



**mictseta** |

Media, InFormation And  
Communication Technologies  
Sector Education And Training Authority

SHAPING SKILLS, PIONEERING INDUSTRIES, EMPOWERING FUTURES

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

**["MICT SETA"]**

**STRATEGIC PLAN**

**FOR THE FISCAL YEARS**

**2020-2025**

**NOVEMBER 2020 SUBMISSION**

# Accounting Authority Statement

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

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

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

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

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

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



**Simphiwe Thobela**

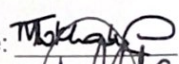



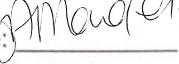
Chairperson: Accounting Authority

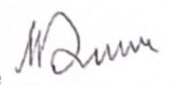
## **OFFICIAL SIGN-OFF**

It is hereby certified that this Strategic Plan:

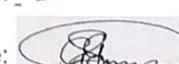
- Was developed by the management of the Media Information and Communication Technologies Sector Education and Training Authority (MICT SETA) under the guidance of the MICT Board and the Department of Higher Education and Training;
- Takes into account all the relevant policies, legislation and other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

### **Programme 1: Administration**

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Sub-Programme 1.2: Corporate Services:	Matome Madibana	Signature: 
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Sub- Programme 1.5: Governance:	Ayanda Manqele	Signature: 

<b>Programme 2: Sector Skills Planning:</b>	Sekgana Makhoba:	Signature 
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<b>Programme 3: Learning Programmes:</b>	Sithembiso Hlongwane:	Signature: 
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Programme 3: Sub- Programme 4IR	Gugu Sema	Signature: 
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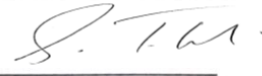
Chief Executive Officer

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Approved by:

Simphiwe Thobela

Chairperson: Accounting Authority

Signature: 

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# **PART A: MICT SETA MANDATE**

## **1. CONSTITUTIONAL MANDATES**

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

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

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

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

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

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

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

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

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

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

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

## 2. LEGISLATIVE AND POLICY MANDATES

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

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

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

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



## 2.2 MICT SETA Constitution

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

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

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

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

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

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

**Table 1 : Grant Breakdown**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### 3.1 National Development Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Skills development to ensure the anticipated infrastructure expansion is built, serviced and maintained by a majority South African workforce.

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

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

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

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



The DHET published report that assesses the skills needs “for and through SIPs” {Economic Development Department, 2014 #18} points specifically to the demand for database and network professionals. These professionals are expected to design, develop, control, maintain and support the optimal performance and security of information technology systems and infrastructure including databases, hardware and software, networks and operating systems. The need for specialist data scientists able to deal with large volumes of data was identified by the SKA and various sub-disciplines within industrial and electrical engineering”.

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

### **3.8 Provincial and Local Government Plans**

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

### **3.9 National Skills Development Plan (NSDP)**

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

**Table 2: NSDP Outcomes**

<b>NSDP OUTCOMES</b>	<b>MICT SETA OUTCOMES</b>
<b>Outcome 1:</b> Identify and increase production of occupations in high demand	<b>Outcome 2:</b> Increase and improve labour market information that accurately identifies occupations in high demand.
<b>Outcome 2:</b> Linking education and the workplace	<b>Outcome 4:</b> Increase access to, and delivery of industry and occupationally directed priority programmes and work placements.
<b>Outcome 3:</b> Improving the level of skills in the South African workforce	<b>Outcome 11:</b> Improve the quality of education to address programmes in high demand within the MICT sector.
<b>Outcome 4:</b> Increase access to occupationally directed programmes	<b>Outcome 4:</b> Increase access to, and delivery of industry and occupationally directed priority programmes and work placements.
<b>Outcome 5:</b> Support the growth of the public college system	<b>Outcome 7:</b> Support the growth of the public college system.
<b>Outcome 6:</b> Skills development support for entrepreneurship and cooperative development	<b>Outcome 8:</b> Increased skills development support for SMMEs, entrepreneurship, cooperatives development and community based organizations.
<b>Outcome 7:</b> Encourage and support worker initiated training	<b>Outcome 4:</b> Increase access to, and delivery of industry and occupationally directed priority programmes and work placements.
<b>Outcome 8:</b> Support career development services	<b>Outcome 3:</b> Supported career development services within the MICT sector.

### 3.10 Sector Priorities

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

In response, the MICT SETA will continue to prioritise its role as a strategic skills development partner that can enhance the sustainability and growth of small businesses in the sector. Support for SMMEs will focus on

sustained collaboration with key stakeholders to encourage incubation of these businesses. Additionally, the SETA will continue to bolster rural outreach initiatives. Primarily, this Strategy will focus on collaborating with public TVET colleges as the primary modes of delivery of e-readiness skills and other skills required in rural areas. The establishment of new, small-scale firms and cooperatives focused on ICT services in rural areas has opened up opportunities for skills development.

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

Priority 1	Support the sustainability and growth of SMMEs, Entrepreneurship, Cooperatives and community-based organisations
Priority 2	Ensure good corporate governance and a productive workforce.
Priority 3	Increase and improve labour market information that accurately identifies occupations in high demand.
Priority 4	Increase focused skills development interventions for rural and marginalised communities to ensure inclusivity
Priority 5	Increase access to, and delivery of industry and occupationally directed priority programmes and work placements.
Priority 6	Improve the quality of education to address programmes in high demand within the MICT Sector.
Priority 7	Enablement of the Fourth Industrial Revolution (4IR)
Priority 8	Enable the growth of the public college system through sectoral partnerships in the delivery of learning interventions.

These aforementioned priorities will be implemented in accordance with the MICT SETA policies and procedures. In some instances, they will be addressed through special projects to ensure support for the

sector and government while at the same time, assisting in the achievement of quarterly SETA targets. Below is an alignment between the strategic key priorities and the MICT SETA strategic oriented goals.



### **3.11 Relevant Court Rulings**

Business Unity South Africa versus the Minister of Higher Education and Training (DHET):

SETA Grant Regulations 3 December 2012 as re-promulgated: Mandatory Grants

Regulation 4(4) of the 2012 Grant Regulations, as promulgated in 2012, reduced the mandatory grant that an Employer could claim from 50% to 20% of the total levies paid. The way that the Regulations were promulgated led to litigation by Business Unity South Africa (BUSA), to which a ruling was ultimately made by the Labour Appeal Court in October 2019, the effect of which Regulation 4(4) was set aside.

The ruling is silent on the percentage quantum that can be claimed back by employers and on the effective date of the order. The effect is that the Minister would have to decide on the percentage for mandatory grants, in consultation with the sector. To date, there has been no communication regarding the approved mandatory grant percentage. The Minister is in consultation with the sector regarding this matter.

DHET splits the mandatory grant levy income portion at a rate of 20% in the monthly levy download information. Consequently, the SETA has continued to pay and accrue mandatory grants at 20% in the 2019/20 financial year, which is also aligned to the approved annual performance plan. For the 2020/21 financial year and MTEF period, the mandatory grant has been accrued at 20% until such time as a decision is made on the percentage as per directive no11/2020 as issued by DHET.

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

### **4. VISION**

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

### **5. MISSION**

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

### **6. VALUES**

- Honesty
- Integrity
- Excellence
- Meritocracy
- Accountability
- Customer Centricity
- Innovation

## 7. SITUATIONAL ANALYSIS

This situational analysis seeks to provide an environmental context in which the MICT SETA functions. The section provides a multidimensional analysis of current sector performance, identifying factors impacting on the sector as outlined in the MICT SETA Sector Skills Plan 2021/2022. The Standard Industrial Classification (SIC) codes classify business establishments and other standard units by the type of economic activity in which they are engaged. A submission will be made to the Department to request their review and remove the obsolete ones and to add new ones to ensure relevance. The table below represent the SIC Codes falling within the MICT SETA economic sector and were published in Government Notice, No. 42589, Government Gazette, 22 July 2019.

**Table 3: The MICT SETA Standard Industry Classification Codes (SIC)**

Sub-sector	SIC Code	Main Activity Description
<b>Advertising</b>	88310	Advertising
	88311	Activities of Advertising Agents
	88313	Commercial Design
<b>Film and Electronic Media</b>	96110	Motion Picture and Video Production and Distribution
	96112	Related Activities - Film and Tape Renting to Other Industries, Booking, Delivery and Storage
	96113	Film and Video Reproduction
	96132	Production and Broadcast of Radio and Television Broadcast Content
	96200	News Agency Activities
	88940	Photographic Activities
<b>Electronics</b>	35791	Manufacture of Alarm Systems
	75216	Security Systems Services Except Locksmiths
	75217	Office Automation, Office Machinery and Equipment Rental Leasing Including Installation and Maintenance
	86004	Electronic and Precision Equipment/ Computer Repairs and Maintenance
	86010	Consumer Electronics Repair and Maintenance
	86013	Other Electronic and Precision Equipment Repair and Maintenance
	86014	Repair and Maintenance of Electronic Marine Equipment
	87142	Research and Development of Electronic Equipment and Systems
	87143	Information Technology Import and Product Integration of Pre-Manufactured Electronics IT and Telecommunications Equipment
	87146	Research and Development in The Physical and Engineering Sciences
	87147	Electronics Importation and Product Integration of Pre-Manufactured Electronics IT and Telecommunications Equipment
	96133	Installation, Maintenance and Repair of Tracking Devices for Cars
<b>Information Technology</b>	86001	Software Publishers
	86002	Computer Systems Design and Related Services
	86003	Computer Facilities Management Services
	86005	Computer Rental and Leasing



Sub-sector	SIC Code	Main Activity Description
	86006	Computer Programming Services
	86007	Other Computer Related Activities
	86008	Call Centre and Customer Relationship Management Systems Development and Installations Activities
	86009	Computer System Design Services and Integrated Solutions
	86011	Computer and Office Machine Repair, Maintenance and Support Services
Tele-communications	75200	Telecommunication
	75201	Wired Telecommunications Carriers
	75202	Television and Radio Signal Distribution
	75203	Cable Networks and Programme Distribution
	75204	Telephone
	75205	Wireless Telecommunications Carriers except Satellite Radio Telephone
	75209	Television Broadcasting
	75211	Telecommunications and Wired Telecommunication Carriers
	75212	Paging
	75213	Cellular and Other Wireless Telecommunications
	75214	Satellite Telecommunications
	75215	Other Telecommunications
	86012	Communication Equipment Repair and Maintenance
	87148	Telecommunications Importation and Product Integration of Pre-Manufactured Electronics IT and Telecommunications Equipment
	96131	Providing Radio and Television Transmission Signals

Source: Government Notice, No. 42589, Government Gazette, 22 July 2019

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

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

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

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

The MICT sector is currently made up of 28,829 employers spread across the five sub-sectors. These estimates represent only companies allocated to the MICT SETA through the SARS registration process. The Information Technology Sub-sector is the largest Sub-sector, accounting for 51% of employers. Telecommunications and Electronics Sub-sectors each account for 13%, closely followed by Advertising (12%) and Film and Electronic Media (11%). The number of levy-paying employers decreased slightly from 7,902 in 2019 to 7,207 in 2020 as companies' battle tough economic times and a rise in self-employment (e.g. freelancers, mobile filmmaking, and social media "influencers"). However, levy contributions increased as they emanate from a percentage of an employer's payroll. Furthermore, an increase in salaries for existing employees or an increase in the number of employees (especially those earning higher salaries) increase the payroll and, consequently, the levy contribution.

The Information Technology Sub-sector contributes the highest total value at 50% amongst levy paying employers. This Sub-sector's contribution increased from 46% in 2019. The percentage of levy paying employers in the Telecommunications Sub-sector increased from 11% in 2019 to 16% in 2020. While the Advertising and Electronics Sub-sectors showed a similar contribution to the Sector at 12% and 13%, respectively, levy payers in the Film and Electronic Media Sub-sector made the smallest levy contribution, at 8%.

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

Small sized enterprises have consistently dominated the MICT Sector, accounting for approximately 96% of all employers. The number of small enterprises in the Sector sits at 27 505 in 2020. Medium enterprises make up 3% of the employer base in the Sector, whilst enterprises employing over 150 employees (large enterprises) make up only 1% of the Sector.

**Table 4: MICT Sector Size of Employers per Sub-sector**

	Large (150+)		Medium (50-149)		Small (0-49)	
	2019	2020	2019	2020	2019	2020
Advertising	21	24	74	61	3 485	3 353
Electronics	77	77	139	140	3 624	3 445
Film and Electronic Media	57	57	79	73	3 256	3 124
Information Technology	181	184	454	452	14 696	13 998
Telecommunications	68	67	132	147	3 592	3 585
Grand Total	404	409	878	873	28 653	27 505

Source: MICT SETA Levy Huge File, 2019 & 2020

Gauteng province hosts the largest proportion (47% - 62%) of employers across the five Sub-sectors. Overall, Northern Cape reflected the smallest proportion of employers, after Mpumalanga, North West and Limpopo.

The table below illustrates employer base per province.

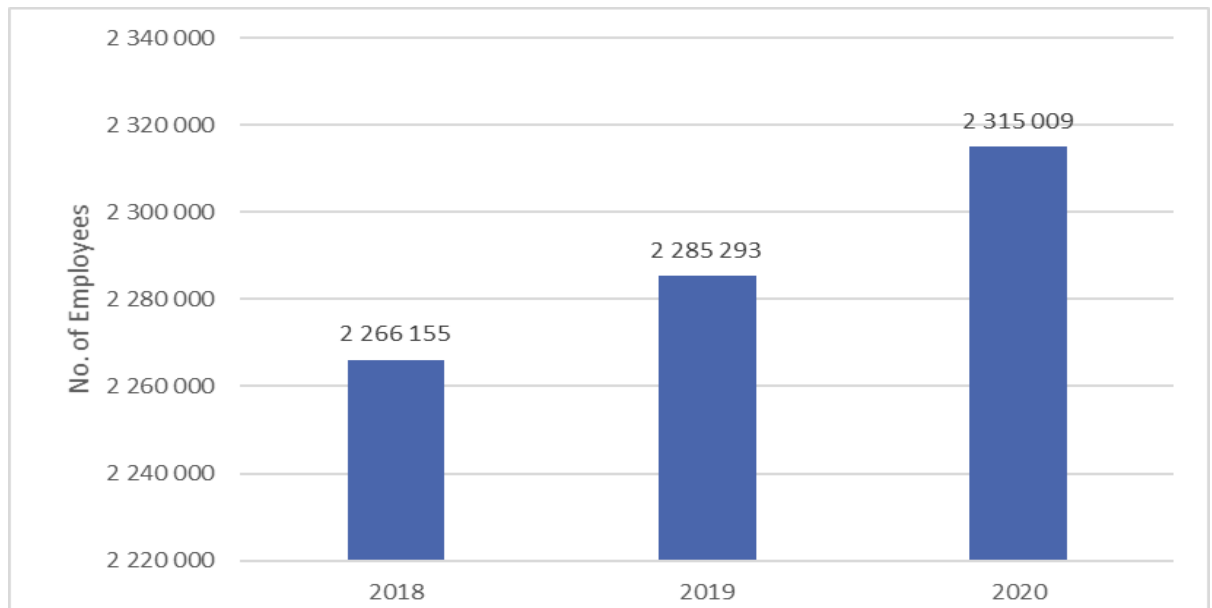
**Table 5: MICT Sector Size of Employers Per Province**

	Advertising		Electronics		Film and Electronic Media		Information Technology		Tele-communications	
	No.	%	No.	%	No.	%	No.	%	No.	%
EC	91	2.63%	129	3.53%	77	2.36%	549	3.75%	154	4.06%
FS	32	0.92%	101	2.76%	66	2.02%	281	1.92%	115	3.03%
GP	2018	58.51%	2086	57.02%	1520	46.62%	8749	59.70%	2366	62.33%
KZN	481	13.96%	470	12.86%	220	6.74%	1813	12.37%	325	8.56%
LP	9	0.26%	43	1.18%	59	1.81%	133	0.91%	62	1.64%
MP	22	0.63%	140	3.82%	60	1.83%	283	1.93%	132	3.48%
NW	55	1.58%	65	1.78%	35	1.08%	154	1.05%	69	1.82%
NC	2	0.06%	19	0.52%	9	0.28%	55	0.38%	29	0.78%
WC	740	21.45%	605	16.53%	1214	37.25%	2638	18.00%	543	14.31%
<b>Total</b>	<b>3449</b>	<b>100%</b>	<b>3658</b>	<b>100%</b>	<b>3260</b>	<b>100%</b>	<b>14655</b>	<b>100%</b>	<b>3795</b>	<b>100%</b>

Source: MICT SETA Levy Huge File, 2020

Employment in the MICT Sector has grown steadily over the past three years, reaching a total of 2,315,009 employees in 2020. This translates to a 2.2% increase in employment from 2018 to 2020. This can be seen in the figure below.

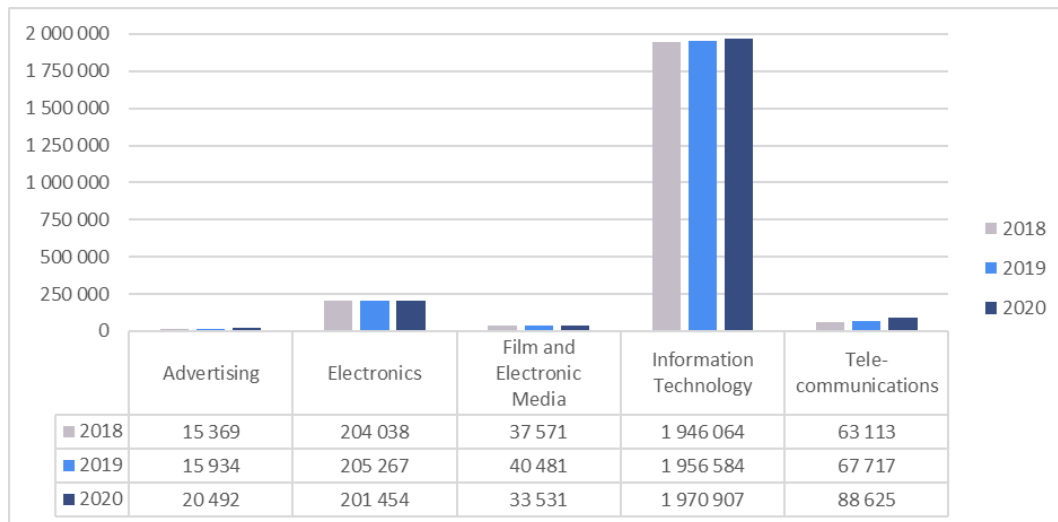
**Figure 1: Employment in the MICT Sector**



Source: MICT SETA Levy Huge File, 2020

Employment in the Information Technology Sub-sector is the largest of the Sub-sectors with 85.14% of employees in 2020. The Sub-sectors with the smallest portion of employees are Advertising (0.89%) and Film and Electronic Media (1.45%). As with the relative share of the number of companies in each Sub-sector, the relative share in terms of number of employees has remained stable between 2018 and 2020.

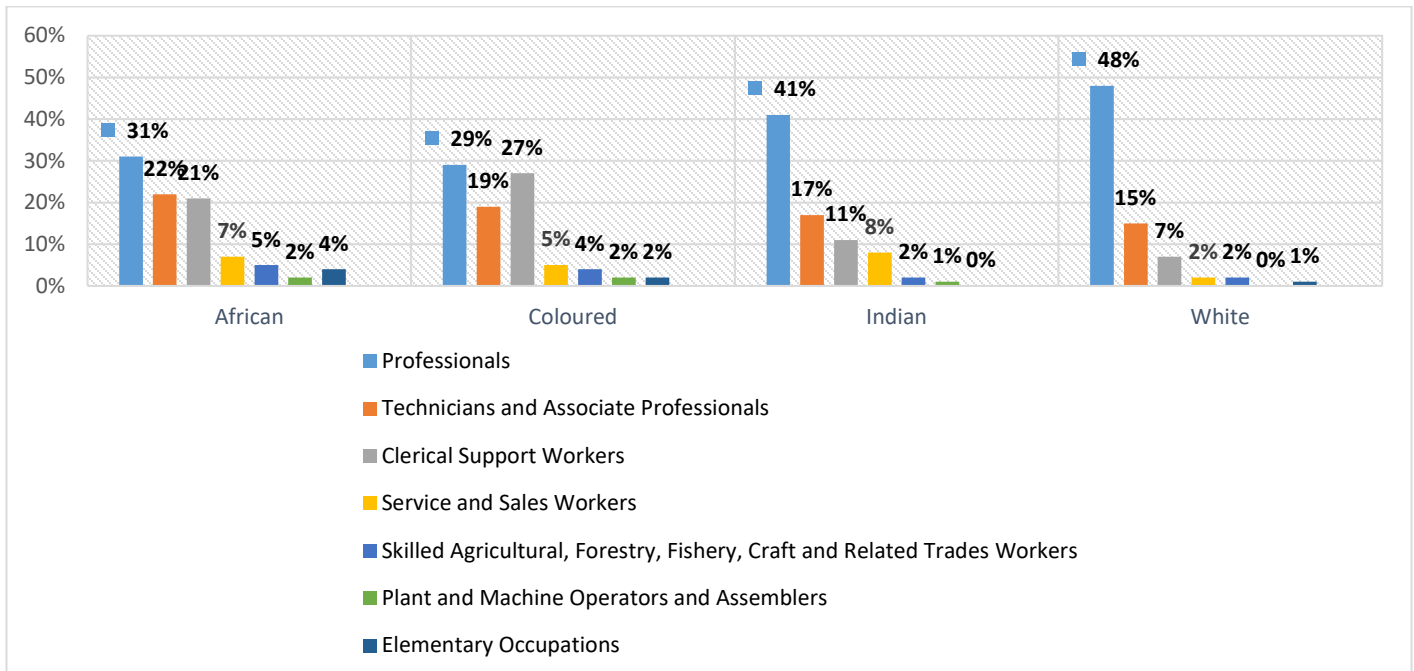
**Figure 2: Number of Employees by Sub-sector**



Source: MICT SETA Levy Huge File, 2020

The highest proportion of people employed in the Sector is African (48%), followed by White (30%). These two race categories make up just over three quarters (78%) of the total number of employees in the MICT Sector. Compared to 2019, the proportion of African and White employees in the MICT Sector changed slightly, with African employees increasing by 4,2% and White employees decreasing by 3%, although this is largely in the lower and midlevel occupational groups as demonstrated in the figure below:

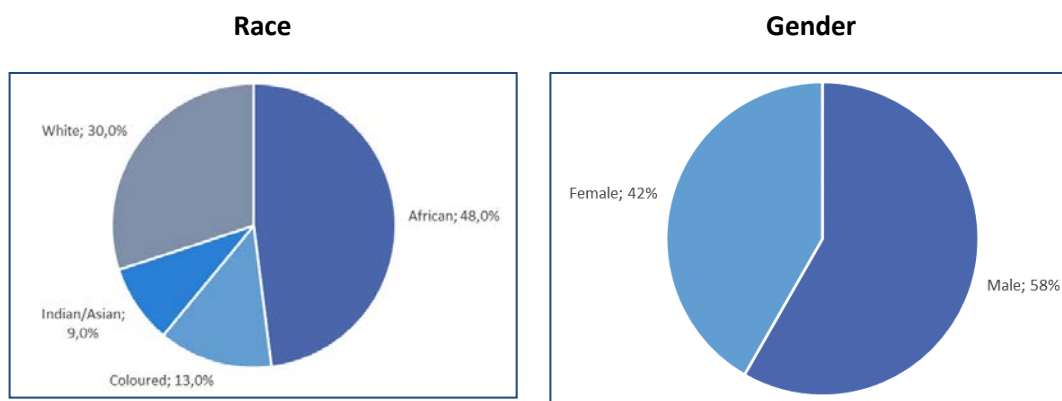
**Figure 3: Employees by Race and Occupational Categories**



Source: MICT SETA OGS, 2020

Coloured employees account for 13% and Indian/Asian employees account for 9% of employees in the Sector. Moreover, there are more male employees (58%) in the Sector than females. These results have remained similar over the past 3 years. The SETA will continue to ensure gradual progress in addressing the race and gender disparities through the delivery of all its Plans. The figures below illustrate the sector's race and gender profile.

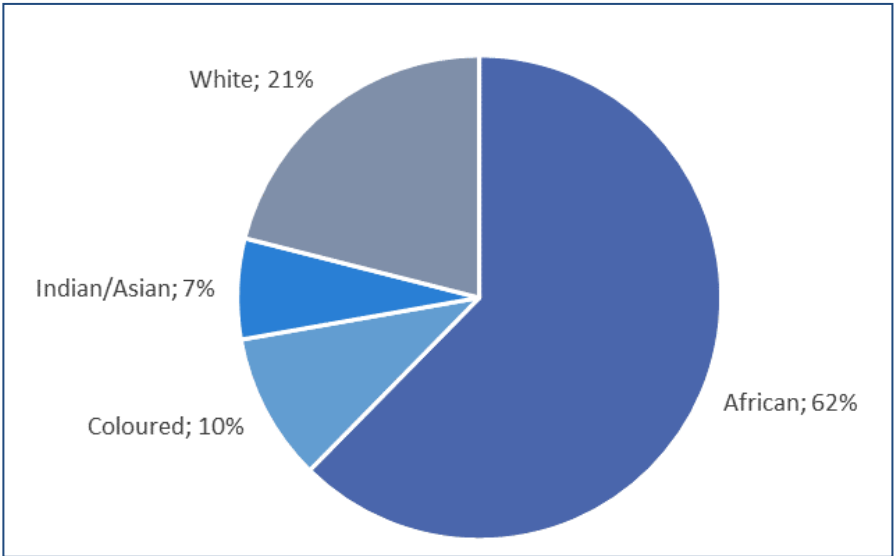
**Figure 3: Race and Gender Profiles of Employees**



Source: MICT SETA Levy Huge File, 2020

Within the MICT Sector, the majority of the employees with disabilities are African at 62%. This is followed by White employees (21%) and Coloured employees (10%). The Indian/Asian category only accounts for 7% of employees with disabilities within the MICT Sector. This SETA has set itself dedicated targets to ensure gradual progress in the development of skills for people with disabilities, and in so doing, supporting their ideal of being integrated into the mainstream. The figure below represents disability profile of the sector.

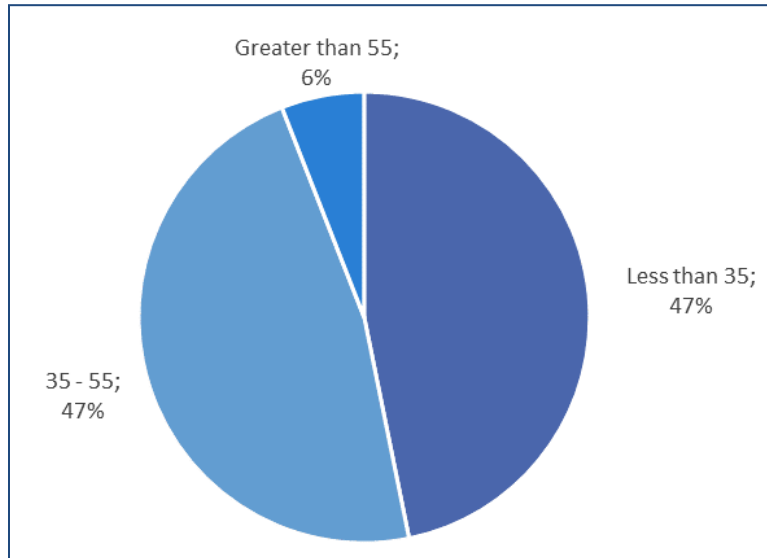
**Figure 4: Employees with Disabilities**



Source: MICT SETA Levy Huge File, 2020

Although the MICT Sector is characterised by rapid technological change, research points to conservative economic growth for the Sector. While the current COVID-19 pandemic has significantly disrupted the economy, the South African MICT Sector is placed favourably to leverage the opportunities created. The MICT Sector is dominated by younger employees. In 2020, only 6% of people employed in the MICT Sector are older than 55 years of age, a 1% decrease from 2019. Of the remaining 94% of employees, half (47%) are younger than 35 years of age, and the other half (47%) are between the ages of 35 and 55.

**Figure 5: Employees by Age**



Source: MICT SETA Levy Huge File, 2020

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

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

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

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

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



## 7.1 EXTERNAL ENVIRONMENT ANALYSIS

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

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

#### PESTEL ANALYSIS

Political Factors	Economic Factors
<ul style="list-style-type: none"> <li>– Increased focus on inter-departmental cooperation and planning.</li> <li>– Increased focus on accountability and Monitoring and Evaluation systems.</li> </ul>	<ul style="list-style-type: none"> <li>– Though there is overall slow economic growth at less than 1%, the MICT sector experienced a steady growth and is favourably placed to leverage on inadvertent opportunities brought about by digitisation and COVID-19 pandemic.</li> <li>– Introduction of the 4 month skills development levy holiday resulted in reduced revenue and implementation of learning interventions.</li> <li>– International competition threatens local firms, particularly small-sized firms.</li> <li>– Increased productivity and improved information flows in the economy.</li> </ul>
Environmental	Legal Factors
<ul style="list-style-type: none"> <li>– More consumers working remotely and most educational institutions resorting to online learning due to COVID-19.</li> <li>– Increased demand for ICT and digital services</li> <li>– Opportunities in sector for green technologies and their applications</li> </ul>	<ul style="list-style-type: none"> <li>– Revised Regulations on the allocation of the skills development levies and BUSA case with the Minister likely to impact on skills development imperatives.</li> <li>– SETA re-licensing for the next 10 years (as opposed to the previous 5 year licencing) offers more stability and an opportunity for long term strategic planning prospects.</li> </ul>
Social Factors	Technological Factors
<ul style="list-style-type: none"> <li>– Societal increased use of virtual connections in mitigation to reduce the impact of the COVID-19 at both individual and business operations levels.</li> <li>– Increased youth unemployment in both urban and rural areas, ongoing inequalities, gender biasness in employment</li> <li>– Technological advancement resulting in increased digital technology solutions and posing the potential to reduce labour and transactional costs.</li> </ul>	<ul style="list-style-type: none"> <li>– Digitization and an increase in innovation</li> <li>– Increased accessibility and appeal of cloud based systems</li> <li>– Introduction of the more hyper scale data centres</li> <li>– Advent of the fifth Generation wireless technology</li> <li>– Expansion in fibre network and data centre markets</li> </ul>

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

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

The 4th Industrial Revolution (4IR) will alter the way communities live and work through convergence and the fusion of technologies. The change drivers shaping the demand for the development of skills within the sector include Artificial Intelligence, Cloud Computing, Big Data, 5G and the Internet of Things

### **Artificial Intelligence**

Artificial Intelligence (AI) refers to the simulation of human intelligence in machines that are programmed to think like humans and mimic their actions. The term may also be applied to any machine that exhibits traits associated with a human mind such as learning and problem-solving. The ideal characteristic of AI is its ability to rationalise and take actions that have the best chance of achieving a specific goal. Nearly half (46%) of South African companies are actively piloting AI within their organisations. Businesses are experimenting with a range of different technologies, including Chatbots, Robotic Process Automation and Advanced Analytics. AI technologies most useful to 67% of South Africa organisations include machine learning, smart robotics and biometrics (Business Tech, 2019).

AI experts have highlight that the simple lack of technical skills is not the only thing that slows the progress of AI, but also a greater need for a culture of experimentation. “Though AI is in its early stages of development in South Africa, it bodes well for AI maturity in the country that businesses are actively experimenting with exciting new AI use cases,” said Lillian Barnard, MD at Microsoft (Business Tech, 2019). The level of skill required by AI is advanced and needs to be financially and technically supported by the industry and government. Other examples of AI relevant to the

MICT Sector include virtual agents such as “chatbots” and recommendation systems. Ultimately, South Africa still lags behind in terms of improving the quality of education, research, innovation and infrastructure required to create an enabling environment for AI adoption (Accenture South Africa, 2017). An example of the use of robotics in the MICT Sector is the use of drones, as opposed to handheld cameras, in filming. Drone and AI technologies may also be integrated to create autonomous drones that are able to perceive their environments and self-operate (Built In, 2019)

## **Cloud Computing**

Cloud Computing is described as the delivery of different services through the Internet. These services include tools and applications such as data storage, servers, databases, networking, and software (Investopedia, 2019). It is a disruptive delivery model of Information Technology (IT) services which is based on a business model that is flexible and on-demand. Companies offering these computing services, called cloud providers, typically charge based on usage, similar to the billing of utility services such water or electricity. Cloud computing has become a new reality in South Africa, with software spending reaching an estimated R32 billion in 2019, an 11.4% increase from 2018. South African organisations are consuming significant amounts of cloud services, including software as a service, platform as a service and infrastructure as a service (Gartner, 2019).

The rise of cloud computing puts pressure on skills development, more so now during the COVID-19 pandemic, as more companies are becoming dependent on cloud computing services. Individuals with the skills to design and deploy such technology are in high demand and often poached not only in South Africa, but by global companies. A study by the International Data Corporation (IDC) revealed that more than 90% of South African organisations are either already engaged in developing these skills or in the process of planning for the development of such skills (Nebula, 2018). Furthermore, it was stated that providing data access from any place or time is the top reason for cloud adoption. It is said that globally, cloud data centres will process 94% of workloads in 2021, further emphasising the importance of meeting the demand for these skills (Hosting Tribunal, 2020).

## **Big data analytics**

Big data refers to the large, diverse sets of information that grow at ever-increasing rates. It encompasses the volume of information, the velocity or speed at which it is created and collected, and the variety or scope of the data points being covered. Big data often comes from multiple sources and arrives in a variety of formats (Investopedia, 2019). Properly managing 'Big data' is now an important assignment for many organisations, especially with the rapid uptake of 4IR technologies. However, many organisations are still unaware of the opportunities and insights that big data holds for them.

Big data has grown by more than 50% CAGR since 2010, which has in turn enabled AI uptake (Accenture, 2018). In South Africa, many organisations have now realised the potential of 'Big Data and Analytics', however, limited IT budgets and the dearth of skilled resources impede its adoption. Furthermore, organisations are now developing skills internally by sharing resources, undertaking training programmes, and partnering with vendors. This plays a crucial role for organisations to establish a data-driven culture and encourage knowledge sharing to develop internal capabilities (IDC, 2017). The demand for highly qualified big data analysts and artificial intelligence professionals is outperforming supply to the point where it can take many months to fill vacancies (IOL, 2017). This is due to big data analytics being a relatively new field, and the existing workforce is having to retrain in work with large sophisticated datasets. Larger companies swiftly recruit new graduates, thus, making it difficult for smaller MICT companies to keep up with the changing labour market.

## **Fifth-generation wireless technology ("5G")**

The fifth-generation wireless technology ("5G") has been identified as a key driver of network transformation in South Africa. It has been associated with the need for a greater and wider adoption of emerging technologies. This technology is expected to be more effective, more efficient and as much as 100 times faster than its predecessor, 4G (Corfe, 2018). As capacity demands driven by growing internet data traffic increases – further emphasised by the current world of remote work during the COVID-19 pandemic – 5G will significantly speed up data communication (Statista, 2020). 5G will also advance machine-based, IoT-centric functionalities, for example, in automotive for autonomous and self-driving cars. While 5G is going to be a big enabler for economies and will drive efficiency for many complex operations, much needs to be done right

before 5G can be rolled out (Connecting Africa, 2020). Governments need to find ways to mitigate the risk of being left behind as technology sweeps the rest of the world into 5G and beyond.

Companies currently struggle to attract and retain staff with scarce skills in hard-to-fill occupations (i.e. computer network and systems engineers, cybersecurity specialists, and those with cloud computing skills), and 5G will make this task even more difficult. Organisations will need to find new resources and capabilities by increasing the skillsets of their own staff, as well as demanding new skills of their providers (GCN, 2019). Once the relevant skills to enable such technology are developed, 5G will ultimately be "a big game changer".

### **Internet of Things (IoT)**

The "Internet of Things" (IoT) refers to a network comprised of physical objects capable of gathering and sharing electronic information. IoT includes a wide variety of "smart" devices, from industrial machines that transmit data about the production process to sensors that track information about the human body (Investopedia, 2020). IoT allows for remote management or monitoring of connected devices. This information can then be supplied to an AI platform, which may be tasked with responding appropriately based on data received. IoT will continue to grow as cloud computing and cloud app offerings expand in the coming years. IoT thus links to virtually all of 4IR change drivers, further expanding the impact of 4IR. There is limited recognition of emerging 4IR occupations in the OFO, thus limiting funding and formalised training opportunities in "new-age" fields such as IoT. In consultations, stakeholders expressed a need for more "IoT specialists". However, currently no such occupation exists in the strictest sense, instead IoT specialists may emerge as specialisations of existing fields such as software development and design.

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

Change drivers affect how businesses operate and survive into the future. Thus, new ways of doing things, including skills training, are required to exploit new opportunities in the market that emerge as a result of 4IR. Furthermore, the COVID-19 pandemic has spurred on the uptake of 4IR technologies and the relevant skills that are required to enable it. The above-mentioned change drivers call for the continued development of technologies and skills. Whilst it may be true that 4IR may invalidate jobs that place emphasis on routine or menial tasks, it also presents an opportunity for the creation and/or advancement of jobs.

To this effect, South African organisations are increasingly investing in 4IR technologies. However, funding, formalised training and overall development of emerging occupations is hampered by limited recognition of emerging 4IR occupations in the OFO such as an IoT specialist within the IoT realm, cloud architect for cloud computing and AI specialist within artificial intelligence. In general, due to the limited number of candidates possessing 4IR relevant skills and experience such as cybersecurity specialists within the 5G or cloud computing space; or an appropriate skills base to expand from, there is increased competition amongst employers for the few relevantly skilled candidates in the Sector such as drone operators, thus exerting further pressure to accelerate the development of skills.

In order to keep up with the increasing use of artificial intelligence and robotics: accelerating the reskilling of workers, redirecting the workforce to areas that create new forms of value and strengthening the talent pipeline from its source (Accenture, 2018). These suggestions may be adopted for other change drivers and speak to the need for increased research output, technical upskilling (especially for unskilled labourers) and collaboration amongst stakeholders. To this effect, the SETA is actively engaged with stakeholders such as the QCTO, training providers and industry in the development of new qualifications and improvement of existing qualifications to meet 4IR demands.

#### **– Challenges to be addressed**

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

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

#### **– Mitigation Strategies**

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

- recognizing, planning and prioritizing occupations that are on the National List of Occupations in High Demand and linking occupations and specializations that address the above-mentioned change drivers; namely; AI, Cloud Computing, Big Data Analytics, 5G and IoT to enable 4IR. In

that way, the SETA will be fulfilling NSDP outcome 1 (identifying and increasing production of occupations in demand), and outcome 2 (linking education and the workplace).

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

The MICT SETA will continue to strive towards the continuous improvement of planning and implementation efforts, as well as the constant monitoring of sector-related changes and developments. The MICT SETA will continue to support the implementation of demand-led learning programmes that afford beneficiaries opportunities for sustainable growth, mobility and progression. The table below presents performance for the previous five-year period of the Strategic Plan (2015/16 to 2019/20).

Programme Performance Indicator	Audited Actual Performance					
	2015-16	2016-17	2017-18	2018-19	2019-20	Totals
Number of qualifying unemployed/employed learners entering Learnerships on an annual basis.	3539	4162	2890	3593	3612	17796
Number of qualifying unemployed/employed learners receiving Bursaries on an annual basis.	1132	664	706	443	421	3366
Number of qualifying TVET/University students placed at workplaces on an annual basis.	565	1500	678	1461	878	5082
Number of TVET/University students completed workplace experience on an annual basis.	500	500	849	434	501	2784
Number of qualifying unemployed learners entering Internship programmes on an annual basis.	1751	1500	1673	1567	1453	7944
Number of qualifying unemployed learners entering Skills/Short programmes on an annual basis.	3485	3845	1633	3562	4408	15073
Number of unemployed/employed learners completing Learnership programmes on an annual basis.	1769	2084	1056	1596	2548	9053

<b>Number of unemployed/employed learners completing Bursary programmes on an annual basis.</b>	160	394	183	175	404	1316
<b>Number of unemployed learners completing Internship programmes on an annual basis.</b>	543	750	573	887	1021	3774
<b>Number of unemployed/employed learners completing Skills Programmes on an annual basis.</b>	1750	1550	1124	1192	1434	7050
<b>SETA/TVET College Partnerships established on an annual basis.</b>	07	08	05	8	07	35
<b>Number of Collaborative Agreements signed with Universities and Stakeholders on an annual basis</b>	05	07	04	14	06	36
<b>Number of qualifying Lecturers entering Development Programmes on an annual basis</b>	New Target	100	156	104	107	451
<b>Number of Lecturers completed Development Programmes on an annual basis</b>	New Target	100	116	104	91	411
<b>Number of Rural development programmes implemented on an annual basis</b>	New Target	11	12	09	20	52

## – Research Findings

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

<b>Outcome/Priority Area</b>	<b>Description</b>
<b>Priority 1</b>  <b>Support the sustainability and growth of SMMEs, Entrepreneurship, Cooperatives and community-based organisations.</b>	<p>In developing interventions for SMMEs and community-based organisations, the SETA will make considerations such as: the ability of an SMME to obtain funding for skills development; whether or not it is a levy paying company; the flexibility and accessibility of programmes that recognises the difficulty that small companies have in releasing staff for long periods; the difficulties that small companies have in meeting requirements for learning programmes implementation; and the potential for established larger companies in the Sector to mentor and provide skills development incubator opportunities to smaller less well established businesses.</p> <p>Furthermore, the SETA needs to intentionally formalise partnerships with other SETAs through meaningful engagements in order to synchronise contrasting mind-sets and interests. This will assist in reaching common ground for both parties to work together to reach a common outcome and long-term viability for stakeholders. These partnerships are especially important now, during the COVID-19 phenomenon (the impact of which will outlast the pandemic) as SMMEs are in a</p>



	<p>more vulnerable position attempting to keep up with 4IR trends and technology in order to stay relevant in the current MICT Sector environment. These partnerships will play an imperative role in enabling these SMMEs to sustain their businesses.</p> <p>Addressing NSDP outcome 6, training interventions focused on developing key skills relating to 4IR will be made available to SMMEs and community-based organisations to allow for those active in 4IR or related fields to develop more specialised or adjacent skills. This will help further innovation and commercialisation of 4IR technologies in South Africa, further encouraging local production and gradually increasing exports.</p>
<p><b>Priority 2</b></p> <p><b>Ensure good corporate governance and a productive workforce.</b></p>	<p>The MICT SETA will ensure that the internal systems and processes that are put in place shall ensure effective corporate governance in order to establish a good corporate citizen that is accountable to its stakeholders. This will be done through ensuring elimination of fraud and corruption by putting in place effective fraud management plan strategies and policies as part of Risk Management. Further organisational performance will be measured against compliance through the establishment of a Compliance Framework and Plan that will be monitored and reported on, on a quarterly basis.</p> <p>In terms of management organisational ethics, a rigorous Ethics Management Framework will be developed with milestones which will be measurable in terms of annual milestones that will include, establishment, implementation and effectiveness of activities undertaken and rolled out as part of the management programme. Lastly, to ensure that there is an approved Corporate Governance Framework and Operating Model that will measure the deliverables of the Board Secretariat as a support structure to the Accounting Authority, to ensure that the Board is one that competent, qualified, transparent and accountable. This will be effected through ensuring that there is compliance to internal policies, legislative and regulatory requirements, timeous delivery of key deliverables as per timelines that will be defined in the Corporate Governance Framework and Its Operating Model.</p>
<p><b>Priority 3</b></p> <p><b>Increase and improve labour market information that accurately identifies occupations in high demand.</b></p>	<p>The MICT SETA will ensure that the labour market information signalling the demand and supply of skills is thoroughly triangulated in order to improve the trustworthiness of data used for skills planning purposes. Such systematic and in-depth research will be achieved through collaboration with industry bodies, universities and acclaimed research institutions. Of equal importance will be the management and dissemination of research outcomes on occupations in high demand and incremental building of career guidance in partnership with industry and various learning institutions through a number of platforms, with online distribution being the main platform. The targeted audience will be unemployed learners and those already in employment seeking to progress to identified occupational shortages and skills gaps to ensure meaningful and sustainable employment.</p>
<p><b>Priority 4</b></p> <p><b>Ensure increased and focused skills development for rural</b></p>	<p>The MICT SETA's rural strategy, linked to NSDP outcome 8, is aimed at increasing access to occupationally directed programmes for rural and previously disadvantaged communities (including townships). The MICT SETA strategy aims to respond to the President's Youth Employment Service, which is known as the "YES initiative". It aims to address the most pressing socio-economic challenges in the country, particularly around poverty and unemployment among</p>

<p><b>and marginalised communities to ensure inclusivity</b></p>	<p>the youth. There are currently more males (58%) employed in the MICT Sector than females (42%). This gap is slowly closing, and the SETA will continue encouraging transformation in the Sector by placing focus on providing increased funding and skills development opportunities to African and female learners.</p> <p>This priority intends to scope the skills development needs and priorities of rural communities, provide career and vocational guidance, support government in addressing e-governance issues and assist aspirant training providers to attain accreditation and deliver MICT SETA programmes. The SETA will thus collaborate with developmental organisations such as USAASA and industry in initiating and implementing focused Rural Development Projects on an annual basis.</p>
<p><b>Priority 5</b></p> <p><b>Increase access to, and delivery of industry and occupationally directed priority programmes and work placements.</b></p>	<p>The SETA will set realistic targets in collaboration with industry, ensure implementation through the allocation of discretionary grants and monitor delivery of Service Level Agreement deliverables as a way of addressing sectoral occupational shortages and skills gaps. This will prioritise the development of skills that enable 4IR occupations and specialisations such as network and systems engineering and cybersecurity specialists. One of the key strategies the SETA will employ is the expansion of opportunities for Work Integrated Learning and Internship programmes as they provide effective bridges into employment and the general world of work. Furthermore, the SETA will support uptakes on short and targeted programmes focused on addressing specific and immediate skills gaps that stimulate direct employment and sustainable growth. The SETA needs to look into funding more professional qualifications as part of learnerships and skills programmes as they afford learners a greater chance of employability, such programmes include CISCO and CompTIA A+ which are linked to Technical Support and Systems Support programmes.</p> <p>Addressing NSDP outcome 8, learning pathways need to be communicated with learners in schools, colleges and universities as well as those already employed in the Sector who wish to seek entry to occupations that present other opportunities for employment in the Sector. This will be done through the publication of the MICT SETA career guide as well as through partnerships with industry stakeholders. Online platforms and tools will be utilised to expand on this. Improved access and awareness of MICT Sector programmes in previously disadvantaged areas will also be a focus for the SETA, speaking to NSDP outcomes 1 and 2.</p>
<p><b>Priority 6</b></p> <p><b>Improve quality of education to address programmes in high demand within the MICT Sector.</b></p>	<p>The focus will be on the identification and development of occupational qualifications through the QCTO for occupations in high demand in consultation with the sector. These include occupations such as software tester, network engineer and ICT security specialist. Furthermore, the SETA will put in place mechanisms to prioritise 4IR related qualifications and increase the number of accredited skills development providers offering occupational qualifications in high demand on an annual basis. Such 4IR occupations which require qualification development are in cloud computing, cybersecurity, artificial intelligence, data science and robotics and automation, amongst others. Where the relevant qualifications and training courses exist, the SETA will encourage enrolment in them, particularly for middle and high-level skills. Where qualifications and courses need to be developed, the SETA will work with industry, relevant academic and research institutions and other critical interest groups to map-out and develop programmes that respond to such new technological imperatives for sustainable growth of the Sector.</p>








<p><b>Priority 7</b></p> <p><b>Enablement of the Fourth Industrial Revolution (4IR)</b></p>	<p>The MICT Sector key skills change drivers articulated in Chapter 2 are all centred on 4IR technologies. In response to the change brought about by 4IR, the SETA will provide support to enable the Sector to play a key role in the development of technologies and products related to 4IR. This will be achieved through support by the SETA for the development of the skills required to research, develop and commercialise 4IR technologies and products. In recognising and planning for occupations that are on the National List of Occupations in High Demand-and linked to 4IR-this priority action fulfils NSDP outcome 1, which calls for the identification and increase in the production of occupations in demand (examples of which include Cloud Architects in the Cloud Computing space and AI Specialists in the Artificial Intelligence space), and outcome 2, which speaks to linking education and the workplace. The impact of COVID-19 in relation to the enablement of 4IR cannot be ignored therefore, in implementing 4IR priority programmes, companies that have been, and will be impacted by COVID-19 are also accounted for in SETA strategies. This is seen through its inclusion in the SETA's 2020/21 Strategic Plan and Annual Performance Plan – going forward, COVID-19 considerations will be integral to the planning process for the SETA.</p>
<p><b>Priority 8</b></p> <p><b>Support the growth of the public college system through sectoral partnerships in the delivery of learning interventions.</b></p>	<p>The SETA will identify TVETs with the potential for meaningful collaboration and enter into partnerships with them. These partnerships will recognise some of the TVETs as Centres of Specialisation, linking them with industry and ensuring that programmes offered are aligned to identified skills gaps for ease of learner placement on programmes such as WIL. Furthermore, the SETA will award bursaries to college lecturers and training opportunities on curriculum related studies to college managers for their continuous development and for them to be adept with industry technological advancements.</p> <p>The SETA will establish offices in some TVET colleges to ensure accessibility and reach, ensuring that those TVETs are duly accredited to offer the SETA's high-demand occupational qualifications. In all this, the development of skills that enable 4IR occupations and specialisations will be the main focus. All these initiatives will ensure gradual growth of the public college system, eventually ensuring that TVETs become fit for purpose skills development providers and institutions of choice.</p>

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

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

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

Findings from evaluations conducted by the SETA revealed the following:

			Overall Assessment
Section 4.6.1.1.1	Transformation	NSDS III Targets	
Section 4.2	Relevance	Objectives	
Section 4.3	Governance and Management	Governance and Management	
Section 4.4	Efficiency	Inputs → Activities → Outputs	
Section 4.5	Effectiveness	Outputs → Outcomes	
Section 4.6	Impact	Outcomes → Impacts	
Section 4.7	Sustainability	Outcomes → Impacts	

Exemplary (80%-100%)	Met (66%-79%)	Partially Met (33%-65%)	Not Met (0%-32%)
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The evaluation assessed the achievement of NSDS III transformation imperatives and programme governance and management. The programmes can be seen as partially successful in terms of increasing employment in alignment to transformation imperatives and increasing learners' earning capacity and career advancement. Although the benefits that emanated from participating in programmes, including obtaining a relevant qualification and receiving adequate training, are likely to persist, these may be dampened by declining sector growth, "programme hopping" and missed opportunities in terms of creating strategic partnerships.

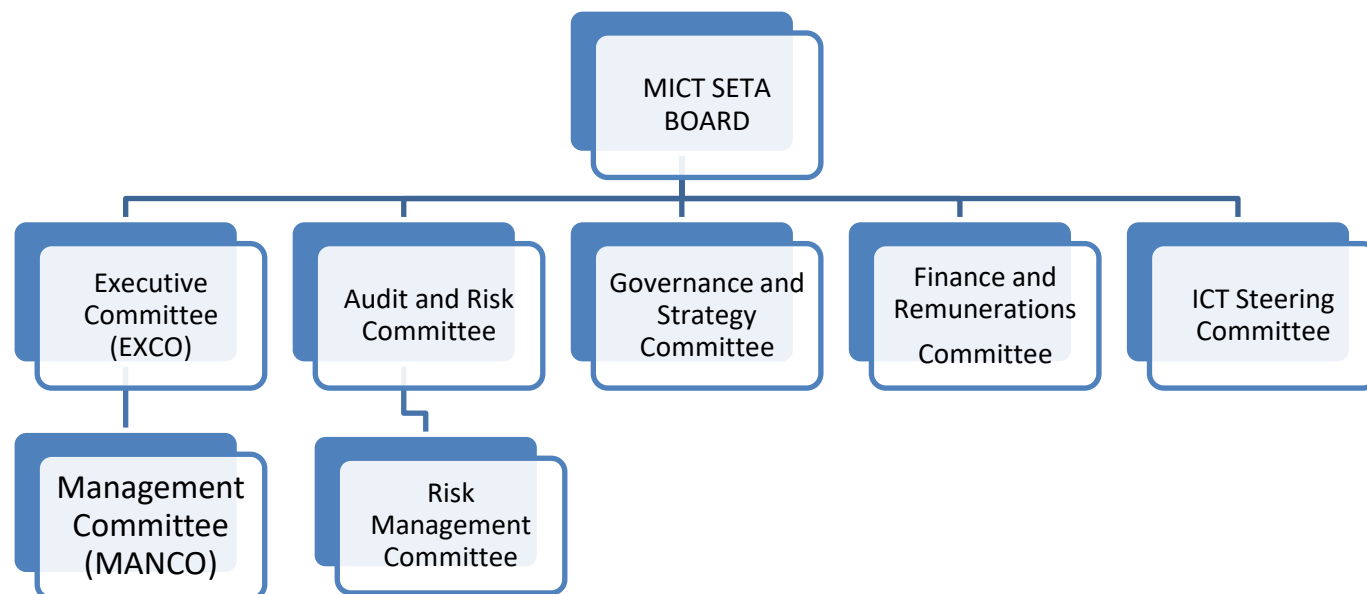
The implementation of programmes was successful overall. In consultations conducted, programmes received generally positive comments for their demonstrable impact on learners and the sector. In line with this, exemplary practices that were noted include programme planning (including the process adopted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

As a forward looking strategy, the MICT SETA will continue with positive practices, propagate them through knowledge sharing sessions, and create awareness of successes to foster support and take-up. Furthermore, the SETA will keep abreast of relationships with employers and training providers and there will be a strong oversight and accountability measures that will attend to ineptitude. In conjunction with QCTO, the SETA will improve the consultative processes for updating or developing courses by accelerating the process to include interested parties. To improve employability and entrepreneurship, the SETA will introduce or emphasize unit standards on soft skills and business management skills for all courses, this is expected to reduce the number of learners moving from one programme to another.

## 7.2 INTERNAL ENVIRONMENT ANALYSIS

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

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

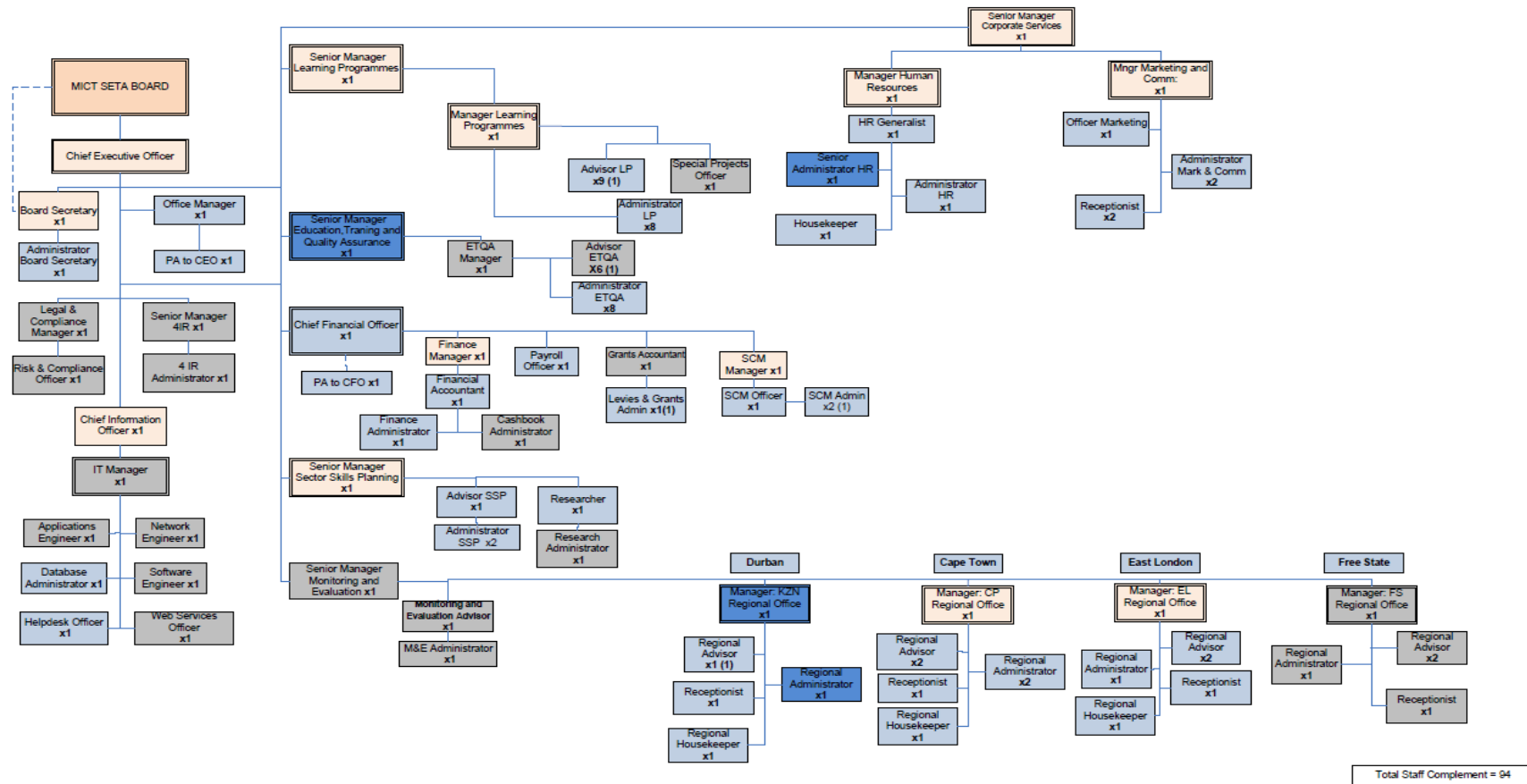


## MICT SETA ORGANOGRAM



Legend	
Filled Positions	94
Senior Managers & Managers	
Vacant positions	
New positions	

01 September 2020



## **CORPORATE SERVICES**

The Corporate Services Division plays a key role within MICT SETA by providing support functions in the form of Human Resources and Marketing and Communications.

It is through these functions that Corporate Services Division supports the MICT SETA Management, employees, social partners and stakeholders in the process of fulfilling its legislative mandate. Other non-core Corporate Services support functions such as Security Services and Facilities Management are contracted to the current Landlords of MICT SETA.

### **HR PURPOSE**

Deliver HR support that enables MICT SETA employees to meet all stakeholder needs as timeously as possible.

### **HR Objectives**

- Driving HR excellence and innovation that leads to successful outcomes and moves MICT SETA forward while leveraging on its human resources capabilities.
- Deploying recruitment and retention strategies to attract and retain qualified and diverse individuals for the organisation
- Investing in employee development and expanding on our succession management programme that reinforces the principle of growing our own;

The HR plan aligns with MICT SETA direction that is aligned to the NDP 2030 vision, specifically contributing to the collaborative national outcome.

### **MICT SETA staff comprises of 95 employees as follows:**

<b>Title</b>	<b>Number of Employees</b>
Administrators	29
Advisors	22
CEO	1
CFO	1
CIO	1
Board Secretary	2

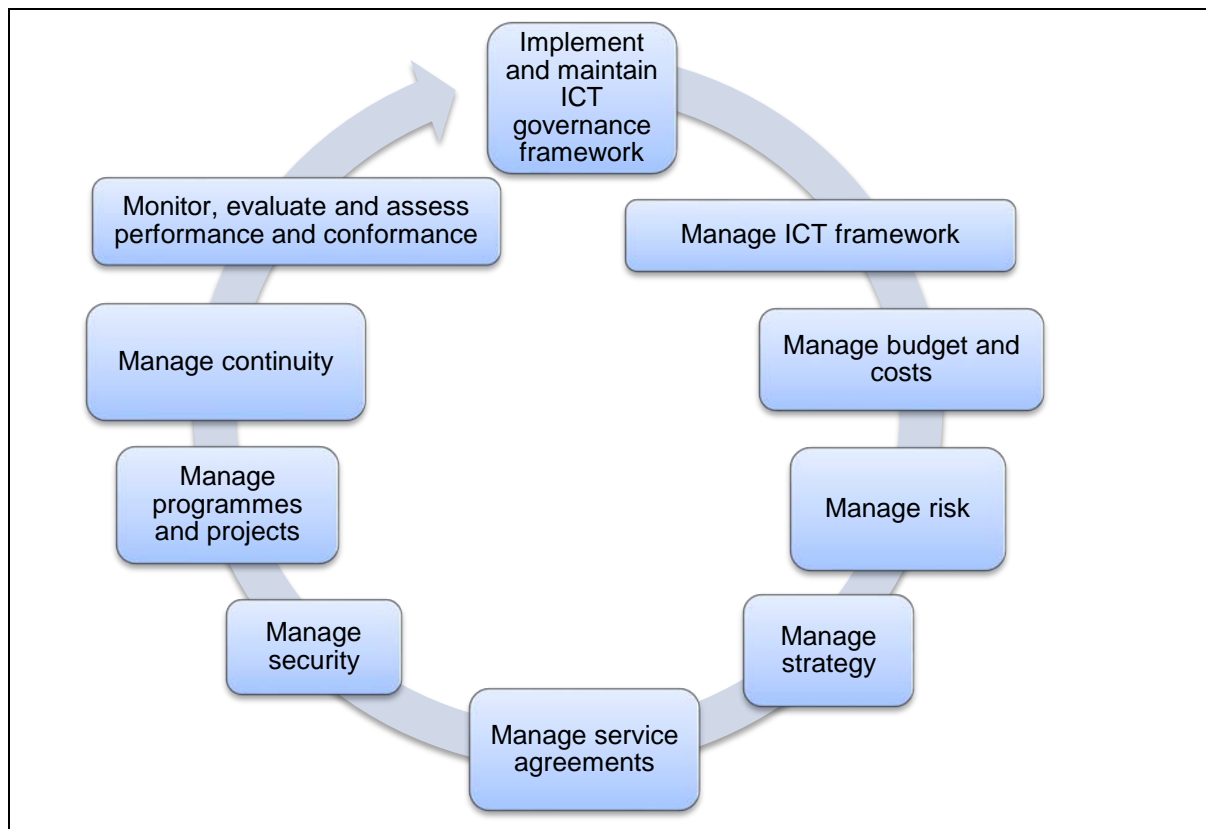


Personal Assistants	2
Senior Managers	4
Receptionist	5
Interns	11
Managers	7
Housekeepers	4
Officers	4
Researcher	1
HR Generalist	1
<b>Total</b>	<b>95</b>

The SETA comprises three core divisions, namely: Sector Skills Planning (SSP), Learning Programmes Division (LPD) and Education and Training Quality Assurance (ETQA). The support divisions are Finance with SCM Business Unit, Corporate Services with Human Capital, and Marketing and Communications Business Units, Information and Communications Technology with Quality Management Systems Business Unit, Legal and Compliance, Monitoring and Evaluation and 4IR. The SETA recruited and retained competent staff and implemented an effective performance management system to ensure delivery on this Strategic Plan and will continue doing so. Regular customer satisfaction surveys will be conducted to evaluate and ensure continuous improvement and to strengthen customer relations. A detailed organogram is hereto attached.

## – Information Technology

The MICT SETA is committed to adopt technology as a driver and an enabler to achieve its strategic objectives and realising its values. Governance of technology and information will continue to align to best practices such as Principle 12 of King IV Report and COBIT *inter alia*. Implementation of the Public Service Corporate Governance of ICT Policy Framework has reach Phase 3. This phase enables the organisation to introduce iterative processes aimed at achieving continuous improvement of the Corporate Governance of ICT as indicated in the diagram below.



The organisation shall focus most of its resources to implement its Digital Strategy and digitise most of its business processes. The ERP system implementation is underway with most business processes being phased into production. The digitisation of processes shall ensure that our values of excellence, responsiveness and customer centricity are lived by the organisation. Furthermore, the MICT SETA shall drive the conversation and implementation on shared services platforms amongst the SETAs.

## **BUDGET FOR STRATEGIC PLAN**

### **– Financial Resources**

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

Due to the 4 months' skills development levy holiday, 2020/21 has an overall deficit in which discretionary grants will be financed from reserves; however, administration costs will be financed from surpluses in mandatory grants, as well as interest income through the approval of the Minister and the Director General. As a result, some of the deficit in administration costs will be funded out of income from 2021/22 financial year, hence the surplus in 2021/22 financial year which will bridge the deficit gap coming from 2020/21 financial year. The budget summary is as follows:

## OVERVIEW OF 2020/21 TO 2024/25 BUDGET FOR THE MTEF ESTIMATES

Description	AUDITED OUTCOMES		UNAUDITED	CURRENT	FORECAST	MEDIUM TERM EXPENDITURE ESTIMATE			
	2017/18	2018/19	2019/20	2020/21	2020/21 Forecast (submitted, not yet approved)	2021/22	2022/23	2023/24	2024/25
	Actual	Actual	Actual	Approved Budget		Estimate	Estimate	Estimate	Estimate
<b>Revenue</b>	<b>856 322 000</b>	<b>907 020 000</b>	<b>982 716 256</b>	<b>601 782 981</b>	<b>746 038 581</b>	<b>960 782 344</b>	<b>999 849 841</b>	<b>1 049 842 333</b>	<b>1 101 870 077</b>
<b>Levy Income</b>	<b>817 844 000</b>	<b>866 992 000</b>	<b>938 277 205</b>	<b>590 082 981</b>	<b>590 082 981</b>	<b>938 197 944</b>	<b>985 107 841</b>	<b>1 034 363 233</b>	<b>1 086 081 395</b>
• Administration Income	107 365 000	113 801 000	123 153 889	77 448 391	77 448 391	123 138 480	129 295 404	135 760 174	142 548 183
• Mandatory Income	202 957 000	216 162 000	234 052 123	147 520 745	147 520 745	234 549 486	246 276 960	258 590 808	271 520 349
• Discretionary Income	507 522 000	537 029 000	581 071 193	365 113 845	365 113 845	580 509 978	609 535 477	640 012 251	672 012 863
Interest and Penalties	17 328 000	13 099 000	17 596 241	-	-	-	-	-	-
Other Income	215 000	379 000	111 779	-	144 255 600	8 544 400	-	-	-
Investment/Interest Income	20 935 000	26 550 000	26 731 031	11 700 000	11 700 000	14 040 000	14 742 000	15 479 100	15 788 682
<b>Expenditure</b>	<b>844 987 000</b>	<b>820 079 000</b>	<b>1 056 179 315</b>	<b>834 417 350</b>	<b>978 672 951</b>	<b>919 578 195</b>	<b>999 849 841</b>	<b>1 049 842 333</b>	<b>1 101 870 077</b>
Administration Costs	79 403 000	92 835 000	96 308 659	135 653 451	141 873 091	123 138 480	129 295 404	135 760 174	142 548 183
Mandatory Grants	154 245 000	166 826 000	175 081 779	125 392 633	118 016 596	187 639 589	197 021 568	206 872 647	217 216 279
Discretionary Costs	611 339 000	560 418 000	784 788 877	573 371 266	718 783 264	508 800 126	673 532 869	707 209 512	742 105 615
<b>Special/Strategic Projects</b>									
<b>(4IR IT Capital Costs + Qualification Development)</b>	-	-	-	-	-	<b>100 000 000</b>	-	-	-
<b>Surplus (Deficit)</b>	<b>11 335 000</b>	<b>86 941 000</b>	<b>(73 463 059)</b>	<b>(232 634 369)</b>	<b>(232 634 369)</b>	<b>41 204 149</b>	-	-	-
<b>Mandatory Grants Payout ratio</b>	<b>76,0%</b>	<b>77,2%</b>	<b>74,8%</b>	<b>85,0%</b>	<b>80,0%</b>	<b>80,0%</b>	<b>80,0%</b>	<b>80,0%</b>	<b>80,0%</b>
<b>Administration Ratio</b>	<b>7,8%</b>	<b>8,6%</b>	<b>8,2%</b>	<b>18,4%</b>	<b>19,2%</b>	<b>10,5%</b>	<b>10,5%</b>	<b>10,5%</b>	<b>10,5%</b>
<b>Administration Ratio (with special projects)</b>						<b>19,0%</b>			
<b>Average growth rates:</b>									
<b>Revenue</b>	8%	6%	8%	-39%	0%	60%	4%	5%	5%
Levy Income	10%	6%	8%	-37%	0%	59%	5%	5%	5%
• Administration Income	10%	6%	8%	-37%	0%	59%	5%	5%	5%
• Mandatory Income	11%	7%	8%	-37%	0%	59%	5%	5%	5%
• Discretionary Income	10%	6%	8%	-37%	0%	59%	5%	5%	5%
Interest and Penalties	-22%	-24%	34%	0%	0%	0%	0%	0%	0%
Other Income	-41%	76%	-71%	0%	-100%	0%	0%	0%	0%
Investment/Interest Income	-16%	27%	1%	-56%	0%	20%	5%	5%	2%
<b>Expenditure</b>	-10%	-3%	29%	-21%	-15%	10%	9%	5%	5%
Administration Costs	7%	17%	4%	41%	-4%	-9%	5%	5%	5%
Mandatory Grants	7%	8%	5%	-28%	6%	50%	5%	5%	5%
Discretionary Costs	-15%	-8%	40%	-27%	-20%	-11%	32%	5%	5%
Special Projects	0%	0%	0%	0%	0%	100%	-100%	0%	0%

MICT SETA Strategic Plan: 2020-2025 Strategic Plan 30 November 2020 Submission

## Budget and Programmes Reconciliation

Programme	Outcomes	Discretionary	Administration
Programme 1: Administration	Efficient Financial Management, Corporate Services, ICT Support and performance monitoring and evaluation to ensure effective governance.	N/A	R123 138 480
	Special Projects (4IR IT systems implementation + 4IR Qualifications Development)		R100 000 000
Programme 2: Sector Skills Planning	Increased and improved labour market information that accurately identifies occupations in high demand.	N/A	Costs for running the Sector Skills Planning division which includes research costs of R1 000 000, has been incorporated within the budget for Administration
	Supported career development services within the MICT sector.	N/A	
Programme 3: Learning Programmes 4IR	Supported growth of the public college system.	R470 640 116	R38 160 009
	Increased delivery on programmes that link Education and the Workplace.		
	Increased Workplace Training of workers already in employment.		
	Increased access to occupationally directed programmes.		
	Skills development support for entrepreneurship and cooperative development.		
	Increased skills development support for worker initiated training.		
	A 4IR strategy that is responsive to skills requirements of the MICT sector.		

Programme 4: Education and Training Quality Assurance	Improved quality of education to address programmes in high demand within the MICT sector.	N/A	Costs for running the Education and Training Quality Assurance division which includes QCTO qualification development of R2 000 000, has been incorporated within the budget for Administration
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## 2021/22 Levies Budget Calculation

<b>MICT SETA estimated levy income - 80%</b>	<b>(938 197 944)</b>
NSF Allocation - 20%	(234 549 486)
Estimated levy income - 100%	<u>(1 172 747 430)</u>
	(938 197 944)
Administration income (10.5%)	(123 138 480)
Discretionary Income (49.5%)	(580 509 978)
Mandatory Income (20%)	(234 549 486)
Other Income - UIF Project	(8 544 400)
Investment Income	(14 040 000)
<b>Total Income</b>	<b><u>(960 782 344)</u></b>

### ASSUMPTIONS AND CONSIDERATIONS:

1. Annual inflation rate of 7% was applied on the latest levies data projections that have taken into account
2. Final tranche revenue on the UIF Project
3. Interest and penalties have not be budgeted for - budget assumption is that it will not be received

### UTILISATION:

Administration expenditure	(123 138 480)
Mandatory expenditure	(187 639 589)
Discretionary expenditure	(508 800 126)
Special Projects (4IR system implementation + 4IR Qualifications Development)	(100 000 000)
	<b><u>(919 578 195)</u></b>
Discretionary grant split	
- Pivotal	(376 512 093)
- Non Pivotal	(94 128 023)
	<b><u>(470 640 116)</u></b>
- Discretionary Admin Expenditure (7.5%)	(38 160 009)
	<b><u>(508 800 126)</u></b>

**2021/22 BUDGET SUMMARY - Level 1**

Description		2020/21 Approved Budget	2020/21 Forecast (submitted, not yet approved)	2021/22 Proposed Budget
<b>Total Revenue</b>		<b>601 782 981</b>	<b>746 038 581</b>	<b>960 782 344</b>
Levy Income		590 082 981	590 082 981	938 197 944
• Administration Income	10,50%	77 448 391	77 448 391	123 138 480
• Mandatory Income	20,00%	147 520 745	147 520 745	234 549 486
• Discretionary Income	49,50%	365 113 845	365 113 845	580 509 978
Other Income - UIF Project		-	144 255 600	8 544 400
Investment/Interest Income		11 700 000	11 700 000	14 040 000
<b>Total Expenditure</b>		<b>834 417 350</b>	<b>978 672 951</b>	<b>919 578 195</b>
Administration Costs		135 653 451	141 873 091	123 138 480
Mandatory Grants		125 392 633	118 016 596	187 639 589
Discretionary Grants		573 371 266	718 783 264	508 800 126
Special/Strategic Projects (4IR IT Capital Costs + Qualification Development)		-	-	100 000 000
<b>Surplus (Deficit)</b>		<b>(232 634 369)</b>	<b>(232 634 369)</b>	<b>41 204 149</b>



	2019/20 FINANCIAL YEAR	2020/21 FINANCIAL YEAR		2021/22 FINANCIAL YEAR	Variance: Proposed Budget vs 2019/20 Financial Year		Variance: Proposed Budget vs Approved Budget		Commentary on Proposed Budget vs 2019/20 Financial Year Actuals (AC) vs 2020/21 Approved Budget (BU)
	Unaudited Actuals	Approved Budget	Forecast (submitted not yet approved)	Proposed Budget	R	%	R	%	
<b>Revenue</b>	<b>982 716 256</b>	<b>601 782 981</b>	<b>746 038 581</b>	<b>960 782 344</b>	<b>(21 933 912)</b>	<b>-2,2%</b>	<b>358 999 363</b>	<b>59,7%</b>	
<b>Skills Development Levy</b>	<b>938 277 205</b>	<b>590 082 981</b>	<b>590 082 981</b>	<b>938 197 944</b>	<b>(79 261)</b>	<b>0,0%</b>	<b>348 114 963</b>	<b>59,0%</b>	
Administration levy income	123 153 889	77 448 391	77 448 391	123 138 480	(15 409)	0,0%	45 690 089	59,0%	AC: On par BU: 4 months SDL payment holiday
Mandatory grant levy income	234 052 123	147 520 745	147 520 745	234 549 486	497 363	0,2%	87 028 741	59,0%	
Discretionary grant levy income	581 071 193	365 113 845	365 113 845	580 509 978	(561 215)	-0,1%	215 396 133	59,0%	
<b>Other income - Interest on bank and investments</b>	<b>44 439 051</b>	<b>11 700 000</b>	<b>155 955 600</b>	<b>22 584 400</b>	<b>(21 854 651)</b>	<b>-49,2%</b>	<b>10 884 400</b>	<b>93,0%</b>	AC: Interseta transfers not budgeted for, as well as interest rate reduction BU: Increase due to UIF project revenue receivable
Skills development levy: penalties and interest	17 596 241	-	-	-	(17 596 241)	-100,0%	-	0,0%	AC: Interseta transfers not budgeted for BU: On par
Net seta transfers	111 779	-	-	-	(111 779)	-100,0%	-	0,0%	AC: SDL penalties and interest not budgeted for BU: On par
Interest income from bank and investments	26 731 031	11 700 000	11 700 000	14 040 000	(12 691 031)	-47,5%	2 340 000	20,0%	AC: Lower cash receivable and interest rate reduction BU: Assumption that economy will adjust
Other income - UIF	-	-	144 255 600	8 544 400	8 544 400	100,0%	8 544 400	100,0%	AC: On par BU: UIF project revenue receivable
<b>Costs</b>	<b>1 056 179 315</b>	<b>834 417 350</b>	<b>978 672 951</b>	<b>919 578 195</b>	<b>(136 601 120)</b>	<b>-12,9%</b>	<b>85 160 845</b>	<b>10,2%</b>	
<b>Mandatory grant expenses</b>	<b>175 081 779</b>	<b>125 392 633</b>	<b>118 016 596</b>	<b>187 639 589</b>	<b>12 557 810</b>	<b>7,2%</b>	<b>62 246 955</b>	<b>49,6%</b>	AC: Actual payout ratio 74% vs budget payout ratio 80% based on approved WSPs BU: Approved budget payout ratio of 85% vs proposed budget payout ratio of 80% on a higher revenue base
<b>Discretionary grant expenses</b>	<b>784 788 877</b>	<b>573 371 266</b>	<b>718 783 264</b>	<b>508 800 126</b>	<b>(275 988 751)</b>	<b>-35,2%</b>	<b>(64 571 140)</b>	<b>-11,3%</b>	AC: Discretionary grants claims less due to prior year having to finance overcommitments from 2018/19 Financial Year BU: Discretionary grants claims based on signed SLAs - approved budget assumed fewer SLAs signed due to 4 months SDL payment holiday
<b>Administration Costs</b>	<b>96 308 659</b>	<b>135 653 451</b>	<b>141 873 091</b>	<b>123 138 481</b>	<b>26 829 822</b>	<b>27,9%</b>	<b>(12 514 970)</b>	<b>-9,2%</b>	See below for individual items:
Audit Fees	4 393 949	4 200 948	4 794 836	3 991 985	(401 964)	-9,1%	(208 963)	-5,0%	AC/BU: Internal audit cost of +/- R1million not budgeted for due to the services being insourced in 2021/22 financial year
Board and Subcommittee Expenditure	3 886 535	4 440 000	4 840 000	4 662 000	775 465	20,0%	222 000	5,0%	AC: Budget has been increased by 20% from 2019/20 actuals due to provision for training costs of the newly appointed board committee BU: Inflationary increase
Building Admin Costs	6 077 001	10 945 321	8 944 028	9 282 795	3 205 793	52,8%	(1 662 527)	-15,2%	AC: New head office accommodation, with additional sqm + opening of regional office BU: Adjusted budget to take into account contracted costs of newly concluded lease for head office
Communication Costs	637 010	392 460	392 460	617 400	(19 610)	-3,1%	224 940	57,3%	AC: COVID-19 impact resulting in less telephone costs due to virtual meetings and usage of MS Teams BU: Assumption is for 100% operations back to normal in 2021/22 financial year
Consultants	6 394 666	16 513 540	6 260 000	2 000 000	(4 394 666)	-68,7%	(14 513 540)	-87,9%	AC: Actuals included outsourced Financial Management Services, which is now insourced, as well as SIU costs in which the case is now concluded. BU: Budget included costs for business process reengineering, which should be concluded before 2021/22 financial year; SIU not budgeted for due to the case being closed; Legal fees budget reduced due to stabilised operations
Information Technology Costs	7 322 734	6 000 416	6 959 672	3 915 337	(3 407 398)	-46,5%	(2 085 079)	-34,7%	AC/BU: Included outsourced costs for learner management system, which is now SETA owned, therefore consultants no longer required

	2019/20 FINANCIAL YEAR	2020/21 FINANCIAL YEAR		2021/22 FINANCIAL YEAR	Variance: Proposed Budget vs 2019/20 Financial Year		Variance: Proposed Budget vs Approved Budget		Commentary on Proposed Budget vs 2019/20 Financial Year Actuals (AC) vs 2020/21 Approved Budget (BU)
	Unaudited Actuals	Approved Budget	Forecast (submitted not yet approved)	Proposed Budget					
	R	R	R	R	R	%	R	%	
Administration Costs (continued)									
Maintenance	204 449	1 050 000	1 050 000	750 000	545 551	266,8%	(300 000)	-28,6%	AC/BU: Provision for adhoc repairs and maintenance costs
Marketing Costs	3 024 691	8 998 000	6 798 500	3 628 722	604 032	20,0%	(5 369 278)	-59,7%	AC: Visibility of the SETA BU: Marketing budget reprioritised
Other Administration Costs	1 905 338	3 103 507	3 103 507	3 563 509	1 658 171	87,0%	460 001	14,8%	AC:COVID related costs (PPE, masks, sanitisers, COVID tests) BU: Budget provision for increased printer lease costs when the lease comes to an end.
QCTO Expenditure	5 924 974	6 100 000	6 100 000	3 551 756	(2 373 218)	-40,1%	(2 548 244)	-41,8%	AC/BU: Budget takes into account the overcharge on QCTO costs in 2020/21 financial year due to 4 months skills development levy holiday
Qualifications Development	204 000	1 900 000	8 900 000	2 000 000	1 796 000	880,4%	100 000	5,3%	AC/BU: Development of current and 4IR qualifications
Research	859 988	1 900 000	1 900 000	1 000 000	140 012	16,3%	(900 000)	-47,4%	AC: Focused research on the industry BU: Less reliance on consultants and co-sourcing the research function
Staff Costs	49 892 696	59 253 760	70 974 589	73 994 095	24 101 400	48,3%	14 740 335	24,9%	AC: New divisions - effective running of operations (CIO, 4IR, Monitorint & Evaluation, Legal & Compliance) BU: Reallocation of budget from DG Admin (monitoring and evaluation division). Effective increase is 4.3%. Assumption is 6% salary increases on current approved structure and no interns within the organisation.
Travel Costs	3 228 601	2 484 630	2 484 630	3 390 031	161 430	5,0%	905 400	36,4%	AC: Inflationary increase BU: Anticipated travel costs for more site vetting of more stakeholders than 2020/21 due to lesser available DG grant during lockdown period
Amortisation	277 797	4 709 841	4 709 841	3 209 841	2 932 044	1055,5%	(1 500 000)	-31,8%	AC: In-house of Learner Management System, In-house of ERP system in the budget BU: Budget for shared service centre reprioritised
Depreciation	2 074 230	3 661 026	3 661 026	3 581 010	1 506 779	72,6%	(80 016)	-2,2%	AC: Refresh of tools of trade and furniture and fittings BU: Fixed Assets that come to the end of the useful life
Special/Strategic Projects (4IR IT Capital	-	-	-	100 000 000	100 000 000	100,0%	100 000 000	100,0%	4IR IT Capital Costs + 4IR Qualification Development
Net surplus (deficit) for the period	(73 463 059)	(232 634 369)	(232 634 369)	41 204 149	114 667 208	-156,1%	273 838 518	-117,7%	

– **MICT SETA Status on Compliance with B-BBEE Act**

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

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

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

The MICT SETA is committed to employing, empowering and developing competent people with the necessary skills to sustain the services to the local communities. The SETA sees this happening through skills development initiatives that are aimed at creating a racially and culturally diverse team. The SETA is devoted to equality in the workplace and will promote equal opportunity and fair treatment through the elimination of unfair discrimination, equitable representation of black people, women and people living with disabilities at all levels in the workplace.

In contributing to the decrees of this Act, the MICT SETA will ensure that steps to prevent discrimination in any employment policy or practice are taken. The MICT SETA will ensure that unfair discrimination with regards to race, sex, pregnancy, HIV status, religion and people living with disabilities amongst others will be curbed at all times. In achieving this, the SETA will prioritize women and people living with disabilities. The table below demonstrates the MICT SETA commitment to Employment Equity in terms of race and gender.

## Key demographics of the MICT Seta

The total staff headcount is ninety-five (95) which is made up as follows:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	0	0	0	4	0	0	0	0	0	7
Professionally qualified and experienced specialists and mid-management	4	0	0	0	3	0	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11	0	0	0	19	0	0	0	0	0	30
Semi-skilled and discretionary decision making	18	0	0	0	16	1	0	0	0	0	35
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>
Temporary employees	6	0	0	0	8	0	0	0	0	0	14
<b>GRAND TOTAL</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95</b>

# PART C: MEASURING MICT SETA PERFORMANCE

## 8. INSTITUTIONAL PERFORMANCE INFORMATION

### 8.1 MEASURING IMPACT

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

OUTCOME 1	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Ensured sound corporate management	Unqualified Audit opinion and compliance with relevant legislation for this strategic period.	2014/15 – 2016/17 Clean Audit. 2017/18 – 2019/20 Unqualified Audit.	5 Unqualified Audit for this strategic planning period.
	Sound Corporate Services for this strategic period.	83% attainment of 2019-2020 prescribed targets.	High performance team capable of attaining at least 85% of prescribed targets.
	Business processes re-engineered and digitized.	New Target	40 Re-engineered and digitized Business Processes.
	Monitoring and Evaluation Framework policy to improve business processes for increased performance and reporting.	New Target	100% implementation of M&E Framework
	Implemented strategic and annual performance Plan	2014/15 – 2019/20 Annual Performance Reports.	20 SETMIS Quarterly Performance Reports to be submitted to DHET.
	Corporate Governance Framework that ensures compliance with Regulatory requirements, DHET and overall sound corporate governance.	2014/15 – 2016/17 Clean Audit. 2017/18 – 2019/20 Unqualified Audit.	100% compliance with Regulatory requirements, DHET and overall sound corporate governance.
	Key Risk		Risk Mitigation
– Failure to comply with relevant legislations resulting to failure to implement mandate.		– Effective combined assurance model and efficient oversight by Accounting Authority and its Sub-Committees. – Ongoing Capacity building on regulatory framework and relevant legislations.	

	<ul style="list-style-type: none"> <li>– Failure to eliminate fraud and corruption</li> </ul>	<ul style="list-style-type: none"> <li>– Adequate training on internal controls, and the compliance and regulatory framework</li> <li>– Enforcement of Consequence Management due to non-compliance.</li> </ul>
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OUTCOME 2	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Increased and improved labour market information that accurately identifies occupations in high demand.</b>	A Sector Skills Plan that records occupations in high demand developed and approved for this strategic period.	<b>5</b> approved Sector Skills Plans.	<b>5</b> approved Sector Skills Plans for this strategic planning period.
	<b>Key Risk</b> <ul style="list-style-type: none"> <li>– Inaccurate list of occupations in high demand resulting in the funding programmes that are irrelevant.</li> </ul>	<b>Risk Mitigation</b> <ul style="list-style-type: none"> <li>– Triangulation approach to research and multiple data sources used.</li> </ul>	

OUTCOME 3	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Supported career development services within the MICT sector.</b>	Career guide with research-based labour market information developed and distributed for this strategic period.	<b>5</b> career guides developed and distributed.	<b>5</b> career guides developed, <b>13 000</b> distributed for this strategic planning period.
	Trained career development practitioners for this strategic period.	<b>New target</b>	<b>500</b> career development practitioners trained.
	Career Development Events on occupations in high demand attended by the MICT sector for this strategic planning period.	<b>New target</b>	<b>250</b> Career Development Events attended by the MICT sector for this strategic planning period.
	<b>Key Risk</b>	<b>Risk Mitigation</b>	
	<ul style="list-style-type: none"> <li>– Inaccurate list of occupations in high demand published in Career guide and distributed.</li> </ul>	<ul style="list-style-type: none"> <li>– Triangulation approach to research and multiple data sources used.</li> </ul>	
	<ul style="list-style-type: none"> <li>– Career development practitioners not being available for training.</li> </ul>	<ul style="list-style-type: none"> <li>– Career guidance schedule in place.</li> </ul>	
	<ul style="list-style-type: none"> <li>– Career Development Events not attended.</li> </ul>	<ul style="list-style-type: none"> <li>– Improved and effective marketing strategies.</li> </ul>	

OUTCOME 4	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Increased access to, and delivery of industry and occupationally directed priority programmes and work placements.	Increased <b>enrolments</b> on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.	<b>2 442</b> learners on TVET WIL programme	<b>3951</b> learners on TVET WIL programme
		<b>1 299</b> learners on HET WIL programme	<b>2046</b> learners on HET WIL programme
		<b>8 016</b> Interns	<b>8 050</b> Interns
		<b>16 374</b> learners on learnerships	<b>15079</b> learners on learnerships
		Candidacy: <b>New target</b>	<b>260</b> Candidacy
		<b>9092</b> learners on Skills Programmes	<b>6333</b> learners on Skills Programmes
		<b>4738</b> learners on Short Programmes	<b>4637</b> learners on Short Programmes
	Increased <b>completions</b> on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.	<b>2 049</b> learners on TVET WIL programme	<b>3050</b> learners on TVET WIL programme
		<b>438</b> learners on HET WIL	<b>1547</b> learners on HET WIL
		<b>3442</b> Interns	<b>3471</b> Interns
		<b>7046</b> learners on learnerships	<b>11006</b> learners on learnerships
		Candidacy: <b>New target</b>	<b>182</b> learners on candidacy
		<b>7406</b> learners on Skills Programmes	<b>3348</b> learners on Skills Programmes
		Short Programmes: <b>New Target</b>	<b>2152</b> learners on Short Programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	– Failure by stakeholders to provide relevant workplace experience for learners and skills development providers to provide quality training.	– Strong partnerships established between the SETA, MICT employers, TVET colleges and Universities.	
		– Effective programme management, monitoring and evaluation processes in place.	
		Policy and procedures in place to determine suitability of participating workplaces.	
	– Failure by stakeholders to implement programmes in accordance with the Service Level Agreement stipulations.	– All programmes quality assured and subjected to monitoring and evaluation.	

OUTCOME 5	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Increased workplace training of workers already in employment.	Increased <b>enrolments</b> on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.	<b>160</b> learners on Bursaries	<b>205</b> learners on Bursaries
		<b>1025</b> learners on Skills Programmes	<b>1332</b> learners on Skills Programmes
		CET programmes: <b>New target</b>	<b>190</b> learners on CET programmes
	Increased <b>completions</b> on Bursaries, Skills Programmes and CET programmes for workers already in employment for this strategic planning period.	<b>35</b> learners on Bursaries	<b>143</b> learners on Bursaries
		<b>649</b> learners on Skills Programmes	<b>999</b> learners on Skills Programmes
		CET programmes: <b>New target</b>	<b>143</b> learners on CET programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	Failure by stakeholders to provide relevant workplace experience for learners and skills development providers to provide quality training.	Strong partnerships established between the SETA and the MICT employers, TVET colleges and Universities.	
	<ul style="list-style-type: none"> <li>Failure by stakeholders to implement programmes in accordance with the Service Level Agreement stipulations.</li> </ul>	<ul style="list-style-type: none"> <li>Effective programme management, monitoring and evaluation processes in place.</li> <li>Policy and procedures in place to determine suitability of participating workplaces.</li> <li>All programmes quality assured and subjected to monitoring and evaluation.</li> </ul>	

OUTCOME 6	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Increased access to occupationally directed programmes	Increased <b>enrolments</b> on Bursary Programmes for <b>unemployed learners</b> for this strategic planning period.	<b>2 733</b> learners on Bursaries	<b>1451</b> learners on Bursaries
	Increased completions on Bursary Programmes for unemployed learners for this strategic planning period.	<b>1 535</b> learners on Bursaries	<b>1030</b> learners on Bursaries
	Established partnerships with HETs, TVETs and CETs to develop skills for the unemployed learners for this strategic planning period.	<b>29</b> partnerships with HETs	<b>75</b> partnerships with HETs
		<b>28</b> partnerships with TVETs	<b>74</b> partnerships with TVETs
		CETs: <b>New Target</b>	<b>37</b> partnerships with CETs



	KEY RISK	RISK MITIGATION
	– Failure by stakeholders to engage on a meaningful partnership.	– Strong partnerships established between the SETA, employers and public institutions and skills development benefits communicated continuously.

OUTCOME 7	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Increased support for the growth of the public college system.</b>	Established offices in TVET colleges, TVET college lecturers exposed to industry and together with CET lecturers afforded Bursary opportunities. College managers trained on financial and leadership management for this strategic planning period.	<b>1</b> Office	<b>49</b> Offices
		<b>360</b> TVET lecturers exposed to industry	<b>460</b> TVET lecturers exposed to industry
		TVET lecturers on Bursary programmes: <b>New Target</b>	<b>340</b> TVET lecturers on Bursary programmes
		CET lecturers on Bursaries programmes: <b>New target</b>	<b>230</b> CET lecturers on Bursaries programmes
		Managers on management programmes: <b>New target</b>	<b>230</b> Managers on management programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	– Failure by stakeholders to provide relevant workplace experience for learners.	– Strong partnerships established between the SETA and the MICT employers, TVET colleges and Universities. – Effective programme management, monitoring and evaluation processes in place. – Policy and procedures in place to determine suitability of participating workplaces.	

OUTCOME 8	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Increased skills development support for SMMEs, entrepreneurship, cooperatives development and community based organisations.</b>	Cooperatives, CBOs (people), small businesses (people) and NGOs/NPOs (people) supported with training interventions, trained on entrepreneurial skills and supported on starting their business for this strategic planning period.	Cooperatives (people): <b>New target</b>	<b>550</b> people/beneficiaries in Cooperatives
		Small businesses (people): <b>New target</b>	<b>550</b> people/beneficiaries in Small businesses
		Entrepreneurial skills (people): <b>New target</b>	<b>550</b> people/beneficiaries in entrepreneurial skills
		Business start-ups (people): <b>New target</b>	<b>550</b> people/beneficiaries in business start-ups

		CBOs (people): <b>New target</b>	<b>550</b> people/beneficiaries in CBOs
		NGOs/NPOs (people): <b>New target</b>	<b>550</b> people/beneficiaries in NGOs/NPOs
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	– Failure by entrepreneurs to sustain their business.	– Strong partnerships established between the SETA and entrepreneurs and skills development benefits communicated continuously. – Entrepreneurship development strategy in place.	

OUTCOME 9	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>Increased skills development support for worker initiated training.</b>	Worker initiated training (federations/trade unions) (people) supported through Skills Programmes and Short Programmes for this strategic planning period.	Skills Programmes: <b>New target</b>	<b>650</b> learners in Skills Programmes
		Short Programmes: <b>New target</b>	<b>200</b> learners in Short Programmes
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	
	– Failure by employers to release unions/ federations members to attend training for respective learning programmes.	– Strong partnerships established between the SETA, MICT employers and unions/federations and skills development benefits communicated continuously.	

OUTCOME 10	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
<b>A 4IR strategy that is responsive to 4IR skills development needs of the MICT sector.</b>	– Partnerships with 4IR key role players in MICT sector established on an annual basis.	– 30 partnership	– 30 Partnerships with 4IR key role players in MICT sector established in a five year period.
	– 4IR Advisory Committee established and reviewed on an annual basis.	– 16 Advisory committees	– 1 4IR Advisory Committee established and reviewed annually.
	– 4IR research chairs established and maintained on annual basis.	– 70 research chairs	– Research chairs established in five years with 320 students funded under the five sub-sectors.
	– 4IR occupational qualifications developed	– 13 Occupational qualifications	– 30 4IR occupational qualifications developed and approved annually.
	<b>KEY RISK</b>	<b>RISK MITIGATION</b>	

	– Misaligned 4IR strategy that is not responding to skills requirements of supply and demand.	– Develop a stakeholder engagement framework that promotes inclusive decision making.
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OUTCOME 11	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Improved quality of education to address programmes in high demand within the MICT sector.	Availability of occupational qualifications in high demand.	40 MICT SETA existing qualifications developed and reviewed annually	100% review of existing qualifications and development of new qualifications to comply with QCTO requirements.
	<b>Key Risk</b>	<b>Risk Mitigation</b>	
	– Outdated programmes resulting in non-responsive skills supply.	– Established partnerships with skills development providers and Industry to ensure demand-led and responsive programmes.	

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

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

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

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

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

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

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

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

## 8.4 PROGRAMME 1: ADMINISTRATION

### 8.4.1 Sub-Programme 1.1 Finance

INDICATOR TITLE	<b>Unqualified Audit opinion and compliance with relevant legislation for this strategic period.</b>
DEFINITION	Ensure financial prudence and compliance with relevant legislation through the attainment of an audit opinion that is free of material findings from the Auditor General (AG).
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Audit report from the AGSA</li> <li>– Audited Annual Financial Statements</li> <li>– Annual Report</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple count; each audit opinion is counted once each year
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Audited Annual Financial Statements</li> <li>– Audit report from the AGSA</li> <li>– Annual Report</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Adequate and proficient Human Capital</li> <li>– Functional Financial Management System</li> <li>– Functional Learner Management System</li> <li>– Explicit processes and procedures</li> <li>– Approved Budget</li> </ul>
CALCULATION TYPE	Non-Cumulative
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Financial prudence and compliance with relevant legislation.
INDICATOR RESPONSIBILITY	Chief Financial Officer

### 8.4.2 Sub-Programme 1.2 Corporate Services

INDICATOR TITLE	<b>Sound Corporate Services for this strategic period.</b>
DEFINITION	Skilled and complete human capital capable of delivering on the strategic outcomes of the organisations in a timely manner.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Audit report from the AGSA</li> <li>– Annual Report</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple count, each employee is counted once.
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Performance Management Reports</li> <li>– Timely submission of statutory reports</li> <li>– Stable and loyal capital</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Functional HR Information System</li> <li>– Approved policies, processes, procedures and checklists</li> <li>– Approved Budget</li> </ul>
CALCULATION TYPE	Cumulative
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Monthly</li> <li>– Quarterly</li> <li>– annually</li> </ul>
DESIRED PERFORMANCE	High performing human capital that delivers on the organisational mandate.
INDICATOR RESPONSIBILITY	Senior Manager Corporate Services

### 8.4.3 Sub-Programme 1.3 IT

INDICATOR TITLE	<b>Business processes re-engineered and digitized</b>
DEFINITION	Achievement of business process re-engineering and digitised as an enabler for the MICT SETA values of excellence, accountability and stakeholder centrality
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– User Acceptance Testing (UAT) and / or</li> <li>– Closeout Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– User Acceptance Testing (UAT) and / or</li> <li>– Closeout Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Approved Digital Strategy and Digital Strategy Implementation Plan with costing</li> <li>– Allocation of funding</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/A
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly Annually



DESIRED PERFORMANCE	Increase in digitisation of business processes to improve organisational delivery of its mandate.
INDICATOR RESPONSIBILITY	Chief Information Officer

#### 8.4.4 SUB-PROGRAMME 1.4: MONITORING AND EVALUATION

INDICATOR TITLE	<b>Monitoring and Evaluation Framework policy to improve business processes for increased performance and reporting.</b>
DEFINITION	Percentage of Business Processes, Policies and standard operating procedures developed, implemented and reviewed for improved performance and overall compliance on an annual basis.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Updated Policies</li> <li>– Updated Standard Operating Procedures</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple Count; Percentage of Policies and Procedures assessed quarterly
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Updated Policies</li> <li>– Updated Standard Operating Procedures</li> <li>– New Business Process</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Proficient Human Capital</li> <li>– Functional Monitoring and Evaluation Framework</li> <li>– Explicit Policies, processes and procedures</li> </ul>
CALCULATION TYPE	Non-Cumulative
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Quarterly</li> <li>– Annually</li> </ul>
INDICATOR RESPONSIBILITY	Senior Manager Monitoring and Evaluation

INDICATOR TITLE	<b>Implemented strategic and annual performance plan</b>
DEFINITION	Number of SETMIS Performance reports submitted to DHET Annually
SOURCE OF DATA	<ul style="list-style-type: none"> <li>- Monthly reports</li> <li>- Quarterly Management Reports</li> <li>- Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	– Simple Count; Number of report submitted quarterly and Annually
MEANS OF VERIFICATION	Proof of Submission
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Proficient Human Capital</li> <li>– Functional Monitoring and Evaluation Framework</li> <li>– Explicit Policies, processes and procedures</li> <li>– SETMIS Data</li> </ul>
CALCULATION TYPE	– Non-Cumulative

REPORTING CYCLE Annually	<ul style="list-style-type: none"> <li>– Quarterly</li> <li>– Annually</li> </ul>
INDICATOR RESPONSIBILITY	Senior Manager Monitoring and Evaluation

#### 8.4.4 Sub-Programme 1.5 Governance

INDICATOR TITLE	<b>Corporate Governance Framework that ensures compliance with Regulatory requirements, DHET and overall sound corporate governance.</b>
DEFINITION	Ensure reporting of SETA activities for the realisation of SETA legislated mandate. Establish corporate governance framework that will speak to compliance and sound corporate governance practices.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Management Reports</li> <li>– Audit Reports</li> <li>– Annual Reports</li> <li>– Approved Policies</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>– Simple Count; SETA governance reports submitted quarterly.</li> <li>– Elimination of non-compliance</li> <li>– Reduced incidents of risk and corruption</li> </ul>
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– SETA Governance Reports</li> <li>– Audit Reports</li> <li>– Approved Policies</li> <li>– Approved initiatives of the frameworks</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Strategies, Policies and Processes in place.</li> </ul>
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>– Accounting Authority</li> <li>– Chief Executive Officer</li> <li>– Board Secretary</li> </ul>

INDICATOR TITLE	<b>Efficient governance and compliance with relevant legislations for this strategic period.</b>
DEFINITION	To ensure adherence to relevant legislative frameworks resulting in accountability and good governance.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Financial and Performance Reports</li> <li>– Annual Reports</li> <li>– Auditors' Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple count (Both qualitative and quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Annual Report</li> <li>– Auditors' Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Proficient Human Capital and Accounting Authority</li> <li>– Functional Financial and Performance Management Information Systems</li> <li>– Effective Internal controls</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– N/A</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>– Non-Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>– 100% Compliance with relevant legislation and good governance for this strategic planning period.</li> </ul>
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>– Accounting Authority</li> <li>– Board Secretary</li> <li>– Chief Executive Officer</li> </ul>

## 8.5 PROGRAMME 2: SECTOR SKILLS PLANNING

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

<b>INDICATOR TITLE</b>	<b>Career guide with research-based labour market information developed and distributed for this strategic period.</b>	
DEFINITION	To develop Career Guide in order to communicate information and opportunities to prospective young emerging talent, raising awareness on existing offerings within the MICT sector.	
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Approved Sector Skills Plan</li> </ul>	
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>– Simple count (Both qualitative and quantitative)</li> </ul>	
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Career Guide</li> <li>– Annual Report</li> <li>– Auditor's Reports</li> </ul>	
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Approved Sector Skills Plan</li> </ul>	
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>	
CALCULATION TYPE	<ul style="list-style-type: none"> <li>– Non-Cumulative (career guide)</li> <li>– Cumulative (Distribution)</li> </ul>	
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Annually</li> </ul>	
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>– 5 career guides developed</li> <li>– 13 000 distributed for this strategic planning period</li> </ul>	
INDICATOR RESPONSIBILITY	<ul style="list-style-type: none"> <li>– Senior Manager: Sector Skills Planning</li> <li>– Manager: Marketing and Communications</li> </ul>	

<b>INDICATOR TITLE</b>	<b>Trained Career Development Practitioners for this strategic period.</b>	
DEFINITION	To train career development practitioners to support learners in making informed decisions about career choices within the MICT sector.	
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Approved Sector Skills Plan</li> <li>– Career Guide</li> </ul>	
METHOD OF CALCULATION/ASSESSMENT	<ul style="list-style-type: none"> <li>– Simple count (Both qualitative and quantitative)</li> </ul>	
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly Reports</li> <li>– Quarterly Reports</li> <li>– Audit Reports</li> <li>– Annual Report</li> </ul>	
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Budget</li> <li>– Approved Sector Skills Plan</li> <li>– Career Guide</li> <li>– Cooperation from Career Development Practitioners</li> </ul>	
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>	
CALCULATION TYPE	Cumulative	

REPORTING CYCLE	Annually
DESIRED PERFORMANCE	– To train 500 Career Development Practitioners to communicate career opportunities within the MICT sector.
INDICATOR RESPONSIBILITY	Manager: Marketing and Communications

<b>INDICATOR TITLE</b>	<b>Number of Career Development Practitioners trained for this strategic period.</b>
DEFINITION	Training of Career Development Practitioners to showcase career opportunities within the MICT sector for learners to make informed choices about the MICT sectoral occupations on an annual basis.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Career Opportunities Guide</li> <li>– Training Schedule</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple Count; each career development practitioner is counted separately and once every year.
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Training Execution Reports</li> <li>– Attendance Registers</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Availability of Career Opportunities Guide</li> <li>– Availability of career development Practitioners</li> </ul>
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Annually
INDICATOR RESPONSIBILITY	Marketing and Communications Manager

## 8.6 PROGRAMME 3: LEARNING PROGRAMMES

### 8.6.1 Sub-Programme 3.1: Programmes Implementation

INDICATOR TITLE	<b>Increased enrolments on WIL, Internships, Learnerships, Candidacy, Skills Programmes and Short Programmes for unemployed learners in TVETs and HET institutions for this strategic planning period.</b>
DEFINITION	To ensure delivery of learning programmes that expose learners to workplace experience, thus affording them employment opportunities.
SOURCE OF DATA	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>
METHOD OF CALCULATION/ASSESSMENT	Simple count (quantitative)
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Monitoring Reports</li> <li>– Auditors' Reports</li> <li>– Annual Reports</li> </ul>

ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Cooperation by employers, training institutions and beneficiaries</li> <li>– Approved Discretionary Grants Budget</li> <li>– Explicit Policies, processes and procedures</li> <li>– Approved SLAs</li> <li>– Employer-Learner Agreements</li> <li>– Adequate and proficient Human Capital</li> <li>– Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Target for Women: 54%</li> <li>– Target for Youth: 80%</li> <li>– Target for People with Disabilities: 4%</li> </ul>
CALCULATION TYPE	– Cumulative
REPORTING CYCLE	– Annually
DESIRED PERFORMANCE	Increased enrolments in respective learning programmes that expose beneficiaries to workplace experience and provision of placement opportunities.
INDICATOR RESPONSIBILITY	Senior Manager: Learning Programmes

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



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

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

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

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

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

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

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

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



### 8.6.2 Sub-Programme 3.2: 4IR

INDICATOR TITLE	Programmes that address 4IR skills development needs.
DEFINITION	Established partnerships with MICT stakeholders, Academics, Civil societies for implementing 4IR initiatives.
SOURCE OF DATA	MICT SETA, NGOs/NPOs and Training Institutions SLAs
METHOD OF CALCULATION/ASSESSMENT	Simple Count, (quantitative).
MEANS OF VERIFICATION	<ul style="list-style-type: none"> <li>– Monthly reports</li> <li>– Quarterly Management Reports</li> <li>– Annual Reports</li> </ul>
ASSUMPTIONS	<ul style="list-style-type: none"> <li>– Approved Budget</li> <li>– Explicit Policies, processes and procedures</li> <li>– Adequate and proficient Human Capital to ensure project management and monitoring and evaluation</li> <li>– Functional Management Information Systems</li> </ul>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Women</li> <li>– Youth</li> <li>– Marginalised South African communities</li> <li>– People with disabilities</li> </ul>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	<ul style="list-style-type: none"> <li>– Women</li> <li>– Youth</li> <li>– Marginalised South African communities</li> </ul>
CALCULATION TYPE	<ul style="list-style-type: none"> <li>– Cumulative</li> </ul>
REPORTING CYCLE	<ul style="list-style-type: none"> <li>– Annually</li> </ul>
DESIRED PERFORMANCE	<ul style="list-style-type: none"> <li>– 5 4IR strategies (1 annually).</li> </ul>
INDICATOR RESPONSIBILITY	Senior Manager Learning Programmes

## 8.7 PROGRAMME 4: EDUCATION AND TRAINING QUALITY ASSURANCE

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