




**CULTURE, ARTS, TOURISM, HOSPITALITY & SPORT SECTOR EDUCATION  
AND TRAINING AUTHORITY**

<b>POLICY TITLE</b>	Strategic Projects and Partnerships Policy
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**APPROVAL PAGE**

The approval page ensures that proper steps are followed to indicate the status of the document.


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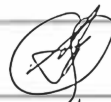
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**Accounting Authority (AA) Approval**

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Designation	Chairperson of the Board	Date	12/04/2021
AA Decision Number			

## A. TABLE OF CONTENTS

1. INTRODUCTION.....	4
2. PURPOSE AND OBJECTIVE (S) .....	4
3. ABBREVIATIONS AND ACRONYMS .....	4
4. DEFINITIONS .....	4
5. SCOPE OF APPLICATION .....	6
6. LEGISLATIVE AND REGULATORY PRESCRIPTS.....	6
7. POLICY PROVISIONS AND CONTENT .....	7
8. ELIGIBILITY FOR STRATEGIC PROJECTS AND PARTNERSHIPS .....	13
9. ROLES AND RESPONSIBILITIES .....	13
10. NON-COMPLIANCE .....	14
11. POLICY IMPLEMENTATION AND EFFECTIVE DATE .....	14
12. MONITORING AND REVIEW OF THE POLICY .....	14
13. APPROVAL OF THE POLICY .....	14
ANNEXURE A .....	16
ANNEXURE B .....	16

## 1. INTRODUCTION

The Strategic Projects and Partnerships are critical for prioritising skills development interventions for the CATHSSETA sub-sectors. This policy applies to CATHSSETA projects and partnerships.

## 2. PURPOSE AND OBJECTIVE (S)

The purpose of this policy is to outline a detailed principle to be followed by all the CATHSSETA divisions for the conceptualisation, implementation, monitoring, reporting, and close out of projects and the evaluation of such projects/partnerships.

## 3. ABBREVIATIONS AND ACRONYMS

Acronyms	Description
AA	Accounting Authority
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
DHET	Department of Higher Education and Training
MANCO	Management Committee
MANEXCO	Management Executive Committee
NSDP	National Skills Development Plan
PIVOTAL	Professional, vocational, technical, and academic learning
SETA	Sector Education and Training Authorities
SDA	Skills Development Act
SDLA	Skills Development Levies Act
SLA	Service Level Agreement
SSP	Sector Skills Plan
NSDP	National Skills Development Plan

## 4. DEFINITIONS

Concept or terminology	Description
Accounting Authority	The Board (or Board of Directors) of CATHSSETA appointed in terms of the Skills Development Act.
Accounting Officer	The Chief Executive Officer of CATHSSETA

Concept or terminology	Description
Discretionary grant	The monies allocated within the CATHSSETA to be spent on discretionary grant projects as contemplated by regulation 6 of the Grant Regulations.
Discretionary grant window	The specified time-period within which applications for discretionary grants are invited through public advertisement, the open period is no less than 21 days per window.
Grant Regulations	Sector Education and Training Authorities (SETAs) Grant Regulations published under Government Notice R990 in Government Gazette 35940 of 3 December 2012, as amended.
Legal Entity	A juristic person, company, or organization that has legal rights and obligations.
Non-PIVOTAL programmes	Learning programmes which do not lead to qualifications or part qualifications on the National Qualification Framework
Partnership	A partnership is an arrangement where parties agree to cooperate to advance their mutual interests
PIVOTAL programmes	Professional, vocational, technical and academic learning programmes that result in qualifications or part qualifications on the NQF and as contemplated in the Grant Regulations
Policy	A course or principle of action adopted or proposed by CATHSSETA.
Policy Title	Name of policy.
Policy Code	A code name for a policy.
Policy Number	The chronological order of all CATHSSETA policies.
Procedure	Established or official way of doing something.
Process	Perform a series of operations to achieve a goal.
Project	An undertaking with a start and end date
Project Manager	Is the manager with the responsibility of the concept planning, monitoring, reporting and execution of a project, in any undertaking that has a defined scope, defined start and a defined finish.
Review Date	Date on which the policy was reviewed.
Small employer	Means an employer employing less than 50 employees



Concept or terminology	Description
Strategic	Key initiatives for ensuring that investments in any skills are driven by the demand within CATHSSETA's sub-sectors and industry requirements
Strategic Project	A project addressing a strategic need as determined by CATHSSETA

## 5. SCOPE OF APPLICATION

- 5.1. The policy applies to all legal persons as defined in Regulations 10 of the SETAs Grant Regulations.
- 5.2. This policy arises from and complements the Discretionary Grants Policy and therefore, where applicable, prescripts of the CATHSSETA Discretionary Grants Policy shall be applicable to the Strategic Projects and Partnerships Policy.
- 5.3. The scope of the procedure is applicable to all CATHSSETA divisions for implementation of projects and partnerships and must be in line with the following section 7.1 and 7.2 below as well as the detailed process flow attached as annexure A of this policy.

## 6. LEGISLATIVE AND REGULATORY PRESCRIPTS

Source Document	Stated Requirement
SETA's Grant Regulations	Regulates SETA finances and financial management as well as obliges CATHSSETA to set out a Discretionary Grant Policy for purposes of allocating its Discretionary Grants to legal persons in a manner as defined by this Regulation.
Skills Development Act, 1998 (No. 97 of 1998)	Provides an institutional framework to implement national sector and workplace strategies to develop and improve the skills level of the South African workforce.
Skills Development Levies Act (No.9 of 1999)	Stipulates the processes for the management and disbursement of funds received as levy income.
Sectoral Determination No 5: Learnerships	Regulates conditions of employment and sets rates of allowances for learners in South Africa where Sector Education and Training Authorities are established.
National Qualification Framework	Sets the guidelines for qualification development and implementation.

## 7. POLICY PROVISIONS AND CONTENT

### 7.1. Guiding Principles for Establishing the Feasibility of Strategic Projects and Partnerships

Guiding Principles	
1.Relevance	How will the intervention address the mandate of the CATHSSETA? In what ways will it address the mandate e.g., what strategic objectives and national priorities does the strategic projects and partnerships address?
2.Impact	What is the socio-economic impact of the intervention? Does it address the triple challenges of poverty, unemployment and equality? In what ways do the strategic projects and partnerships address those?
3.Sustainability and Feasibility	How sustainable or feasible is the intervention (Financial, Internal Capacity, Impact does the strategic projects and partnerships have?)
4. Stakeholder Buy-In	Have the relevant internal and external stakeholders (where applicable) been involved in the conceptualization of the strategic projects and partnerships?
5.Risks	What are the potential risks associated with these strategic projects and partnership/s? How will these risk elements be mitigated, or their impact reduced for the success of the intervention?
6.Uniqueness	Is this a unique initiative or there is a similar initiative in place? If there is a similar initiative how is this any different or unique to the CATHSSETA strategic objectives?
7. Reporting	How will strategic projects and partnerships reporting be aligned to the National Skills Development Plan and or SLA with DHET

## 7.2. Project and Partnership Life Cycle





Subjects Groups/Themes	Strategic Projects and Partnerships Management					
	Planning and Approval (Charter/ Conceptualization)	Initiating the Approved Project and Partnership (ToR)	Implementing (Reporting, monitoring and evaluation)	Controlling (Reporting, monitoring and evaluation)	Closing out and Review	Evaluation and Impact
Integration	Develop a project and partnership charter/proposal	Develop Projects and/or Partnerships Terms of Reference	Direct project work	Monitoring and controlling project work Control changes	Close out project	Recommend evaluation
Stakeholders	Identify Stakeholders	Communicate MoA/SLA	Manage stakeholders, monitoring and reporting	Manage stakeholders, monitoring and reporting	Close out reporting	
Scope		Define activities (Deliverables per MoA/SLA)		Control scope per deliverables		
Resource	MANCO and MANEXCO to serve as the committee to engage on Projects and Partnerships	Project Manager	Reporting to the MANCO and MANEXCO			
Times		Develop MoA/SLA with sequence of activities, duration				
Cost		Estimate costs Develop budget		Control costs		

<b>Risk</b>	Identify risks	Identify risks; Assess risks	Identify risks; Treat risks	Identify risks; Mitigate/Control risks and Report		
<b>M&amp;E/KM</b>	Performance quality assurance in line with systems	Performance quality assurance in line with systems	Performance quality Audits and Performance Monitoring	Performance quality Audits and Performance Monitoring	Review planning	Conduct impact analysis and report Knowledge Sharing of Impact
<b>Procurement</b>		Tendering; procure, appoint	Projects and Partnerships monitoring	Administer procurement		
<b>Communication</b>	Plan Communication with stakeholders	Plan Communication with stakeholders	Manage Communication with stakeholder	Manage Communication with stakeholder		

### 7.3. Policy Statement

7.3.1. This policy provides a framework for CATHSSETA Strategic Projects and Partnerships. Strategic Projects and Partnerships may not necessarily be addressed through the Discretionary Grant Application Windows, but where applicable allocations will be directed to cater for Strategic Projects and Partnerships.

### 7.4. Key Principles

7.4.1. The key principles governing this policy are:

- 7.4.1.1. CATHSSETA acknowledges the diversity of demand for skills development initiatives targeting the achievement of the National Skills Development Plan (NSDP), the National Skills Accord and its Sector Skills Plan (SSP).
- 7.4.1.2. CATHSSETA is committed to furthering the SSP, which takes account of national special goals as set out in the NSDP, the National Skills Accord and other relevant national priorities.
- 7.4.1.3. CATHSSETA recognises and embraces the principles of transparency, openness, access and fairness in the allocation and award of projects and partnerships.
- 7.4.1.4. CATHSSETA is committed to the promotion of NQF registered and quality assured programmes that address priority scarce and critical skills needs.
- 7.4.1.5. CATHSSETA recognises that in certain circumstances additional funding may be required for the achievement of objectives of the Strategic Projects and Partnerships. Additional funding may as and when required be shared with a partner/s for a specific project.
- 7.4.1.6. Where applicable, strategic partnership co-funding is encouraged.
- 7.4.1.7. Strategic projects and partnerships must be aligned to CATHSSETA mandate.
- 7.4.1.8. In determining whether to allocate additional funding, CATHSSETA shall consider, inter alia, the project holistically, its relevance to national and sectoral strategies, the urgency of the intervention and where necessary the needs of beneficiaries.
- 7.4.1.9. CATHSSETA is governed by the Public Finance Management Act and the regulations issued in terms thereof. CATHSSETA is committed to ensuring compliance with the principles therein.

### 7.5. Strategic Projects and Partnerships Funding Framework

7.5.1. Funding of Strategic Projects is linked to the NSDP and the CATHSSETA Annual Performance Plan targets and budget. Without derogating from the generality of the

above, CATHSSETA shall at its discretion disburse funds, covering Pivotal and Non-Pivotal aspects of Strategic Projects and Partnerships.

- 7.5.2. A maximum of twenty percent (20%) from the Discretionary Grant shall be reserved to prioritise financing of Strategic Projects and Partnerships (inclusive of SEs, CBOs/NPOs/NGOs, Cooperatives and Organised Labour support).

## 7.6. Application Process

- 7.6.1. CATHSSETA shall invite stakeholders to apply for funding Strategic Projects covered in the APP including Non-PIVOTAL and PIVOTAL programmes at least once a year. Any other request outside the window is at the discretion of CATHSSETA and approval of such project will be in line with the Delegation of Authority subject to it meeting the requirements as outlined in section 7.1 above.

- 7.6.2. As and when required, special windows shall be opened in order to address national key priorities, inclusive of governmental projects, CATHSSETA and stakeholder initiated key initiatives that are responsive to industry needs.

## 7.7. Selection Process and Exclusions

- 7.7.1. Selection of Strategic Projects will be made via a four-step process:

Step 1: Assess application submitted for compliance with criteria;

Step 2: Evaluate applications submitted based on an objective evaluation criterion.

Step 3: Conduct Due Diligence on shortlisted applicants; and

Step 4: Prepare recommendation report in line with the Delegation of Authority.

- 7.7.2. The CATHSSETA will not consider a Strategic Project application if:

- 7.7.2.1. the criteria for funding are not met; and

- 7.7.2.2. the CATHSSETA has exhausted its budget for the financial year.

## 7.8. Approval Process

- 7.8.1. All recommended projects must be submitted to the Accounting Officer for consideration and approval based on the Delegation of Authority;

- 7.8.2. All Strategic Projects must be submitted to the Board only if approval is above the CEO's Delegation of Authority.



- 7.8.3. Board strategic unsolicited projects will also be approved as in when they are presented by the industry addressing national priorities subject to availability of funds.
- 7.8.4. Successful projects may only commence upon approval being received from CATHSSETA in writing. Such approval includes a letter and a duly concluded contract.
- 7.8.5. Strategic Projects must be implemented following the standard operating procedures.

## **8. ELIGIBILITY FOR STRATEGIC PROJECTS AND PARTNERSHIPS**

- 8.1. A Strategic Project may arise with or without partnerships with public or private sector organisations, including the following –
  - 8.1.1. A legal entity;
  - 8.1.2. An employer or enterprise within CATHSSETA sectors, including an employer or enterprise not required to pay a skills development levy in terms of the Skills Development Levies Act (i.e. levy-paying and non-levy paying employers);
  - 8.1.3. SMEs as defined by Small Business Act (including small and micro enterprises and co-operatives) in CATHSSETA's sectors;
  - 8.1.4. Non-Profit Organisations and Non-Governmental Organisations within CATHSSETA's sectors that meets the criteria for such grant;
  - 8.1.5. Public service employers in the national and provincial spheres of government (as contemplated in section 30 of the Skills Development Act), as well as national and provincial public entities (as contemplated in section 30 A of the Skills Development Act), who have submitted their PIVOTAL plan and PIVOTAL report in the format prescribed in the Grant Regulations and by no later than 30 April of each year;
  - 8.1.6. Industry bodies;
  - 8.1.7. Public Higher Education Institutions; and
  - 8.1.8. Organised labour and Worker Education Institutes.

## **9. ROLES AND RESPONSIBILITIES**

The Learning programmes Department will be responsible for the implementation of the policy, supported by the Chief Financial Officer in the Finance Department for the disbursement of funds. The Accounting Authority assumes overall accountability.



## **10. NON-COMPLIANCE**

Non-compliance with this Policy or any applicable regulatory requirements through any deliberate or negligent act or omission, will be considered serious and be dealt with in terms of the contractual agreement between CATHSSETA and the party and/or the relevant code of conduct.

## **11. POLICY IMPLEMENTATION AND EFFECTIVE DATE**

The policy shall take effect on the date of approval by the Accounting Authority.

## **12. MONITORING AND REVIEW OF THE POLICY**

The Special Projects Unit shall implement and enforce this policy, and the policy shall be reviewed bi-annually.

## **13. APPROVAL OF THE POLICY**

The approval of the policy takes place when the AA passes a resolution during a formal meeting. Once the AA has passed a resolution, the AA Chairperson shall append his/her signature on the Approval Page of the policy document and indicate the date of approval to give effect.

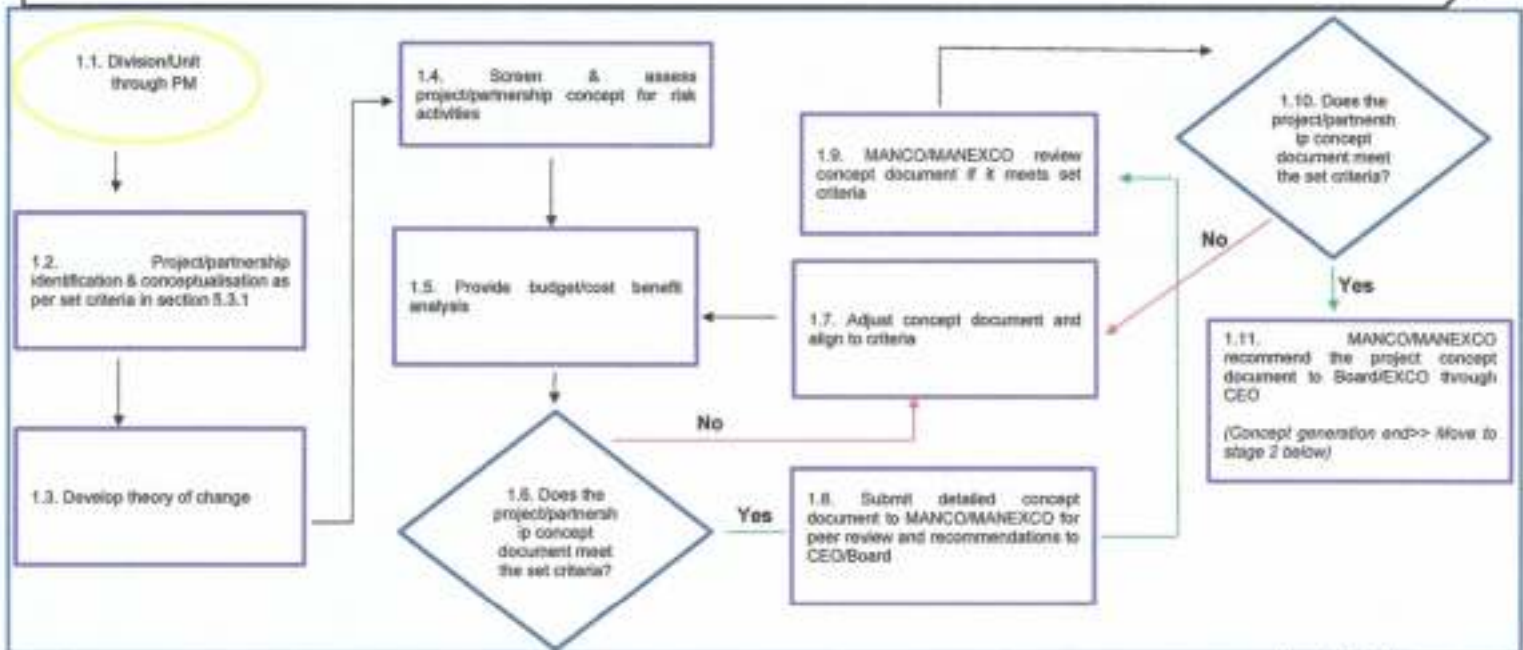
## ANNEXURE A: PROCESS FLOW



ANNEXURE B: PROCESS FLOW



Stage 1: Concept Generation



## Stage 2: CEO/Board EXCO Approval

2.1. CEO tables the concept document to Board EXCO

2.2. Board EXCO reviews the concept document with embedded risk activities as per set criteria in section 5.3.1

2.4. Board EXCO provides feedback and recommendations to PM through EM

2.3. Does the project/partnership concept document meet the set criteria?

2.6. Does the project/partnership concept document meet the set criteria?

2.7. Board EXCO provides feedback (extract of minutes) of the concept document approval  
(Board approval end-> Move to stage 3 below)

No

2.5. The PM through MANEXCO/CEO review the recommendations from Board EXCO and incorporate into the concept document

Yes

Yes

No

### Stage 3: Project/Partnership Planning

3.1. PM develops the project/partnership planning document & TOR's which detail prioritised goals, deliverables & risk

3.2. PM in consultation with M&E unit incorporate the regular observation & recording of activities as the project/partnership progresses into the planning document

3.3. Submit planning document to EM for inputs prior to submission to SCM

3.4. PM follow the SCMM process for approval & advertising of TOR or contracting through Legal office if it is a partnership

3.5. PM follow the Contracts Management process for the signing of the SLA & registering the project/partnership on the CATHSSETA contract register

3.6. Signing of agreement by all contractual parties  
*(Project/partnership planning end-> Move to stage 4)*

### Stage 4: Project/Partnership Implementation

4.1. PM start the project activation which involves making arrangements for project/partnership implementation, risk mitigation, coordination &

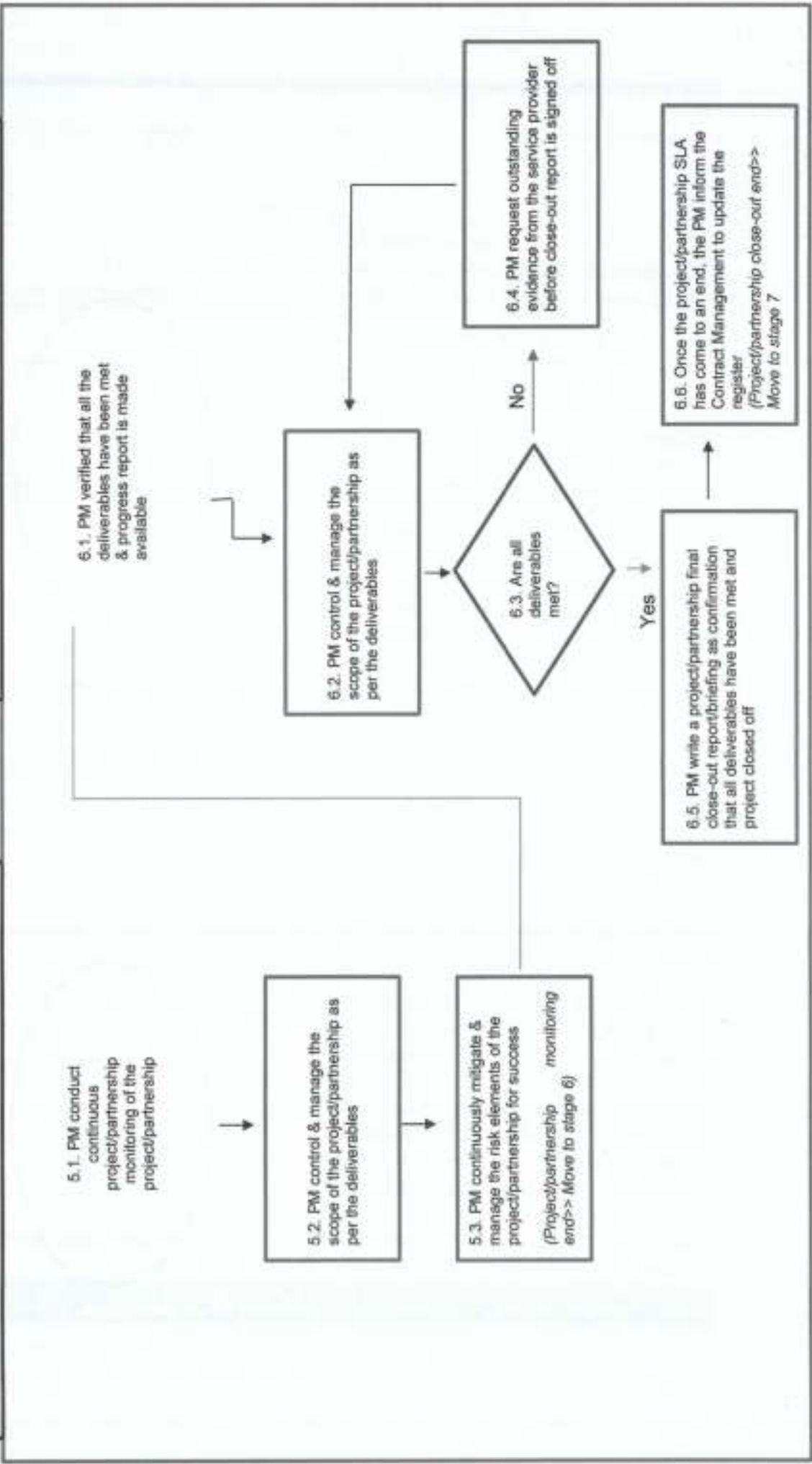
4.2. PM implement the plan as per the signed SLA/MOA & milestones/deliverables through a collaborative participatory approach

4.3. PM provide reports (monthly/quarterly) on the project/partnership progress & challenges to CEO through the relevant EM  
*(Project/partnership implementation end-> Move to stage 5)*



## Stage 5: Project/Partnership Control and Management

## Stage 6: Project/Partnership Close-out



## Stage 7: Project/Partnership Impact Evaluation

7.1. PM request M&E to conduct impact evaluation on the project/partnership to assess the impact including future reduction/minimising of identified risks

7.2. M&E follows step 3.4 and 3.5 above for Supply Chain and Contract Management process where there is a need to outsource the service for Impact Evaluation

7.3. M&E through Knowledge Management (KM) unit review the evaluation assessment for & recommend opportunities for improvement, challenges & lessons learned

7.4. KM share and disseminate key areas with internal and external stakeholders & update the knowledge repository  
*(Project/partnership impact evaluation end)*