




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

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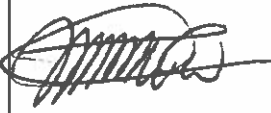
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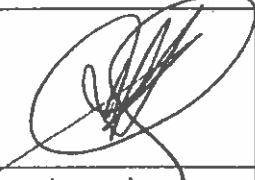
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1. INTRODUCTION

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 process 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
NSDP	National Skills Development Plan
PIVOTAL	Professional, vocational, technical, and academic learning
SETA	Sector Education and Training Authorities
SDA	The Skills Development Act No 97 of 1998 as amended
SDLA	The Skills Development Levies Act 9 of 1999
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 section 11 (1) (b) of the Skills Development Act (No. 97 of 1998) and designated in terms of Section 49 of the PFMA, 1999 as amended
CEO	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 SETA Grant Regulations of 2012.
Strategic Projects	Interventions that are intended to address priorities of the country including national imperatives that are intended to address challenges relating to poverty, unemployment and inequality.
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 (SETA) 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.

Concept or terminology	Description
Small employer	Means an employer employing less than 50 employees
Strategic	Key initiatives for ensuring that investments in any skills are driven by the demand within CATHSSETA's sub-sectors and industry requirements

5. SCOPE OF APPLICATION (revise)

- 5.1. The policy applies to all legal persons as defined in Regulations 10 of the SETA Grant Regulations of 2012.
- 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.

6. LEGISLATIVE AND REGULATORY PRESCRIPTS

Source Document	Stated Requirement
SETA Grant Regulations of 2012	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) as amended	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.
National Skills Development Plan, 2030	National Skills Development Plan Outcomes Outcome 1: Identify and increase production of occupations in high demand

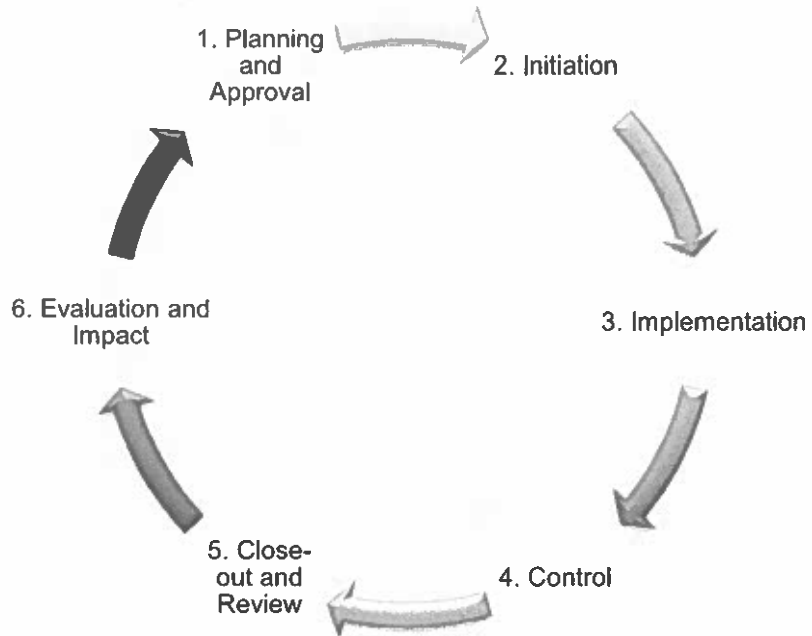
Source Document	Stated Requirement
	<p data-bbox="571 284 1190 315">Outcome 2: Linking education and the workplace</p> <p data-bbox="571 365 1461 396">Outcome 3: Improving the level of skills in the South African workforce</p> <p data-bbox="571 445 1433 477">Outcome 4: Increase access to occupationally directed programmes</p> <p data-bbox="571 526 1326 557">Outcome 5: Support the growth of the public college system</p> <p data-bbox="571 607 1465 683">Outcome 6: Skills development support for entrepreneurship and cooperative development</p> <p data-bbox="571 732 1326 763">Outcome 7: Encourage and support worker-initiated training</p> <p data-bbox="571 813 1198 844">Outcome 8: Support career development services</p>

7. POLICY PROVISIONS AND CONTENT

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

Guiding Principles	
1. Relevance	<p>How will the intervention address the mandate of the CATHSSETA?</p> <p>In what ways will it address the mandate e.g., what strategic objectives and national priorities does the strategic projects and partnerships address?</p>
2. Impact	<p>What is the socio-economic impact of the intervention?</p> <p>Does it address the triple challenges of poverty, unemployment and equality? In what ways do the strategic projects and partnerships address those?</p>
3. Sustainability and Feasibility	<p>How sustainable or feasible is the intervention (Financial, Internal Capacity, Impact does the strategic projects and partnerships have?)</p>
4. Stakeholder Buy-In	<p>Have the relevant internal and external stakeholders (where applicable) been involved in the conceptualization of the strategic projects and partnerships?</p>
5. Risks	<p>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?</p>
6. Uniqueness	<p>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?</p>
7. Reporting	<p>How will strategic projects and partnerships reporting be aligned to the National Skills Development Plan and or SLA with DHET</p>

7.2. Project and Partnership Life Cycle



Strategic Projects and Partnerships Management						
Subjects Groups/Themes	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	
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		

Strategic Projects and Partnerships Management					
Subjects Groups/Themes	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
Risk	Identify risks	Identify risks; Assess risks	Identify risks; Treat risks	Identify risks; Mitigate/Control risks and Report	
M&E/KM	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
Procurement		Tendering, procure, appoint	Projects and Partnerships monitoring	Administer procurement	
Communication	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 29 of 1999 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 CEO 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. Over and above the twenty percent (20%) from the Discretionary Grant funding approval, CATHSSETA may approach and partner with Public Higher Education Institutions, Technical and Vocational Education and Training (TVET), Community Education and Training (CET), Professional Bodies as published regularly by South African Qualifications Authority (SAQA), Labour and Government Departments to partner on specific strategic project 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 The National Small Business Act 102 of 1996 (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 including establishing research partnerships with Public Higher Education Institutions, Technical and Vocational Education and Training (TVET), Community Education and Training (CET), Professional Bodies, Labour and Government Departments specialising in CATHSSETA sub-sectors, areas of interest such as Fourth Industrial Revolution, Labour market research and functional areas such as Monitoring and Evaluation, Research, SMME Development and Skills Development; 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 1 April 2023.

12. MONITORING AND REVIEW OF THE POLICY

This policy shall be reviewed biennially or as and when substantial changes to Legislative and Regulatory framework warrants amendment.

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.