Annual Performance Plan

for the fiscal year 2017/18

cathsseta

Culture, Arts, Tourism, Hospitality and Sport
Sector Education and Training Authority (CATHSSETA)

higher education
& training
Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

Culture, Arts, Tourism,

Hospitality and Sport Sector Education and Training Authority

(CATHSSETA)

ANNUAL PERFORMANCE PLAN

For the fiscal year 2017/18

FOREWORD

I have the pleasure to present the Annual Performance Plan (APP) for the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) for the period 1 April 2017 to 31 March 2018, which is presented in terms of the Skills Development Act (SDA) which established and governs the SETA, and in terms of the Public Finance Management Act (PFMA) (Act 56 of 1999, as amended).

This document is a product of the management and staff of CATHSSETA. Given that the organisation has just come out of the administration and has just received a clean audit report, we are confident that in spite of the challenges ahead, we are up to the task. The document also considers both successes and challenges experienced in service delivery from its strategic intent and reflects extensively on its alignment to the national and provincial priorities as reflected in the National Skills Development Strategy (NSDS) III, the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF), with particular focus on the Outcome of "a skilled and capable workforce to support an inclusive growth path" (Outcome 5).

The Strategic Plan from which this APP is drawn, has also been revised and updated to align with the National Treasury's Framework for Strategic Plans and Annual Performance Plans (2011). This APP aligns to the Strategic Plan and seeks to address the current challenges facing CATHSSETA by using innovative approaches to performance delivery in line with CATHSSETA's revised vision, mission and values.

In the current period, the focus is towards building organisational capacity and inculcating a results-oriented and performance-driven culture. The educational and training landscape is constantly changing and the continued survival for CATHSSETA lies in the organisation embracing change and continuity to address increased demand for its services against ever limited resources. The focus of performance in the medium term will require introducing mechanisms to address:

- Qualification review
- Training provision
- Analysis of skills needs
- Work experience and experiential learning
- TVET capacity building
- Increased partnerships
- Transformation in the sector
- Addressing scarce and critical skills

One of the interventions that we have already implemented is the establishment of regional offices to address the historical challenge of stakeholder access to our services. The regional offices will be instrumental in addressing the above deliverables. They will be key to CATHSSETA meeting the increased demand in our services.

In conclusion, I would like to take this opportunity to express my commitment to support the organisation as it continues to concentrate on excellent service delivery to our sector and its people through the performance focus and intent outlined in this Annual Performance Plan for the period to 2017/18.

I also thank our stakeholders for their valuable contribution to the information and data contained in and informing this Annual Performance Plan. CATHSSETA will seek to leverage these engagements to further our positive contribution to society into the future.

Pumzile E Kedama (Mr)
The Administrator: Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority under the guidance of the Administrator
- Was prepared in line with the revised 2017/18–2021/22 Strategic Plan of the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
- Accurately reflects the performance targets which the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority will endeavor to achieve, given the resources made available in the budget for 2017/18

Pumzile Kedama (Mr)
The Administrator

Signature:

ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Education and Training Authority
DHET	Department of Higher Education and Training
HEI	Higher Education Institution
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSDS	National Skills Development Strategy
PFMA	Public Finance Management Act
PIVOTAL	Professional, Vocational, Technical and Academic Learning
QCTO	Quality Council for Trades and Occupations
SDA	Skills Development Act
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium and Micro-sized Enterprises
SP	Strategic Plan
SSP	Sector Skills Plan
TVET	Technical, Vocational Education and Training
UoT	University of Technology

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1. Updated situational analysis

1.1 Performance Delivery Environment

CATHSSETA oversees the skills development needs of six sub-sectors. As unique as these sub-sectors are, each plays a significant role in the national economy, the broader quest for social cohesion and formation of a South African national identity. The table below provides details on the sub-sectors falling under the scope of CATHSSETA.

Table 1 : CATHSSETA sub-sector summary

SUB-SECTOR	BACKGROUND AND DESCRIPTION
Arts, Culture and Heritage	The South African Arts, Culture and Heritage sub-sector is one of the largest in the country. However, the measurement of economic contribution as well as the labour market analysis in terms of skills requirements remains a challenge due to a lack of historically accurate and valid data. The sub-sector accounts for 1% of employees within the sector as in the past two years. The number of employees reported through the Mandatory Grant application process for 2016 has decreased by 8% from 2015.
Conservation	The Conservation sub-sector reported 14 477 employees in 2015. This has decreased to 8 614 employees in 2016, indicating a 40% decrease. However, the sub-sector is embedded within the broader environmental sector and a lack of clear delineation poses a challenge in determining the composition and profile of this sub-sector.
Gaming and Lotteries	The Gaming and Lotteries chamber is the smallest sub-sector within CATHSSETA's scope. The sub-sector has shown the second greatest increase in the number of employees, at a growth of 12%. The sub-sector reported 27 879 employees in the current period, making it the second largest employer of the sector.
Hospitality	The Hospitality sub-sector is the largest sub-sector within the CATHSSETA scope and is a several billion dollar industry that is dependent on the availability of leisure time and disposable income. With a total of 134 952 employees reported, the sub-sector represents 65% of employees in the sector. However, a large proportion of entities in the sub-sector are levy exempt and thus do not contribute to the CATHSSETA levy income base.
Sport, Recreation and Fitness	The Sport, Recreation and Fitness sub-sector, seen as a catalyst for job creation in other sectors, contributes directly and indirectly to economic growth within the country. The sub-sector continues to increase with 14 189 employees reported in 2015, and 15 990 in the current year. This indicates a growth of 13%, the highest increase within the sector.
Tourism and Travel	The Tourism sub-sector is one of the key contributors to the South African economy. The sub-sector's contribution to the gross domestic product (GDP) increased from R113.4 billion in 2014 to R118.6 billion in 2015. This is expected to increase by 3.9% in 2016. However, the sub-sector continues to experience a decrease in the number of employees from 18 171 in 2015 to 17 696 in the current year.

The table below provides an overview of the number and size of enterprises registered with CATHSSETA. The nature of the sub-sectors is characterised by Small, Medium and Micro-sized Enterprises (SMMEs), with over 90% of the registered entities falling under this category.

Table 2: Number and size of enterprises registered with CATHSSETA

Sub-sector	Size of Entity			Number of entities registered with CATHSSETA	% in the sector
	0-49	50-149	150+		
Arts, Culture & Heritage	1 966	46	23	2 035	7.34%
Conservation	1 483	30	19	1 532	5.52%
Gaming & Lotteries	254	35	47	336	1.21%
Hospitality	18 108	697	296	19 101	68.86%
Sport, Recreation & Fitness	2 040	75	30	2 145	7.73%
Travel & Tourism	2 467	77	46	2 590	9.34%
Total	26 318	960	461	27 739	100%

Source: CATHSSETA SMS 2016

The prevalence of SMMEs means that many of these employers, those with an annual payroll of less than R500 000, are exempt from paying the skills levies and submitting Mandatory Grant applications. This poses a challenge for CATHSSETA to, firstly, collect robust data to give a comprehensive view of the sector and its demand for skills development. To minimise lack of data, CATHSSETA consults with key stakeholders in the different sectors, to not only enrich its data, but to determine the skills development needs in industry and address issues that hinder implementation of skills development interventions. Secondly, it impacts the amount of levies received from employers and this results in a significant gap between the available financial resources and those required to address skills shortages within the sector.

1.2 Organisational Environment

1.2.1 Management Capacity

The processes to improve the capacity of existing management are critical for the long term performance and value offerings by CATHSSETA. These processes will entail establishing credible Strategic and Annual Performance Plans, management systems and standardised procedures to ensure output certainty and client satisfaction. The first year of this plan will benefit from the systems to be introduced from the administration period. Going forward, the new leadership of CATHSSETA will be poised to build continuity by creating a fresh start for the organisation, without the burden of the previous years that led to the organisation being put under administration.

1.2.2 Governance

In this administration period, interim governance structures were put in place to ensure oversight functions and accountability. This Annual Performance Plan will benefit from an oversight and governance function performed by a new Accounting Authority with a new licence for the SETA.

Process and policies for effective governance will be put in place ahead of this new licence. A Framework for Risk Management has been put in place with various accompanying policies. Equally important will be operational security measures to curb physical and operational vulnerability as well as integrity testing to limit exposure to fraud and corruption. All these measures will be in place to ensure that all employees feel unencumbered to pursue the long term vision and mission as envisaged in this plan.

2. Revisions to Legislative and other Mandates

Whilst CATHSSETA remains under administration, the NSDS III has been extended from 01 April 2016 to 31 March 2018, as per Government Gazette 39263. CATHSSETA has been re-established in terms of Government Gazette 39260, in line with the extended NSDS III period. It is anticipated that the proposed SETA landscape, in the implementation of the White Paper on Post-School Education and Training, may result in significant changes to CATHSSETA's legislative and other mandates.

3. Overview of 2017/18 budget and MTEF estimates

3.1 Expenditure Estimates

Table 3: Medium Term Revenue/ Expenditure Estimates with Amounts in R'000

Expenditure Estimates	Audited Figures			Estimated Performance	Medium Term Expenditure Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'001
Revenue							
Investment Income	5,110	8,299	11,393	-	-	-	-
Transfers received from DHET and other departments	263,550	276,175	305,033	310,590	319,908	329,505	347,957
Mandatory Grants	65,888	69,044	73,413	77,648	79,977	82,376	86,989
Discretionary Grants	163,072	170,883	193,233	192,178	197,943	203,881	215,299
Administration	34,590	36,248	38,387	40,765	41 988	43,247	45,669
Total Revenue	**268,660**	**284,474**	**316,426**	**310,590**	**319,908**	**329,505**	**347,957**
Expenses							
Current expenses	**52,764**	**67,207**	**68,590**	**40,765**	**41,988**	**43,247**	**45,669**
Compensation of employees	13,290	24,000	19,872	25,500	26,000	27,000	28,512
Goods and services comprising:							
Depreciation and armotisation	2,484	3,678	1,048	2,680	2,540	2,320	2,450
Operating lease rentals	1,445	5,195	4,334	5,195	5,195	5,195	5,486
QCTO contribution	397	693	1,040	1,144	1,200	1,320	1,394
Maintenance, repairs and running costs	112	616	976	267	350	325	343

Expenditure Estimates	Audited Figures			Estimated Performance 2016/17	Medium Term Expenditure Estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'001
Advertising, marketing, promotions and communication	702	2 632	1,278	750	650	900	950
Entertainment expenses	375	213	273	100	80	60	63
Consultancy and service provider fees	2,273	4,820	15,525	1,250	1,300	900	950
External auditor's remuneration	1,670	2,355	3,759	750	1,023	1,053	1,112
Legal fees	849	13,174	13,002	750	750	800	845
Interest paid	323	265	18	229	225	221	233
Travel and subsistence	698	1,244	541	500	550	605	639
Staff wellness, training and development	743	354	228	50	200	216	228
Remuneration to committee members	3,858	2,449	583	1,500	1,620	2,000	2,112
Other administration expenses	23,545	5,519	6,113	100	305	332	351
Transfers and subsidies	**197,844**	**179,007**	**205,976**	**269,826**	**277,920**	**286,258**	**302,288**
Mandatory Grants	48,155	56,463	45,919	77,648	79,977	82,376	86,989
Discretionary Grants	149,689	122,544	160,057	192,178	197,943	203,882	215,299
Donor Funding Income	-	-	-	-	-	-	-
Total Expenses	**250,608**	**246,214**	**274,566**	**310,590**	**319,908**	**329,505**	**347,957**
Surplus/(deficit)	**18,052**	**38,260**	**41,860**	**(0)**	**0**	**(0)**	**(0)**

3.2 Relating expenditure trends to strategic outcome oriented goals

- The percentage change in revenue income between 2016/17 to 2017/18 is 3%. The same overall revenue growth rate between 2017/18 and 2018/19 is maintained at 3%.
- CATHSSETA currently has three programmes, i.e. Administration, Planning and Learning Programmes. This enabled the programme allocation to be revised, as follows:

Programme No	Programme Name	Programme Budget	Budget: 2017/18 R'000
1	Administration	Administration (current) expense	40,986
2	Planning	Transfers and subsidies (supported through Mandatory and Discretionary Grants)	65,105
3	Learning Programmes		213,817
	Total		319,908

- For the above programmes budget, an assumption that interest earned on cash reserves estimated to be between R7,3 million and R8,4 million will be used to fund learning programmes requirements, including any excess to be transferred from Mandatory Grant reserves, should any be realised.
- With regard to administration expenditure, CATHSSETA has challenges in incurring this expenditure within the set threshold, of which the Executive Authority has been appraised accordingly and necessary approvals granted in this regard in the past. Whilst section 14(3)(b) as read with sections 14(3A)(a) and 14(3B) of the Act states that a SETA may not use more than 10.5% of the total levies paid by the employer as allocated in the Act received in any year to pay for its administration costs in respect of that financial year, CATHSSETA has been unable to remain within the 10.5% administration cap in the recent years.
- The CATHSSETA has been exceeding the 10,5% threshold due to its structural setup and sector dynamics in which it operates. Cost containment and other reduction measures have been put in place to address this matter. CATHSSETA is embarking on a revenue growth initiatives in order to grow the revenue base, which in turn will result in expenditure being within the set thresholds in the future years.

PART B: Programme and sub-programme plans

4. Programmes, strategic objectives, performance indicators and targets for 2017/18

4.1 Programme 1: Administration

The purpose of this programme is to enable the CATHSSETA to deliver on the mandate by providing strategic management, sound financial and supply chain management capacity, corporate and administrative support. This programme is made up of the following sub-programmes; Governance, Finance and Corporate Services.

Sub-programme 1.1: Governance

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1.1	Promoted good governance at CATHSSETA	1.1.1.1	Established functional governance structures	Old Board structures	Old Board structures	Interim governance structure	Interim governance structure	New and functional governance structures	Functional governance structures	Functional governance structures
		1.1.1.2	% level of effectiveness of governance structures	New target	New target	75%	100%	100%	100%	100%

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
1.1.1	Promoted good governance at CATHSSETA	1.1.1.1	Established functional governance structures	Annually	Standard	New and functional governance structures	-	-	-	Report on governance structures
		1.1.1.2	% level of effectiveness of governance structures	Annually	Standard	100%	100%	100%	100%	100%

Sub-programme 1.2: Finance

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.2.1	Improved financial management systems	1.2.1.1	% reduction of internal control deficiencies from audit findings	New target	New target	Clean audit	30%	50%	70%	100%

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
1.2.1	Improved financial management systems	1.2.1.1	% reduction of internal control deficiencies from audit findings	Annually	Standard	50%	-	-	-	50%

Sub-programme 1.3: Corporate Services

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.3.1	Ensured effective resource management within the organisation	1.3.1.1	% of employee vacancy rate	40%	0	27%	8%	8%	8%	8%
		1.3.1.2	% reduction in IT governance deficiencies from audit findings	New target	New target	New target	70%	80%	90%	100%

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.3.2	Promoted CATHSSETA to stakeholders	1.3.2.1	# of partnership projects established with universities	4	11	11	3	6	8	10
		1.3.2.2	# of partnership projects established with TVET colleges	43	43	2	6	5	7	9
		1.3.2.3	# of partnership projects established with sector employers	8	10	8	8	12	15	18
		1.3.2.4	# of sector career guidance interventions implemented	584*	25	15	15	15	15	15

Number of learners reached through career guide interventions

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
1.3.1	Ensured effective human resource management within the organisation	1.3.1.1	% of employee vacancy rate	Quarterly	Non-cumulative	8%	8%	8%	8%	8%
		1.3.1.2	% reduction in IT governance deficiencies from audit findings	Quarterly	Non-cumulative	80%	80%	80%	80%	80%
1.3.2	Promoted CATHSSETA to stakeholders	1.3.2.1	# of partnership projects established with universities	Annually	Non-cumulative	6	-	-	6	-
		1.3.2.2	# of partnership projects established with TVET colleges	Annually	Non-cumulative	5	-	-	-	5
		1.3.2.3	# of partnership projects established with sector employers	Bi-annually	Non-cumulative	12	6	6	-	-
		1.3.2.4	# of sector career guidance interventions implemented	Quarterly	Non-cumulative	15	6	6	1	2

4.2 Programme 2: Planning

The purpose of this programme is provide performance information services that informs management decision-making, leading to the achievement of the CATHSSETA predetermined strategic objectives. This programme is made up of the following units i.e. the Research Unit, Stra tegy and Annual Performance Planning Unit, Monitoring and Reporting Unit, and the Evaluation Unit.

Sub-programme 2.1: Research and Sector Skills Plan

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.1.1	Commissioned sector research	2.1.1.1	% of research agenda items achieved	75%	80%	80%	80%	90%	100%	100%
		2.1.1.2	% of training achieved within the sector	75%	75%	80%	80%	90%	90%	90%

Strategic objective quarterly targets for 2017/2018

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
2.1.1	Commissioned sector research	2.1.1.1	% of research agenda items achieved	Annually	Non-cumulative	90%	-	-	-	90%
		2.1.1.2	% of training achieved within the sector	Annually	Non-cumulative	90%	90%	-	-	-

Sub-programme 2.2: Organisational Performance Management

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.2.1	Managed organisational performance	2.2.1.1	# of performance monitoring reports produced	5	5	5	5	5	5	5
		2.2.1.2	# of performance evaluation reports produced	1	1	1	2	2	2	2

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
2.2.1	Managed organisational performance	2.2.1.1	# of performance monitoring reports produced	Quarterly	Non-cumulative	5	1	2	1	1
		2.2.1.2	# of performance evaluation reports produced	Bi-annually	Non-cumulative	2	-	1	-	1

4.3 Programme 3: Learning Programmes

The purpose of this programme is to establish partnerships and facilitate the delivery of skills development and provide support services for the sector. This programme is made up of the following sub-programmes; Occupationally directed programmes, Rural and Youth Development, Quality Assurance, Support to Sector Organisations, and Grants Administration.

Sub-programme 3.1: Occupationally directed programmes

Addresses the scarce and critical skills identified in the sector by enrolling learners in PIVOTAL programmes

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1.1	Increased the number of learners enrolled in PIVOTAL programmes	3.1.1.1	# of unemployed learners entering Learnership programmes	1 262	2 576	690	400	200	250	300
		3.1.1.2	# of unemployed learners completing Learnership programmes	798	630	300	250	250	350	400
		3.1.1.3	# of employed learners entering Learnership programmes	1 572	1 207	198	500	250	300	350
		3.1.1.4	# of employed learners completing Learnership programmes	289	506	399	200	200	200	200
		3.1.1.5	# of unemployed learners entering Bursary programmes	388	228	348	350	450	500	500
		3.1.1.6	# of unemployed learners completing Bursary programmes	211	145	100	175	205	205	205
		3.1.1.7	# of employed learners entering Bursary programmes	44	105	150	250	550	550	550
		3.1.1.8	# of employed learners completing Bursary programmes	11	30	33	100	100	100	100

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1.1	Increased the number of learners enrolled in PIVOTAL programmes	3.1.1.9	# of unemployed learners entering Skills programmes	336	1 553	200	1 000	1 100	1 100	1 100
		3.1.1.10	# of unemployed learners completing Skills programmes	2 001	4 853	149	500	500	500	500
		3.1.1.11	# of employed learners entering Skills programmes	2 097	1 739	300	400	1 500	1 500	1 500
		3.1.1.12	# of employed learners completing Skills programmes	4 719	2 251	127	200	200	250	275
		3.1.1.13	# of unemployed learners entering Internship programmes	142	162	150	250	300	350	400
		3.1.1.14	# of unemployed learners completing Internship programmes	107	62	260	NA	300	320	340
		3.1.1.15	# of ARTISANS entering training programmes	125	363	100	347	358	358	358
		3.1.1.16	# of ARTISANS completing training programmes	9	201	89	174	173	176	188
		3.1.1.17	# of TVET learners entering a WIL programme	689	1 082	804	1 500	1 500	1 700	1 800
		3.1.1.18	# of TVET learners completing a WIL programme*	NA	351	260	NA	750	800	850
		3.1.1.19	# University learners entering workplace experience	0	6	126	500	600	620	640
		3.1.1.20	# University learners completing workplace experience	NA	NA	NA	NA	300	320	340

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1.2	Increased accessibility to accreditation	3.1.2.1	# of ETD practitioners trained	0	100	21	100	100	100	100
3.1.3	Improved the capacity of TVET colleges to deliver skills development interventions	3.1.3.1	# of TVET staff entering training programmes	178	50	50	50	80	90	100
		3.1.3.2	# TVET staff completing training programmes	20	0	47	50	40	45	50
3.1.4	Reviewed legacy qualifications for sector appropriateness	3.1.4.1	# of legacy qualifications reviewed	4	2	2	4	6	8	8

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2017/2018	Quarterly targets			
							1st	2nd	3rd	4th
3.1.1	Increased the number of learners enrolled in PIVOTAL programmes	3.1.1.1	# of unemployed learners entering Learnership programmes	Quarterly	Non-cumulative	200	50	100	25	25
		3.1.1.2	# of unemployed learners completing Learnership programmes	Quarterly	Non-cumulative	250	20	146	80	4
		3.1.1.3	# of employed learners entering Learnership programmes	Quarterly	Non-cumulative	250	50	100	75	25

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2017/2018	Quarterly targets			
							1st	2nd	3rd	4th
3.1.1	Increased the number of learners enrolled in PIVOTAL programmes	3.1.1.4	# of employed learners completing Learnership programmes	Quarterly	Non-cumulative	200	40	97	60	3
		3.1.1.5	# of unemployed learners entering Bursary programmes	Bi-annually	Non-cumulative	450	225	0	0	225
		3.1.1.6	# of unemployed learners completing Bursary programmes	Quarterly	Non-cumulative	205	53	150	1	1
		3.1.1.7	# of employed learners entering Bursary programmes	Bi-annually	Non-cumulative	550	275	0	0	275
		3.1.1.8	# of employed learners completing Bursary programmes	Quarterly	Non-cumulative	100	85	5	8	2
		3.1.1.9	# of unemployed learners entering Skills programmes	Quarterly	Non-cumulative	1 100	175	600	200	125
		3.1.1.10	# of unemployed learners completing Skills programmes	Quarterly	Non-cumulative	500	30	40	428	2
		3.1.1.11	# of employed learners entering Skills programmes	Quarterly	Non-cumulative	1 500	250	1 000	125	125
		3.1.1.12	# of employed learners completing Skills programmes	Quarterly	Non-cumulative	200	100	50	47	3

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2017/2018	Quarterly targets			
							1st	2nd	3rd	4th
3.1.1	Increased the number of learners enrolled in PIVOTAL programmes	3.1.1.13	# of unemployed learners entering Internship programmes	Bi-annually	Non-cumulative	300	150	0	0	150
		3.1.1.14	# of unemployed learners completing Internship programmes	Quarterly	Non-cumulative	300	100	50	100	50
		3.1.1.15	# of ARTISANS entering training programmes	Quarterly	Non-cumulative	358	100	200	50	8
		3.1.1.16	# of ARTISANS completing training programmes	Quarterly	Non-cumulative	173	10	95	64	4
		3.1.1.17	# of TVET learners entering a WIL programme	Quarterly	Non-cumulative	1 500	375	375	375	375
		3.1.1.18	# of TVET learners completing a WIL programme	Quarterly	Non-cumulative	750	100	150	300	200
		3.1.1.19	# University learners entering workplace experience	Annually	Non-cumulative	600	600	-	-	-
		3.1.1.20	# University learners completing workplace experience	Annually	Non-cumulative	300	-	-	300	-
3.1.2	Increased accessibility to accreditation	3.1.2.1	# of ETD practitioners trained	Bi-annually	Non-cumulative	100	-	50	-	50
3.1.3	Improved the capacity of TVET colleges to deliver skills development interventions	3.1.3.1	# TVET staff entering training programmes	Bi-annually	Non-cumulative	80	-	40	40	-
		3.1.3.2	# TVET staff completing training programmes	Bi-annually	Non-cumulative	40	20	-	-	20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2017/2018	Quarterly targets			
							1st	2nd	3rd	4th
3.1.4	Reviewed legacy qualifications for sector appropriateness	3.1.4.1	# of legacy qualifications reviewed	Bi-annually	Non-cumulative	6	-	-	3	3

Sub-programme 3.2: Rural and youth development

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTSF		
				2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
3.2.1	Implemented skills development projects in rural areas and for youth	3.2.1.1	# of rural skills development projects implemented in provinces	35	5	6	6	7	8	9
		3.2.1.2	# of youth development projects implemented	0	New target	250*	NA	9	9	9

*** Number of youth directly supported through projects**

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
3.2.1	Implemented skills development projects in rural areas and for youth	3.2.1.1	# of rural skills development projects implemented in provinces	Bi-annually	Non-cumulative	7	-	3	4	-
		3.2.1.2	# of youth development projects implemented	Quarterly	Non-cumulative	9	2	3	2	2

Sub-programme 3.3: Quality Assurance

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.3.1	Maintained quality assurance standards	3.3.1.1	# of quality assurance functions achieved	New target	New target	NA	NA	24	24	24

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
3.3.1	Maintained quality assurance standards	3.3.1.1	# of quality assurance functions achieved	Quarterly	Cumulative	24	6	6	6	6

Sub-programme 3.4: Support to sector organisations (Special Projects)

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.4.1	Increased support to sector organisations through skills development	3.4.1.1	# of SMMEs directly supported	1 253	1 478	800	No target	100	110	120
		3.4.1.2	# of cooperatives directly supported	0	8	No target	No target	3	5	7
		3.4.1.3	# of NGOs/NPOs directly supported	0	18*	No target	No target	6	9	11
		3.4.1.4	# of Trade Unions directly supported	0	18*	No target	No target	3	4	5

*** Combined target for Trade Unions and NGOs/NPOs**

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
3.4.1	Increased support to sector organisations through skills development	3.4.1.1	# of SMMEs directly supported	Annually	Non-cumulative	100	-	100	-	-
		3.4.1.2	# of cooperatives directly supported	Annually	Non-cumulative	3	-	-	-	3
		3.4.1.3	# of NGOs/NPOs directly supported	Tri-annually	Non-cumulative	6	2	2	2	-
		3.4.1.4	# of Trade Unions directly supported	Tri-annually	Non-cumulative	3	1	1	1	-

Sub-programme 3.5: Grant Administration

Strategic objective annual targets for 2017/18 to 2019/20

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016/17	MTSF		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.5.1	Supported levy paying employers claiming grants	3.5.1.1	# of large levy paying employers directly supported through Mandatory Grants	286	262	206	200	205	200	200
		3.5.1.2	# of medium levy paying employers directly supported through Mandatory Grants	248	233	250	270	300	290	300
		3.5.1.3	# of small levy paying employers directly supported through Mandatory Grants	457	396	430	400	460	410	420

Strategic objective quarterly targets for 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	REPORTING PERIOD	TARGET REPORTING TYPE	ANNUAL TARGET 2017/2018	QUARTERLY TARGETS			
							1st	2nd	3rd	4th
3.5.1	Supported levy paying employers claiming grants	3.5.1.1	# of large levy paying employers directly supported through Mandatory Grants	Bi-annually	Non-cumulative	205	200	5	-	-
		3.5.1.2	# of medium levy paying employers directly supported through Mandatory Grants	Bi-annually	Non-cumulative	300	290	10	-	-
		3.5.1.3	# of small levy paying employers directly supported through Mandatory Grants	Bi-annually	Non-cumulative	460	440	20	-	-

4.4 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates	Audited Figures			Estimated Performance	Medium Term Expenditure Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration							
Finance	29,442	17,293	26,499	13,580	13,311	10,136	9,968
Corporate Services (Communications, HR, IT, KM and Legal)	17,191	42,645	12,457	17,890	19,800	28,414	33,336
Governance	6,131	7,269	28,822	8,322	7,875	3,664	1,275
TOTAL	**52,764**	**67,207**	**67,778**	**39,792**	**40,986**	**42,214**	**44,579**
Programme 2: Planning							
Analysis of reports on sector training & support of MG employers	48,155	56,463	38,980	52,898	54,130	58,460	63,137
Research Agenda	-	442	2,150	6,631	3,845	3,993	3,673
# Performance monitoring reports submitted		-	3,251	3,350	3,750	3,980	3,661
# Performance evaluation reports submitted			2,200	2,380	3,380	3,880	3,569
TOTAL	**48,155**	**56,905**	**46,581**	**65,259**	**65,105**	**70,313**	**74,040**

Expenditure Estimates	Audited Figures			Estimated Performance	Medium Term Expenditure Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme 3: Learning Programmes							
Learning programmes support	1,942	1,550	1,258	2,450	2,500	2,350	2,397
% of applications processed for Service Providers	1,382	2,225	2,358	2,650	2,900	3,200	3,232
# legacy qualifications reviewed	1,681	2,000	2,000	1,750	2,381	2,200	2,500
Monitor assurance to quality standards & % of learner completion certificates issued	281	-	-	300	475	325	390
Payroll cost	5,942	3,416	8,151	7,093	7,886	7,754	8,250
TOTAL	**11,227**	**9,191**	**13,767**	**14,243**	**16,142**	**15,829**	**16,769**
Learning Interventions							
# of Learners entering (enrolled) LEARNERSHIP programmes	11,400	9,898	14,000	36,125	32,197	33,340	33,926
# of Learners entering BURSARY programmes	25,150	27,448	36,850	38,575	42,500	38,564	39,241
# of Learners entering SKILLS programmes	11,552	4,714	8,188	14,288	15,335	15,879	16,158
# of learners entering INTERNSHIPS	3,408	4,068	15,930	25,500	34,589	36,225	39,862

Expenditure Estimates	Audited Figures			Estimated Performance	Medium Term Expenditure Estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
# of TVET learners placed in a WIL programme	16,536	22,968	45,690	39,297	53,954	55,012	58,979
# of ARTISANS entering TRAINING programmes	3,317	3,434	4,618	7,410	9,172	9,569	9,737
# of learners supported through INDUSTRY FUNDED INTERVENTIONS	-	-	12,870	14,704	2,290	2,669	3,182
Other projects	67,099	40,381	8,293	15,397	7,638	9,890	11,077
TOTAL	**138,462**	**112,911**	**146,440**	**191,296**	**197,675**	**201,149**	**212,162**
TOTAL	**250,608**	**246,214**	**274,566**	**310,590**	**319,908**	**329,505**	**347,551**
GRAND TOTAL BUDGET	**250,608**	**246,214**	**274,566**	**310,590**	**319,908**	**329,505**	**347,551**
Split into:							
Mandatory Grants	*48,155*	*56,463*	*45,919*	*75,794*	*78,068*	*80,410*	*84,913*
Discretionary Grants	*149,689*	*122,544*	*160,057*	*195,005*	*200,855*	*206,881*	*218,059*
	197,844	***179,007***	***205,976***	***270,798***	***278,922***	***287,291***	***302,972***

4.5 The CATHSSETA delivery model

CATHSSETA uses the Discretionary Grant Funding Model as prescribed by the SETA Grant Regulations. In accordance with the Grant Regulations, CATHSSETA allocates at least 80% of its available Discretionary Grants within a financial year to PIVOTAL programmes. A maximum of 20% of Discretionary Grants is allocated to the funding of non-PIVOTAL programmes. CATHSSETA updates its funding framework (contained within the Discretionary Grant Policy) to meet its transformational and developmental imperatives. The Strategic Projects Policy supplements the Discretionary Grant Policy and addresses the deliverables which are not catered for in the Discretionary Grant funding windows.

PIVOTAL programmes such as learnerships, bursaries, skills programmes, work integrated learning and internships are used to address scarce skills as identified in the Sector Skills Plan (SSP). CATHSSETA allocates at least 80% of Discretionary Grants to PIVOTAL programmes according to the following apportionment:

- 60% of funding is made available to all stakeholders falling within CATHSSETA's sectors through the allocated Discretionary Grant window. Discretionary Grant window is opened three months before implementation of the skills development intervention during the financial year in order to address the objectives of the APP; and
- 20% of funding is allocated to strategic projects addressing rural areas, TVET capacity building and youth development programmes.

4.5.1 Alignment between the targets in the APP and priority scarce and critical skills

The table below outlines the alignment between the targets in the APP and the priority scarce and critical skills identified in the SSP by providing details of which occupations will be supported through the Discretionary Grant funding windows.

Pivotal Programme	Target Applicants	Target Beneficiaries	Priority scarce and critical skills to be supported
BURSARY	Public Universities Universities of Technology TVET Colleges Employers	550 Employed learners 450 Unemployed learners (Studying towards undergraduate qualifications)	Director (Organisation), Hotel Manager, Catering Production Manager, Restaurant Manager, Museum Manager, Fitness Centre Manager, Marine Biologist, Environmental Scientist, Multimedia Specialist, Event Producer, Sports Development Officer, Fitness Instructor, Light Technician, Reservations Manager
LEARNERSHIP	Employers	250 Employed learners 200 Unemployed learners	Director (Organisation), Betting Agency Manager, Gaming Manager, Fitness Centre Manager, Conservation Scientist, Park Ranger, Event Producer, Sports Development Officer, Fitness Instructor, Chef, Gaming Worker, Bookmaker's Clerk, Travel Consultant, Inbound Contact Centre Consultant, Tour Guide, Cook, Light Technician
APPRENTICESHIP	Employers	358 Unemployed learners	Cook, Chef
INTERNSHIPS (University learners & graduates)	Public Universities Universities of Technology Employers (Recruiting learners from public education & training institutions)	600 Unemployed learners (300 Internships and 300 HET students)	Environmental Manager, Marine Biologist, Multimedia Specialist, Sports Development Officer, Catering Production Manager, Program or Project Administrator
WORK INTEGRATED LEARNING	TVET Colleges Employers (Recruiting learners from TVET colleges)	1 500 Unemployed learners (NCV Learners and N6 Learners)	Reservations Manager Multimedia Specialist Cook, Chef, Travel Consultant, Inbound Contact Centre Consultant, Tour Guide
SKILLS PROGRAMME	Employers (Levy paying employers must be up to date with their levies and Mandatory Grants)	1 100 Unemployed learners	Event Producer, Sports Development Officer, Fitness Instructor, Outdoor Adventure Guide, Cook, Light Technician,Chef

4.5.2 Sector Partnerships

The NSDS III encourages SETAs to work closely with Public Education and Training Institutions in a bid to create one coherent post-school education system. In pursuing this imperative, CATHSSETA enters into Memoranda of Understanding (MOUs) with Public TVET colleges and Higher Education Institutions (HEIs) that focus on qualifications within the scope of CATHSSETA. These partnerships are used to develop a link between the institutions and the sector for the benefit of unemployed learners.

Currently, there are four types of partnerships through formal MoUs that have been established with the sector to foster relationships in order to allow a smooth flow of skills development processes. These partnerships include public training providers, private sector employers, public entities and government departments. The purpose of these partnerships and the number of institutions involved are listed in the table which follows.

Table 4: CATHSSETA Partnerships

Partnership Category	Type of Institutions	Purpose of Partnerships	Number of Institutions
Public training providers	Technical Vocational Education and Training (TVET) Colleges	Accreditation and Qualifications review	35
		Work Integrated Learning and Bursaries, Provincial Operations	43
	Higher Education Institutions and Universities of Technology	Conducting research with post graduate students, bursaries. WIL	4
Employers	Big levy payers	Learner placements for WIL and learnership training. Qualification review	11
Public entities	SETAs and state agencies	Qualification offerings, skills audit, career guidance	26
Government Departments	National and provincial government departments	Skills audit, career guidance, bursaries	8

PART C: LINKS TO OTHER PLANS

5. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Table 5: Strategic Integrated Projects (SIPs) 2017/18 commitment

OFO	Occupation/discipline	Workplace		
		No.	Unit Cost	Total
Management				
2015-134901	Environmental manager	30	R 30,000	R 900,000
Service and clerical workers				
2015-441903	Program or Project administrators assistants	10	R 20,000	R 200,000
Plant and machine operators				
2015-733201	Truck driver	10	R 40,000	R 400,000
Elementary and non-trade production workers				
2015-862202	Handyperson	10	R 11,000	R 110,000
TOTAL		60		R 1,610,000

6. CONDITIONAL GRANTS

The matter of conditional grants is not applicable to the CATHSSETA at this stage.

7. PUBLIC ENTITIES

The CATHSSETA has no public entities.

8. PUBLIC-PRIVATE PARTNERSHIPS

CATHSSETA does not have public-private partnerships as defined in the Act.

9. PIVOTAL SKILLS LIST

Occupation Code	Occupation	KPI	INTERVENTION PLANNED BY THE SETA					Unit Cost
			Bursary	Learnership	Internship	Skills Programme	Work Integrated Learning	
2015-141203	Catering Production Manager	3.1.1.5, 3.1.1.7	✓					R 67,000
		3.1.1.13			✓			R 42,000
2015-213301	Conservation Scientist	3.1.1.1, 3.1.1.3		✓				R 50,000
2015-213302	Environmental Scientist	3.1.1.5, 3.1.1.7	✓					R 67,000
2015-213307	Park Ranger	3.1.1.1, 3.1.1.3		✓				R 50,000
2015-342201	Sports Development Officer	3.1.1.1, 3.1.1.3		✓				R 50,000
		3.1.1.9, 3.1.1.11				✓		R 10,000
		3.1.1.13			✓			R 42,000
		3.1.1.5, 3.1.1.7	✓					R 67,000
2015-342301	Fitness Instructor	3.1.1.5, 3.1.1.7	✓					R 67,000
		3.1.1.1, 3.1.1.3		✓				R 50,000
		3.1.1.9, 3.1.1.11				✓		R 10,000
2015-343401	Chef	3.1.1.1, 3.1.1.3		✓				R 20,000
2015-343902	Light Technician	3.1.1.5, 3.1.1.7	✓					R 67,000
		3.1.1.1, 3.1.1.3		✓				R 50,000
		3.1.1.9, 3.1.1.11				✓		R 10,000
2015-421202	Gaming Worker	3.1.1.1, 3.1.1.3		✓				R 50,000
2015-512101	Cook (Artisans)	3.1.1.1, 3.1.1.3		✓				R 50,000
		3.1.1.9, 3.1.1.11				✓		R 10,000

Annexure A:
Materiality Framework

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ANNEXURE A: MATERIALITY FRAMEWORK

Policy on Materiality and Significance Framework

As required by the Treasury Regulations 28.3.1, the Accounting Authority has to maintain an agreed framework of acceptable levels of materiality and significance with the Executive Authority, the Minister of Higher Education and Training.

Materiality

In arriving at materiality, the following factors must be taken into account:

- Guidelines issued by the National Treasury
- The nature of CATHSSETA's business
- Statutory requirements affecting CATHSSETA
- The inherent and control risks associated with CATHSSETA
- Quantitative and qualitative issues

Significance

In order to comply with section 54(2) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), the Accounting Authority will report on:

- The acquisition and disposal of a significant asset, and
- The beginning of a significant business activity.

Review

The Materiality and Significance Framework is reviewed annually for inclusion in the Strategic Plan, Annual Performance Plan and Budget for the ensuing financial year.

Any changes to the Framework must be agreed with the Minister of Higher Education and Training.

Once an approval by the Minister of Higher Education and Training has been granted, the Materiality and Significance Framework will be amended for the applicable financial year.

Procedure for Materiality and Significance framework

Introduction

These procedures serve to guide CATHSSETA in maintaining an agreed Framework of acceptable levels of materiality and significance with the Minister of Higher Education and Training, in accordance with the Materiality and Significance Policy.

Procedure for Annual Review

The Chief Financial Officer (CFO) is responsible for conducting an annual review and making a recommendation to the Accounting Authority, regarding the Materiality and Significance Framework.

The CFO should take the following factors into account:

- Guidelines issued by the National Treasury
- The nature of CATHSSETA's business
- Statutory requirements affecting CATHSSETA
- The inherent and control risks associated with CATHSSETA
- Quantitative and qualitative issues

The CFO has to submit his/her recommendation via the normal channels, in the following order, taking the dates of the relevant meetings into account and taking into account that a decision to recommend a specific framework is required by August annually, with a view to submitting the revised framework to the Department of Higher Education and Training with the Budget and Strategic Plan of CATHSSETA:

- The Executive Committee (Recommendation to the Finance and HR Committees and the Audit and Risk Committee)
- Audit and Risk, Finance & HR Committees (Recommendation to the Accounting Authority)
- The Accounting Authority (Approve and recommends the decision to the Minister through the Department of Higher Education and Training)

Recording of the approved Framework

The Materiality and Significance Framework is included in the Strategic Plan and budget for the ensuing financial year. The CFO should ensure that CATHSSETA's Annual Report reports on the Framework and any matters of Materiality or Significance. The CFO is the custodian of this Framework.

FRAMEWORK FOR THE FINANCIAL YEAR 2017/18

(Levels set as per the guidance set out in the Practice Note on the PFMA and approved by the Minister of Education in 2006, remains unchanged).

Materiality

The Accounting Authority has taken into account the following factors in determining CATHSSETA's proposed level of materiality:

- The nature of CATHSSETA's business
- Statutory requirements affecting CATHSSETA
- The inherent and control risks associated with CATHSSETA
- Quantitative and qualitative issues

Having taken the factors listed above into account, the Accounting Authority has assessed the level of materiality to be:

- DHET Allocation – 0.25% of Total Income/Budget allocated to CATHSSETA for the year
- Amount in respect of total assets of the SETA
- R10,000 and above for irregular, fruitless and wasteful expenditure involving any gross negligence or fraud

Element	Parameters	CATHSSETA:-AFS FY2015/16 R'000	ValueR'000
Total Assets	1%-2%	R261 785	R2 617–R5 235
Total Revenue	0.5%-1%	R319 908*	R1 599–R3 199
Surplus after tax	2%-5%	R41 860	R837–R2 093

Based on 2017/18 budget estimate

Significance

The Accounting Authority has decided that any transaction covered by section 54(2) of the PFMA within the stipulated values in the materiality table above will be reported on, being:

- The acquisition or disposal of a significant assets (s54(2)(d) of the PFMA)
- The beginning of a significant business activity (s54(2)(e) of the PFMA)
- The significant change in the nature or extent of interest in co-funding elements on a significant partnership, trust, unincorporated joint venture or similar agreement (s54 (2)(f) of the PFMA)
- The significant and material non-compliance that may result in irregular, fruitless and wasteful expenditure for the CATHSSETA being incurred

Annexure B:
Scarce Skills List Linked To Budget

higher education
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ANNEXURE B: SCARCE SKILLS LIST LINKED TO BUDGET

Occupation Code	Occupation	KPI	INTERVENTION PLANNED BY THE SETA					Unit Cost
			Bursary	Learnership	Internship	Skills Programme	Work Integrated Learning	
2015-112101	Director (Organisation)	3.1.1.5, 3.1.1.7	✓					R35,000
		3.1.1.1, 3.1.1.3		✓				R50,000
2015-134901	Environmental Manager	3.1.1.13			✓			R30,000
2015-141101	Hotel Manager	3.1.1.5, 3.1.1.7	✓					R67,000
2015-141203	Catering Production Manager	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.13			✓			R42,000
2015-141204	Reservations Manager	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.16					✓	R36,000
2015-143101	Betting Agency Manager	3.1.1.1, 3.1.1.3		✓				R50,000
2015-143102	Gaming Manager	3.1.1.1, 3.1.1.3		✓				R50,000
2015-141201	Restaurant Manager	3.1.1.5, 3.1.1.7	✓					R67,000
2015-134909	Museum Manager	3.1.1.5, 3.1.1.7	✓					R67,000
2015-143107	Fitness Centre Manager	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.1, 3.1.1.3		✓				R50,000

Occupation Code	Occupation	KPI	INTERVENTION PLANNED BY THE SETA					Unit Cost
			Bursary	Learnership	Internship	Skills Programme	Work Integrated Learning	
2015-213107	Marine Biologist	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.13			✓			R42,000
2015-213301	Conservation Scientist	3.1.1.1, 3.1.1.3		✓				R50,000
2015-213302	Environmental Scientist	3.1.1.5, 3.1.1.7	✓					R67,000
2015-251301	Multimedia Specialist	3.1.1.16					✓	R18,000
		3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.13			✓			R42,000
2015-213307	Park Ranger	3.1.1.1, 3.1.1.3		✓				R50,000
2015-243204	Event Producer	3.1.1.1, 3.1.1.3		✓				R50,000
		3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.9, 3.1.1.11				✓		R10,000

Occupation Code	Occupation	KPI	INTERVENTION PLANNED BY THE SETA					Unit Cost
			Bursary	Learnership	Internship	Skills Programme	Work Integrated Learning	
2015-342201	Sports Development Officer	3.1.1.1, 3.1.1.3		✓				R50,000
		3.1.1.9, 3.1.1.11				✓		R10,000
		3.1.1.13			✓			R42,000
		3.1.1.5, 3.1.1.7	✓					R67,000
2015-342301	Fitness Instructor	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.1, 3.1.1.3		✓				R50,000
		3.1.1.9, 3.1.1.11				✓		R10,000
2015-342302	Outdoor Adventure Guide	3.1.1.9, 3.1.1.11				✓		R10,000
2015-343401	Chef	3.1.1.1, 3.1.1.3		✓				R20,000
2015-343902	Light Technician	3.1.1.5, 3.1.1.7	✓					R67,000
		3.1.1.1, 3.1.1.3		✓				R50,000
		3.1.1.9, 3.1.1.11				✓		R10,000
2015-421202	Gaming Worker	3.1.1.1, 3.1.1.3		✓				R50,000

Occupation Code	Occupation	KPI	INTERVENTION PLANNED BY THE SETA					Unit Cost
			Bursary	Learnership	Internship	Skills Programme	Work Integrated Learning	
2015-421204	Bookmaker's Clerk	3.1.1.1, 3.1.1.3		✓				R50,000
2015-422102	Travel Consultant	3.1.1.1, 3.1.1.3		✓				R50,000
2015-422201	Inbound Contact Centre Consultant	3.1.1.1, 3.1.1.3		✓				R50,000
2015-441903	Program or Project Administrators	3.1.1.13			✓			R20,000
2015-511302	Tour Guide	3.1.1.1, 3.1.1.3		✓				R50,000
2015-512101	Cook (Artisans)	3.1.1.1, 3.1.1.3		✓				R50,000
		3.1.1.9, 3.1.1.11				✓		R10,000

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Annexure C:
Monitoring And Evaluation Framework

higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

cathsseta

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1. Purpose

1.1 CATHSSETA is required, on an annual basis, to monitor and evaluate learning interventions, performance and achievement of predetermined objectives.

1.2 This policy sets out CATHSSETA's monitoring and evaluation (M&E) framework for managing organisational performance.

2. Definitions

In this policy, unless the context indicates otherwise:

2.1 **"Accounting Authority"**	-	means the Administrator of CATHSSETA as published in the Government Gazette 38101 15 October 2014
2.2 **"APP"**		means the Annual Performance Plan of CATHSSETA
2.3 **"CATHSSETA"**	-	means the Culture, Arts, Tourism, Hospitality and Sport Sector Education Training Authority
2.4 **"Discretionary Grant"**	-	means the monies allocated within the CATHSSETA to be spent on Discretionary Grant projects as contemplated by Regulation 6 of the Grant Regulations; the grant is used by the SETA to implement the Sector Skills Plan in collaboration with the sector
2.5 **"Evaluation"**	-	Evaluation is the periodic assessment of performance against agreed upon objectives for the purpose of review. It is a systematic collection and objective analysis of evidence on policies, programmes, projects, functions to assess issues such as relevance, performance and value for money, impact and sustainability, and to recommend ways forward
2.6 **"Grant Regulations"**	-	means the Sector Education and Training Authorities (SETAS) Grant Regulations published under Government Notice R990 in Government Gazette 35940 of 3 December 2012, as amended
2.7 **"Learnership Regulations"**	-	means the Learnership Regulations, 2007 published under Government Notice 519 in Government Gazette 30010 of 29 June 2007, as amended
2.8 **"Learning Programme"**	-	means a learnership, an apprenticeship, a skills programme and any other learning programme prescribed in terms of the Skills Development Act which includes a structured work experience component

2.9 **"Mandatory Grant"**	-	means funds designated as Mandatory Grants as contemplated by Regulation 4 of the Grant Regulations
2.10 **"Monitoring"**	-	involves collecting, analysing and reporting data on inputs, activities, outputs, outcomes and impacts as well as other external factors, in a way that supports effective management. Monitoring is seen as the ongoing recording and interpretation of information for the purpose of evaluation according to agreed-upon strategic objectives/goals, anticipated outcomes (including targets), measurable indicators and a reliable information base
2.11 **"non-PIVOTAL programmes"**	-	means learning programmes which do not lead to qualifications or part qualifications on the NQF
2.12 **"NQF"**	-	means the National Qualifications Framework contemplated by the National Qualifications Framework Act, 67 of 2008
2.13 **"NSDS"**	-	means the National Skills Development Strategy
2.14 **"PSL"**	-	Pivotal Skills List
2.15 **"PP"**	-	means PIVOTAL Plan
2.16 **"PIVOTAL"**	-	is an acronym which means Professional, Vocational, Technical and Academic Learning programmes that results in qualifications or part qualifications on the NQF and as contemplated in the Grant Regulations
2.17 **"PR"**	-	means PIVOTAL Report;
2.18 **"Skills Development Act"**	-	means the Skills Development Act, 97 of 1998, as amended
2.19 **"Skills Development Levies Act"**	-	means the Skills Development Levies Act, 9 of 1999, as amended
2.20 **"SSP"**	-	means the CATHSSETA Sector Skills Plan as contemplated in sections 10(1)(a) and (b) of the Skills Development Act
2.21 **"this policy"**	-	means this Monitoring and Evaluation Policy of the CATHSSETA
2.22**"QCTO"**	-	means the Quality Council for Trades and Occupations established in terms of "section 26G of the Skills Development Act
2.23**"TVET"**	-	means Technical, Vocational, Education and Training

3. Scope of Application

This policy applies to all departments of CATHSSETA, including regional offices and stakeholders involved in training within CATHSSETA's gazetted sub-sectors, namely, Hospitality, Tourism and Travel Services, Gaming and Lotteries, Conservation, Sport, Recreation & Fitness and Arts, Culture and Heritage.

4. Policy Statement and Legal Basis

4.1 The legal basis of this policy is informed and underpinned by the following:

4.1.1 The Constitution (section 195) mandates that in the principles of public administration:

- Efficient, economic and effective use of resources must be promoted
- Public administration must be development-oriented
- Public administration must be accountable
- Transparency must be fostered by providing the public with timely, accessible and accurate information.

4.1.2 In addition, the Public Finance Management Act (PFMA, 1999) and the Public Service Act (1994 as amended by Act 30 of 2007) provide a legal basis for the efficient and effective management of public policies and programmes.

4.1.3 The Policy Framework for the Government-wide Monitoring and Evaluation System was approved by Cabinet in 2005 and provides the overall framework for M&E in South Africa. The Policy Framework draws from three data terrains for M&E purposes, each of which is the subject of a dedicated policy describing what is required for them to be fully functional. National Treasury has issued a Framework for Managing Programme Performance Information (FFMPI), and Statistics South Africa has issued the South African Statistical Quality Assurance Framework (SASQAF).

4.1.4 Sector Education and Training Authorities (SETAs) Grant Regulations Regarding Monies Received by a SETA and Related Matters (Regulation No. 35940 of 3rd December 2012, as amended and contained in Regulation Gazette No. 9867 Vol. 570).

4.1.5 The Skills Development Act , 1998 (No. 97 of 1998) section 10(1) as amended, which aims to provide an institutional framework to implement national sector and workplace strategies to develop and improve the skills levels of the South African workforce.

4.1.6 The Skills Development Levies Act (No. 9 of 1999), which stipulates the processes for the management and disbursement of funds received as levy income.

5. Relationship with CATHSSETA Policies

This Policy is related to the following stated policies of the CATHSSETA:

5.1 Performance Information Policy

5.2 Research Policy

5.3 ETQA Monitoring and Audit Policy

5.4 Discretionary and Mandatory Grant Policies

5.5 Risk Policy

6. Principles

CATHSSETA strives to achieve value for money by ensuring that funds are spent on skills development to meet sector needs. The following principles underpins this policy on evaluation processes:

6.1 Evaluation should be development-oriented and should address key development priorities of government and of citizens

6.2 Evaluation should be undertaken ethically and with integrity

6.3 Evaluation should be utilisation-oriented

6.4 Evaluation methods should be sound

6.5 Evaluation should advance government's transparency and accountability

6.6 Evaluation must be undertaken in a way which is inclusive and participatory

6.7 Evaluation must promote learning

7. Primary Intended Users

The primary intended users will mostly be managers of departments, who need to understand the way their interventions are working in practice and the outcomes and impacts these are having and why. These include:

7.1 Managers and staff at CATHSSETA who should be placing the need to incorporate rigorous evaluations at the heart of their work; and

7.2 CATHSSETA service providers and partners who conduct training within the CATHSSETA scope who need to develop a wider cadre of potential evaluators with the required skills and competences.

8. The Policy Objectives

The objectives of this policy is to ensure that:

8.1 All projects and learning programmes (PIVOTAL and non-PIVOTAL) are monitored and evaluated tactically.

8.2 Quarterly and Annual Programme Performance is compliant with policies, plans and procedures.

8.3 Implementation of the Strategic Plan and Annual Performance Plan, and supporting policies achieve the desired outcomes.

8.4 The organisational programmes address the national development plans, in particular, the Sector Skills Plan.

9. Monitoring Approach

9.1 Learning programmes are monitored so as to ensure that they are on track – against key milestones and in terms of budget – and that where challenges emerge, these can be identified and addressed.

9.2 Monitoring will also identify any red flags, highlighting potential project risks that might emerge, that potentially might jeopardise the extent to which the project would meet its intended outcomes.

9.3 Monitoring data will be analysed to feed into a more in-depth evaluation process which will focus on understanding whether or not the anticipated outcomes and impact has been realised.

10. Evaluation Approach

10.1 The evaluation process will support learning within the CATHSSETA scope in ways in which projects could be designed and refined to better meet these outcomes and support the intended impact as outlined in the strategic skills development goals for the sector as identified in the Sector Skills Plan.

10.2 It is further anticipated that this will allow CATHSSETA to consider which other projects need to be prioritised, if it is to meet its overarching strategic skills development goals for the sector as identified in the Sector Skills Plan and the Strategic Plan.

11. Roles, Responsibilities and Accountability

The head Planning Department and relevant units will be responsible for implementation of the policy, supported by the CFO in the Finance Department for the disbursement of grants. The Accounting Officer assumes overall accountability.

12. Policy Guidelines

This policy will be supported by guidelines included as Annexure A. The guidelines outline the specific objectives, processes, plans and templates.

13. Review of Policy

This policy shall be reviewed on an annual basis to ensure that all procedures and processes are duly adopted.

Policy Guidelines

14. Monitoring, Evaluation, Reporting and Learning

Monitoring and Evaluation are critical components of managing CATHSSETA's interventions and ensuring that projects are implemented according to plan and targets are being met.

15. The uses of Monitoring and Evaluation

- To ensure that projects are implemented according to what was planned
- To ensure that set objectives are being met
- To provide data on project progress and effectiveness
- To improve project management, processes and decision-making
- To provide data to plan future project requirements
- To provide data for policy-making and funding allocation decision-making

15.1 Monitoring

- A systematic collection and analysis of data to assist in timely decision-making, ensure accountability, and provide the basis for evaluation and learning.
- It is a continuous function that uses systematic data collection methods to provide management and stakeholders with information on an ongoing project, with early indications of progress, achievements and challenges in the project implementation.
- It measures ongoing activities, focusing on what is being done.

15.2 Evaluation

- Evaluation measures performance against set objectives, focusing mainly on outcomes. It is normally done at the end of a project. However, in broad terms, evaluation is the formation of an opinion or conclusion regarding an observation.
- In the skills development context, it refers specifically to the formation of an opinion or conclusion regarding the interventions, processes or functions of the SETA as reflected in the data collected through the monitoring process.

15.3 Impact Evaluation

- This type of evaluation assesses change in people's lives, positive or negative, intended or unintended. It mainly looks at the long-term outcomes and sustainability, enhancing changes in their lives.
- Impact Evaluations are conducted:
- To decide whether to fund an intervention
- To decide whether or not to continue or expand an intervention
- To learn how to replicate or scale up a pilot project

- To learn how to successfully adapt a successful intervention to suit another context.
- To reassure funders, including taxpayers (upward accountability), that money is being wisely invested.
- To inform intended beneficiaries and communities (downward accountability) about whether or not, and in what ways, a programme is benefiting the target group.

15.4 Learning

- Findings from process monitoring and evaluation are used for the continuous improvement of project implementation. Process evaluation findings, together with outcomes and impact evaluation results are used to identify gaps in programme planning, implementation and targeting of beneficiaries.
- The information gained is used for strategic planning to ensure that plausible strategies are generated to counter imperfections in previous projects and to ensure that new projects are aligned to the vision of the organisation.

16. Monitoring, Evaluation, Reporting and Learning (MERL)

- MERL are continuous processes within CATHSSETA.
- These processes are crucial for the organisation in that they inform the inception of new projects, project implementation, beneficiary targeting and upscaling or downscaling of existing projects.
- Redundant ways of doing things are discarded in favour of new methods and the organisation is continuously evolving, learning from past experiences to fine-tune existing programmes.

17. Scope of Monitoring and Evaluation

The scope of the M&E function ranges from research activity, planning, policy development to project implementation. Policies are statements of what CATHSSETA seeks to achieve through its work and why. Strategies are sequentially structured descriptions of how these policies will be enacted. Programmes are high-level, big-picture plans showing how strategies will be implemented. Projects are specific conceptually-linked sets of activities intended to achieve particular results that will lead to the achievement of programme goals.

Planning Cycle	Purpose	Instruments and Programmes	Reporting Cycle
Research Process	Research Agenda	Research Policy	Impact Assessment Report
Sector Skills Plan	Sector Priorities PIVOTAL Skills	Funding Policy Discretionary Grants Mandatory Grants	Sector Report PIVOTAL Skills Report
Strategic Plan	Strategic Goals and Objectives Budgets	Rural Priorities/Strategy Transformation Imperatives Funding Framework	Annual Report Performance Information Report Annual Financial Statements
Annual Performance Plan	Key Performance Indicators and Targets	Performance Information Policy Employed and unemployed learners entered and completed Provider Capacity	Annual Report Quarterly Monitoring Report Quarterly Performance Report Audit Report
Operational Plan	Key Performance Areas, Key Performance Indicators and Measurable Objectives and targets	Provider Contracts Performance Agreements Learner Agreements Monitoring and Evaluation Policy	Monthly Report Evaluation Reports Performance Assessment Reports
Project Plan	Milestones/schedules	Project Policy Learnerships Bursaries Internships Skills Programmes Work Integrated Learning Monitoring Schedule	Project Report Monitoring & Evaluation Report Audit Report

18. Roles and Responsibilities

Responsibility (Who)	Key Performance Area	Service Delivery (Why)	Methodology (How)	Measurement Instruments	Outputs
Operations Department Project Implementers ETQA Quality Assurors Verifiers	Project Monitoring and Evaluation	Frontline Service Delivery	Site visits, fieldwork, data collection, verification, audits, validation, desktop, databases, tracking, reporting	Monitoring Schedule Tactical Contract Management Learnerships Apprenticeships Bursaries Internships Work Integrated Learning Skills Programmes ETD Practices	Projects Performance Reports M&E Reports Audit Reports
Planning Department Performance Information and Reporting Division	Programme Monitoring and Evaluation Performance	Achievement of Targets	Data management, data collation, data processing and analyses, assessment of progress, control checks and compliance monitoring, Reporting	Quarterly Performance Annual Performance Compliance with procedures, business processes and systems	Quarterly Monitoring Reports Performance Evaluation Report Remedial Action Plan
Planning Department Performance Management	Organisational Performance Management	Achievement of Outcomes	Development of policies, instruments, guidelines, coordination of organisational resources, performance information analysis and synthesis Reporting	Implementation of approved policies and guidelines Alignment of policies to the Strategic Plan	Performance Evaluation Report (Organisational Performance against the Strategic Plan)

Responsibility (Who)	Key Performance Area	Service Delivery (Why)	Methodology (How)	Measurement Instruments	Outputs
Planning Department Research Activity	Impact Research Management	Realisation of Impacts	Programme evaluation research Information dissemination, reflection, Benchmarking, Reporting on 5-year impacts on skills development, employment, Recommendations to National Strategies	Sector Skills Plan, National Skills Development Strategy National Development Plan New Growth Path NHRD Strategy National Sector Strategies	Impact Assessment Report (SETA Performance against National Plans and Sector Strategies)
Executive Management supporting the Accounting Authority	Governance	Leadership Policy impacts, Political, Social and Economical	Decision-making	National Policies and Legislation	Annual Report (Economic, Educational, Political Systems)

19. Monitoring & Evaluation (M&E) Framework Template

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Strategic Objective 1.1.1	Comply with SCM performance imperatives	(a=No. of requisitions received) divided by (b=total number of Purchase Orders issued) multiply by 100; (a/b) X 100	100%	100%	Purchase requisitions and Purchase order register books	Annually	Internal & External auditor	Annual Report
Outcomes 1.1.1.1	Percentage (%) of procurement requests finalised within prescribed time	(a=No. of requisitions received) divided by (b=total number of Purchase Orders issued) multiply by 100; (a/b) X 100	100%	100%	Purchase requisitions and Purchase order register books	Quarterly	Performance Information Specialist Internal auditor	Quarterly Performance Report
Outputs	Report on purchasing spending patterns & procurement requirements	(a=No. of requisitions received) divided by (b=total number of Purchase Orders issued) multiply by 100; (a/b) X 100	100%	100%	Purchase requisitions and Purchase order register books	Monthly	Supply Chain Manager and CFO	Monthly Report

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Strategic Objective 4.4.1	Increase CATHSSETA Stakeholder support	The sum of CATHSSETA provincial offices	1	4	Provider Contracts and reports on provincial offices	Annually	Internal & External auditor	Annual Report
Outcomes **4.4.1.1**	# of provincial offices established	The sum of CATHSSETA provincial offices	1	4	Provider Contracts and reports on provincial offices	Quarterly	Performance Information Specialist Internal Auditor	Quarterly Performance Report
Outcomes **4.4.1.2**	% achievement of the provincial business plan	The actual number of actions implemented divided by the total number of action plans listed in the Provincial Business Plan multiplied by 100	0%	30%	Report against the Provincial Business Plan	Quarterly	Performance Information Specialist Internal auditor	Quarterly Performance Report
Outputs	4 Provincial offices operating	The actual number of actions implemented divided by the total number of action plans listed in the Provincial Business Plan multiplied by 100	1	4	Report against the Provincial Business Plan	Monthly	Project Manager Executive Manager Planning	Monthly Report
Outputs	Report on the operations of the 4 provincial offices	The actual number of actions implemented divided by the total number of action plans listed in the Provincial Business Plan multiplied by 100	0	4	Report against the Provincial Business Plan	Monthly	Project Manager Executive Manager Planning	Monthly Report

20. Monitoring and Evaluation Plan

Evaluation	Monitoring							Evaluation	
Broad Evaluation Questions	What do we want to know? (Monitoring Question)	How will we know it? (Indicator)	Where will the data come from? (Data Source/Method)	Who will capture the data? (Responsibility)	When will data be captured? (Timeframe)	Estimated cost	Who will be involved? (Responsibility)	How will it be reported?	When will the evaluation occur? (Timeframe)

Annexure D: Implementation Plan

higher education & training
Department: Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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1. INTRODUCTION

This document purports to give a consolidated overview of the organisational Implementation Plan for the 2017/18 financial year. The Implementation Plan is developed by the CATHSSETA Management team, under the guidance of the Planning Division. The Implementation Plan is divided per programme and is specific to each respective department.

2. PURPOSE

The purpose of the document is to provide a framework of processes to be followed in the execution of the strategic objectives of the business at strategic and operational levels.

3. BACKGROUND

The organisational structure consists of five Senior Managers reporting directly to the Administrator as the Chief Executive Officer (CEO) of the organisation. Each Senior Manager is expected to develop an operational plan in line with the Annual Performance Plan in order to ensure seamless implementation of the strategy. The five Senior Managers are responsible for the three programmes in the APP 2017/18 listed below.

4. PROGRAMMES

4.1 Programme 1: Administration

The purpose of Programme 1 is to ensure delivery of the CATHSSETA mandate by providing leadership, sound financial management, organisational management and administrative support. This programme is comprised of the following sub-programmes: Communication and Stakeholder Management, Finance, Human Resources, and Information Technology. The Corporate Services Senior Manager is responsible for this programme. To ensure delivery of the CATHSSETA mandate, through the provision of corporate governance support services that ensure accountability. This programme is composed of the Office of the Chief Executive Officer and Board structures and services.

4.2 Programme 2: Planning

The purpose of Programme 2 is to ensure provision of performance information services that assist management decision-making that will lead to the achievement of the CATHSSETA predetermined objectives. This programme is made up of the following functions, i.e. the Research, Strategy and Annual Performance Planning, Monitoring and Reporting and the Evaluation. The Senior Manager: Executive Support is responsible for this programme.

4.3 Programme 3: Learning Programmes

The purpose of Programme 3 is to ensure facilitation of the delivery of the CATHSSETA core mandate of skills development in the CATHSSETA sector. This programme is made up of three sub-programmes i.e., Quality Assurance, Learning Programme interventions and Grants and Special Programmes. Two Senior Managers, Operations and Skills Development are responsible for this programme.

5. IMPLEMENTATION PROCESSES AND PROCEDURES:

5.1 Programme 1: Administration

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
1.1.1.1	Established functional governance structures	To ensure good governance within the organisation	Total number of governance structures in checklist meets stipulated requirements 25% = Review and approve the CATHSSETA constitution 25% = Constitute the Board 25% = Constitute Committees 25% = Induction of Board Members	Interim Governance structure	Chief Executive Officer	Oversee the establishment of governance structures and their functioning. Compliance Officer to assess/ascertain with Governance Checklist and inform the Accounting Officer with suggested remedial measures.	Internal audit reports/ report approved CATHSSETA constitution, report on the constitution of the Board, Board induction report/Board minutes	Administrative records. Compliance Officer Report, Board Reports and Minutes	The Board Secretary/ Compliance Officer provides the number of active governance committees from the Board minutes compared against a checklist	Manual system
1.1.1.2	Percentage (%) level of effectiveness of governance structures	To ensure that CATHSSETA adheres to governance charter requirements	(a/b*100) where a is total number of positive assurances divided by b the total number of assurance on checklist multiplied by 100	100%	Chief Executive Officer	Oversees the adherence to governance charter. Compliance Officer to assess/ascertain with Governance Checklist and inform the Accounting Officer of deviations and suggested remedial measures	Governance Checklist	Administrative record. Compliance Officer Report/ Risk Management Reports/ Board Reports and Minutes	Review of documents against a prepared checklist	Manual

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
1.2.1.1	Percentage (%) reduction of internal control deficiencies from audit findings	Comply with financial performance imperatives	[(a = number of internal control deficiencies identified by AGSA previous year) minus (b = number of internal control deficiencies identified by AGSA for year in question)] divided by [a] and multiplied by 100 i.e. (a-b)/a*100	30%	Chief Financial Officer/ Financial Manager	Financial management oversight by advising the Accounting Officer where internal control deficiencies are lacking and put in place remedial actions to address this	Internal Audit Reports, Risk Management Reports	AGSA Report	Review of documents against a prepared finance checklist	Manual Internal Control Checklist
1.3.1.1	Percentage (%) of employee vacancy rate	To ensure that all funded positions are filled	[(a = Total number of jobs vacant) divided by (b = Total number of funded positions)] multiplied by 100 i.e. (a/b) X 100	8%	Executive Manager: Corporate Services	Oversight on human resources management for the organisation	Source data from the VIP System, HR files and employee database	Administrative records of HR database and Payroll system	The data is collected upon termination and appointment; Funded positions from HR database	Electronic system: Payroll VIP system & HR management database

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
1.3.1.2	Percentage (%) reduction in IT governance deficiencies from audit findings	To provide effective ICT services and assurance on IT control measures	[(a = number of IT governance deficiencies identified by AGSA in the previous year) minus (b = number of IT governance deficiencies identified by AGSA for year in question)] divided by [a] and multiplied by 100 i.e. (a-b)/a*100	70%	Executive Manager: Corporate Services	Coordinate the monitoring of adherence to common IT governance standards. Compile POE	AGSA Report	Administrative records of AGSA Reports	Review of documents against a prepared IT governance adherence checklist	Manual/Paper
1.3.2.1	Number (#) of partnership projects established with universities	To create partnerships with universities for collaboration on common areas of interest	The sum of approved partnership projects implemented with universities	3	Chief Operations Officer	Drive the establishment, management of partnerships with the targeted stakeholders. Take corrective actions to meet targets	Signed partnership agreement file	Administrative records. Partnerships signed with POE	Summation of all new approved and signed partnership agreements	Paper/Manual
1.3.2.2	Number (#) of partnership projects established with TVET colleges	To create partnerships with TVET colleges for collaboration on common areas of interest	The sum of approved partnership projects implemented with TVET colleges	6	Chief Operations Officer	Oversee the planning and implementation of partnership projects with TVET colleges	Signed partnership agreements	Administrative records: Partnership agreements	Summation of all new approved and signed partnership agreements with TVET colleges	Paper/Manual

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
1.3.2.3	Number (#) of partnership projects established with sector employers	To create partnerships with sector employers for collaboration on common areas of interest	The sum of approved partnership projects implemented with sector employers	8	Chief Operations Officer	Oversee the planning and implementation of partnership projects with sector employers	Signed partnership agreements	Administrative records: Partnership agreements	Summation of all new approved and signed partnership agreements with sector employers	Paper/Manual
1.3.2.4	Number (#) of sector career guidance partnerships implemented	To provide learners with information tools that will assist them in making informed career decisions	The sum of sector career guidance initiatives implemented	15	Chief Operations Officer	Oversees the planning and implementation of career guidance initiatives	Signed partnership agreements	Administrative records: Career guidance partnerships	Summation of all new approved and signed career guidance partnerships	Paper/Manual

5.2. Programme 2: Planning

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
2.1.1.1	Percentage (%) of research agenda items achieved	Research into the sector is necessary to inform the Sector Skills Plan which determines the strategic priorities of the SETA	(a = total number of research agenda items achieved) divided by (b = total number of research agenda items) x 100 i.e. (a/b) *100	80%	Research and Planning Manager	Commissioning of research to inform CATHSSETA Sector Skills Plan. Prepare required proposals for identified projects, submit for approval and follow relevant SCM process for commissioning of the research, monitor research progress, report on research progress	CATHSSETA Research Agenda, research outputs submitted by appointed service providers and internal research activities	Approved research proposal located in Research Unit files	Reports submitted by appointed service providers, internal reports	Manual
2.1.1.2	Percentage (%) of training achieved within the sector	To establish training undertaken in the sector by employers submitting Mandatory Grant applications	Annual Training Report	80%	Research and Planning Manager	Oversees the survey analysis of the Workplace Skills Plan (WSP) and Annual Training Report (ATR) to obtain insight into the direction and planned training by employers in the sector	Annual WSP and ATR data	Administrative reports: ATR and WSP submitted by employers	An analysis of ATR and WSP to establish planned training and achievement	Manual

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
2.2.1.1	Number (#) of performance monitoring reports produced	To monitor organisational performance to ensure alignment with strategy	The sum of performance monitoring reports produced	5	Monitoring and Evaluation Manager	Oversee the development and submission of the APP. Ensure the implementation of the organisational planning process; update the current SP to reflect new developments, including annual targets linked to budget; liaise with relevant units and prepare document for internal approval processes and submission to DHET	Ministerial targets from DHET, SSP, National plans, organisational information and relevant stakeholder consultation	National Treasury FMPI – the framework provides the NT requirements for preparing and submitting the SP and APP	Summation of the number of reports produced	Manual

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
2.2.1.2	Number (#) of Performance Evaluation Reports produced	To evaluate organisational performance to ensure pre-determined objectives are achieved	Sum of the Performance Evaluation Reports produced	2	Monitoring and Evaluation Managert	Oversee the development and submission of the APP. Ensure the implementation of the organisational planning process; update the current SP to reflect new developments including annual targets linked to budget; liaise with relevant units and prepare document for internal approval processes and submission to DHET	Administrative records	Data received from learning programmes implemented and divisional monthly reports Performance Reports on programmes	Summation of the number of reports produced	Manual

5.3 Programme 3: Learning Programmes

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.1	Number (#) of unemployed learners entering Learnership programmes	To establish the number of unemployed learners enrolled in Learnerships	The sum of successfully registered unemployed learners entering Learnership programmes captured on the SETA Management System (SMS)	400	Chief Operations Officer	Oversee the development and submission of the APP. Ensure the implementation of the organisational planning process; update the current SP to reflect new developments, including annual targets linked to budget; liaise with relevant units and prepare document for internal approval	Administration records. POE files	DHET/QCTO Learnership registration certificate, registered and duly signed learnership agreement, duly signed fixed term contract of employment, certified ID copy of learner, certified copy of learner's highest Qualifications, training provider certificate of accreditation applicable to the Learnership	Learner data uploaded electronically by training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training providers

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.2	Number (#) of unemployed learners completing Learnership programmes	To establish the number of unemployed learners completing Learnerships	The sum of unemployed learners successfully completing Learnership programmes captured on the SETA Management System (SMS)	250	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	DHET/QCTO Learnership registration certificate, registered and duly signed learnership agreement, duly signed fixed term contract of employment, certified ID copy of learner, certified copy of learner's highest Qualifications, training provider certificate of accreditation applicable to the Learnership, certified copy of completion certificate / statement of results	Learner agreements, Learner certificates or statement of results	SMS. Electronic system remotely accessed by accredited and registered training providers
3.1.1.3	Number (#) of employed learners entering Learnership programmes	To establish the number of employed learners enrolled in Learnership programmes	The sum of successfully registered employed learners entering Learnership programmes captured on the SETA Management System (SMS)	500	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	DHET/QCTO Learnership registration certificate, registered and duly signed Learnership agreement, duly signed confirmation of employment, certified ID copy of learner, certified copy of learner's highest Qualifications, training provider certificate of accreditation applicable to the Learnership	Electronic. Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.4	Number (#) of employed learners completing Learnership programmes	To establish the number of employed learners completing Learnership programmes	The sum of employed learners successfully completing Learnership programmes captured on the SETA Management System (SMS)	200	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	DHET/QCTO Learnership registration certificate, registered and duly signed Learnership agreement, duly signed confirmation of employment, certified ID copy of learner, certified copy of learner's highest Qualifications, training provider certificate of accreditation applicable to the Learnership, Certified copy of completion certificate	Learner agreements, learner certificates or statement of results	SMS
3.1.1.5	Number (#) of unemployed learners entering Bursary programmes	To establish the number of unemployed learners enrolled in Bursary programmes	The sum of successfully registered unemployed learners entering Bursary programmes captured on the SETA Management System (SMS)	350	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID and proof of registration or admission from the university or college	Electronic. Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.6	Number (#) of unemployed learners completing Bursary programmes	To establish the number of unemployed learners on Bursary programmes completing part or full qualification	The sum of unemployed learners completing part or full qualification on a Bursary programmes	175	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID, certified copy of qualification or the letter from the institution confirming that the bursar has completed the qualification	Learner data uploaded electronically by the training provider	SMS
3.1.1.7	Number (#) of employed learners entering Bursary programmes	To establish the number of employed learners enrolled in Bursary programmes	The sum of successfully registered employed learners entering Bursary programmes captured on the SETA Management System (SMS)	250	Chief Operations Officer	Address performance deviations, account for deviation, develop remedial plan	Administration records. POE files	Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID and proof of registration or admission from the university or college	Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.8	Number (#) of employed learners completing Bursary programmes	To establish the number of learners (employed) on Bursary programme completing part or full qualification	The sum of employed learners completing part or full qualification on Bursary programmes	100	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility , manage payment of stakeholder	Administrative records. POE files	Duly signed bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID, certified copy of qualification or the letter from the institution confirming that the bursar has completed the qualification	Learner data uploaded electronically by the training provider	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.9	Number (#) of unemployed learners entering Skills programmes	To establish the number of enrolled learners in Skills programmes	The sum of successfully registered unemployed learners entering Skills programmes captured on the SETA Management System (SMS)	1 000	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records: POE files	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end date of the programme and certified copy of learner's ID	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	Electronic: SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.10	Number (#) of unemployed learners completing Skills programmes	To establish the number of unemployed learners completing Skills programmes	The sum of unemployed learners successfully completing Skills programmes captured on the SETA Management System (SMS)	500	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records: POE files	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end date of the programme, certified copy of learner's ID, copy of completion certificate/ statement of results / ETQA assessment report	Learner agreements, learner certificates or statement of results	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.11	Number (#) of employed learners entering Skills programmes	To establish the number of enrolled learners in Skills Programmes (employed)	The sum of employed learners entering Skills programmes captured on the SETA Management System (SMS)	400	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records: POE files	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end date of the programme and certified copy of learner's ID	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.12	Number (#) of employed learners completing Skills programmes	To establish the number of learners completing Skills programmes	The sum of employed learners successfully completing Skills programmes captured on the SETA Management System (SMS)	200	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records: POE files	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end date of the programme, certified copy of learner's ID, copy of completion certificate/ statement of results / ETQA assessment report	Learner agreements, learner certificates or statement of results	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.13	Number (#) of unemployed learners entering Internship programmes	To establish the number of unemployed learners entering workplace based experiential learning opportunities	The sum of unemployed learners entering Internship programmes captured on the SETA Management System (SMS)	250	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed internship agreement or a duly signed fixed term employment contract between intern and employer, certified copy of learner's ID, and certified copy of the learner's qualification	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.14	Number (#) of unemployed learners completing Internship programmes	To establish the number of unemployed learners completing workplace based experiential learning opportunities	The sum of unemployed learners completing Internship programmes captured on the SETA Management System (SMS)	NA	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed internship agreement or a duly signed fixed term employment contract between intern and employer, certified copy of learner's ID, and certified copy of the learner's qualification, certified copy of the certificate/ letter stating that the learner completed the internship programme	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.15	Number (#) of artisans entering Training programmes	To establish the number of artisans entering Training programmes	The sum of successfully registered artisans entering Training programmes captured on the SETA Management System (SMS)	347	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed apprenticeship/ learnership agreement of contract and the certified copy of the learner's ID and certified copy of the apprentice's highest qualification	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.16	Number (#) of artisans completing Training programmes	To establish the number of artisans completing Training programmes	The sum of artisans successfully completing Training programmes captured on the SETA Management System (SMS)	174	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed apprenticeship/ learnership agreement of contract and the certified copy of the learner's ID and certified copy of the apprentice's highest qualification, Copy of trade test certificate signed by QCTO and trade test centre's certificate of accreditation	Learner agreements, learner certificates or statement of results	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.17	Number (#) of TVET learners entering a Work Integrated Learning (WIL) programme	Number of TVET learners placed in WIL programme	The sum of TVET learners placed in WIL programme captured on the SETA Management System (SMS)	1500	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed workplace experience agreement or duly signed fixed term employment contract and certified student's ID copy	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.1.18	Number (#) of TVET learners completing a WIL programme	Number of TVET learners placed in a WIL programme	The sum of TVET learners placed in a WIL Programme captured on the SETA Management System (SMS)	NA	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed workplace experience agreement or duly signed fixed term employment contract and certified student's ID copy and certificate / a duly signed letter of completion from employer	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.19	Number (#) of university learners entering workplace experience	To ensure university learners are provided with work experience to enable them to enter the labour market	The sum of successfully registered university learners entering workplace experience captured on the SETA Management System (SMS)	500	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed workplace experience agreement or duly signed fixed term contract of employment, certified copy of learner's ID	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.1.20	Number (#) of university learners completing workplace experience	To ensure university learners are provided with work experience to enable them to enter the labour market	The sum of successfully registered university learners completing workplace experience captured on the SETA Management System (SMS)	NA	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Duly signed workplace experience agreement or duly signed fixed term contract of employment, certified copy of learner's ID and certificate / duly signed letter of completion from employer	Electronic: Learners data uploaded electronically by the training provider via SMS and manual submission of hard copies for proof of training	SMS. Electronic system remotely accessed by accredited and registered training provider

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.2.1	Number (#) of ETD practitioners trained	To increase the number of qualified ETD practitioners	Total sum of ETD practitioners trained	100	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Projects reports, learner registration documents, attendance registers	Learner agreements, Learner certificates or statement of results	SMS. Electronic system remotely accessed by accredited and registered training provider
3.1.3.1	Number (#) of TVET staff trained entering Training programmes	To capacitate staff at TVET colleges	The sum of TVET staff entering Training programmes captured on the SETA Management System (SMS)	50	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Signed service provider contracts, learner agreements, learner ID copy	Learner agreements, learner certificates or statement of results	Electronic: SMS
3.1.3.2	Number (#) of TVET staff trained completing Training programmes	To capacitate staff at TVET colleges	The sum of TVET staff completing Training programmes captured on the SETA Management System (SMS)	50	Chief Operations Officer	Manage the accuracy of data received. Sign off the evidence. Take responsibility. Manage payment of stakeholder	Administrative records	Signed service provider contracts, learner agreements, learner ID copy, certificate or statement of results	Learner agreements, learner certificates or statement of results	SMS

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.1.4.1	Number (#) of legacy qualifications reviewed	To review qualifications to ensure these are aligned to industry requirements	The sum of qualifications applications submitted to the QCTO	4	Chief Operations Officer	Submits information to QMR and APP. Information sent to DHET and AG. Take appropriate remedial action	Administrative records, qualification documents, attendance registers of CEP meetings, SLA with QCTO for development and assessment of the qualification/s	Qualification documents, attendance registers of CEP meetings	Qualification documents are collated and submitted by the QDF to QCTO via the DQP representative (normally the ETQA Manager	Manual: Qualification documents are collated and submitted by the QDF to QCTO via the DQP representative (normally the ETQA Manager
3.2.1.1	Number (#) of rural skills development projects implemented in provinces	To support skills development in rural areas	The sum of rural development projects implemented	6	Chief Operations Officer	Address performance deviations, account for deviation and develop remedial plan	Administrative records. POE files	A duly signed agreement / MOU / contract with clear defined deliverables and timelines entered into between the SETA and the contracted institution or organisation, Progress report on rural development projects implemented	Submission of reports	Manual submission of report

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.2.1.2	Number (#) of youth development projects implemented	To support skills development for the youth	The sum of youth skills development projects implemented	NA	Chief Operations Officer	Address performance deviations, account for deviation and develop remedial plan	Administrative records. POE files	A duly signed agreement / MOU / contract with clear defined deliverables and timelines entered into between the SETA and the contracted institution or organisation, Progress report on youth development projects implemented	Electronic	Manual submission of report
3.3.1.1	Number (#) of quality assurance functions achieved	To ensure that CATHSSETA monitors the efficacy of its quality assurance processes	Sum of quality assurance functions achieved	NA	Chief Operations Officer	Oversight on QA. Address performance deviations, account for deviation and develop remedial plan	Quality Assurance Reports	Quality assurance checklist	Checklist against quality assurance standards	Manual
3.4.1.1	Number (#) of SMMEs directly supported	To implement skills development projects that will benefit SMMEs	Sum of SMMEs directly supported	New target	Chief Operations Officer	Oversight on SMMEs skills programmes. Address performance deviations, account for deviation and develop remedial plan	Administrative records. POE files	A duly contract entered into between the small business and SETA or registration form for the small business support stating the kind of the support provided. Or workshop / meeting attendances register with clear purpose of supporting small businesses. or proof of payment by SETA to the small business (Grant payment)	Submission of reports electronic	SMS

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.4.1.2	Number (#) of cooperatives directly supported	To implement skills development projects that will benefit cooperatives	Sum of cooperatives directly supported	New target	Chief Operations Officer	Oversight on skills projects directly supporting cooperatives programmes. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	A duly contract entered into between the co-operative and SETA or registration form for the co-operative support stating the kind of the support provided. Or workshop / meeting attendances register with clear purpose of supporting co-operative. or proof of payment by SETA to the co-operative (Grant payment)	Electronic	SMS
3.4.1.3	Number (#) of NGOs/ NPOs directly supported	To implement skills development projects that will benefit NGOs/NPOs	Sum of NGOs/ NPOs directly supported	New target	Chief Operations Officer	Oversight on skills projects directly supporting NGOs/NPOs. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	A duly signed contract entered into between the NGO / NPO and the SETA, or registration form for the NGO / NPO support stating the kind of support provided, or workshop / Meeting attendances register with clear purpose, and registration certificate or affidavit confirming the status / registration of the NGO/NPO	Electronic	Manual

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.4.1.4	Number (#) of Trade Unions directly supported	To implement skills development projects that will benefit Trade Unions	Sum of Trade Unions directly supported	New target	Chief Operations Officer	Oversight on skills projects directly supporting Trade Unions. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	A duly signed contract entered into between the Trade Union and the SETA, or registration form for the Trade Union support stating the kind of support provided, or workshop / Meeting attendances register with clear purpose, and registration certificate or affidavit confirming the status / registration of the Trade Union	Electronic	SMS
3.5.1.1	Number (#) of large levy paying employers directly supported through Mandatory Grants	To implement skills development projects that will benefit large levy paying employers	Sum of large levy paying employers directly supported	200	Chief Operations Officer	Oversight on skills projects directly supporting large levy paying employers. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of mandatory grants payment	Electronic	SMS

KPI Number	Title	Purpose	Calculation formula	Baseline	KPI Custodian/ Owner	What does the Custodian/ Owner do	Source of data (Storage)	Description of source of data	How data is collected	System used
3.5.1.2	Number (#) of medium levy paying employers directly supported through Mandatory Grants	To implement skills development projects that will benefit medium levy paying employers	Sum of medium levy paying employers directly supported	270	Chief Operations Officer	Oversight on skills projects directly supporting medium levy paying employers. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of mandatory grants payment	Electronic	SMS
3.5.1.3	Number (#) of small levy paying employers directly supported through Mandatory Grants	To implement skills development projects that will benefit small levy paying employers	Sum of small levy paying employers directly supported	400	Chief Operations Officer	Oversight on skills projects directly supporting small levy paying employers. Address performance deviations, account for deviation and develop remedial	Administrative records. POE files	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of mandatory grants payment	Electronic	SMS

Annexure E:
Technical Indicator Descriptor

higher education
& training
Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

cathsseta

Table of contents

Description of Acronyms and Abbreviations

AA	Accounting Authority
AG	Auditor-General
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ATR	Annual Training Report
CEP	Community Expert Practitioners
CFO	Chief Financial Officer
DHET	Department of Higher Education and Training
ETQA	Education and Training Quality Assurance
HR	Human Resources
KPI	Key Performance Indicator
MOU	Memorandum of Understanding
POE	Portfolio of Evidence
QCTO	Quality Council for Trade and Occupation
QMR	Quarterly Monitoring Report
SMS	SETA Management System
SP	Strategic Plan
SSP	Sector Skills Plan
TID	Technical Indicator Descriptors
TVET	Technical Vocational Education and Training
WIL	Work Integrated Learning
WSP	Workplace Skills Plan

Technical Indicator Descriptor form description

Dimension	Description
Indicator title	Identifies the title of the programme performance indicator
Short definition	Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator
Purpose/importance	Explains what the indicator is intended to show and why it is important
Source/collection of data	Describes where the information comes from and how it is collected
Method of calculation	Describes clearly and specifically how the indicator is calculated
Data limitations	Identifies any limitation with the indicator data, including factors that might be beyond the organisation's control
Type of indicator	Identifies whether the indicator is measuring inputs, activities, outputs, outcomes or impact, or some other dimension of performance such as efficiency, economy or equity
Calculation type	Identifies whether the reported performance is cumulative or non-cumulative
Reporting cycle	Identifies if an indicator is reported quarterly, annually or at longer time intervals
New indicator	Identifies whether the indicator is new, has significantly changed, or continues without change from the previous year
Desired performance	Identifies whether actual performance that is higher or lower than targeted performance is desirable
Indicator responsibility	Identifies who is responsible for managing and reporting the indicator

Executive Summary

This document is intended to serve as an attachment to the submitted CATHSSETA Strategic Plan (SP) and Annual Performance Plan (APP).

The Technical Indicator Descriptors (TIDs) are one of the key requirements for the Strategic Plan and Annual Performance Plan as outlined in the National Treasury Framework for Strategic Plans and Annual Performance Plans. A TID is defined as the fundamental tool in assisting with the interpretation of Key Performance Indicators (KPIs) and aims to ensure that all stakeholders have a common understanding and expectation of every KPI in the Annual Performance Plan.

Introduction

The Technical Indicator Descriptor document is an annexure to the Annual Performance Plan for the year 2017/18. The document outlines the background of the TIDs – which discusses the pre-audit; definition of a TID; and CATHSSETA programmes. It then concludes by discussing the TIDs' for each KPI within each programme.

Definition of Technical Indicator Descriptor (TID)

The Technical Indicator Descriptors are one of the key requirements for the Strategic Plan and Annual Performance Plan as outlined in the National Treasury Framework for Strategic Plans and Annual Performance Plans. A TID is defined as the fundamental tool in assisting with the interpretation of KPIs. A technical indicator interprets the following dimensions of the KPI i.e. the title, link to the Strategic Plan and Annual Performance Plan, definition of the KPI components, link to jobs responsible for monitoring performance against the KPI, the collection of data, and taking of accountability for the KPI. It also ensures that all stakeholders have a common understanding and performance expectations associated with every KPI in the Annual Performance Plan.

CATHSSETA Programmes

CATHSSETA has a total of three programmes, with relevant sub-programmes comprising a total of 47 KPIs. The programmes and sub-programmes are as follows:

Programme 1: Administration

Sub-programme	Number of KPIs
1.1 Governance	2
1.2 Finance	1
1.3 Corporate Services	6
Total	**9**

Programme 2: Planning

Sub-programme	Number of KPIs
2.1. Research and Sector Skills Plan	2
2.2. Organisational performance	2
Total	**4**

Programme 3: Skills Development

Sub-programme	Number of KPIs
4.1 Occupationally-directed programmes	24
4.2 Rural and youth development	2
4.3 Quality Assurance	1
4.4 Support to sector organisations	4
4.5 Grant administration	3
Total	**34**

Sub-programme 1.1: Governance

KPI Definition Form – KPI Number: 1.1.1.1

Dimension	Description
Indicator title	Established functional governance structures
Short definition	To build the organisation's capability to comply with governance requirements
Purpose/importance	To ensure good governance within the organisation
Source/collection of data	Governance Checklist
Method of calculation	Total number of governance structures in checklist meets stipulated requirements 25% = Review and approve the CATHSSETA constitution 25% = Constitute the Board 25% = Constitute Committees 25% = Induction of Board Members
Data limitations	Lack of Compliance Officer
Type of indicator	Effeciency
Calculation type	Standard
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the stipulated governance structures identified in the Governance Checklist have duly been established, are functional and are supported by POE
Indicator responsibility	Chief Executive Officer

KPI Definition Form – KPI Number: 1.1.1.2

Dimension	Description
Indicator title	Percentage (%) level of effectiveness of governance structures
Short definition	Ensures adherence to governance charter requirements
Purpose/importance	To ensure that CATHSSETA adheres to governance charter requirements
Source/collection of data	Governance Checklist
Method of calculation	[(a = total number of positive assurances) divided by (b = the total number of assurance on checklist) multiplied by 100 i.e. a/b*100
Data limitations	Lack of Compliance Officer
Type of indicator	Efficiency
Calculation type	Standard
Reporting cycle	Annual
New Indicator	No
Desired performance	When number of positive assurances in the checklist exceeds the number of negative assurances and is supported with POE
Indicator responsibility	Chief Executive Officer

Sub-programme 1.2: Finance

KPI Definition Form – KPI Number: 1.2.1.1

Dimension	Description
Indicator title	Percentage (%) reduction of internal control deficiencies from audit findings
Short definition	Ensures accuracy and completeness of financial data
Purpose/importance	Comply with financial performance imperatives
Source/collection of data	Internal Audit report, Auditor-General's report
Method of calculation	[(a = number of internal control deficiencies identified by AGSA previous year) minus (b = number of internal control deficiencies identified by AGSA for year in question)] divided by [a] and multiplied by 100 i.e. (a-b)/a*100
Data limitations	Reliability and validation of financial data
Type of indicator	Efficiency
Calculation type	Standard
Reporting cycle	Annual
New indicator	No
Desired performance	When the percentage achieved is equal to the target and supported with POE
Indicator responsibility	Chief Financial Officer

Sub-programme 1.3: Corporate Services

KPI Definition Form – KPI Number: 1.3.1.1

Dimension	Description
Indicator title	Percentage (%) of employee vacancy rate
Short definition	Employee vacancy rate is kept at a level that sustains efficient organisational performance
Purpose/importance	To ensure that all funded positions are filled
Source/collection of data	Source data from the VIP System HR files and employee database
Method of calculation	[(a = Total number of jobs vacant) divided by (b = Total number of funded positions)] multiplied by 100 i.e. (a/b) X 100
Data limitations	Inaccurate/incomplete data
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the percentage achieved is lower or equal to the target and supported with POE
Indicator responsibility	Senior Manager: Corporate Services

KPI Definition Form – KPI Number: 1.3.1.2

Dimension	Description
Indicator title	Percentage (%) reduction in IT governance deficiencies from audit findings
Short definition	Ensures compliance to IT governance standands
Purpose/importance	To provide effective ICT services and assurance on IT control measures
Source/collection of data	IT Governance Checklist
Method of calculation	[(a = number of IT governance deficiencies identified by AGSA in the previous year) minus (b = number IT governance deficiencies identified by AGSA for year in question)] divided by [a] and multiplied by 100 i.e. (a-b)/a*100
Data limitations	Insufficient reporting information from service providers
Type of indicator	Efficiency
Calculation type	Standard
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	When the percentage achieved is equal to the target and supported with POE
Indicator responsibility	Senior Manager: Corporate Services

KPI Definition Form – KPI Number: 1.3.2.1

Dimension	Description
Indicator title	Number (#) of partnership projects established with universities
Short definition	Total number of formal agreements entered into with universities
Purpose/importance	To create partnerships with universities for collaboration on common areas of interest
Source/collection of data	Signed partnership agreements
Method of calculation	The sum of approved partnership projects implemented with universities
Data limitations	Delay due to legalities involved with the process
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	When the total number of partnership projects established with universities is equal to target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 1.3.2.2

Dimension	Description
Indicator title	Number (#) of partnership projects established with TVET colleges
Short definition	Total number of formal agreements entered into with TVET colleges
Purpose/importance	To create partnerships with TVET colleges for collaboration on common areas of interest
Source/collection of data	Signed partnership agreements
Method of calculation	The sum of approved partnership projects implemented with TVET colleges
Data limitations	Delay due to legalities involved with the process
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	When the total number of partnership projects with TVET colleges is equal to target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 1.3.2.3

Dimension	Description
Indicator title	Number (#) of partnership projects established with sector employers
Short definition	Total number of formal agreements entered into with sector employers
Purpose/importance	To create a framework of collaborative partnership on common areas of interest
Source/collection of data	Signed partnership agreements
Method of calculation	The sum of approved partnership projects implemented with employers
Data limitations	Delay due to legalities involved with the process
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of partnership projects implemented with sector employers is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 1.3.2.4

Dimension	Description
Indicator title	Number (#) of sector career guidance partnerships implemented
Short definition	Partnerships entered into with various stakeholders to provide career guidance
Purpose/importance	To provide learners with information tools that will assist them in making informed career decisions
Source/collection of data	Signed partnership agreement; attendance registers; career guidance invitation, career expos and career guidance handbook
Method of calculation	The sum of sector career guidance initiatives implemented
Data limitations	Budget restrictions
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the total number of sector career guidance partnerships is equal to target and supported with POE
Indicator responsibility	Chief Operations Officer

Sub-Programme 2.1: Research and Sector Skills Plan

KPI Definition Form – KPI Number: 2.1.1.1

Dimension	Description
Indicator title	Percentage (%) research agenda items achieved
Short definition	Seeks to measure the amount of research conducted in line with the research agenda. The approved research agenda items covers pertinent areas into which research must be conducted within the sector
Purpose/importance	Research into the sector is necessary to inform the Sector Skills Plan which determines the strategic priorities of the SETA
Source/collection of data	CATHSSETA research agenda contained within the research policy and guidelines. Research outputs submitted by appointed service providers and internal research activities
Method of calculation	(a = total number of research agenda items achieved) divided by (b = total number of research agenda items) x 100 i.e. (a/b)*100
Data limitations	Absence of suitable service providers to conduct required research, changes in governance structures; procurement delays
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	When the percentage of research agenda items achieved is greater than or equal to 80% target and supported with POE
Indicator responsibility	Chief Executive Officer

KPI Definition Form – KPI Number: 2.1.1.2

Dimension	Description
Indicator title	Percentage (%) of training achieved within the sector
Short definition	An analysis of Annual Training Report (ATR) and Workplace Skills Plan (WSP) submitted by employers
Purpose/importance	To establish training undertaken in the sector by employers submitting Mandatory Grant applications
Source/collection of data	Annual WSP and ATR data
Method of calculation	[(a = total number of training achieved within the sector) divided by (b = total number of intended training reported by the sector in previous year) x 100 i.e a/b*100
Data limitations	Delayed submission of data by service provider
Type of indicator	Output
Calculation type	Standard
Reporting cycle	Annual
New indicator	Yes
Desired performance	When the percentage of training accomplished by sector is greater than or equals to 90% target and supported with POE
Indicator responsibility	Chief Executive Officer

Sub-Programme 2.2: Organisational Performance Management

KPI Definition Form – KPI Number: 2.2.1.1

Dimension	Description
Indicator title	Number (#) of performance monitoring reports produced
Short definition	Performance monitoring reports include the Quarterly Monitoring Reports (QMR), Performance Information Report, Monitoring Report and Annual Report
Purpose/importance	To monitor organisational performance to ensure alignment with strategy
Source/collection of data	Data received from learning programmes implemented and divisional monthly reports
Method of calculation	The sum of performance monitoring reports produced
Data limitations	Unreliable and/or invalid information reported
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of performance monitoring reports produced are equal to the target and supported with POE
Indicator responsibility	Monitoring and Evaluation Manager

KPI Definition Form – KPI Number: 2.2.1.2

Dimension	Description
Indicator title	Number (#) of performance evaluation reports produced
Short definition	Performance evaluation reports include the Quarterly Monitoring Reports (QMR), Performance Information Report, Evaluation Report and Annual Report.
Purpose/importance	To evaluate organisational performance to ensure pre-determined objectives are achieved
Source/collection of data	Data received from learning programmes implemented and divisional monthly reports
Method of calculation	Sum of the performance evaluation reports produced
Data limitations	Incomplete data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of performance evaluation reports produced are equal to the target and supported with POE
Indicator responsibility	Monitoring and Evaluation Manager

Sub-Programme 3.1: Occupationally directed programmes

KPI Definition Form – KPI Number: 3.1.1.1

Dimension	Description
Indicator title	Number (#) of unemployed learners entering Learnership programmes
Short definition	Unemployed learners entering Learnership programmes
Purpose/importance	To establish the number of unemployed learners enrolled in Learnerships
Source/collection of data	DHET/QCTO Learnership registration certificate, registered and duly signed learnership agreement, duly signed fixed term contract of employment, certified ID copy of learner, certified copy of learner's highest qualifications, training provider certificate of accreditation applicable to Learnership
Method of calculation	The sum of successfully registered unemployed learners entering Learnership programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of unemployed learners entering Learnership programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.2

Dimension	Description
Indicator title	Number (#) of unemployed learners completing Learnership programmes
Short definition	Unemployed learners completing Learnership programmes
Purpose/importance	To establish the number of unemployed learners completing Learnerships
Source/collection of data	DHET/QCTO Learnership registration certificate, registered and duly signed Learnership agreement, duly signed fixed term contract of employment, certified ID copy of learner, certified copy of learner's highest qualifications, training provider certificate of accreditation applicable to Learnership, certified copy of completion certificate/statement of results
Method of calculation	The sum of unemployed learners successfully completing Learnership programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of unemployed learners completing Learnerships is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.3

Dimension	Description
Indicator title	Number (#) of employed learners entering Learnership programmes
Short definition	Employed learners entering Learnership programmes
Purpose/importance	To establish the number of employed learners enrolled in Learnership programmes
Source/collection of data	DHET/QCTO Learnership registration certificate, registered and duly signed Learnership agreement, duly signed confirmation of employment, certified ID copy of learner, certified copy of learner's highest qualifications, training provider certificate of accreditation applicable to Learnership
Method of calculation	The sum of successfully registered employed learners entering Learnership programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of employed learners entering Learnership programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.4

Dimension	Description
Indicator title	Number (#) of employed learners completing Learnership programmes
Short definition	Employed learners completing Learnership programmes
Purpose/importance	To establish the number of employed learners completing Learnership programmes
Source/collection of data	DHET/QCTO Learnership registration certificate, registered and duly signed Learnership agreement, duly signed confirmation of employment, certified ID copy of learner, certified copy of learner's highest qualifications, training provider certificate of accreditation applicable to Learnership, certified copy of completion certificate/ statement of results
Method of calculation	The sum of employed learners successfully completing Learnership programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of employed learners completing Learnership programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.5

Dimension	Description
Indicator title	Number (#) of unemployed learners entering Bursary programmes
Short definition	Unemployed learners entering Bursary programmes
Purpose/importance	To establish the number of unemployed learners enrolled in Bursary programmes
Source/collection of data	Duly signed Bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID and proof of registration or admission from the university or college
Method of calculation	The sum of successfully registered unemployed learners entering Bursary programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of unemployed learners entering Bursary programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.6

Dimension	Description
Indicator title	Number (#) of unemployed learners completing Bursary programmes
Short definition	Unemployed learners completing Bursary programmes
Purpose/importance	To establish the number of unemployed learners on Bursary programme completing part or full qualification
Source/collection of data	Duly signed Bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID, certified copy of qualification or the letter from the institution confirming that the bursar has completed the qualification
Method of calculation	The sum of unemployed learners completing part or full qualification on a Bursary programme
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of unemployed learners completing Bursary programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.7

Dimension	Description
Indicator title	Number (#) of employed learners entering Bursary programmes
Short definition	Employed learners entering Bursary programmes
Purpose/importance	To establish the number of employed learners enrolled in Bursary programmes
Source/collection of data	Duly signed Bursary agreement entered into between the learner and the SETA or its contracted agent, certified copy of bursar's ID and proof of registration or admission from the university or college
Method of calculation	The sum of successfully registered employed learners entering Bursary programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of employed learners entering Bursary programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.8

Dimension	Description
Indicator title	Number (#) of employed learners completing Bursary programmes
Short definition	Employed learners completing Bursary programmes
Purpose/importance	To establish the number of learners (employed) on Bursary programme completing part or full qualification
Source/collection of data	Duly signed Bursary agreement entered into between the learner and the SETA or its contracted agent, bursar's ID, copy of qualification or the letter from the institution confirming that the bursar has completed the qualification
Method of calculation	The sum of employed learners completing part or full qualification on Bursary programmes
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of employed learners completing Bursary programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.9

Dimension	Description
Indicator title	Number (#) of unemployed learners entering Skills programmes
Short definition	Unemployed learners entering Skills programmes
Purpose/importance	To establish the number of enrolled learners in Skills programmes
Source/collection of data	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end dates of the programme and certified copy of learner's ID
Method of calculation	The sum of successfully registered unemployed learners entering Skills programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of unemployed learners entering Skills programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.10

Dimension	Description
Indicator title	Number (#) of unemployed learners completing Skills programmes
Short definition	Unemployed learners completing Skills programmes
Purpose/importance	To establish the number of learners completing Skills programmes (unemployed)
Source/collection of data	Duly signed Skills programmes agreement or a duly signed learners registration form with clear start and end date of the programme, certified copy of learner's ID, copy of completion certificate/statement of results/ETQA assessment report
Method of calculation	The sum of unemployed learners successfully completing Skills programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of unemployed learners completing Skills programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.11

Dimension	Description
Indicator title	Number (#) of employed learners entering Skills programmes
Short definition	Employed learners entering Skills programmes
Purpose/importance	To establish the number of enrolled learners in Skills programmes (employed)
Source/collection of data	Duly signed Skills programmes agreement or a duly signed learner registration form with clear start and end dates of the programme and certified copy of learner's ID
Method of calculation	The sum of employed learners entering Skills programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of employed learners entering Skills programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.12

Dimension	Description
Indicator title	Number (#) of employed learners completing Skills programmes
Short definition	Employed learners completing Skills programmes
Purpose/importance	To establish the number of learners completing Skills programmes
Source/collection of data	Duly signed Skills programmes agreement or a duly signed learners registration form with clear start and end date of the programme , certified copy of learner's ID, Copy of completion certificate/Statement of results/ETQA assessment report
Method of calculation	The sum of employed learners successfully completing Skills programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of employed learners completing Skills programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.13

Dimension	Description
Indicator title	Number (#) of unemployed learners entering Internship programmes
Short definition	Unemployed learners entering Internship programmes
Purpose/importance	To establish the number of learners entering workplace based experiential learning opportunities
Source/collection of data	Duly signed Internship agreement or a duly signed fixed term employment contract between the intern and employer, certified copy of learner's ID, and certified copy of the leaner's qualification
Method of calculation	The sum of unemployed learners entering Internship programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of unemployed learners entering Internship programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.14

Dimension	Description
Indicator title	Number (#) of unemployed learners completing Internship programmes
Short definition	Unemployed learners completing Internship programmes
Purpose/importance	To establish the number of learners completing workplace based experiential learning opportunities
Source/collection of data	Duly signed Internship agreement or a duly signed fixed term employment contract between the intern and employer, certified copy of learner's ID, and certified copy of the leaner's qualification, certified copy of a certificate/letter stating that the learner completed the Internship programme
Method of calculation	The sum of unemployed learners completing Internship programmes captured on the SETA Management System (SMS).
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of unemployed learners completing Internship programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.15

Dimension	Description
Indicator title	Number (#) of Artisans entering Training programmes
Short definition	Artisans entering training programmes
Purpose/importance	To establish the number of Artisans entering training programmes
Source/collection of data	Duly signed apprenticeship/Learnership agreement of contract and the certified copy of learner's ID and certified copy of the apprentice's highest qualification
Method of calculation	The sum of successfully registered Artisans entering training programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of Artisans entering training programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.16

Dimension	Description
Indicator title	Number (#) of Artisans completing training programmes
Short definition	Artisans completing training programmes
Purpose/importance	To establish the number of Artisans completing training programmes
Source/collection of data	Duly signed apprenticeship/Learnership agreement of contract and the certified copy of learner's ID and certified copy of the apprentice's highest qualification Copy of trade test certificate signed by QCTO and trade test centre's certificate of accreditation
Method of calculation	The sum of Artisans successfully completing training programmes captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Significantly changed
Desired performance	When the number of Artisans completing training programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.17

Dimension	Description
Indicator title	Number (#) of TVET learners entering in a Work Integrated Learning (WIL) programme
Short definition	TVET learners entering Work Integrated Learning programme
Purpose/importance	Number of TVET learners placed in Work Integrated Learning programme
Source/collection of data	Duly signed workplace experience agreement or duly signed fixed term employment contract and certified student's ID copy
Method of calculation	The sum of TVET learners placed in Work Integrated Learning programme captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Significantly changed
Desired performance	When the number of TVET learners entering in a WIL programme is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.18

Dimension	Description
Indicator title	Number (#) of TVET learners completing a Work Integrated Learning (WIL) programme
Short definition	TVET learners completing Work Integrated Learning programme
Purpose/importance	Number of TVET learners completing Work Integrated Learning Programme
Source/collection of data	Duly signed workplace experience agreement or duly signed fixed term employment contract and certified student's ID copy and Certificate/A duly signed letter of completion from the employer
Method of calculation	The sum of TVET learners completing Work Integrated Learning programme captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	When the number of TVET learners completing a WIL programme is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.1.19

Dimension	Description
Indicator title	Number (#) of university learners entering workplace experience
Short definition	University learners placed with employers to gain work experience
Purpose/importance	To ensure university learners are provided with work experience to enable them to enter the labour market
Source/collection of data	Duly signed workplace experience agreement or duly signed fixed term contract of employment, certified copy of learner's ID
Method of calculation	The sum of successfully registered university learners entering workplace experience captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	When the of university learners entering workplace experience is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

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KPI Definition Form – KPI Number: 3.1.1.20

Dimension	Description
Indicator title	Number (#) of university learners completing workplace experience
Short definition	University learners completing workplace experience
Purpose/importance	Number of university learners completing workplace experience
Source/collection of data	Duly signed workplace experience agreement or duly signed fixed term employment contract, certified student's ID copy and Certificate/a duly signed letter of completion from employer
Method of calculation	The sum of university learners completing workplace experience captured on the SETA Management System (SMS)
Data limitations	Incomplete and/or inaccurate data supplied by service provider and/or learner
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Significantly changed
Desired performance	When the number of university learners completing workplace experience is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.2.1

Dimension	Description
Indicator title	Number (#) of Education, Training and Development (ETD) practitioners trained
Short definition	Training of facilitators, assessors and moderators
Purpose/importance	To increase the number of qualified ETD practitioners
Source/collection of data	Learners registration documents, attendance registers The data will be collected from the training providers
Method of calculation	Total sum of ETD practitioners trained
Data limitations	Budget constraints Insufficient ETD practitioners undertaking training
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of ETD practitioners trained is equal to the target and supported with appropriate POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.3.1

Dimension	Description
Indicator title	Number (#) of TVET staff entering training programmes
Short definition	Establish the number of TVET staff entering training programmes
Purpose/importance	To capacitate staff at TVET colleges
Source/collection of data	Signed service provider contracts, learner agreements, learner ID copy learner data uploaded electronically by training provider via SMS and manual submission of hard copies for proof of training
Method of calculation	The sum of TVET staff entering training programmes captured on the SETA Management System (SMS)
Data limitations	Insufficient TVET staff undertaking training
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of TVET staff entering training programmes is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.3.2

Dimension	Description
Indicator title	Number (#) of TVET staff completing training programmes
Short definition	Establish the number of TVET staff completing training programmes
Purpose/importance	To improve capacity at TVET colleges
Source/collection of data	Signed service provider contracts, learner agreements, learner ID copy, certificates or statement of results. Learner data uploaded electronically by training provider via SMS and manual submission of hard copies for proof of training
Method of calculation	The sum of TVET staff completing training programmes captured on the SETA Management System (SMS)
Data limitations	Inability of TVET staff to complete training
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of TVET staff completing training programmes is equal to the target and supported by POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.1.4.1

Dimension	Description
Indicator title	Number (#) of legacy qualifications reviewed
Short definition	Review of CATHSSETA qualifications
Purpose/importance	To review qualifications to ensure these are aligned to industry requirements
Source/collection of data	Qualification documents, attendance registers of CEP meetings, project plan and reports
Method of calculation	The sum of qualifications applications submitted to the QCTO
Data limitations	Participation of CEP members Unavailability of CEP members QCTO processes changing
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of reviewed qualifications submitted to the QCTO is equal to the target and supported by POE
Indicator responsibility	Chief Operations Officer

Sub-Programme 3.2: Rural and youth development

KPI Definition Form – KPI Number: 3.2.1.1

Dimension	Description
Indicator title	Number (#) of rural skills development projects implemented in provinces
Short definition	Total number of skills development projects executed in rural areas
Purpose/importance	To support skills development in rural areas
Source/collection of data	A duly signed agreement/MOU/contract with clear defined deliverables and timelines entered into between the SETA and the contracted institution or organisation
Method of calculation	The sum of rural development projects implemented
Data limitations	Limited infrastructure, difficulty in finding suitable learners, geographical spread of training providers
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of rural skills development projects implemented are equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.2.1.2

Dimension	Description
Indicator title	Number (#) of youth development projects implemented
Short definition	Total number of skills development projects focusing on youth executed
Purpose/importance	To implement skills development projects that will benefit the youth
Source/collection of data	A duly signed agreement/MOU/contract with clear defined deliverables and timelines entered into between the SETA and the contracted institution or organisation
Method of calculation	The sum of youth development projects implemented
Data limitations	Difficulty in finding suitable learners
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	When the number of youth skills development projects implemented are equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

Sub-Programme 3.3: Quality Assurance

KPI Definition Form – KPI Number: 3.3.1.1

Dimension	Description
Indicator title	Number (#) of quality assurance functions achieved
Short definition	Quality assurance is monitored to ensure compliance
Purpose/importance	To ensure that CATHSSETA monitors the efficacy of its quality assurance processes
Source/collection of data	Quality Assurance Checklist
Method of calculation	Sum of quality assurance functions achieved
Data limitations	Staff capacity limitations in completing all the required assurance functions
Type of indicator	Efficiency
Calculation type	Standard
Reporting cycle	Quarterly
New Indicator	Significantly changed
Desired performance	When the total number of positive assurances in the checklist equals the target and supported with POE
Indicator responsibility	Chief Operations Officer

Sub-Programme 3.4: Support to sectoral organisations

KPI Definition Form – KPI Number: 3.4.1.1

Dimension	Description
Indicator title	Number (#) of SMMEs directly supported
Short definition	Total number of SMMEs supported
Purpose/importance	To implement skills development projects that will benefit SMMEs
Source/collection of data	A duly signed contract entered into between the small business and the SETA or a registration form for the small business support stating the kind of the support provided. Or workshop/meeting attendance register with clear purpose of supporting small businesses. Or proof of payment by SETA to the small business (Grant payment)
Method of calculation	Sum of SMMEs directly supported
Data limitations	Limited SMME participation Absence of the POE Registration status of the SMME
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No (no target in previous financial year)
Desired performance	When the number of SMMEs skills development projects implemented are equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.4.1.2

Dimension	Description
Indicator title	Number (#) of cooperatives directly supported
Short definition	Total number of cooperatives supported
Purpose/importance	To implement skills development projects that will benefit cooperatives
Source/collection of data	A duly signed contract entered between the cooperative and the SETA; or a registration form for the cooperative support, stating the kind of support provided. Or workshop/ meeting attendance register with clear purpose of supporting cooperatives. Or proof of payment by SETA to the cooperative (Grant payment)
Method of calculation	Sum of cooperatives directly supported
Data limitations	Limited cooperative participation Absence of the POE Registration status of cooperative
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No (no target in previous financial year)
Desired performance	When the number of cooperatives directly supported is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.4.1.3

Dimension	Description
Indicator title	Number (#) of NGOs/NPOs directly supported
Short definition	Total number of NGOs/NPOs supported
Purpose/importance	To implement skills development projects that will benefit NGOs
Source/collection of data	A duly signed contract entered into between the NGO NPO and the SETA; or registration form for the NGO/NPO support, stating the kind of support provided; or workshop/ meeting attendance register with clear purpose; and registration certificate or affidavit confirming the status/registration of the NGO/NPO
Method of calculation	The sum of NGOs/NPOs development projects implemented
Data limitations	Limited cooperative participation Absence of the POE Registration status of cooperative
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Tri-annually
New indicator	No (no target in previous financial year)
Desired performance	When the number of NGOs/NPOs directly supported is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.4.1.4

Dimension	Description
Indicator title	Number (#) of Trade Unions directly supported
Short definition	Total number of Trade Unions supported
Purpose/importance	To implement skills development projects that will benefit Trade Unions
Source/collection of data	A duly signed contract entered into between the Trade Union and the SETA; or registration form for the Trade Union support, stating the kind of support provided; or workshop/meeting attendance register with clear purpose; and registration certificate or affidavit confirming the status/registration of the Trade Union
Method of calculation	Sum of Trade Unions development projects implemented
Data limitations	Limited Trade Union participation Absence of the POE Registration status of Trade Union
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Tri-annually
New indicator	No (no target in previous financial year)
Desired performance	When the number of Trade Unions skills development projects implemented are equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

Sub-Programme 3.5: Grant administration

KPI Definition Form – KPI Number: 3.5.1.1

Dimension	Description
Indicator title	Number (#) of large levy paying employers directly supported through Mandatory Grants
Short definition	Large levy paying employers directly supported with Mandatory Grants upon approval of Mandatory Grant application
Purpose/importance	To encourage training in the workplace
Source/collection of data	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of mandatory grants payment
Method of calculation	Sum of approved large levy paying employers paid Mandatory Grants
Data limitations	Insufficient reporting of data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of large levy paying employers directly supported through Mandatory Grants is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.5.1.2

Dimension	Description
Indicator title	Number (#) of medium levy paying employers directly supported through Mandatory Grants
Short definition	Medium levy paying employers directly supported with Mandatory Grants upon approval of Mandatory Grant application
Purpose/importance	To encourage training in the workplace
Source/collection of data	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of Mandatory Grants payment
Method of calculation	Sum of approved medium levy paying employers paid Mandatory Grants
Data limitations	Insufficient reporting of data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of medium levy paying employers directly supported through Mandatory Grants is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

KPI Definition Form – KPI Number: 3.5.1.3

Dimension	Description
Indicator title	Number (#) of small levy paying employers directly supported through Mandatory Grants
Short definition	Small levy paying employers directly supported with Mandatory Grants upon approval of Mandatory Grant application
Purpose/importance	To encourage training in the workplace
Source/collection of data	Mandatory Grant application forms, online evaluation forms, site visit reports, proof of Mandatory Grants payment
Method of calculation	Sum of approved small levy paying employers paid Mandatory Grants
Data limitations	Insufficient reporting of data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	No
Desired performance	When the number of small levy paying employers directly supported through Mandatory Grants is equal to the target and supported with POE
Indicator responsibility	Chief Operations Officer

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