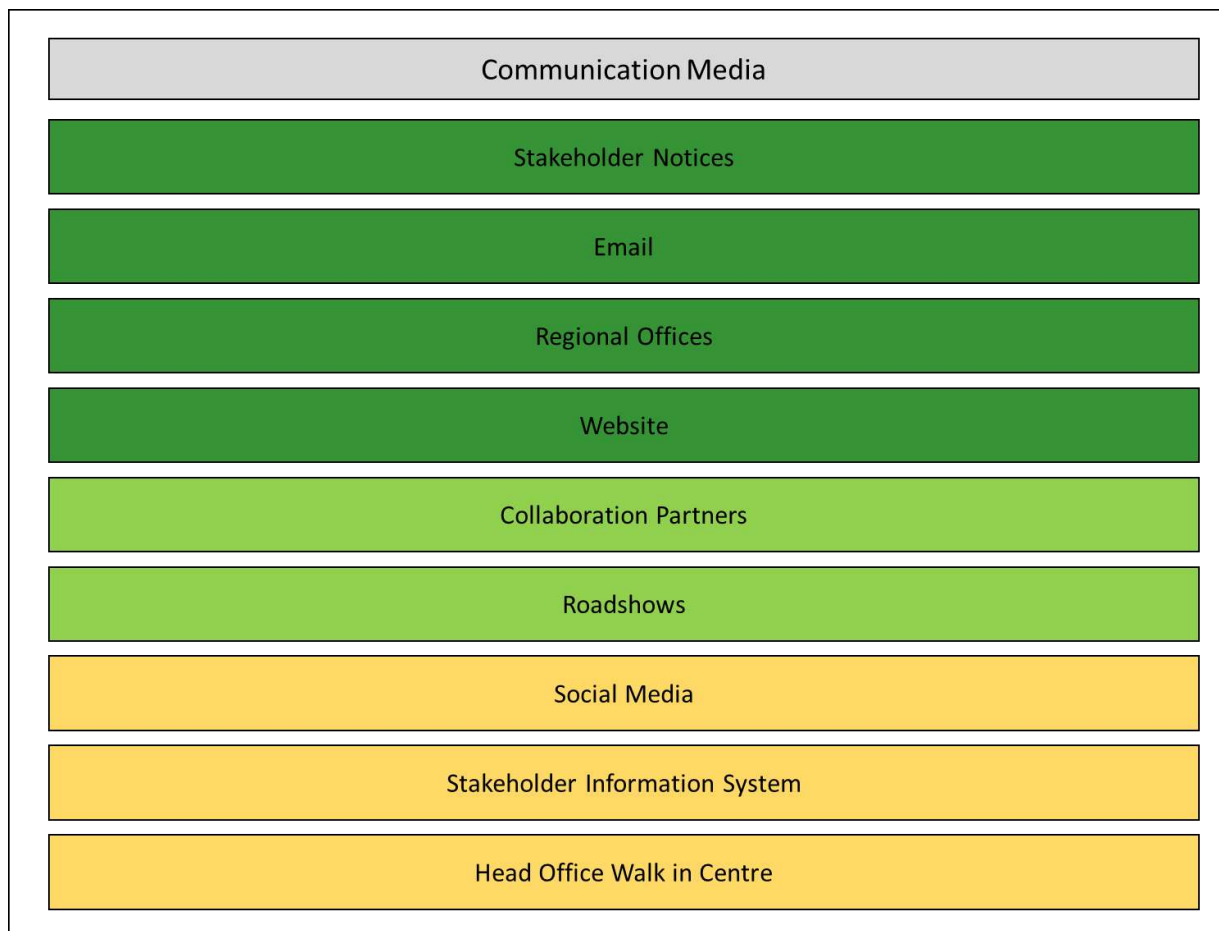
Key Findings

- Some external stakeholders believe that MICT SETA’s systems and processes are not time-efficient due to their slow response time. Other external stakeholders highlighted that the system is not time-efficient due to its repetitive nature, i.e. the system requiring the same documents to be uploaded multiple times
- External stakeholders appear to believe that there has been inadequate communication from MICT SETA regarding changes to its systems and processes
- Stakeholders noted that the accessibility of the system and data on the system requires improvement, with external stakeholders highlighting that it appears as though historical data has not been migrated to the new system. Internal stakeholders also indicated that, at times, they are not able to access the data uploaded by external stakeholders onto the system

8.6 Communication Media

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA’s Communication Media are summarised in the following figure.

Figure 8-10: Overall Satisfaction Ratings – Communication Media



As shown above, four of the nine communication media were rated as **exemplary**, while two communication media received satisfaction ratings of **met**. The remaining three communication media received satisfaction ratings of **partially met**. The following provides a breakdown for each communication media:

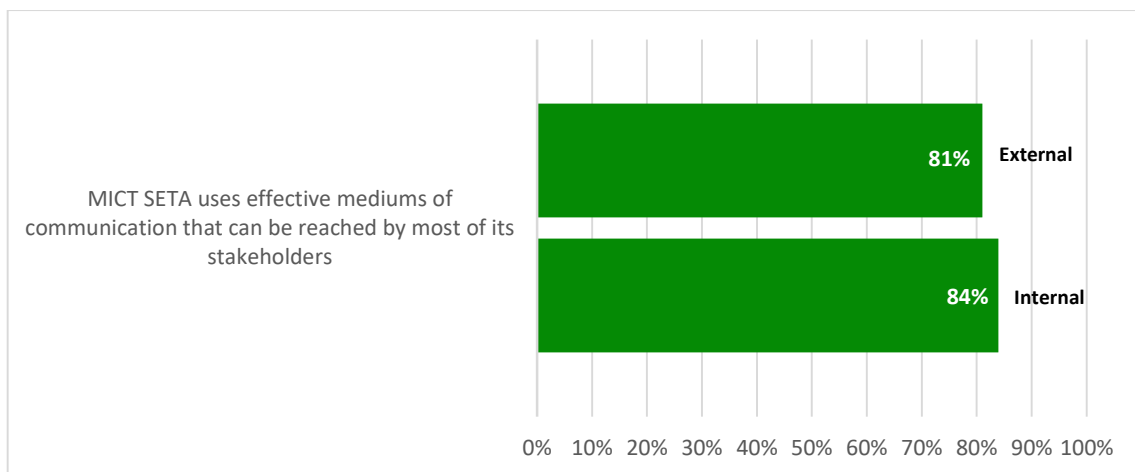
- **Stakeholder Notices:** Stakeholder Notices refer to communication sent to customers that announce recent changes, updates or events. Stakeholder Notices received a satisfaction rating of **exemplary**.
- **Email:** Stakeholders can interact with MICT SETA by emailing a member of the MICT SETA staff. The email service received a satisfaction rating of **exemplary**.
- **Regional Offices:** Regional Offices refer to stakeholder interactions with MICT SETA offices located in different regions across South Africa. The Regional Offices received a satisfaction rating of **exemplary**.
- **Website:** The website refers to the MICT SETA internet website which allows stakeholders to access information regarding MICT SETA's products and services. The website received a rating of **exemplary**.
- **Collaboration Partners:** Refers to consenting third party entities that have existing agreements with MICT SETA to share resources and work together in meeting the needs of MICT SETA's external stakeholders. Collaboration partners received a rating of **met**.
- **Roadshows:** Roadshows are events hosted by MICT SETA in various places across the country with the purpose of sharing information with external stakeholders regarding the SETA's service and product offerings. Roadshows received a rating of **met**.

- **Social Media:** Social media refers to interactions between MICT SETA and its stakeholders through social platforms, such as Twitter and Facebook. Social media received a satisfaction rating of **partially met**.
- **Stakeholder Information System:** The Stakeholder Information System refers to the platforms that stakeholders engage with in order to access information and submit applications. The Stakeholder Information System received a satisfaction rating of **partially met**.
- **Head Office Walk-in Centre:** This refers to the physical premises at which stakeholders can lodge queries and acquire any information they require. The Head Office Walk-in Centre received a rating of **partially met**.

8.6.1 Overall Stakeholder Satisfaction: Communication Media

The graph below shows internal and external stakeholder satisfaction with the drivers of satisfaction relating to MICT SETA's communication media.

Figure 8-11: Communication Media - Drivers of Satisfaction



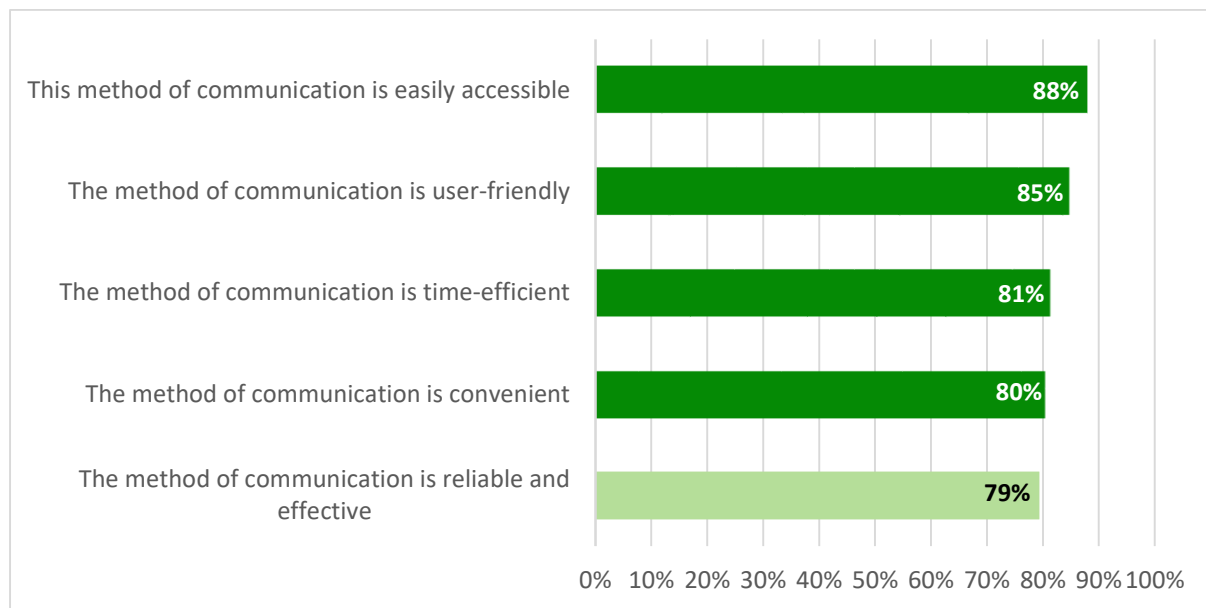
As can be seen above, both external and internal stakeholders were satisfied with the communication media used by MICT SETA. This can be seen in the satisfaction rating of **exemplary** for the driver 'MICT SETA uses effective mediums of communication that can be reached by most of its stakeholders'.

The following sections outline external stakeholder satisfaction per medium of communication used by MICT SETA.

8.6.1.1 MICT SETA Website

The graph below illustrates the satisfaction scores per driver of satisfaction for the MICT SETA website.

Figure 8-12: MICT SETA Website Satisfaction Ratings



As can be seen above, the majority of the drivers of satisfaction related to MICT SETA’s website achieved scores of 80% and above and have therefore been rated as **exemplary**. The driver ‘the method of communication is reliable and effective’ achieved the lowest score of 79% and was rated as **met**, indicating room for improvement.

Although external stakeholders were largely satisfied with the MICT SETA website, stakeholders highlighted that MICT SETA appears to rely solely on the website to convey information.

“I am in the dark if I do not visit the website. The website cannot be the only tool used for communication.”

(External Stakeholder Interview, 2021)

External stakeholders also indicated that they would prefer to receive direct communication from MICT SETA regarding important information, rather than having MICT SETA publish it solely on the website.

“MICT SETA should consider other mobile platforms to engage with stakeholders, there is no time to constantly check the website.”

(External Stakeholder Interview, 2021)

“[It would be] nice to receive email notifications [regarding] key dates and deadlines such as when applications open for discretionary grants.”

(External Stakeholder Interview, 2021)

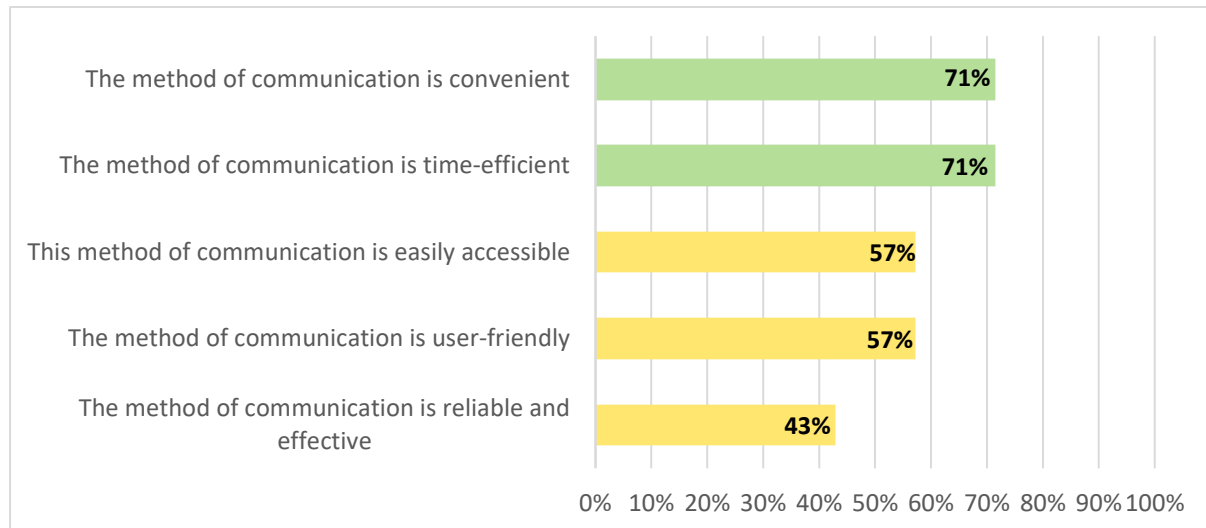
Key Findings

External stakeholders indicated that MICT SETA appears to rely solely on the website to convey information to its stakeholders

8.6.1.2 Stakeholder Information System

The graph below illustrates the satisfaction scores per driver of satisfaction for the MICT SETA Stakeholder Information System.

Figure 8-13: MICT SETA Stakeholder Information System Satisfaction Ratings



As can be seen above, two of the drivers of satisfaction achieved scores of 71% and were therefore, rated as **met**. The remaining drivers scored between 43% and 57% and were rated as **partially met**. This indicates that there is room for improvement with regard to the stakeholder information system, with external stakeholders noting that they have experienced issues with finding and accessing information on the system.

“There are issues with accessing information generally. I often have to request that MICT SETA staff send me PDFs of the information I need”.

(External Stakeholder Interview, 2021)

“There is sometimes a struggle to find specific information.”

(External Stakeholder Interview, 2021)

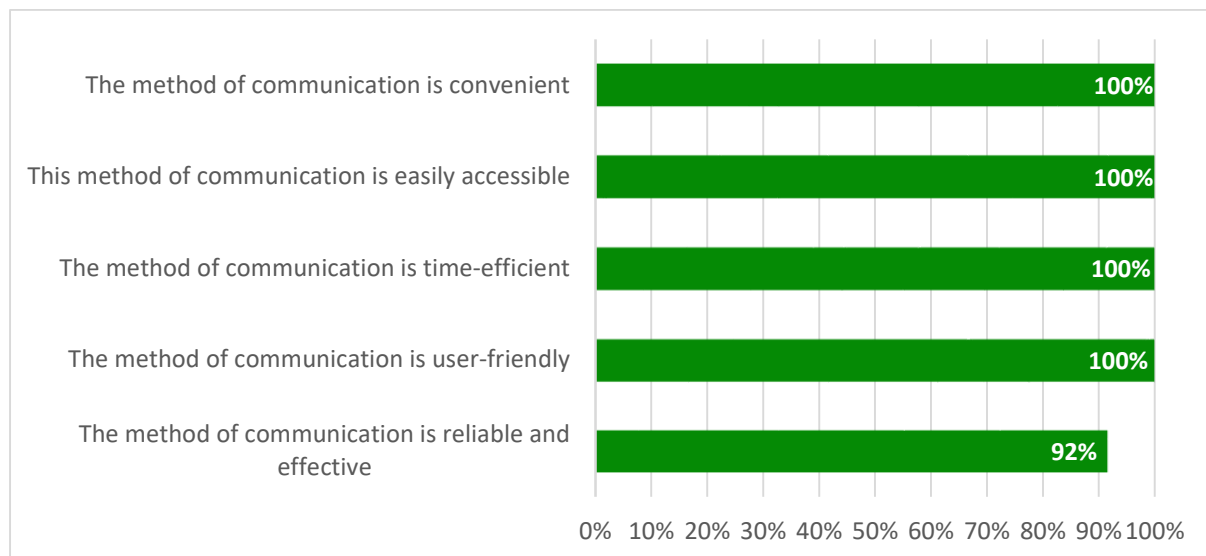
Key Findings

The accessibility, user-friendliness, reliability and effectiveness of the stakeholder information system requires improvement, with stakeholders highlighting that they are unable to find or access certain information at times.

8.6.1.3 Stakeholder Notices

The graph below illustrates the satisfaction scores per driver of satisfaction for stakeholder notices as a medium of communication.

Figure 8-14: MICT SETA Stakeholder Notices Satisfaction Ratings

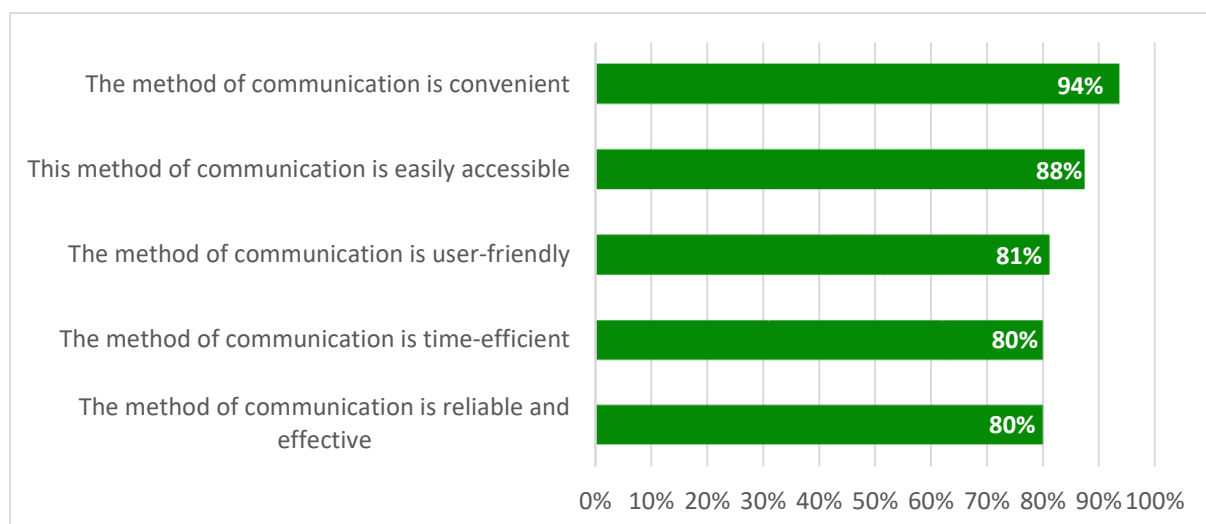


As can be seen above, all the drivers of satisfaction related to this medium of communication were rated as **exemplary**.

8.6.1.4 Regional Offices

The graph below illustrates the satisfaction scores per driver of satisfaction for the MICT SETA regional offices.

Figure 8-15: MICT SETA Regional Offices Satisfaction Ratings



All drivers of satisfaction related to the MICT SETA regional offices were rated as **exemplary**. Despite the exemplary ratings, external stakeholders expressed concerns regarding the lack of communication between regional branches and the MICT SETA head office. This lack of communication may be impacting the ability of regional offices to respond to stakeholder queries.

“MICT SETA’s internal stakeholders do not know certain things. Internal communication is lacking. We deal with the [regional] branch – sometimes they know as little as we do.”

(External Stakeholder Interview, 2021)

The above sentiment was echoed by internal stakeholders, who indicated that communication between the regional branches and the MICT SETA head office is lacking.

“Sometimes employees from regional find out about new developments from stakeholders before finding out from head office. The internal communication is not efficient.”

(Internal Stakeholder Interview, 2021)

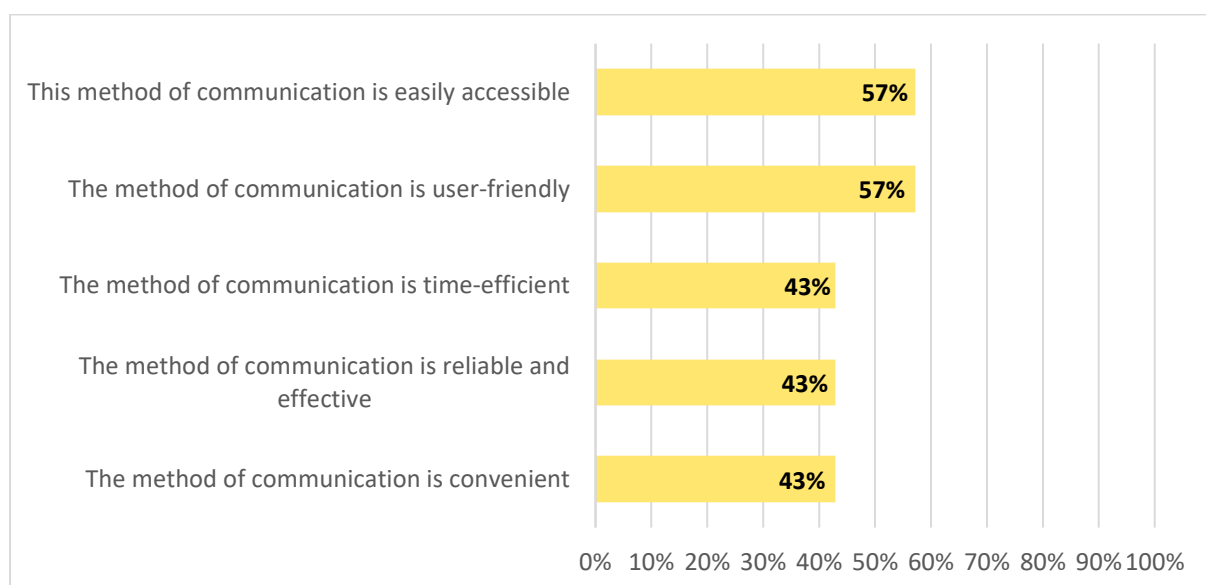
Key Findings

Internal and external stakeholders indicated that there appears to be a lack of effective internal communication between the head office and regional offices. This may impact the ability of regional offices to respond to stakeholder queries.

8.6.1.5 Head Office Walk-in Centre

The graph below illustrates the satisfaction scores per driver of satisfaction for the MICT SETA Head Office Walk-in Centre.

Figure 8-16: MICT SETA Head Office Walk-in Centre Satisfaction Ratings



As can be seen above, all of the drivers of satisfaction were rated as **partially met**. These ratings indicate that there is room for improvement with regard to this medium of communication. External stakeholders indicated their dissatisfaction with the poor service delivery and the lack of customer service at the MICT SETA head office.

“When you go [to head office] it feels as though MICT SETA employees do not really want to see you. Customer service is lacking. They do not embrace you as a stakeholder.”

(External Stakeholder Interview, 2021)

Furthermore, internal stakeholders indicated that external stakeholders appear to prefer to deal with regional branches, as opposed to the MICT SETA head office.

“There are times when stakeholders would rather talk to regional branches for assistance. This happens even though they are located closer to the head office.”

(Internal Stakeholder Interview, 2021)

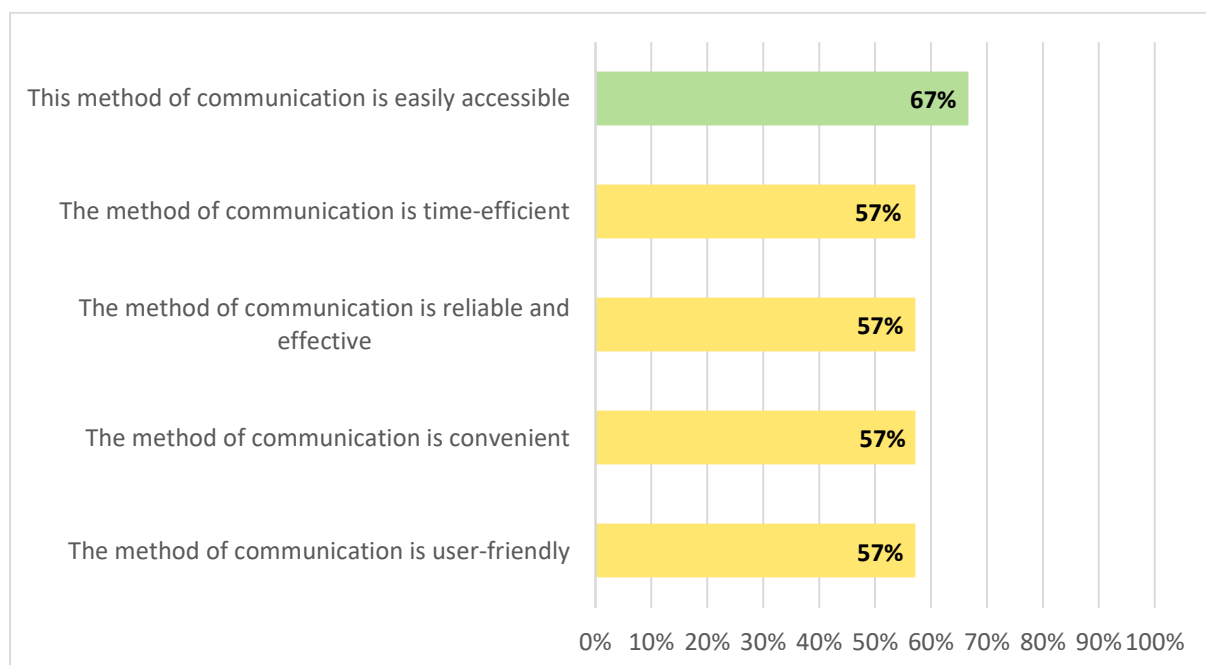
Key Findings

External and internal stakeholders indicated that there appears to be poor customer service at head office.

8.6.1.6 Social Media

The graph below illustrates the satisfaction scores per driver of satisfaction for the medium of communication, social media.

Figure 8-17: MICT SETA Social Media Satisfaction Ratings



The majority of the drivers of satisfaction related to social media were rated as **partially met**, with the exception of the driver ‘This method of communication is easily accessible’, which was rated as **met**.

The driver of satisfaction, ‘The method of communication is time-efficient’ received a rating of 57%, with external stakeholders noting that having to manually visit the social media pages to receive updates can be a time consuming process.

“You have to visit social media to get updates. It is time consuming, I do not always have the time to visit their social media pages or their website. There is a lack of initiative shown by MICT SETA [regarding] information that should have been communicated directly to us.”

(External Stakeholder Interview, 2021)

Additionally, some external stakeholders indicated their concern with MICT SETA’s perceived over-reliance on their social media platforms.

“They rely too much on Twitter for feedback. If you do not go on Twitter and find out what is happening, you will be in the dark. There is too much reliance on social media platforms.”

(External Stakeholder Focus Group, 2021)

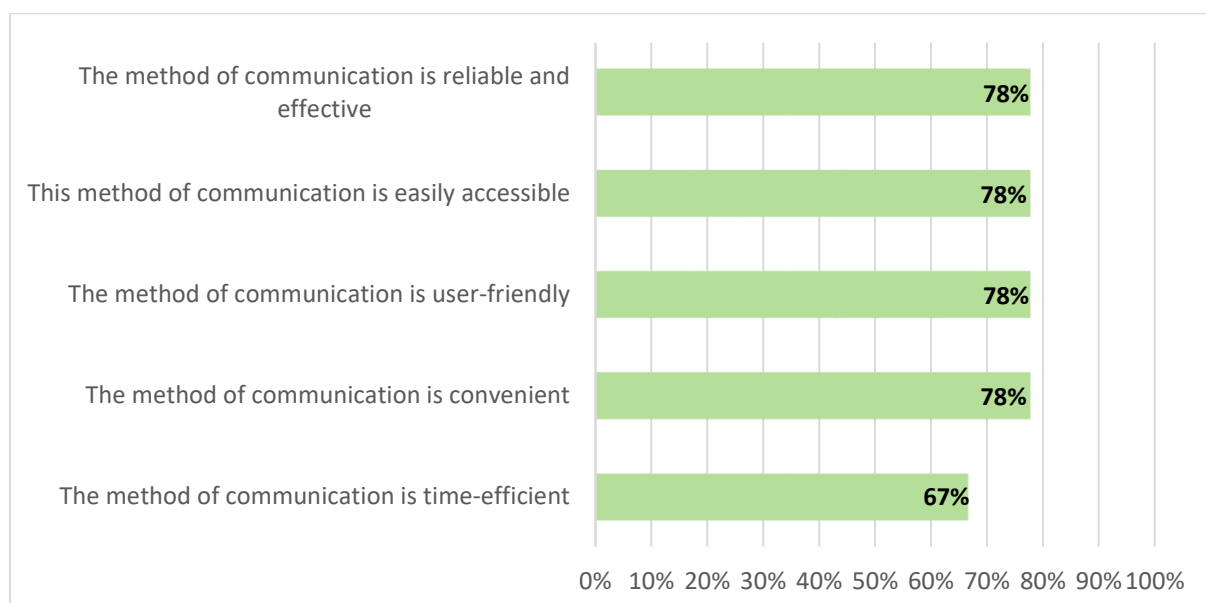
Key Findings

External stakeholders noted a perceived over-reliance on social media platforms as a communication method.

8.6.1.7 Collaboration Partners

The graph below illustrates the satisfaction scores per driver of satisfaction for communication through collaboration partners.

Figure 8-18: MICT SETA Collaboration Partners Satisfaction Ratings



As can be seen above, all drivers of satisfaction related to the communication medium, collaboration partners, received satisfaction ratings of **met**. This indicates that overall, stakeholders were satisfied with this method of communication.

Despite the generally positive ratings regarding this driver of satisfaction, some stakeholders highlighted that there is room for improvement, noting that they would prefer to obtain important updates directly from MICT SETA rather than through collaboration partners.

“I was not notified by MICT SETA about registering on the new system. I was notified through the training college I work with. This should not be the case.”

(External Stakeholder Interview, 2021)

Other external stakeholders also alluded to the need for direct consultation from MICT SETA, rather than consultation purely through collaboration partners.

“There should be some direct consultation from MICT SETA with you as a stakeholder, not only through a [collaboration partner]”.

(External Stakeholder Interview, 2021)

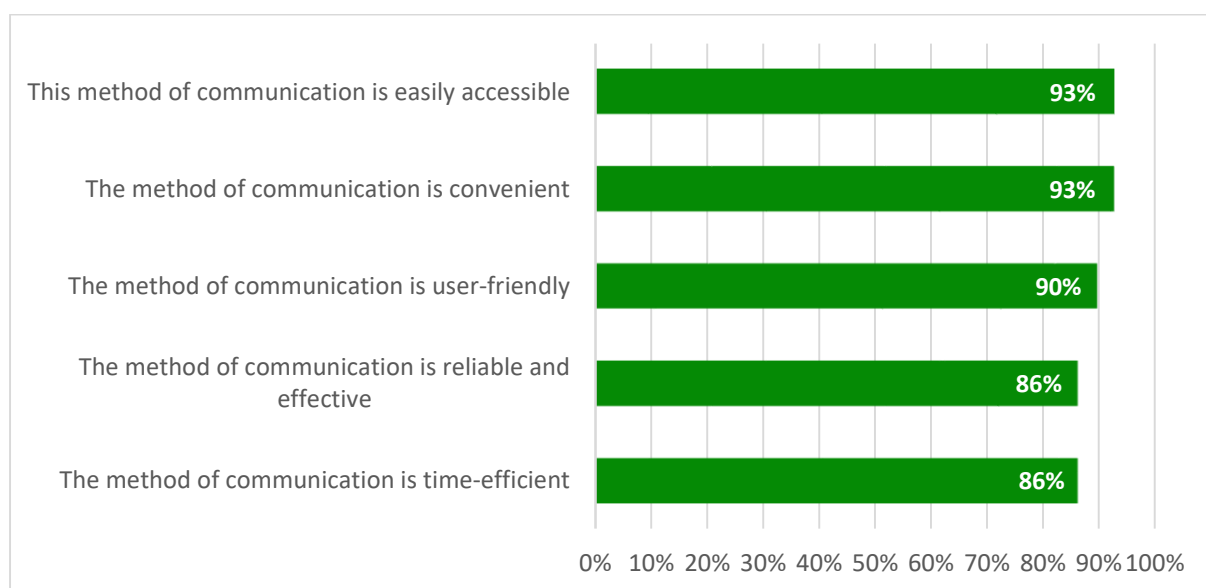
Key Findings

It appears external stakeholders would prefer direct communication and consultation from MICT SETA, especially on issues relating to significant changes.

8.6.1.8 Email

The satisfaction scores per driver of satisfaction for the email service are shown in the graph below.

Figure 8-19: MICT SETA Email Satisfaction Ratings



As can be seen in the graph above, all drivers of satisfaction relating to email as a communication medium received satisfaction ratings of **exemplary**. Stakeholders appeared to be of the view that communication via email was accessible and convenient. This is reflected in the satisfaction scores of 93% for these drivers. Additionally, stakeholders expressed their satisfaction with the user-friendly nature of emails, as can be seen by the satisfaction score of 90% for the driver ‘The method of communication is user-friendly’. Stakeholders also indicated that email communication is reliable, effective and time-efficient.

‘I do not mind that they communicate via email, it is easier to answer an email when in a meeting than a call. I am very happy with the emails.

(External Stakeholder Interview, 2021)

Despite stakeholders expressing their satisfaction with email as a medium of communication, some stakeholders highlighted issues and concerns regarding the lack of a dedicated person to handle email queries, recommending that MICT SETA consider establishing a single point of contact for stakeholders.

“MICT SETA needs to establish a single point of contact for stakeholders. One of the biggest challenges is that we do not know who the right person to contact is, we are constantly referred to other people.”

(External Stakeholder Interview, 2021)

Stakeholders also highlighted that MICT SETA’s responsiveness to emails could be improved.

“I have sent 24 emails on the same issue, it still has not been resolved. There is no response to emails. Somebody needs to be responsible in terms of responding to emails.”

(External Stakeholder Interview, 2021)

Positive Practice

Stakeholders appear to be satisfied with email as a medium of communication, as illustrated through the high satisfaction scores, MICT SETA should therefore, continue using emails as one of the main mediums of communication

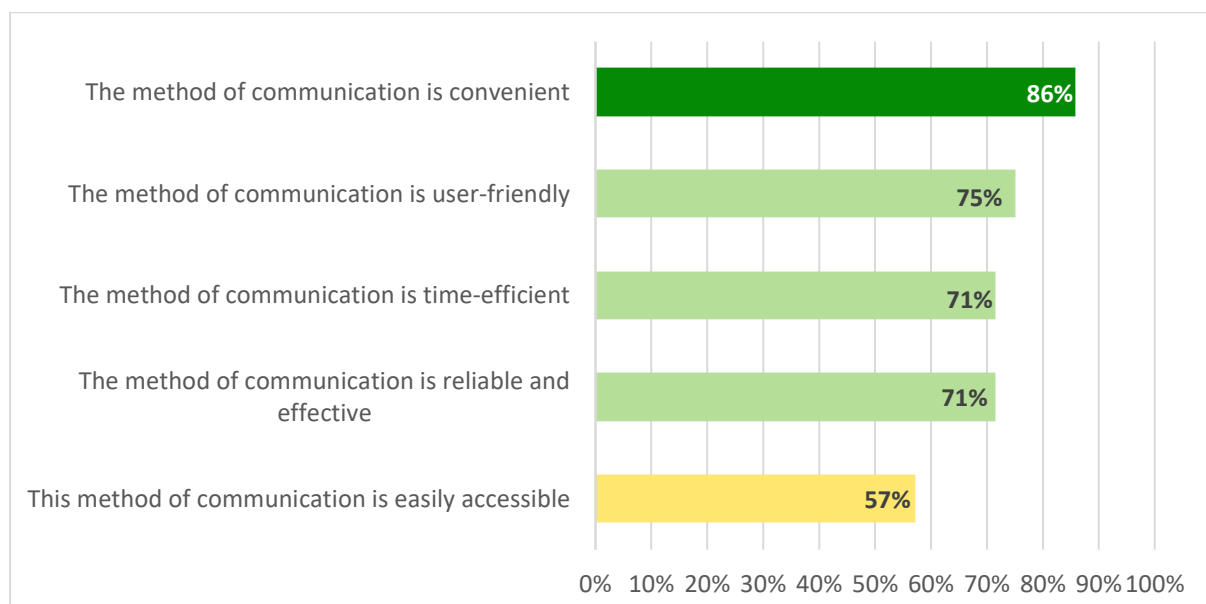
Key Findings

External stakeholders expressed the need for a dedicated individual to handle email queries.

8.6.1.9 Roadshows

The graph below illustrates the satisfaction scores per driver of satisfaction for the MICT SETA roadshows.

Figure 8-20: MICT SETA Roadshows Satisfaction Ratings



The majority of the drivers of satisfaction relating to MICT SETA Roadshows as a medium of communication received a rating of **met**. This indicates that stakeholders appear to be somewhat satisfied with the roadshows’ user-friendliness, time-efficiency, reliability and effectiveness. The convenience of roadshows as a medium of communication received a satisfaction rating of **exemplary**. An area for improvement regarding this medium of communication was the accessibility of

roadshows, highlighted by the driver achieving the lowest score of 57% and thus being rated as **partially met**.

Another key area for concern regarding roadshows, raised by external stakeholders, was the perceived lack of action taken by MICT SETA in order to address issues and concerns raised at roadshows.

“Issues were raised at roadshows, but nothing is being done [about these issues]”

(External Stakeholder Interview, 2021)

External stakeholders also expressed concerns regarding the lack of effective planning in advance of the MICT SETA roadshows.

“Roadshows need some work. Last year was over booked and noisy which made hearing and understanding content a challenge.”

(External Stakeholder Focus Group, 2021)

Key Findings

- There appears to be a lack of follow-through from MICT SETA with regard to addressing issues and concerns raised by external stakeholders at roadshows
- Some external stakeholders indicated that there appears to be inadequate preparation and planning in advance of the roadshows

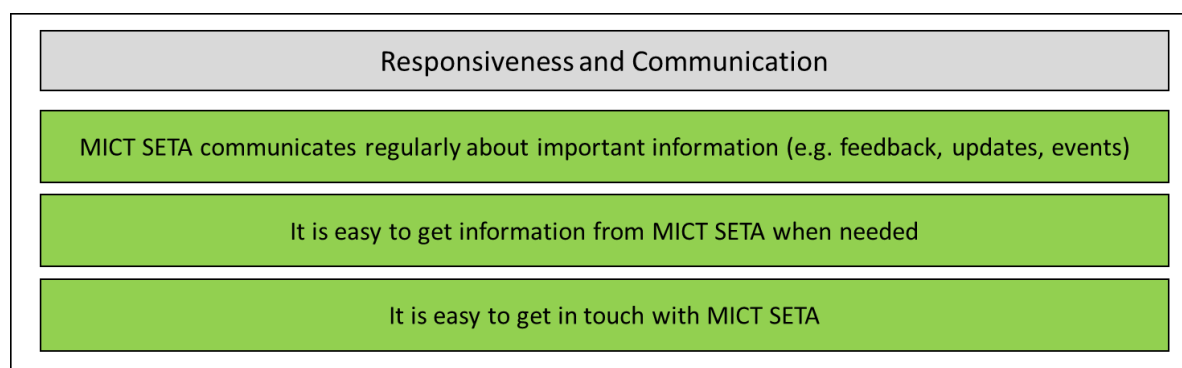
8.6.1.10 Printed and Electronic Publications

No clients selected ‘Printed and Electronic Publications’ as their main method of communication.

8.7 Responsiveness and Communication

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA’s Responsiveness and Communication are summarised in the following figure.

Figure 8-21: Overall Satisfaction Ratings – Responsiveness and Communication

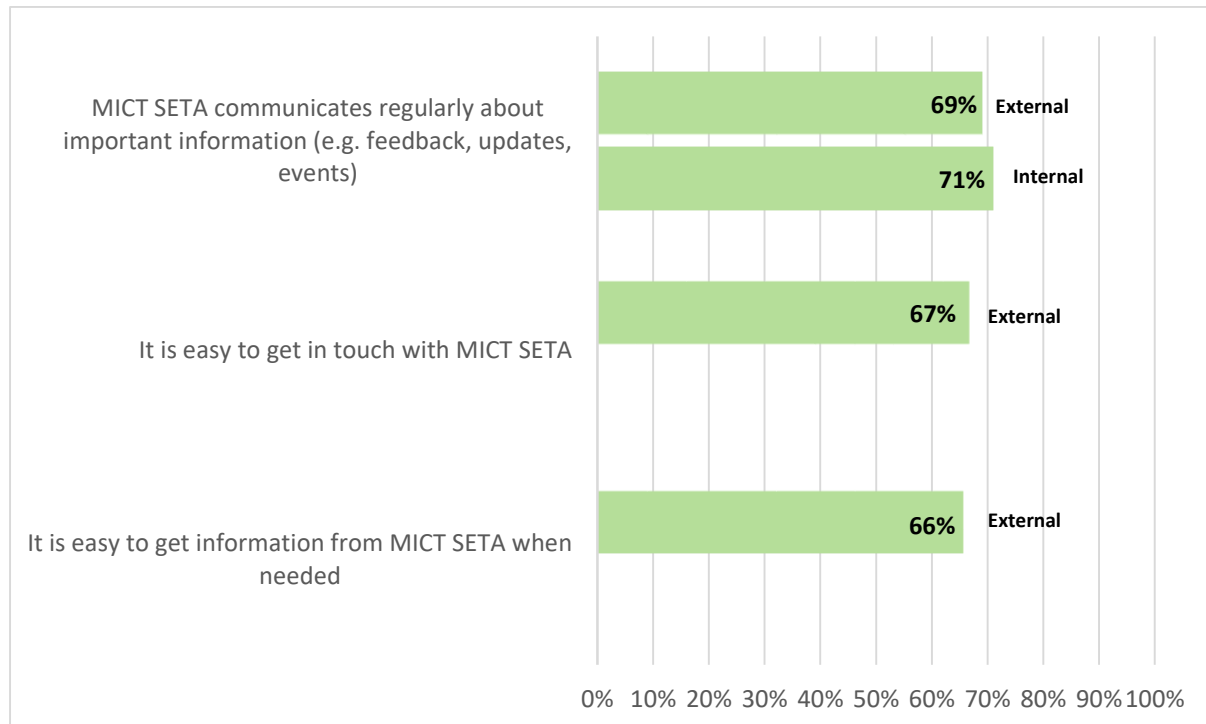


As can be seen above, all the drivers of satisfaction related to MICT SETA’s Responsiveness and Communication were rated as **met**. The section below provides a more detailed breakdown of each driver’s satisfaction rating.

8.7.1 Overall Stakeholder Satisfaction: Responsiveness and Communication

The satisfaction ratings per driver of satisfaction for MICT SETA's Responsiveness and Communication are shown in the graph below.

Figure 8-22: Overall Satisfaction Scores – Responsiveness and Communication



As can be seen above, all drivers of satisfaction achieved scores between 66% and 71% and have therefore been rated as **met**. The driver 'MICT SETA communicates regularly about important information' achieved the highest scores of 71% for internal stakeholders and 69% for external stakeholders, with external stakeholders indicating their satisfaction with MICT SETA's clear communication.

"Communication is always clear. In terms of reminders. I really appreciate the clear communication."

(Stakeholder Focus Group, 2021)

The driver of satisfaction, 'It is easy to get in touch with MICT SETA' received a score of 67%, indicating room for improvement. External stakeholders highlighted that recent communication appears to have regressed, with no follow-ups or responses to emails being received.

"Recent communications are bad, no follow-ups, still have emails that are waiting to be addressed from MICT SETA"

(External Stakeholder Interview, 2021)

In addition to external stakeholders' concerns regarding a lack of external communication from MICT SETA, some internal stakeholders highlighted that, at times, there is a lack of internal communication between the MICT SETA head office and the MICT SETA regional branches. This perceived lack of internal communication influences the ease with which external stakeholders can access information

from regional branches. This may have contributed to the lower satisfaction levels related to the driver, 'It is easy to get information from MICT SETA when needed'.

"Sometimes employees from regional branches find out from external stakeholders that there have been new developments that are done in the head office but they are not communicated to the regional branches. The communication is not efficient, not clear with regional branches"

(Internal Stakeholder Interview, 2021)

Positive Practices

Some stakeholders indicated their appreciation for the clear communication from MICT SETA

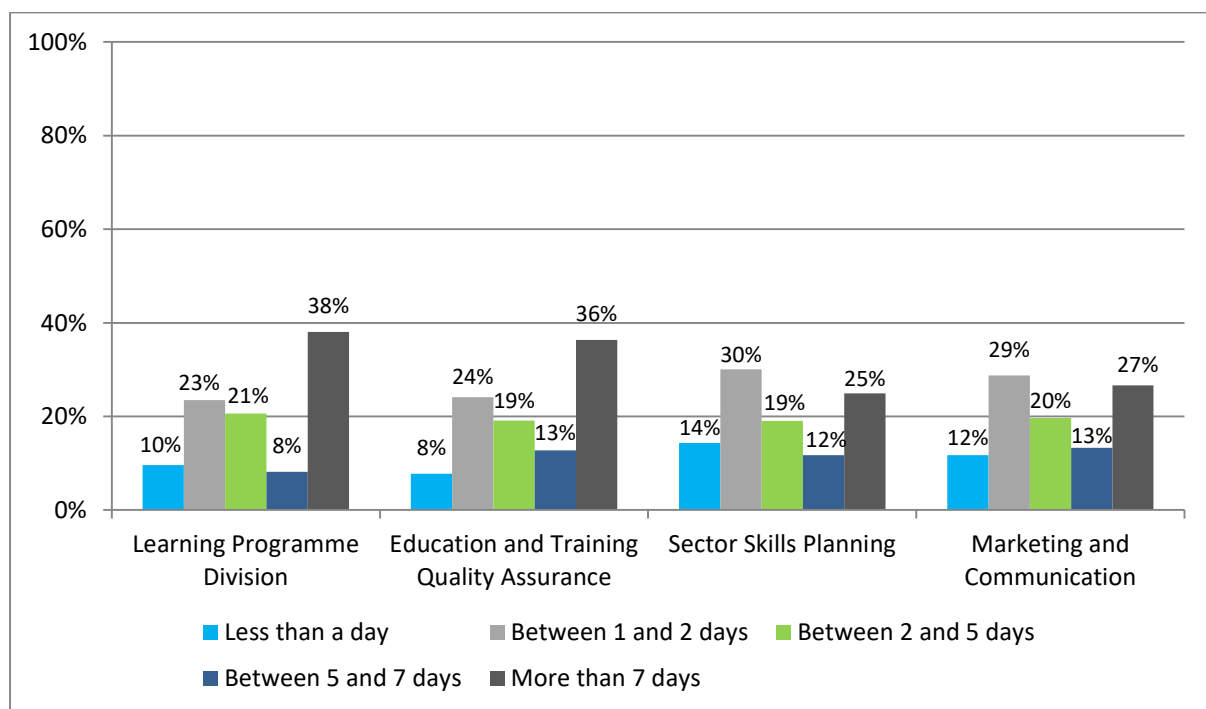
Key Findings

There appears to be inefficient internal communication, particularly between head office and regional offices. This means that regional branches are not always aware of the latest developments, which may affect their ability to provide information to external stakeholders.

8.7.2 MICT SETA's Responsiveness

The figure below illustrates external stakeholders' perceptions regarding how long MICT SETA takes to respond to their queries.

Figure 8-23: Query Response Time per Division (External View)

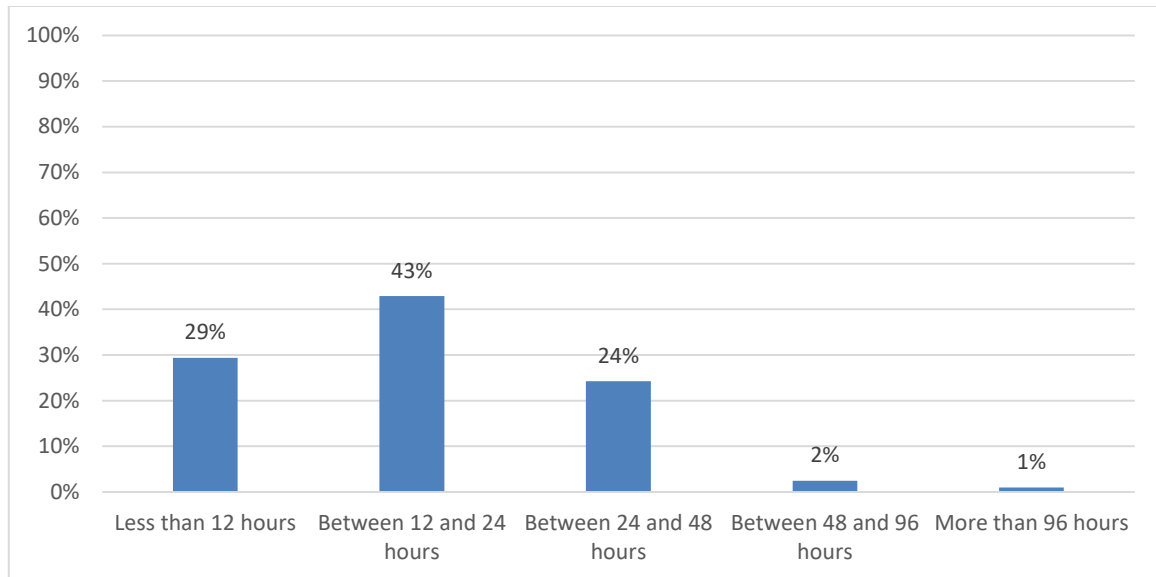


As can be seen, 38% of respondents indicated that the Learning Programme Division takes more than 7 days to respond to queries, 36% indicated that ETQA takes more than 7 days, 30% indicated that Sector Skills Planning takes between 1 and 2 days to respond to queries, and 29% of respondents highlighted that the Marketing and Communication division takes between 1 and 2 days to respond to queries. While external stakeholders appeared to hold the perception that the SSP and Marketing

and Communication divisions respond to queries timeously, a significant amount of external stakeholders indicated that MICT SETA takes more than 7 days to respond to stakeholder queries, across all departments.

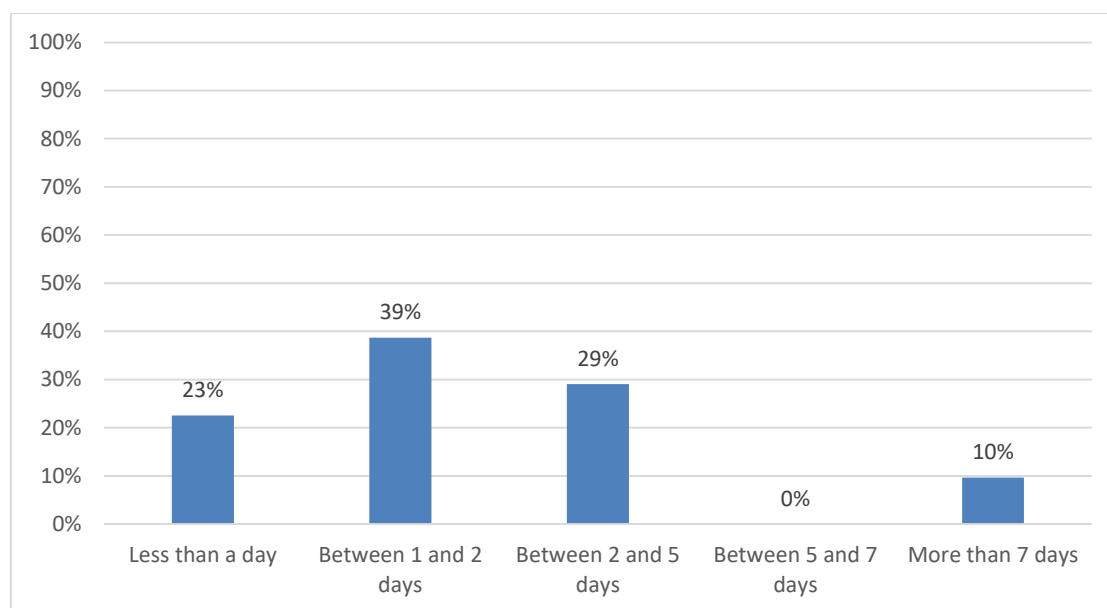
The following figure depicts the level of responsiveness that MICT SETA's external stakeholders would be most satisfied with.

Figure 8-24: Ideal Query Response Time (External View)



As can be seen, 43% of external stakeholders indicated that they would be most satisfied with a response time of between 12 and 24 hours, 29% indicated that they would be most satisfied with a response in less than 12 hours and 24% indicated that they would be satisfied with a response between 24 and 48 hours. The ideal response times for external stakeholders highlights the discrepancy that exists between the ideal and actual response times. While the majority of external stakeholders indicated that they would be most satisfied with a response between 12 and 24 hours, the actual response time across divisions is significantly longer. This indicates that external stakeholders would prefer to have their queries addressed more efficiently and within a shorter time frame.

The following figure illustrates how internal stakeholders perceive MICT SETA's overall responsiveness.

Figure 8-25: Query Response Times (Internal View)

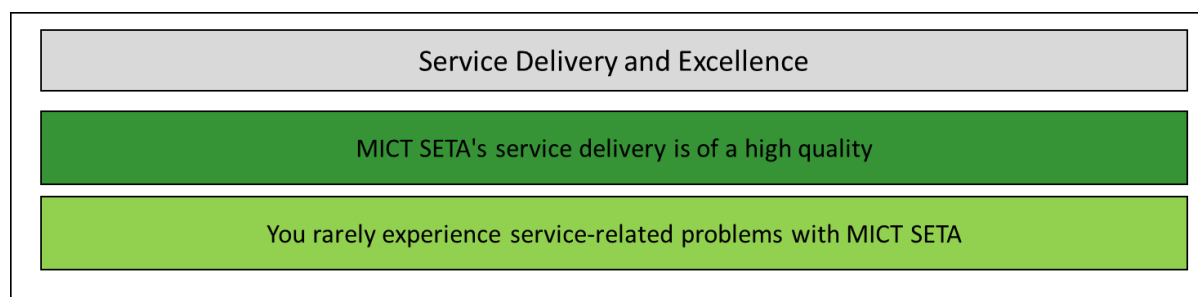
As can be seen, 39% of the internal stakeholders indicated that MICT SETA responds to queries between 1 and 2 days, 29% indicated that responses take between 2 and 5 days, 23% indicated that responses take less than a day and 10% indicated that responses take more than 7 days. No internal stakeholders selected the option 'between 5 and 7 days'. These findings indicate that there appears to be a discrepancy between internal and external stakeholders regarding MICT SETA's response time.

Key Findings

There appears to be a discrepancy between the response time that stakeholders would prefer and MICT SETA's actual response time, indicating room for MICT SETA to improve in terms of addressing stakeholder queries

8.8 Service Delivery and Excellence

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Service Delivery and Excellence are summarised in the following figure.

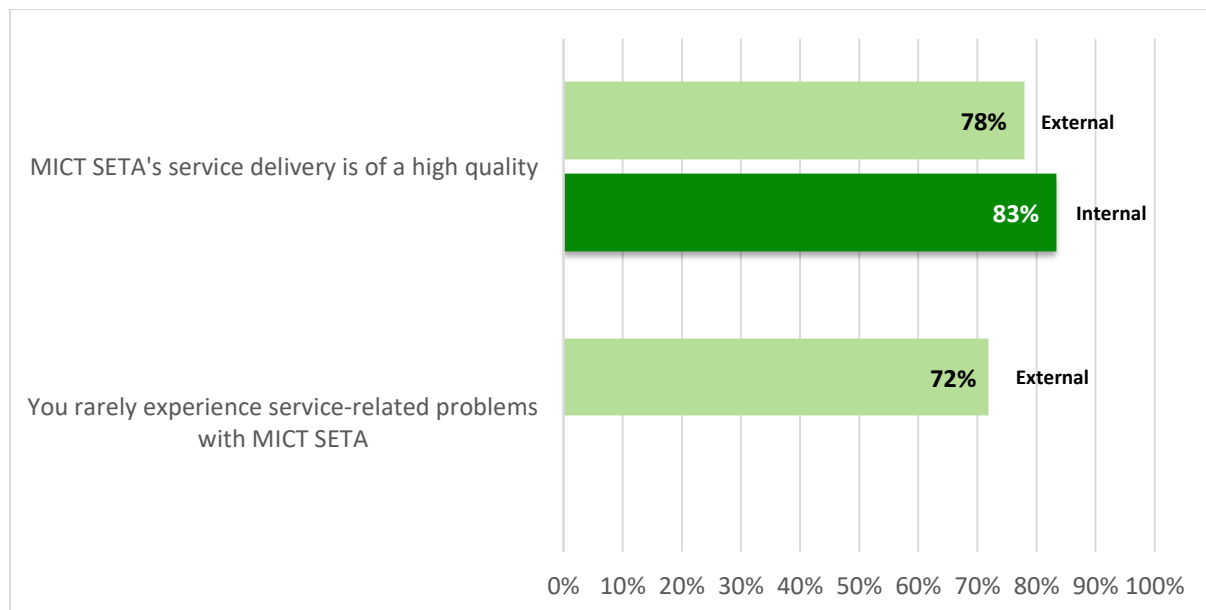
Figure 8-26: Overall Satisfaction Ratings – Service Delivery and Excellence

As can be seen above, the driver 'MICT SETA's service delivery is of a high quality' was rated as **exemplary**, whilst the driver 'You rarely experience service-related problems with MICT SETA' was rated as **met**. Further details regarding each driver's satisfaction rating are provided in the section below.

8.8.1 Overall Stakeholder Satisfaction: Service Delivery and Excellence

The figure below illustrates the overall stakeholder satisfaction across all key attributes.

Figure 8-27: Overall Satisfaction Scores – Service Delivery and Excellence



As can be seen above, the driver 'MICT SETA's Service Delivery is of a high quality' achieved the highest score of 83% amongst internal stakeholders, and has therefore been rated as **exemplary**. For external stakeholders, this driver of satisfaction achieved a score of 78%, and has therefore been rated as **met**.

"I am definitely satisfied [with service delivery]; I would give them a 10"

(External Stakeholder Interview, 2021)

The driver, 'You rarely experience service-related problems with MICT SETA' received a satisfaction score of 72%, amongst external stakeholders. Some external stakeholders raised concerns regarding MICT SETA's service delivery, highlighting issues with late payments and the impact of this on subsequent invoices.

"Service delivery is not good because we are not paid on time. You cannot claim the second invoice if the first one has not been processed".

(External Stakeholder Interview, 2021)

Additionally, some internal stakeholders highlighted that challenges with the tools of trade negatively impact their ability to offer effective and efficient service delivery to external stakeholders, noting that issues with phone lines or problems with laptops sometimes hamper their ability to provide quality services to external stakeholders.

"Tools of [the] trade [is] one of the reasons that some stakeholders are not satisfied e.g. [there is] always a problem with phone lines in particular region, or problems with laptops".

(Internal Stakeholder Interview, 2021)

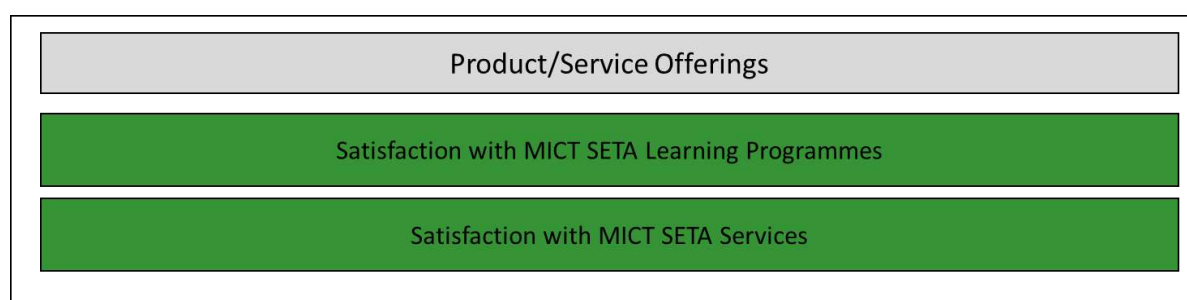
Key Findings

- Issues such as late payments, appear to impact stakeholder views in terms of MICT SETA's service delivery
- Some internal stakeholders highlighted that there are operational challenges which impact their ability to provide quality service delivery to external stakeholders, due to challenges with tools of the trade

8.9 Product/Service Offering

The MICT SETA Stakeholder Satisfaction Survey findings regarding MICT SETA's Product and Service Offerings are summarised in the following figure.

Figure 8-28: Overall Satisfaction Ratings – Product/Service Offering

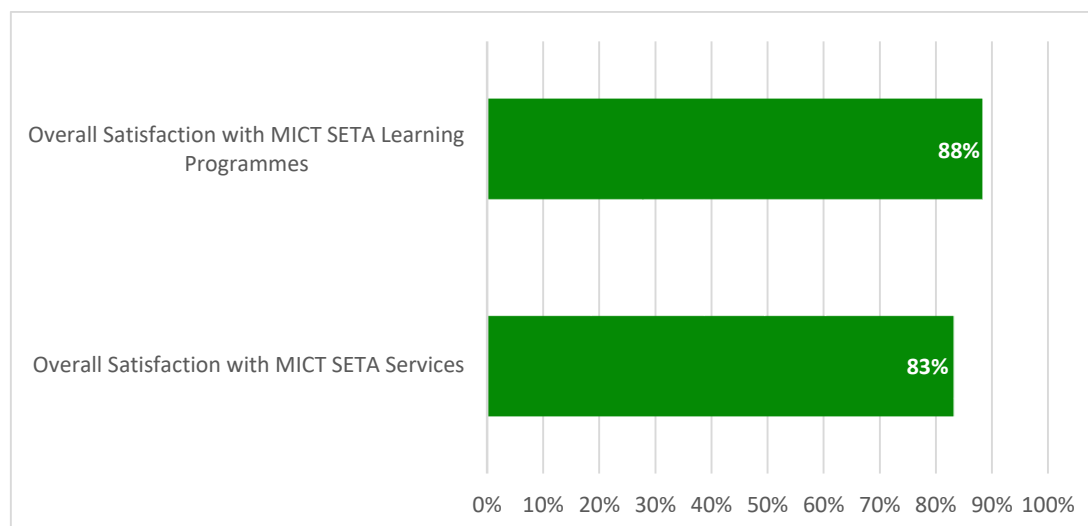


As can be seen above, satisfaction with both MICT SETA's learning programmes and MICT SETA's services were rated as **exemplary**. A detailed breakdown of each drivers satisfaction rating is provided in the following section.

8.9.1 Overall Stakeholder Satisfaction: Product/Service Offering

The following graph illustrates the satisfaction ratings with MICT SETA's Product and Service Offerings.

Figure 8-29: Satisfaction Scores – Product/Service Offering



As can be seen above, the overall levels of satisfaction with MICT SETA's Product and Service Offerings achieved scores above 80% and have thus been rated as **exemplary**. The overall levels of satisfaction with MICT SETA's learning programmes had the highest score of 88%, whilst the overall satisfaction with MICT SETA's services achieved a score of 83%.

“I am definitely satisfied [with the service offering], [I] have worked with different SETAs and this is by far the best one.”

(External Stakeholder Interview, 2021)

Although stakeholders appeared to be satisfied with MICT SETA’s services, there were some areas that were highlighted as requiring improvement. Stakeholders noted that in order to improve their product and service offering and fulfil their mandate, MICT SETA should consider developing stronger partnerships with the private sector.

“The MICT SETA is strategic to the upliftment of unemployed youth in the ICT Sector in SA. A stronger partnership should exist between the MICT SETA and the Private Sector [including SME’s] to fulfil this mandate and enable employment of young people.”

(Stakeholder Focus Group, 2021)

Other stakeholders lamented the long turnaround times for registering internships and the implications such delays have on companies.

“Took one and a half years to register an internship – [that is] too long. Is [the] SETA aware of the implications of late responses on internships and on companies they deal with”

(Stakeholder Focus Group, 2021)

Additionally stakeholders indicated that there are often delays with releasing the statement of results.

“Statements of results and certifications has been for the past 3 years, non-existent, [we are] waiting for statements of result going back to 2017, 2018, this impacts on credibility as a training provider”

(Stakeholder Focus Group, 2021)

Positive Practice

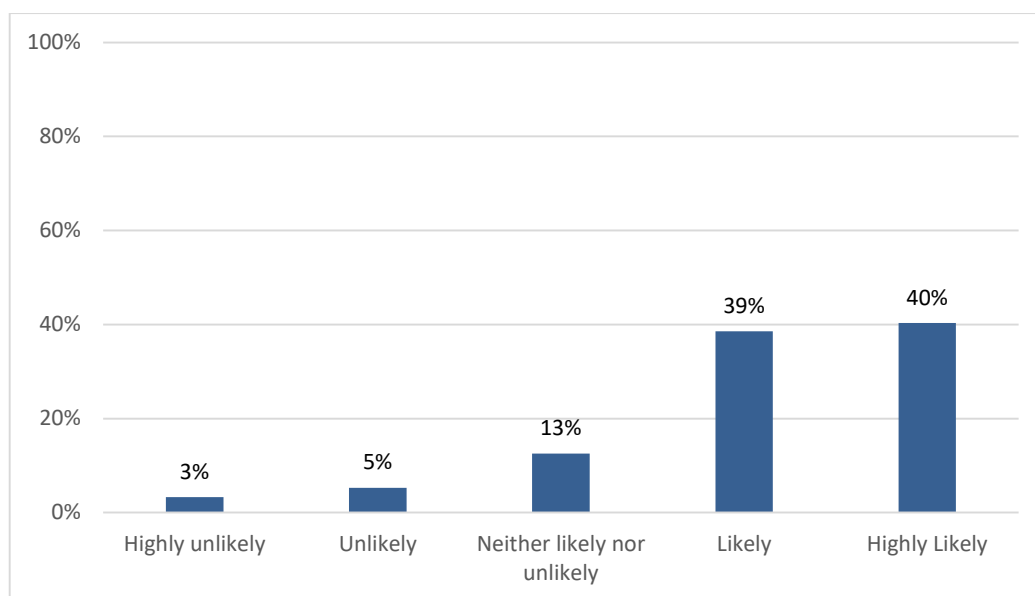
Some stakeholders indicated that MICT SETA appears to be one of the best SETAs in terms of service offerings

Key Findings

- Some stakeholders indicated that MICT SETA should partner with private sector organisations in order to improve their product and service offering
- Long turnaround times for internships registrations and approvals, as well as delays in the awarding of statement of results and certificates, appear to have impacted stakeholders satisfaction with MICT SETA services

8.9.2 Stakeholders’ Participation Intentions

In addition to assessing the above drivers of satisfaction related to MICT SETA’s Products and Services, stakeholders were asked to indicate the likelihood of them participating in future MICT SETA initiatives. The figure below illustrates these findings.

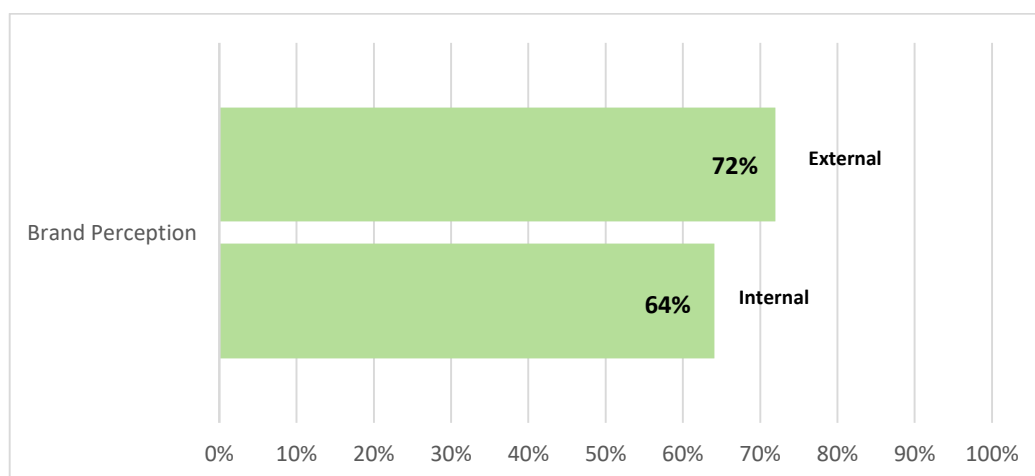
Figure 8-30: External Stakeholders' Participation Intentions

As can be seen, the majority (79%) of external stakeholders indicated that it was either likely or highly likely that they would participate in future MICT SETA initiatives. On the other hand, 5% of respondents indicated that it was unlikely that they would participate in future initiatives, whilst 3% indicated that it was highly unlikely. These results show that the majority of external stakeholders would participate in future MICT SETA initiatives, indicating that most external stakeholders appear to be satisfied with MICT SETA's product and service offerings.

8.10 Brand

This section discusses stakeholders' perception of the MICT SETA brand. This perception was determined by measuring the visibility of the brand, as well as how they first came across the MICT SETA brand. Additionally, MICT SETA's NPS was measured to gain insights regarding how likely MICT SETA's internal and external stakeholders are to promote the MICT SETA brand.

The figure below shows stakeholders' perception regarding the MICT SETA brand.

Figure 8-31: Brand Perception

As can be seen above, 72% of external stakeholders indicated that they perceive MICT SETA's brand favourably. On the other hand, 64% of internal stakeholders believed that external stakeholders had

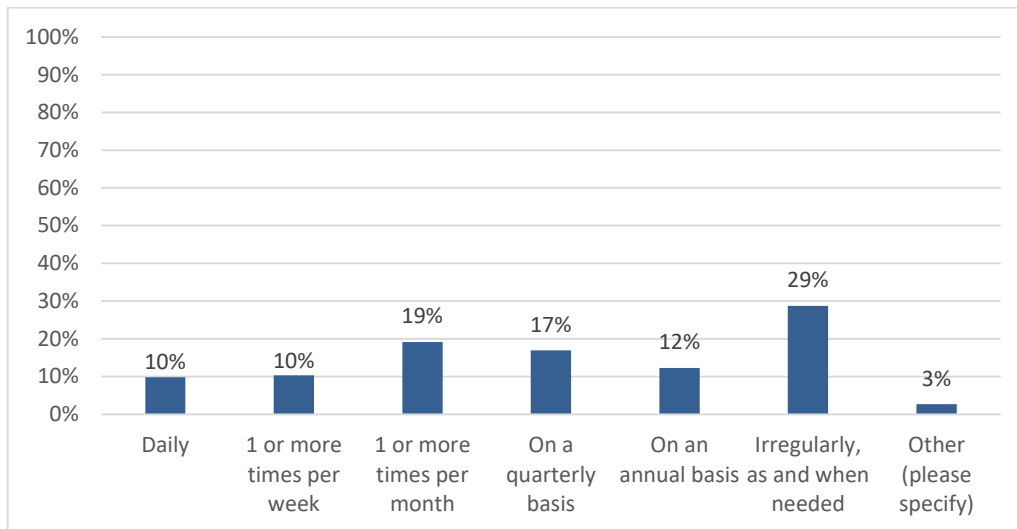
a favourable perception of the MICT SETA brand. Some stakeholders indicated that MICT SETA is one of the best SETAs to work with.

“Out of all the other SETAs worked with, they are the most organised and get back to you.”

(External Stakeholder Interview, 2021)

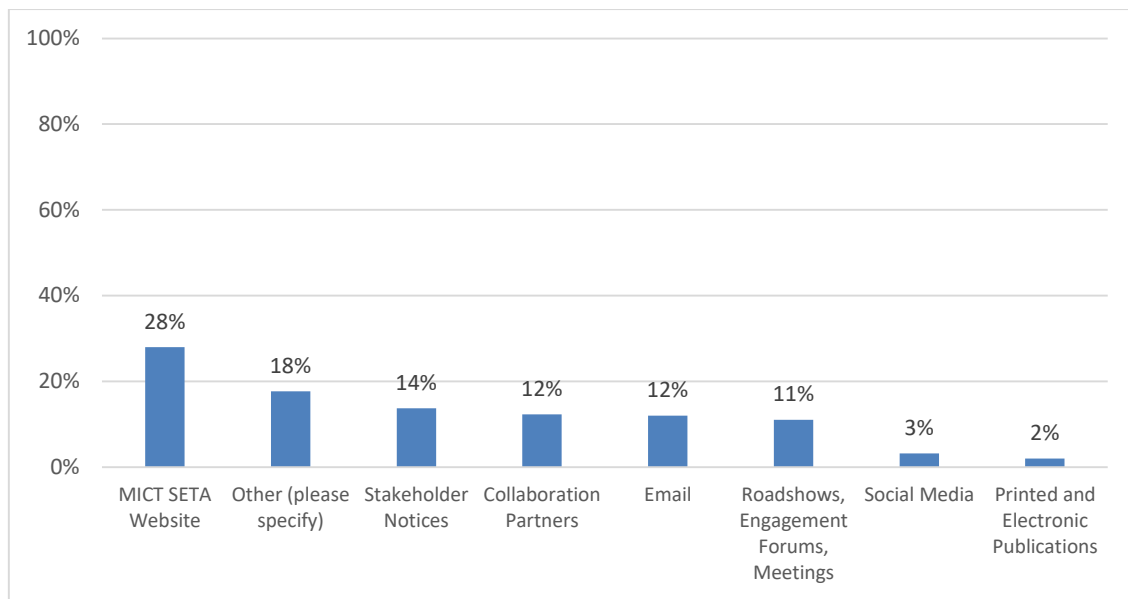
The stakeholder survey findings regarding the visibility of the MICT SETA brand are summarised in the following figure.

Figure 8-32: Brand Visibility



As depicted in the graph above, 29% of respondents came across MICT SETA’s brand irregularly, as and when needed, 19% came across MICT SETA’s brand 1 or more times per month, and 17% came across the brand on a quarterly basis. This indicates that the majority of MICT SETA’s stakeholders come across the MICT SETA brand irregularly, indicating that there is room for improvement with regard to increasing brand visibility.

The following figure illustrates the platforms through which external stakeholders first heard about MICT SETA.

Figure 8-33: Respondents First MICT SETA Interaction

As can be seen above, 28% of respondents first heard of the SETA through the MICT SETA website, 18% first heard about MICT SETA through other means such as a university, a previous employer, a friend or co-workers in the industry, and 14% first heard of MICT SETA through stakeholder notices. This indicates that should MICT SETA wish to increase their visibility, communication media such as the website and stakeholder notices may be the most effective.

8.10.1 Net Promoter Score

The NPS is a metric that measures the likelihood of stakeholders recommending a company as a service provider or employer. Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) and, depending on their response, fall into one of 3 categories to establish an NPS score. This categorisation may be seen in the table below.

DETRACTORS						PASSIVES		PROMOTERS	
1	2	3	4	5	6	7	8	9	10

Detractors are the least likely to recommend a company as a service provider or employer, passives are generally content with a company and will neither actively promote the company nor spread any negativity about the company, whilst promoters are loyal and enthusiastic, and will actively promote the company.

The NPS is calculated in the following way:

$$\left(\frac{\text{Sum of Promoters} - \text{Sum of Detractors}}{\text{Total Respondents}} \right) * 100$$

NPS scores will range between -100 to 100. In general an NPS score above 0 is considered good, as it means that your audience is more loyal than not. Anything above 20 is considered favourable, 50 is excellent and 80 and above is world class.

8.10.1.1 NPS Results Summary

External and internal stakeholders were asked about their likelihood to recommend MICT SETA as a service provider. The external and internal stakeholder findings regarding the NPS are summarised in the following figures.

Figure 8-34: Net Promoter Score – External Stakeholders

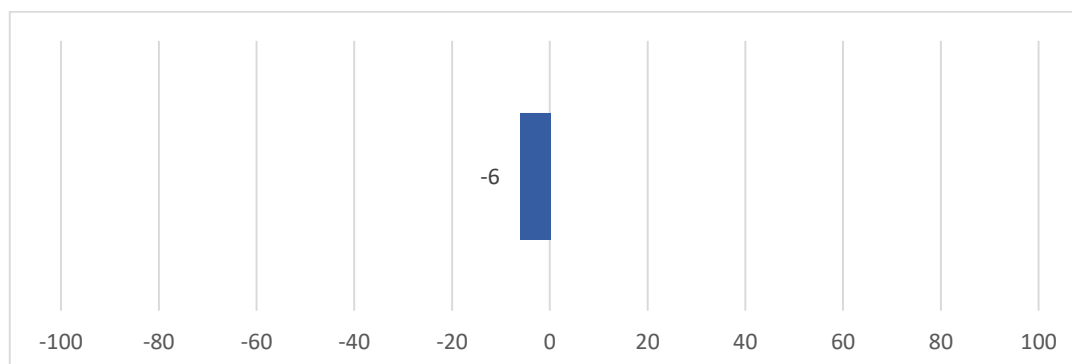
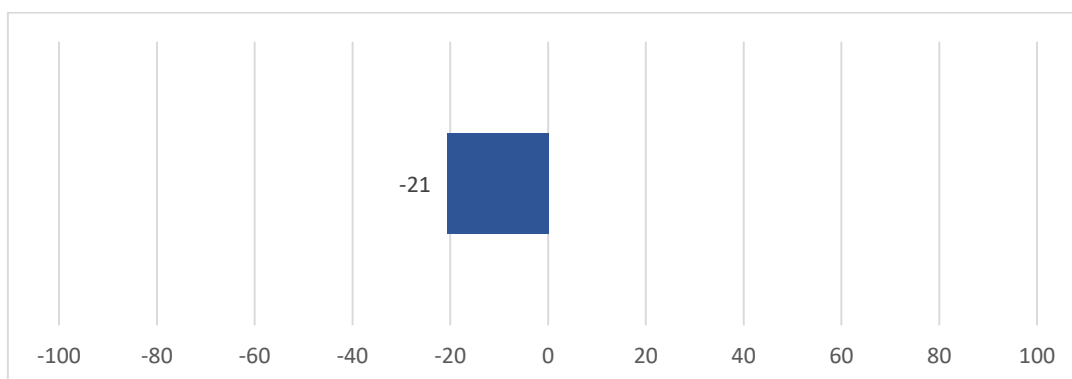


Figure 8-35: Net Promoter Score – Internal Stakeholders



As can be seen above, the MICT SETA external stakeholder NPS is -6 and the internal stakeholder NPS is -21. This indicates that there are more detractors than promoters within MICT SETA's external and internal stakeholders.

The low NPS values from both external and internal stakeholders highlight that there is need for significant improvement in changing the perceptions of stakeholders so as to increase their likelihood of recommending MICT SETA as a service provider.

Some external stakeholders indicated they would hesitate to recommend the SETA as they do not believe MICT SETA has the capacity and capability to serve stakeholders efficiently.

"At the moment I would hesitate to recommend, as they can't deal with current workload, it would be a disservice to recommend MICT SETA to someone else knowing that they cannot handle their current workload."

(External Stakeholder Interview, 2021)

Key Findings

Some external stakeholders indicated that they are less likely to recommend MICT SETA as a service provider due to perceived inadequacies in service delivery.

9 Recommendations

The following section provides an analysis of the key findings drawn from the above findings and suggested recommendations. Not all findings are negative or stem from a negative satisfaction rating, rather, they express stakeholder observations on certain key areas which are either being done well (which are noted as positive practices to be continued) or need further improvement.

The following table provides further detail regarding the key findings and recommendations.

Table 9-1: Recommendations Table

	Focus Area	Key Findings	Recommendations
1	Positive Practices	<p>MICT SETA appears to be effectively and efficiently fulfilling its mandate and playing a pivotal role in skills development</p> <p>Stakeholders appear to perceive MICT SETA as being an ethical organization.</p> <p>External stakeholders indicated their satisfaction with certain MICT SETA processes, commending the efficiency of the discretionary grant approval process and the WSP reporting and submissions.</p> <p>Stakeholders appear to be satisfied with email as a medium of communication, as illustrated through the high satisfaction scores, MICT SETA should therefore, continue using emails as one of the main mediums of communication</p> <p>Some stakeholders indicated their appreciation for the clear communication from MICT SETA</p> <p>Some stakeholders indicated that MICT SETA appears to be one of the best SETAs in terms of service offerings</p>	<ul style="list-style-type: none"> To ensure stakeholder levels of satisfaction are maintained going forward, MICT SETA should continue implementing these positive practices. Positive practices that MICT SETA should continue to implement includes using email as one of the main mediums of communication, enhancing and offering services that resonate with stakeholders' needs, as well as maintaining the efficiency of processes such as the discretionary grant approvals and WSP reporting and submissions. Additionally, in order to ensure satisfaction levels are maintained and improved, MICT SETA should consider making use of the Batho Pele principles as a framework and point of reference. These principles encourage public servants to be polite, open and transparent, and to deliver good service to the public, and include: <ul style="list-style-type: none"> Consultation: stakeholders should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. This may be done through roadshows and other consultative meetings held by MICT SETA Service Standards: stakeholders should be told what level and quality of public service they will receive so that they are aware of what to expect. This information can be conveyed through the website, social media platforms and the Information System. Access: MICT SETA should ensure that all stakeholders have equal

	Focus Area	Key Findings	Recommendations
			<p>access to the services to which they are entitled</p> <ul style="list-style-type: none"> ○ Courtesy: In keeping with good customer service practices, MICT SETA staff should ensure stakeholders are treated with courtesy and consideration ○ Information: Stakeholders should be given full and accurate information about the services they are entitled to receive from the SETA. Information can be conveyed through mediums of communication, such as email. ○ Openness and Transparency: stakeholders should be told how the head office and regional offices are run; how much they cost and who is in charge. Additionally, MICT SETA should consider providing information on the processes related to the services on offer. ○ Redress: If the promised standard of service is not delivered, stakeholders should be offered an apology, a full explanation and a speedy and effective remedy; additionally, when complaints are made, stakeholders should receive a sympathetic, positive response. This may be done through email, notices and announcements on the website and other social media platforms. Roadshows can also serve as a platform to address stakeholders and offer redress for services that do not meet stipulated standards. ○ Value for Money: MICT SETA's services should be provided economically and efficiently in order to give stakeholders the best possible value for money, thereby maintaining high levels of satisfaction
2	Overall Stakeholder Satisfaction	Overall satisfaction amongst external stakeholders was lower than stakeholders' ideal satisfaction score. Key areas for improvement included increasing MICT SETA's level of communication and the transparency surrounding the allocation of funds.	<ul style="list-style-type: none"> • MICT SETA should place an emphasis on proactively communicating with their external stakeholders, through a variety of communication media • MICT SETA should assist external stakeholders with understanding how funding is allocated. This may be done through the publishing of general information such as the qualifying

Focus Area		Key Findings	Recommendations
			criteria and the potential reasons for rejection.
		Internal stakeholder satisfaction achieved a score of 56%, indicating room for improvement. Internal stakeholders expressed concerns with the remuneration and employee benefits, internal communication and employee morale.	<ul style="list-style-type: none"> • MICT SETA should consider conducting a benchmarking exercise to benchmark MICT SETA's salaries against the market rate and against other SETAs. The results of this benchmarking exercise should be presented to the organisation in order to assist with managing expectations regarding salaries. • MICT SETA should consider evaluating their benefits structure to ensure that it is conducive in terms of rewarding loyal and dedicated MICT SETA employees
3	Image and Reputation	Internal stakeholders appear to believe that MICT SETA is not seen as a leader in the MICT sector due to technological challenges relating to glitches and bugs in the existing system.	<ul style="list-style-type: none"> • MICT SETA should consider conducting an assessment of their systems and processes. This assessment may help MICT SETA understand the current situation and may assist with the identification of key issues related to the MICT SETA systems and processes. Additionally, this assessment should result in key recommendations regarding how MICT SETA can improve their systems and processes in order to overcome these technological challenges.
4	Leadership and Vision	Some external stakeholders appear to believe MICT SETA does not understand the nature of the organisations they work with and is therefore, not in touch with the concerns and needs of its stakeholders. This may be seen through the perceived discrepancy that exists between the listed OFO codes and the skills required by stakeholders within the sector.	<ul style="list-style-type: none"> • MICT SETA should consider strengthening partnerships with organisations in the industry in order to ensure that the products and services offered by MICT SETA are aligned to the needs of the industry. For example, with regard to OFO codes, MICT SETA should consider consulting with stakeholders in the industry in order to understand how OFO codes should be updated in order to more accurately reflect the needs

Focus Area	Key Findings	Recommendations
	<p>Some external stakeholders indicated that there is a perceived lack of reach from MICT SETA in remote areas.</p>	<p>of the sector. MICT SETA should ensure that the suggested updates to the OFO codes are clearly communicated to DHET in accordance with the prescribed format. If the SETA believes this updates will not be accepted by DHET, this should be clearly communicated with stakeholders in order to manage expectations.</p> <ul style="list-style-type: none"> • MICT SETA should consider enhancing their partnerships with organisations to ensure that beneficiaries in rural areas have the ability to access MICT SETA's service offerings and have the correct tools to gain maximum benefit from the SETAs skills development service offerings. For example, partnering with internet service providers to ensure that beneficiaries from rural areas have relevant equipment and resources for the duration of a particular MICT SETA skills development initiative
5	<p>Systems and Processes</p> <p>Some external stakeholders believe that MICT SETA's systems and processes are not time-efficient due to their slow response time. Other external stakeholders highlighted that the system is not time-efficient due to its repetitive nature, i.e. the system requiring the same documents to be uploaded multiple times</p> <p>External stakeholders appear to believe that there has been inadequate communication from MICT SETA regarding changes to its systems and processes</p> <p>Stakeholders noted that the accessibility of the system and data on the system requires improvement, with external stakeholders highlighting that it appears as though historical data has not been migrated to the new system. Internal stakeholders also indicated that at times they are not able to access the data uploaded by external stakeholders on the system</p>	<ul style="list-style-type: none"> • MICT SETA should consider conducting an assessment of their systems and business processes. This assessment may help MICT SETA understand the current situation and may assist with the identification of key inefficiencies in the processes as well as key issues related to the MICT SETA systems and processes (for example, the need to upload multiple documents the same time). This assessment should result in key recommendations regarding how MICT SETA can improve their systems and processes in order to overcome these technological challenges and inefficiencies. • MICT SETA should ensure notices regarding any changes to the systems and processes are made available to stakeholders through multiple mediums of communication (i.e. email, the MICT SETA website, social media). • Workshops to train stakeholders on changes to the systems and processes should be arranged. MICT SETA should consider recording these training workshops and making these

	Focus Area	Key Findings	Recommendations
			<p>recordings available post-workshop to allow stakeholders to refer back to these recordings or allow stakeholders who were unable to attend the workshop to watch the recording and familiarise themselves with the key changes</p>
6	Communication Media	<p>External stakeholders indicated that MICT SETA appears to rely solely on the website to convey information to its stakeholders</p> <p>External stakeholders noted a perceived over-reliance on social media platforms as a communication method.</p> <p>The accessibility, user-friendliness, reliability and effectiveness of the stakeholder information system requires improvement, with stakeholders highlighting that they are unable to find or access certain information at times.</p> <p>Internal and external stakeholders indicated that there appears to be a lack of effective internal communication between the head office and regional offices. This may impact the ability of regional offices to respond to stakeholder queries</p> <p>External and internal stakeholders indicated that there appears to be poor customer service at the head office</p> <p>It appears external stakeholders would prefer direct communication and consultation from MICT SETA, especially on issues relating to significant changes.</p> <p>External stakeholders expressed the need for a dedicated individual to handle email queries</p> <p>There appears to be a lack of follow-through from MICT SETA with regard to addressing issues and concerns raised by external stakeholders at roadshows</p>	<ul style="list-style-type: none"> • MICT SETA should explore the possibility of diversifying the communication media used to convey information to stakeholders, for example, emailing notices to stakeholders in addition to posting them on the MICT SETA website or on social media. The integrated communication service that MICT SETA is currently working on should assist MICT SETA with this diversification. • MICT SETA leadership should consider establishing a standardised communication policy across all offices, including between the head office and regional offices, which will help alleviate barriers or misunderstandings that affect service delivery. The communication policy must define how and when divisions should communicate with one another. • MICT SETA should ensure that front office staff are adequately and appropriately trained in customer service fundamentals to deal with stakeholders who make use of the head office walk-in centre. • MICT SETA should explore the possibility of regularly (monthly or quarterly) updating their virtual newsletter in order to assist with keeping stakeholders updated with the latest developments and changes in the MICT SETA environment • MICT SETA should ensure that stakeholders are aware of who the correct individuals to contact are when they have a specific query and should encourage these individuals to respond timeously to any stakeholder queries received.

Focus Area		Key Findings	Recommendations
		Some external stakeholders indicated that there appears to be inadequate preparation and planning in advance of the roadshows	<ul style="list-style-type: none"> • MICT SETA should consider including a segment at roadshows that outlines the issues that were raised at the previous roadshow and the steps that MICT SETA has taken in order to address these issues
7	Responsiveness and Communication	There appears to be inefficient internal communication, particularly between head office and regional offices. This means that regional branches are not always aware of the latest developments, which may affect their ability to provide information to external stakeholders.	<ul style="list-style-type: none"> • MICT SETA leadership should consider establishing a standardised communication policy across all offices, including between the head office and regional offices, which will help alleviate barriers or misunderstandings that affect service delivery. The communication policy must define how and when divisions should communicate with one another. • Consider creating a Query Resolution System that has a directory of relevant personnel and departments to submit queries to. • Encourage staff at all levels to acknowledge customer queries and respond timeously in order to alleviate query turnaround times
		There appears to be a discrepancy between the response time that stakeholders would prefer and MICT SETA's actual response time, indicating room for MICT SETA to improve in terms of addressing stakeholder queries	
8	Service Delivery and Excellence	Issues such as late payments, appear to impact stakeholder views in terms of MICT SETA's service delivery	<ul style="list-style-type: none"> • Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks • Consider a review of the MICT SETA staff responsibilities to determine the tools of the trade required in order to enable them to perform and deliver services to stakeholders effectively and efficiently
		Some internal stakeholders highlighted that there are operational challenges which impact their ability to provide quality service delivery to external stakeholders, due to challenges with tools of the trade	
9	Product/Service Offering	Some stakeholders indicated that MICT SETA should partner with private sector organisations in order to improve their product and service offering	<ul style="list-style-type: none"> • Consider strengthening partnerships with organisations in the industry in order to ensure the products and services offered by MICT SETA are aligned to the needs of the industry • Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks • Consider updating staff members' KPIs to reflect targeted and required
		Long turnaround times for internship registrations and approvals, as well as delays in the awarding of statements of results and certificates, appear to have impacted stakeholders' satisfaction with MICT SETA services	

Focus Area		Key Findings	Recommendations
			timelines for processing stakeholder applications and submissions until finalisation
10	Brand	Some external stakeholders indicated that they are less likely to recommend MICT SETA as a service provider due to perceived inadequacies in service delivery	<ul style="list-style-type: none"> Consider increasing the overall staff capacity of MICT SETA to ensure all divisions and departments are adequately staffed in order to function effectively and efficiently Conduct a review of MICT SETA's business processes to identify where bottlenecks and inefficiencies exist and provide recommended actions in order to overcome these inefficiencies and bottlenecks in order to improve MICT SETA's service delivery

10 Conclusion

It is evident that across most key attributes, MICT SETA has performed adequately in terms of maintaining a high level of stakeholder satisfaction. This is demonstrated through the high number of **exemplary** and **met** ratings received. Despite many of the key attributes receiving positive ratings, the overall satisfaction score of 61%, compared to the ideal overall satisfaction score of 88%, indicates that there is room for improvement. By analysing both the internal and external stakeholder feedback, it is evident that there are several areas that stakeholders have flagged as pain points. This includes issues such as; the bugs and glitches relating to the MICT SETA systems and processes and the lack of consistent, proactive communication by MICT SETA.

Should MICT SETA wish to increase their stakeholder satisfaction levels, it is imperative that going forward, they explore ways to address these stakeholder pain points. Special areas for attention are those which were rated as partially met.

Overall, MICT SETA should use this feedback to ensure that it continues to put effort into meeting its mandate and ensuring that stakeholder concerns are adequately addressed. The nature of MICT SETA as an organisation means that stakeholders are central to the operation of MICT SETA and thus stakeholders need to be placed at the forefront of any strategy going forward.

11 Appendix A: Divisional Findings

This appendix presents the findings per division within MICT SETA, across the key areas of focus. Each driver of satisfaction was assessed against a rating scale whereby drivers that scored between 80% - 100% were assessed as 'exemplary', drivers that scored between 66% - 79% were assessed as 'met', drivers that scored between 33% - 65% were assessed as 'partially met' and drivers that scored 32% and below were assessed as 'not met'. This is indicated in the table below.

Table 11-1: Rating Scale

Rating Scale	
80%-100%	Exemplary
66%-79%	Met
33%-65%	Partially Met
0%-32%	Not Met

Additionally, drivers that have been assessed as '**not met**' and '**partially met**' have been highlighted in red and amber, respectively, in the tables below, to allow areas for improvement to be easily identified.

11.1 Image and Reputation

The following table provides the Satisfaction Survey findings for the Image and Reputation focus area across all MICT SETA divisions.

Table 11-2: Divisional Findings - Image and Reputation

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA has a good reputation	75%	80%	100%	0%	71%	67%	100%	75%	50%
MICT SETA is ethical	100%	80%	100%	100%	71%	67%	100%	100%	100%
MICT SETA is effectively fulfilling its mandate	100%	80%	100%	100%	86%	100%	100%	100%	100%
MICT SETA keeps up with the latest trends and technologies	50%	60%	100%	0%	14%	100%	75%	100%	100%
MICT SETA may be viewed as a leader in the MICT Sector in terms of their processes and skills development initiatives	75%	80%	100%	100%	43%	67%	75%	100%	100%

11.2 Leadership and Vision

The following table provides the Satisfaction Survey findings for the Leadership and Vision focus area across all MICT SETA divisions.

Table 11-3: Divisional Findings - Leadership and Vision

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA has leadership that is capable of carrying out the vision, mission and values of MICT SETA	100%	80%	100%	100%	71%	100%	100%	50%	100%
MICT SETA has a clear vision for the future	75%	75%	100%	100%	71%	67%	100%	100%	100%
MICT SETA is well-managed	75%	80%	0%	100%	71%	67%	100%	67%	100%
MICT SETA appears to be genuinely concerned about the interests of its stakeholders	75%	100%	100%	100%	57%	100%	100%	75%	100%
I understand the role MICT SETA plays in developing skills and promoting economic growth in the MICT Sector	100%	80%	100%	100%	100%	100%	100%	100%	100%

11.3 Systems and Processes

The following table provides the Satisfaction Survey findings for the Systems and Processes focus area across all MICT SETA divisions.

Table 11-4: Divisional Findings - Systems and Processes

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
Changes in MICT SETA's systems and processes are adequately communicated and explained to stakeholders	33%	40%	0%	0%	29%	100%	100%	75%	100%
MICT SETA's systems and processes are user-friendly	0%	80%	0%	0%	14%	33%	75%	67%	50%
MICT SETA's systems and processes are reliable	33%	60%	0%	0%	14%	67%	75%	75%	50%

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA's systems and processes are time-efficient and effective	0%	80%	0%	0%	29%	67%	100%	50%	100%
MICT SETA's systems and processes are easily accessible	33%	60%	0%	0%	29%	67%	100%	50%	100%
MICT SETA is constantly looking to develop new solutions to meet stakeholder needs	67%	80%	100%	100%	71%	67%	100%	75%	100%

11.4 Communication Media

The following table provides the Satisfaction Survey findings for the Communication Media focus area across all MICT SETA divisions.

Table 11-5: Divisional Findings - Mediums of Communication

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA uses effective mediums of communication that can be reached by most of its stakeholders	100%	100%	0%	100%	71%	100%	75%	75%	100%

11.5 Responsiveness and Communication

The following table provides the Satisfaction Survey findings for the Responsiveness and Communication focus area across all MICT SETA divisions.

Table 11-6: Divisional Findings - Responsiveness and Communication

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA communicates regularly about important information (e.g. feedback, updates, events)	67%	80%	0%	100%	43%	100%	75%	75%	100%

11.6 Service Delivery and Excellence

The following table provides the Satisfaction Survey findings for the Service Delivery and Excellence focus area across all MICT SETA divisions.

Table 11-7: Divisional Findings - Service Delivery and Excellence

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
MICT SETA's service delivery is of a high quality	100%	80%	100%	0%	71%	100%	100%	75%	100%

11.7 Brand

The following table provides the Net Promoter Score across all MICT SETA divisions.

Table 11-8: Divisional Findings - Brand

Drivers of Satisfaction	Divisional Ratings (%)								
	ETQA	Finance	Human Capital	IT	LPD	Marketing & Comms	Other	SCM	SSP
Net Promoter Score	0	-75	0	0	-57	0	75	-50	0