



2025/26 - 2029/30

Strategic *Plan*



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

FOREWORD BY THE MINISTER



Dr NP Nkabane, MP
Executive Authority of Higher Education

South Africa ascended to the G20 Presidency from 01 December 2024 under the theme: “Solidarity, Equality and Sustainability”. The admission of the African Union in 2023 as a full member of the G20 presented South Africa with a new opportunity to reposition Africa’s role in the global affairs in pursuit of African Union Agenda 2063. Together with the Ministry of Basic Education, the Ministry of Higher Education and Training will be leading the G20 Education Working Group in 2025. For this reason, 2025 will be a historic year in the history of the continent, the country and education and training.

It is my pleasure to present the Department of Higher Education and Training’s Strategic Plan for the 2025-2030 period. South Africa’s government continues to focus its strategies towards addressing the triple challenges facing the country, namely poverty, unemployment and inequality. In this regard, the 7th Administration has agreed on the priority actions required to address these, and the programme that will foreground the work of government for the 2025 -2030 planning period. Three strategic priorities have been identified, namely, (i) driving inclusive growth and job creation; (iii) reducing poverty and tackling the high cost of living; (iii) build a capable, ethical and developmental state.

Consistent with these priorities, the department will continue to support an inclusive growth path by developing a skilled and capable workforce whilst broadening the skills base of the country. The 7th Administration provides an opportunity for the department to position the PSET sector to provide a myriad of opportunities for our youth and adults. Our resolve is to achieve far-reaching outcomes, bringing about changes to improve the provision of postschool opportunities whilst exerting meaningful impact on the lives of individuals, the economy and society as whole.

I am glad that as a sector we have a clear vision that is espoused by the White paper for Post-School Education and Training. We will continue to aspire for:

- a post-school system that can assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa;
- a single, coordinated post-school education and training system;
- an expanded access, improved quality and increased diversity of provision;

- a stronger and more cooperative relationship between education and training institutions and the workplace; and
- a post-school education and training system that is responsive to the needs of individual citizens and of employers in both public and private sectors.

This means that our sustained agenda is to continue to invest in skills that will drive inclusive growth and job creation. As we make post school education and training opportunities accessible, we should enable reciprocal success of our students in the system. In an era of fast-changing skills demand, driven by the further development of the South African economy and by global trends such as technological progress and globalisation, it is important to understand the skills needs of the country. The quality of teaching and learning, the responsiveness of education and training system will be more and more important.

Through this Strategic Plan, we also commit to work with the Human Resource Development Council (HRDC), chaired by the Deputy President of the Republic of South Africa, to ensure effective coordination across government and all sectors in respect to the implementation Human Resource Development Strategy for the country.

Working with our stakeholders, we are changing the size and shape of the PSET system, particularly to reposition the college sector. The National Development Plan, 2030 and our own National Plan for PSET directs that we should drastically increase intake in Technical and Vocational Education and Training (TVET) and Community Education and Training (CET) colleges. The college sector has a potential to transition individuals to the labour market, perform critical jobs with higher productivity and support the change to sustainable and resilient societies.

In November 2023, Cabinet endorsed the **Just Energy Transition (JET) Implementation Plan**, a transformative blueprint for South Africa's sustainable future. This plan will guide the country toward a greener economy while ensuring that the transition is just, inclusive, and focused on growth. At the heart of this transition lies the **skills portfolio**, which aims to align skills development with the long-term needs of the energy sector, ensuring that no one is left behind. In this regard, we aim to implement appropriate interventions to support this initiative. Accordingly, the Department will during the 2025/26 establish a JET Skills Desk within the Department which will serve as the national coordinating hub for skills development efforts, ensuring a unified approach to this critical task.

Another critical challenge that we seek to address is the category of the society that is Not in Employment, Education or Training, commonly known as the NEET. Addressing the crisis around NEET is essential for South Africa's long-term economic growth and social stability. High NEET rates reflect a profound gap in education and employment opportunities for many young people, and this must change. Our government, along with civil society and the private sector, is working to create pathways for education, training, and employment for those who are NEET. We are focused on investments in education, job creation, and skills development to ensure that our youth have the tools they need to succeed.

In this regard, the Department of Higher Education and Training is leading a project to identify NEET individuals across the country. The aim is to establish a database that will assist the department to device appropriate and targeted interventions aimed at improving their circumstances. The interventions will support NEETs in gaining skills, securing employment, starting businesses, or enrolling in education and training programmes. This must be viewed as complementary to the President's Youth Employment Initiative, which drives structural reforms and job creation, and the Presidential Employment Stimulus, which focuses on creating meaningful employment and strengthening livelihoods. Through partnerships with both public and private sector agencies, we aim to connect work seekers with employers, foster entrepreneurship, and provide tailored support to those who need it most.

We are continuing to intensify efforts to address the challenge of skills mismatch with discrepancy between the skills sought by employers and the skills possessed by the youth and adults. The Department is playing a significant role in a number of initiatives like industry-led training programmes, mentorship and internship opportunities, partnerships with education institutions relevant and enhancing work experience and practical skills.

It is encouraging that baseline information shows that annual production of qualified artisans has been on the increasing trajectory since the demise of COVID-19, with 20,062 completing their trade test in 2023/24. The top ten artisans produced include Electricians, Diesel Mechanics, Mechanical Fitters, Plumbers, Boilermakers, Welders, Millwrights, Automotive Motor Mechanics, Fitters and Turners, and Riggers.

A comprehensive student funding model for higher education, specifically designed for students who fall outside the current NSFAS criteria and address the needs of the “missing middle,” has been finalized. This will be implemented in phases over the next five years. Phase 1 of the model is now being implemented, with the government committing an initial capitalization fund of R3.8 billion for the 2025 academic year to support approximately 10,000 students. Further discussions with the National Treasury are ongoing to develop a sustainable funding model, which is expected to be submitted to the Cabinet in July 2025.

I am confident that the implementation of the Strategic Plan 2025-2030, will ensure that the commitments we have towards ensuring transforming the PSET Sector is accomplished. I am certain that, under the guidance and support of the Deputy Ministers, Dr Mimmy Gondwe, MP and Mr Buti Manamela, MP, including the Director-General, Dr Nkosinathi Sishi, its implementation will steer the Department in the right direction as we address the socio-economic challenges facing our country.

Dr NP Nkabane, MP

Executive Authority of Higher Education

LIST OF ABBREVIATIONS

APP	Annual Performance Plan
ATR	Annual Training Report
B-BBEE	Broad-Based Black Economic Empowerment
BUSA	Business Unity South Africa
COVID-19	Coronavirus disease
DHET	Department of Higher Education and Training
ERRP	Economic Reconstruction and Recovery Plan
ETQA	Education and Training Quality Assurance
ICT	Information Communication and Technology
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan 2024-2029
NDP	National Development Plan, 2030
NEET	Not in Employment, Education or Training
NPPSET	National Plan for the Post School Education and Training, 2023
NQF	National Qualifications Framework
NSDP	National Skills Development Plan, 2030
OFO	Organising Framework for Occupations
OPA	2024 Opening of Parliament Address by the President
PFMA	Public Finance Management Act, 1999 (No. 1 of 1999)
PIVOTAL	Professional, Vocational, Technical and Academic Learning
PSET	Post-School Education and Training
QCTO	Quality Council for Trades and Occupations
SASSETA	Safety and Security Sector Education and Training Authority
SDA	Skills Development Act (No. 97 of 1998)
SDLA	Skills Development Levies Act (No. 9 of 1999)
SETAs	Sector Education and Training Authorities
SIPs	Strategic Integrated Projects
SIHIP	SETA Integrated High Impact Projects
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro Enterprises
SONA	State of the Nation Address
SSP	Sector Skills Plan
TIDs	Technical Indicator Definitions
TVET	Technical Vocational Education and Training
WSP	Workplace Skills Plan

EXECUTIVE AUTHORITY STATEMENT

I hereby endorse the Safety and Security Sector Education and Training Authority (SASSETA) Strategic Plan for the period 2025/2026 - 2029/30 and further commit to ensuring its implementation.

Dr NP Nkabane, MP
Minister of Higher Education and Training

STATEMENT OF THE CHAIRPERSON OF THE BOARD

As South Africa continues to face the socio-economic challenges of poverty, unemployment, inequality, and the pressing issue of gender-based violence and femicide, our nation finds itself at a pivotal moment. Addressing these issues requires a collective, systemic response across government, civil society, and the private sector. The government, under the seventh administration, has identified eight key priorities in the statement of intent to guide the country towards sustainable development. Notably, priority number four emphasizes “Investing in people through quality education and healthcare,” a cornerstone of national growth.

The 2024 Opening of Parliament Address by the President outlined three apex strategic priorities: inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state. These priorities, which shape the Medium-Term Development Plan (MTDP) from 2024-2029, are interrelated and development oriented. All these priorities are relevant to our mandate at SASSETA.

The MTDP outcomes to be supported by the higher education sector are as follows:

1. Inclusive growth & job creation

- A Just energy transition
- Increased employment opportunities
- Re-industrialisation, localisation and beneficiation

2. Reduce poverty and tackle the high cost of living

- Skills for the economy
- Improved education outcomes and skills
- Social cohesion and nation-building

3. Build a capable, ethical & developmental state

- Improved governance and performance of public entities
- A capable and professional public service

As the Sector Education and Training Authority (SETA) for the safety and security sector, SASSETA's role in contributing to these national imperatives cannot be overstated. Our strategic initiatives for the 2025/26-2029/30 period are intricately aligned with the MTDP, the National Development Plan (NDP), and other key policies such as the National Skills Development Plan (NSDP) 2030 and the Economic Reconstruction and Recovery Plan (ERRP). These frameworks emphasize the importance of skills development as a critical lever for economic growth, employment creation, and improved quality of life for all South Africans.

From a skills development perspective, we will also contribute to supporting the following MTDP outcomes identified by the Justice, Crime Prevention, and Security Cluster:

- Reformed, integrated and modernised Criminal Justice System;
- Effective Border Security;
- Secured Cyber Space;
- Increased feelings of safety in the Community, particularly women and children in communities; and
- Combat priority offences (Economic, Organised Crime and Corruption).

Our contribution will focus on producing the skills that our sector and broader economy urgently needs, to ensure impact. Through an expansion of vocational and technical training in schools and post-school institutions, SASSETA will take a demand-led approach to skills development. A strengthened partnership with the private sector will unlock opportunities for artisans, TVET graduates, and other learners, facilitating workplace-based placements and work-integrated learning. These initiatives are not only critical for creating employment but are also aligned with our broader mandate of fostering an inclusive, ethical, and capable workforce.

SASSETA's work is also aligned with the SETA Integrated High-Impact Projects (SIHIP). These six flagship programmes—ranging from public sector capacitation to entrepreneurial development and rural community impact—represent transformative interventions that will drive change across various sectors, including safety and security. SASSETA is committed to playing an active role in ensuring these programmes are successfully implemented and yield tangible outcomes.

We recognize that our efforts must be framed within a comprehensive policy ecosystem, including the NDP 2030, the Reconceptualized Human Resources Development Strategy for South Africa 2024-2033, and the District Development Model. Our strategic focus will be to ensure that the initiatives we champion directly contribute to the larger national agenda of inclusive growth, development, and social justice.

As we move forward, our strategic plan for 2025/26-2029/30 is not just a roadmap for SASSETA's continued growth and success but also a commitment to South Africa's future.

Together, through collaboration, innovation, and a shared vision for prosperity, we will build a skilled and empowered workforce that contributes meaningfully to the socio-economic development of our country.



Mr C Mudau
Chairperson of the Board

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan (SP):

- Was developed by the management of the Safety and Security SETA under the guidance of the SASSETA Board.
- Takes into account all relevant policies, legislations, and other mandates for which the Safety and Security SETA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Safety and Security SETA will endeavour to achieve over the period 2025/2026-2029/30.

Attest:



Ms Juwayria Amod
(Programmes 3 and 4)

Executive Manager: Learning Programmes



Mr Vukani Memela
(Programme 2)

Executive Manager: Research, Monitoring, Evaluation and Reporting



Mr Ikafeng Diale
(Programme 1)

Chief Financial Officer



Mr Thamsanqa Mdontswa
Chief Executive Officer



Mr C Mudau
Chairperson of the Board

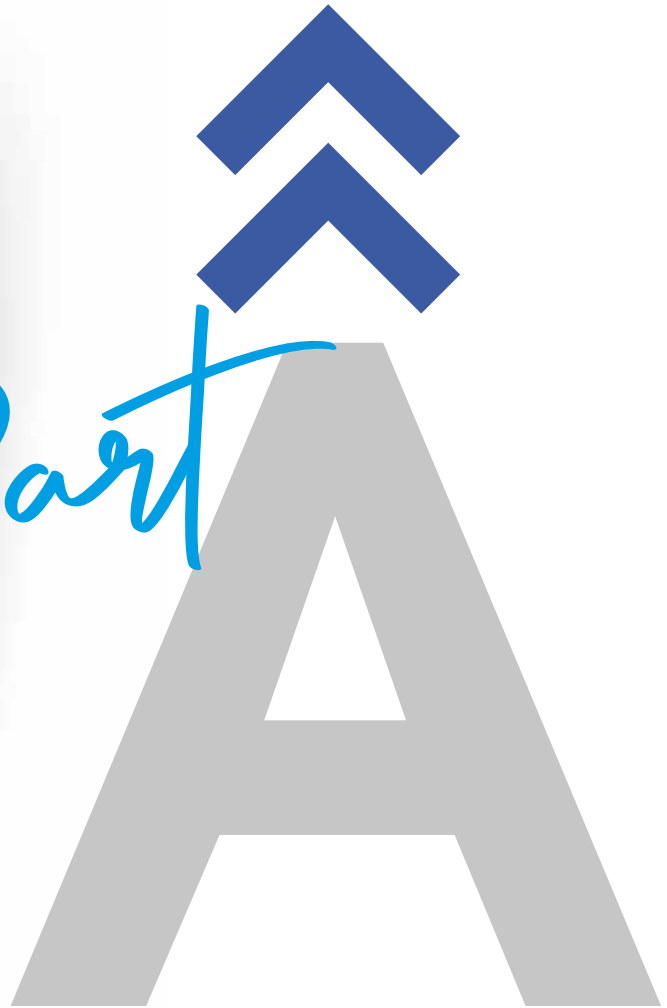
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OUR MANDATE

1. CONSTITUTIONAL MANDATE

The **Constitutional mandate of SASSETA** derives from the broader framework of the Constitution of the Republic of South Africa, 1996 (the Constitution) and is aligned with its role as a Sector Education and Training Authority (SETA). SASSETA's mandate is guided by the following key Constitutional provisions and principles:

1. **Right to Education and Skills Development:** Section 29 of the Constitution guarantees the right to education, including the right to further education, which the state must make progressively available and accessible. SASSETA's role is to facilitate skills development within the safety and security sector in line with this constitutional right.
2. **Transformation and Equity:** SASSETA is tasked with addressing historical inequalities in the workplace by promoting skills development for previously disadvantaged groups. This aligns with the Constitutional imperative of equality (Section 9), which prohibits unfair discrimination and promotes affirmative action.
3. **Human Dignity and Safety:** Section 10 of the Constitution ensures the right to dignity, while Section 12 provides for the right to freedom and security of the person. By promoting skills and professional standards in the safety and security sectors (such as policing, justice, intelligence, defence, and corrections), SASSETA contributes to building a safer society, thus upholding these rights.
4. **Public Administration Efficiency:** The Constitution mandates effective and accountable public administration (Chapter 10, Sections 195 and 197). SASSETA is aligned with this goal by ensuring that public safety institutions are staffed with well-trained, competent professionals.

2. LEGISLATIVE AND POLICY MANDATES

The operations of the SETA are further guided by the legislative and policy directives outlined below. SASSETA was established in terms of the Skills Development Act, No. 97 of 1998 (SDA) with the mandate to promote and facilitate skills development for the safety and security sector. The Minister relicensed the SETAs for the period of 1 April 2020 to 31 March 2030, to operate within the skills development framework articulated in the National Skills Development Plan (NSDP) 2030.

The SETA's mandate is therefore to promote skills development, enhance employment opportunities, and improve service delivery in the safety and security sector by making an active contribution towards the realisation of the National Skills Development Plan's vision of *'An Educated, Skilled and Capable Workforce for South Africa'*.

SASSETA will further be guided by the **Medium-Term Development Plan (MTDP) 2024-2029**, emphasizing three core strategic priorities and the MTDP Outcomes to be supported by the PSET Sector:

1. Inclusive Growth and Job Creation

- Focus Areas:
 - Skills development for the Just Energy Transition (JET), including hydrogen economy and 4IR programs.
 - Enhancing education-workplace relationships with workplace-based learning programs.
 - Re-industrialization and economic transformation through preferential procurement targeting women, youth, black-owned businesses, and SMMEs.

2. Reducing Poverty and Tackling the High Cost of Living

- Focus Areas:
 - Expanding access to higher education through infrastructure programs (e.g., new universities, TVET campuses, and community learning centers).
 - Enhancing education outcomes via NSFAS reforms and increasing graduate output in scarce skill areas.
 - Supporting social cohesion through initiatives like Civic Education and Gender-Based Violence awareness.

3. Building a Capable, Ethical, and Developmental State

- Focus Areas:
 - Legislative reviews to address ambiguities and enhance governance in public entities.
 - Improving higher education capacity by increasing PhD-qualified staff and supporting professional development for TVET and CET lecturers.

From a skills development perspective, we will also contribute to supporting the following MTDP outcomes identified by the Justice, Crime Prevention, and Security Cluster through the following interventions:

- **Reformed, integrated and modernised Criminal Justice System**
By collaborating with JCPS departments to design skills programme for the digital transformation of the CJS.
- **Effective Border Security**
By working with relevant stakeholders to develop skills programme for personnel involved in air, land, and maritime border management.
- **Secured Cyber Space**
By continuing to provide funding for specialized certifications in cybercrime investigation and cybersecurity law enforcement.

- **Increased feelings of safety in the Community, particularly women and children in communities**
By continuing to provide funding and supporting programme on gender-based violence (GBV) prevention and response training for law enforcement.
- **Combat priority offences (Economic, Organised Crime and Corruption)**
By partnering with relevant agencies to improve skills in asset recovery, financial crimes investigation, and case management.

SASSETA will strive to improve access to occupations in high demand and priority skills aligned to supporting economic growth, the creation of employment and social development whilst seeking to address systemic considerations. This shall be advanced through the provision of job-oriented programmes to assist individuals in obtaining jobs and employment opportunities. Other legislation, policies and strategies that underpin the operations of the SETAs including SASSETA are depicted in Table 1.

Table 1: Legislation, policy, and strategies that underpin operations of the SETAs

Legislation/Policy/Strategy	Description
Skills Development Act, 1998 (Act No. 97 of 1998)	This Act is the primary legislation governing SASSETA's mandate and establishes the framework for the development and improvement of skills within the workforce. It creates SETAs to coordinate skills development in specific sectors.
Skills Development Levies Act, No. 1999 (Act No. 9 of 1999)	This Act introduces a levy-grant system for funding skills development initiatives. Employers contribute 1% of their payroll as the Skills Development Levy, which is then allocated to SETAs like SASSETA to fund training programs.
Skills Development Levies Act, No. 1999 (Act No. 9 of 1999)	SASSETA's mandate includes managing these funds, ensuring that they are used for the purposes set out in SETA Grant Regulations.
Public Finance Management Act, No. 1 of 1999	The PFMA mandates that SASSETA, as a public entity, must manage its finances transparently, efficiently, and effectively. SASSETA is required to adhere to strict financial management and reporting standards to ensure accountability in the use of public funds.
Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) and Labour Relations Act, 1995 (Act No. 66 of 1995)	These acts provide the legal framework for labour practices in South Africa. SASSETA plays a role in ensuring that skills development initiatives contribute to the compliance of safety and security sector employers with labour laws, improving working conditions and employment relations.
Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	The BBBEE Act seeks to advance economic transformation and participation of black people in the South African economy. SASSETA's training programs must contribute to BBBEE goals by focusing on historically disadvantaged individuals, supporting entrepreneurship, and promoting equitable opportunities in the safety and security sectors.
Employment Equity Act, 1998 (Act No. 55 of 1998)	SASSETA must ensure that its programs promote workplace equity and address the under-representation of historically disadvantaged groups in the safety and security sector, as per the objectives of the Employment Equity Act.
National Development Plan 2030	The NSDP guides SASSETA's strategic focus by setting national priorities for skills development. The NSDP emphasizes the need for SETAs to contribute to economic growth, job creation, and social development through skills training, particularly for the youth, women, and previously disadvantaged groups. SASSETA must ensure that its programs align with the NSDP's goals to reduce unemployment, poverty, and inequality through targeted skills development in the safety and security sector. South Africa's long-term vision to eliminate poverty and reduce inequality through sustainable growth.

Legislation/Policy/Strategy	Description
National Skills Development Plan, 2030	The NSDP is the critical strategic guide to inform skills development interventions and sector skills planning to respond to skills development challenges in the country by making an active contribution towards the realisation of 'An Educated, Skilled and Capable Workforce for South Africa.' It provides the strategic framework for SETAs to focus on national skills priorities, employment creation, and economic growth. It guides SASSETA's training and development initiatives to align with national skills demand and contribute to economic transformation.
Reconceptualized Human Resources Development Strategy for South Africa (HRDS-SA) 2024-2033	The HRDS-SA 2024-2033 emphasizes building a skilled, capable, and adaptable workforce to meet the evolving needs of the economy. SASSETA's role in producing the skills required by the safety and security sector is integral to this national objective. By aligning its training programs with national skills development priorities, SASSETA helps to close the skills gap in critical areas such as law enforcement, security services, and public safety. One of the key goals of the HRDS-SA is to reduce unemployment, particularly among young people. SASSETA's initiatives, such as vocational and technical training, work-integrated learning, and workplace-based placements for TVET graduates, directly support this objective by creating opportunities for young people to gain practical experience and access to the labour market.
Strategic Integrated Projects (SIPs)	Large infrastructure development projects designed to drive economic growth and job creation. SASSETA will align its skills development initiatives with SIPs to ensure qualified professionals are available for key infrastructure sectors.
SETA Integrated High-Impact Projects	Integrated institutional delivery mechanism to ensure implementation of the six (6) programmes that constitute the SETA Integrated High Impact Programmes that were launched in April 2024.
National Qualifications Framework Act, No. 67 of 2008	Regulates qualifications and ensures quality in education and training through the National Qualifications Framework (NQF). SASSETA ensures that its accredited qualifications meet the NQF standards, improving the quality of training in the sector.
White Paper on Post-School Education and Training	Provides for expanding and improving the post-school education and training system in South Africa. It sets out a vision for: <ol style="list-style-type: none"> 1. a post-school system that can assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa; 2. a single, coordinated post-school education and training system; 3. expanded access, improved quality and increased diversity of provision; 4. a stronger and more cooperative relationship between education and training institutions and the workplace; and 5. a post-school education and training system that is responsive to the needs of individual citizens and of employers in both public and private sectors.
Youth Employment Accord	Aims to address youth unemployment through training, internships, and entrepreneurial support. SASSETA contributes to youth development by offering targeted training programs in the safety and security sectors to boost youth employment.

Legislation/Policy/Strategy	Description
Youth Employment Service	The Youth Employment Service (YES) Programme is a South African government initiative aimed at addressing the high-levels of youth unemployment in the country. Launched in 2018 in partnership with the private sector, it seeks to create job opportunities for young South Africans between the ages of 18 and 35 by offering them work experiences that enhance their employability. The programme encourages businesses to provide structured and meaningful workplace opportunities, with the ultimate goal of equipping young people with the skills and experience needed to enter the labour market.
Medium Term Development Plan	The Medium-Term Development Plan (MTDP) in South Africa is a strategic framework that outlines the government's priorities and development goals over a medium-term period, typically five years. It serves as a bridge between long-term national goals, such as those outlined in the National Development Plan (NDP) 2030, and the immediate, actionable priorities that need to be addressed in the short to medium term. The MTDP provides a detailed roadmap for implementing government policies, programs, and initiatives aimed at addressing key socio-economic challenges.
Medium Term Expenditure Framework (MTEF)	A three-year budget planning framework guiding government spending and resource allocation. SASSETA must align its financial planning and budget allocation with the MTEF to ensure efficient use of resources.
Economic Reconstruction and Recovery Plan (ERRP)	The ERRP focuses on strengthening key sectors/industries of the economy and includes a major mass employment drive linked to public services. It aims to ensure that the economy recovers and rebuilds capacity during and post-global health pandemic. It targets multiple economic sectors in a gender- and youth-equitable manner. The implementation of the ERRP is anticipated to create jobs for individuals in the country.
ERRP Skills Strategy	The strategy sets out ten (10) interventions to ensure that the skills required are produced. Six (6) of the interventions are focused on delivery (specific skills to be produced immediately linked to sectoral strategies); and four (4) interventions are systemic and include mechanisms for refining and adding to skills and qualifications needed for fast responsiveness as the economy changes with the ERRP interventions. SETAs are a key stakeholder in the implementation of the ERRP.
National Plan for Post-School Education and Training, 2023	The NPPSET has six goals, namely: an integrated, coordinated, and articulated PSET system; expanded access to PSET opportunities; a responsible PSET system; improved relations between education and training institutions and the world of work; improved quality of PSET provision; and improved efficiency and success of the PSET system.

Our strategic plan is only one part of our strategic planning process. SASSETA further strengthens its planning process by developing institutional policies and strategies for the five (5) year period. To give effect to the internal policies listed in Table 2, SASSETA developed Standard Operating Procedures and remains committed to oversee the implementation of the same. These policies are reviewed and updated, where necessary, to ensure that they address the strategic intent of the organisation in both external and internal contemporary environments.

Table 2: SASSETA Internal policies

Policy Name	Purpose of the Policy
Programme 1: Administration	
Finance Policy	To provide a framework within which financial transactions should be recorded and accounted for.
Supply Chain Management Policy	To regulate the procurement of goods and services in line with the Public Finance Management Act (PFMA), Preferential Procurement Policy Framework Act (PPPFA) and Broad-Based Black Economic Empowerment (B-BBEE) Act.
Risk Management Policy	To provide a framework for the management of risks.
Fraud Prevention Policy	To promote ethical conduct and address fraud and corruption.
Ethics Policy	To promote a culture of openness, trust, fairness, and transparency between SASSETA and its stakeholder.
Gift Acceptance Policy	To govern and provide guidance on the acceptance and administration of gifts.
Whistle Blower Policy	To eradicate unethical behaviour in the workplace.
Code of Conduct and Ethics Policy	To govern the conduct of SASSETA employees and representatives, and to provide overall guidance on matters of conduct.
Disciplinary Policy	To set and maintain standards of conduct within SASSETA and in doing so, ensure that all employees are treated fairly and consistently.
Employment Equity Policy	To ensure fair practice in appointing, developing, and promoting employees from designated groups.
Grievance Policy	To provide individual employees with an effective procedure of expressing, without prejudice, a grievance, complaint, problem, dissatisfaction or feeling of injustice regarding a work situation.
Delegation of Authority	To regulate the process of delegation of authority across all levels.
Human Resources Development Policy	To develop and unleash the potential of its employees, and thus enhance the productivity levels through training and development interventions in line with individual learning needs.
Internship Policy	To establish a clear framework that will guide and give direction to the management of all internship training for interns placed in terms of this policy.
Job Evaluation Policy	To provide a regulatory framework for the evaluation of jobs.
Leave Policy	To provide a regulatory framework and procedures for the granting, withdrawal, management, and administration of leave for employees.
Overtime Policy	To provide a framework for the compensation of employees for additional duties performed in specific circumstances which are in excess of the prescribed working hours.
Performance Management Policy	To provide a framework to supervisors in managing performance in all employees to ensure that performance standards are met, objectives are reached, and employees are rewarded in accordance with their performance.
Recruitment and Selection Policy	To provide direction on the consistent implementation of the recruitment and selection of human resources.
Remuneration Policy	To articulate and give effect to SASSETA's directive on fair, responsible and transparent remuneration.

Policy Name	Purpose of the Policy
Programme 1: Administration	
Resettlement Policy	To provide measures and guidelines for SASSETA to meet, within reasonable economic limits the actual expenses incurred by an employee and their immediate family due to relocation and concomitant resettlement.
Staff Retention Policy	To regulate the retention of staff.
Termination of Employment Policy	To regulate terms and conditions for the termination of employment contracts between SASSETA and its employees.
Working Hours Policy	To determine official hours of duty for all SASSETA employees.
Liability Policy	To regulate the circumstances in which SASSETA as an employer shall be liable for reimbursing and compensating employees for losses they may occur whilst performing official duties.
Smoking Policy	To ensure legal compliance and demonstrate commitment to promote health at work by protecting SASSETA employees from passive tobacco smoking
Sexual Harassment Policy	To develop a workplace that is free of sexual harassment.
Incapacity Policy	To provide a framework within which incapacity of employees due to injury or ill health can be handled effectively, efficiently, and uniformly.
Information Security Policy	To protect Information Communication and Technology (ICT) assets and information within SASSETA
Email & Internet Use Policy	To manage and control of SASSETA's Email and Internet
Acceptable Use Policy	To control and manage the use of ICT resources by end users
POPIA Policy	To ensure protection of and management of personal information
Backup and Restore Policy	To ensure business continuity in case of disaster
ICT Programme Change Management Policy	To manage the changes to ICT systems in order to avoid unnecessary disruptions
Corporate and Promotional Gift Policy	To provide minimum standards regarding risk and opportunity management of the sourcing and distribution of corporate gifts
Sponsorship and Donation Policy	To provide the minimum standards for managing risk and opportunities relation to the conduct of sponsorships and donations
Call Centre Policy	To define the roles and responsibilities of call centre agents in terms of client service
Frontline Policy	To outline customer service improvement at the main entrances of the SETA
Events Policy	To define the events guiding principles while providing detailed task instructions, and to promote cooperation between internal and external partners.
Brand and Corporate Identity Policy	To manage develop usage and protection of the SASSETA brand as a strategic corporate asset
Communications Policy	To ensure that SASSETA communications are well coordinated, effectively managed and are responsive to diverse stakeholder needs
Media Policy	To foster healthy relationships with the media as an effective communication channel with external stakeholders

Policy Name	Purpose of the Policy
Programme 2: Skills Planning, Monitoring, Evaluation, Reporting and Research	
Information and Records Management Policy	To ensure that all SASSETA records are properly managed and stored
Performance Monitoring and Reporting Policy	To monitor SASSETA's performance in terms of the Annual Performance Plan (APP) and Service Level Agreement (SLA) targets.
Monitoring and Evaluation Policy	To monitor the implementation of SASSETA funded interventions and provide recommendations to enhance the delivery of our programmes.
Mandatory Grants Policy	Aimed at guiding and implementing the disbursement of Mandatory Grants in line with SETA grant regulations.
Programme 3: Learning Programmes	
Centres of Specialisation Policy	To set out the funding framework for the specified trades, the different delivery models and project types that will be deployed to assist qualifying employers to access the discretionary grant and implement the Centres of Specialisation accordingly.
Discretionary Grants Policy	To set out the funding framework for Professional, Vocational, Technical and Academic Learning (PIVOTAL) and non-PIVOTAL programmes, the different delivery models and project types that will be deployed to assist the SASSETA stakeholders to access the discretionary grants and implement learning programmes accordingly.
Learner Administration Policy	To regulate the registration of learners on learning programmes.
Bursary Policy	To provide guidelines and principles for the management and administration of SASSETA Bursaries.
Programme 4: Quality Assurance	
Qualifications Development Policy	To develop occupational qualifications that serve the requirements of the sector.
Assessment and Moderation Policy	To provide guidelines on the assessment and moderation of learner results
Skills Development Provider Accreditation Policy	To provide a framework for the accreditation of skills development providers
Certificate Policy	To provide a regulatory framework for printing of certificates.

3. RELEVANT COURT RULINGS

BUSA

In October 2019, Business Unity South Africa (BUSA) won a court case against DHET where the decision of the department to decrease the mandatory grant levies and grants percentage from 50% to 20% in terms of section 4(4) of the SETAs Grant Regulations regarding monies received was set aside. The court did not decide on the mandatory levy or grant percentage to be applied from the court date onwards.

The effect of the ruling is that the Minister would have to decide on the percentage for mandatory grants in consultation with the sector. The Minister has not yet made the decision regarding the mandatory grant percentage.

The SETA therefore discloses a contingent liability. This is disclosed as a contingent liability as the intention of the litigants, BUSA, was to increase the mandatory grant percentage from 20%. The timing and amount of this contingent liability is uncertain, and no reasonable estimate can be made at this point. The department is currently in discussions with BUSA regarding the mandatory grant percentage and effective date of implementation of the ruling. No new information has emerged which changes the status of this disclosure from the prior year.

SAPFTC

SASSETA is cited as the Second Respondent in the matter of South African Professional Firearms Trainers Council NPC (SAPFTC) v The Quality Council for Trades and Occupation & Others, Case No 2024/066460 Gauteng Division (Pretoria) of the High Court (the “court case”).

The SAPFTC has brought a two-part urgent application in the High Court against the QCTO, SASSETA and SAQA regarding the quality assurance functions relating to the Further Education and Training Certificate: Firearm Training qualification, SAQA 50480. In Part A, the Court granted an interim order that “The status quo as it existed prior to 30 June 2024 in respect of qualification 50480 is extended pending the decision of the fourth respondent (Minister) to extend, replace or realign the qualification with a new qualification, whichever the case may be. The costs of the application are reserved pending the determination of part B.” Part B, which are pending review proceedings, the SAPFTC seeks an order effectively ordering the approval and registration by the QCTO of the realigned firearm qualification.

SASA

SASSETA is also a respondent in the matter of The Security Association of South Africa v The Minister of Higher Education and Training & Others (Case No. 2024/091907), Gauteng Division of the High Court, Pretoria. SASA also brought an application seeking in Part A an interim order reinstating three pre-2009 qualifications (General Security Practices SAQA 58577; Special Security Practices SAQA 57713; and Electronic Security Practices SAQA 58697), pending further litigation in Part B concerning the review of their exclusion from the 3 June 2024 Ministerial Directive. The Court granted the relief sought in Part A. Part B is pending.

The Minister has since issued guidelines to implement the 3 June 2024 Directives (which were the subject of litigation in the SAPFTC and SASA matters referred to above) which extended the enrolment dates for 374 pre-2009 qualifications. The new guidelines provide for a case-by-case extension of up to 2 years for pre-2009 expired qualifications. The QCTO and SAQA have been enabled by the Minister to decide on extension for learner registration of pre-2009 qualification that were not on the 2024 Directive.



Part

B

OUR STRATEGIC
FOCUS

4. VISION, MISSION, AND VALUES

VISION

To be the leader in skills development for the safety and security sector.

MISSION

Transforming and professionalising the safety and security sector by providing qualifications and quality skills through effective and efficient partnerships.

VALUES

VALUES: LEAP	Leadership	We commit to decisive leadership in advancing skills development within the sector.
	Equity	We commit to treat all diverse stakeholders in an equitable manner.
	Accountability, Transparency, and Integrity	We pledge to execute SASSETA's responsibilities in an open, honest, and ethical manner.
	Professionalism	We work as a team and value the contribution of others, while maintaining proficiency and service excellence.

5. SITUATIONAL ANALYSIS

5.1 EXTERNAL ENVIRONMENT ANALYSIS

South Africa's progress in developing an economy that respond to the needs of the country is faced with considerable challenges: unemployment (31.1% as at third quarter of 2024), poverty and persistent and pervasive inequality. As a small open economy, our sectors and industries continue to evolve and influenced by a range of global headwinds and trends.

The economy is projected to grow marginally, by 1.3% in 2024 and 1.6% in 2025, supported by growth in trade, tourism, mining, and manufacturing. Inflation is projected to ease to 4.9% in 2024 and decline further to 4.6% in 2025 on account of reduced fuel and food prices, subject to evolving global dynamics (National Treasury, 2024).

That said, the outlook for growth remains subdued. Alongside this, South Africa's labour market continued to perform weakly with high levels of unemployment and low employment. Addressing energy, logistics and infrastructure challenges, together with easing inflation and a commensurate lower interest rate environment and works toward fixing what is broken — will help unlock confidence and South Africa's economic potential. But a lot of hard work still lies ahead.

The volatile economic and fiscal context makes it essential that the government offers leadership and direction in the prioritisation of public spending. Equally, the private sector plays an important role and contributes to economic growth and job creation. But a lot of hard work still lies ahead. The world of work is being reshaped, and the length of time skills remain relevant is reducing quickly. For most people, the prospects of a linear career and job-for-life are no longer an option. Skills will play an essential role in how we all respond to these societal and economic shifts. It is important to ensuring that the workforce is adequately equipped with the skills businesses need, both now and in the future. Skills formation and development is important at all ages, in order to address unmet skills demand.

Skills development is critical for economic growth and social development. Unemployment, poverty, and youth skills development remain a prominent global concern. South Africa has one of the highest unemployment and inequality rates in the world, with the bulk of the workforce unskilled and historically employed in primary industries such as mining and agriculture. South Africa remains the world's most unequal society and inequality has persistently increased from 0.61 in 1996 to 0.63 in 2015 as measured by the Gini coefficient (a gauge of economic inequality). A broad economic recovery remains a necessary – but not sufficient condition for sustained improvement in labour market conditions. Without accelerating the implementation of growth- and employment-enabling reforms, job growth will remain very low in line with modest average GDP growth over the medium term.

The skills development issue in South Africa is thus pertinent both at the demand and supply level and extensive efforts are required to upskill the workforce, both in quantity and quality. Skills development in South Africa is facilitated through various education and training interventions, among others, sector education and training authorities. SETAs are statutory bodies funded through the public purse and are regulated mainly by the Skills Development Act No. 97 of 1998 and the Skills Development Levies Act No. 9 of 1999 (SDLA). These Acts are supplemented by regulations which are published in the Government Gazette.

SASSETA is responsible for the facilitation of skills development in the safety and security sector and ensuring that skills needs are identified and addressed through a number of initiatives by the SETA and the sector. The safety and security sector includes components of two of the major sectors in the Standard Industrial Classification (SIC) namely: Group 8 (Finance, Real Estate and Business Services) and Group 9 (General Government Services). The SIC codes and the specific constituencies associated with each of the sub-sectors are depicted in Table 3.

Table 3: SIC Codes, Subsectors and Constituencies of the Safety and Security Sector

SIC Codes	Chamber	Constituencies
9110A	Policing	Independent Police Investigative Directorate (IPID), Provincial Secretariats for Safety and Security, Civilian Secretariat for Police Service (CSPs), and South African Police Service (SAPS)
91301		
91302		
9110B	Corrections	Department of Correctional Services (DCS), Private Correctional Services Providers (Kutama Sinthumule Correctional Centre and Mangaung Correctional Centre), Judicial Inspectorate for Correctional Services, Correctional Supervision, and Parole Boards.
9110C	Justice	Department of Justice and Constitutional Development (DoJCD), National Prosecuting Authority (NPA), Special Investigations Unit (SIU), SIU Special Tribunal, and the Office of the Chief Justice of South Africa.
9110D	Defence	The Department of Defence (DOD), South African National Defence Force (SANDF) (including SA Army, SA Air force, SA Military Health Service, and SA Navy).
91104	Intelligence Activities	State Security Agency (SSA)
91105		The South African Secret Service (SASS).
88110	Legal Services	Law firms, Paralegal services, Sheriffs, South African Board for Sheriffs (SABFS), and Legal Aid Services.
88920	Private Security and Investigation Activities	Private security companies, investigation, and polygraph services

The world of work is being reshaped, and the length of time skills remain relevant is reducing quickly. For most people, the prospects of a linear career and job-for-life are no longer an option. The above box provides an idea of the demand and supply of skills in the safety and security sector for the South African economy.

The demand is classified with employers consuming the skills in the sector, the supply side is the in-house training centers, employers such as SAPS, Intelligence and Defence supply their own skills. In other words, employers are able to recruit the right people with the right skills at the right time while individuals access careers that help them pursue opportunities to themselves, the economy and its employers.

Safety and security lie at the heart of the prosperity of any nation. It is commonly accepted that human capital is the key to higher productivity and growth. Higher human capital may also bring benefits to individuals, organisations and society. Hence, increasing the human capital stock of a population might bring about faster growth and economic development.

South Africa has a very high crime rate for the years, and it need fully equipped and well-trained police and security cluster to fight crime and maintain law and order with the border of the Republic. The population growth in the sector has acute implications for the capacity and training, enforcement of law and order including enforcement of bylaws and various treaties of the country. Furthermore, this call for the ongoing skills development to sharpen policing techniques and efficiency in response to present and future demands.

A growing demand for skills workforce seems to be a universal consequence of skill-biased technological progress. Despite the difficulties facing the economy, technological progress is creating demand for higher-level skills across sectors, and skill gaps are emerging as a consequence. Understanding the sector profile with the focus on the economic contribution and labour market pave the way in to identify the most relevant skills change drivers. The in-depth analysis of the key role play gives a foundation for the next chapter which focuses on the key skills drivers in the safety and security sector.

The government has promulgated Sectoral Determination 6: Private Security Sector, in accordance with the Basic Conditions of Employment Act, No. 75 of 1997, governing conditions of employment and setting minimum wages for employees in the South African Private Security Sector. The sectoral determination applies to all employers and employees involved in guarding or protecting fixed property, premises, goods, persons, or employees, but excludes managers and workers who are covered by another sectoral determination or bargaining council agreement.

The NDP identifies the need for expanded systems of further education and training to offer clear, meaningful education and training opportunities particularly for young people. It also calls for such an improvement in the quality of education and training to enhance capabilities of our people so that they are active participants in developing the potential of the country. As part of the vision for 2030, the NDP identifies the need for people living in South Africa to feel safe and have no fear of crime. To achieve this, the NDP identifies several areas that need to be addressed within the security sector.

These include strengthening the Criminal Justice System and implementation of the recommendations of the review of the Criminal Justice System findings and ensuring the revamp, modernisation, efficiency, and transformation of the system. With regards to the Medium Term Expenditure Framework (MTEF) there is a need for greater focus and acceleration of the implementation of the seven-point plan to make the Criminal Justice System more efficient and effective; Building a professional police service that is a well-resourced professional institution staffed by highly skilled officers; and Building safety using an integrated approach of mobilising a wider range of state and non-state capacity and resources and building active citizen involvement.

The NSDP sets a vision of ‘An Educated, Skilled and Capable Workforce for South Africa’ through mutual supportive relationships that advance the skills development at large. Furthermore, to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation and social development whilst seeking to address systematic considerations. According to the International Labour Organisation, “Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development.”

Our internal processes are geared to support the NSDP outcomes as well as the Sector Skills Plan (SSP) priorities, with a steadfast focus support on the Technical Vocational Education and Training (TVET) Colleges, Community Educational and Training Colleges, Public Universities and Universities of Technology.

SASSETA will work together with its strategic partners to promote small business development and the establishment of cooperatives to bolster income-generating opportunities for the Not in Employment, Education or Training (NEET) over the next 8-year period. SASSETA will also implement dynamic and impactful targeted programmes for youth, disable persons, women, and programmes that address gender base violence.

The safety and security sector is one of the most labour-intensive sectors and the major contributor to employment in the country.

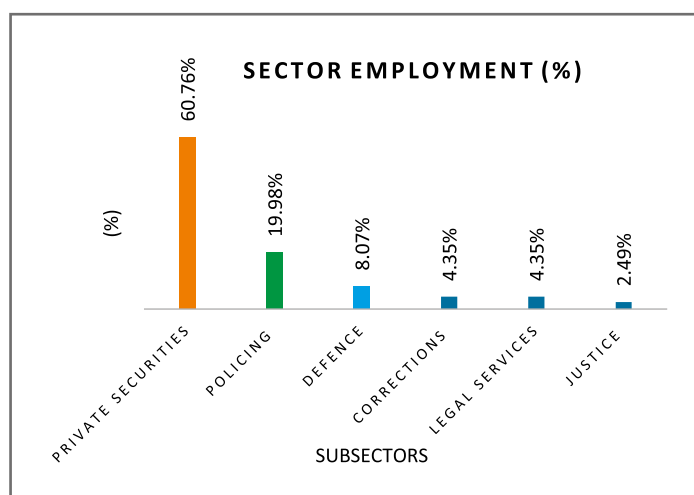


Figure 1:
Employment status
per subsector

Source: SASSETA - WSP data (2024/25)

Table 4: Consolidated Government Expenditure - Defence, Public Order And Safety

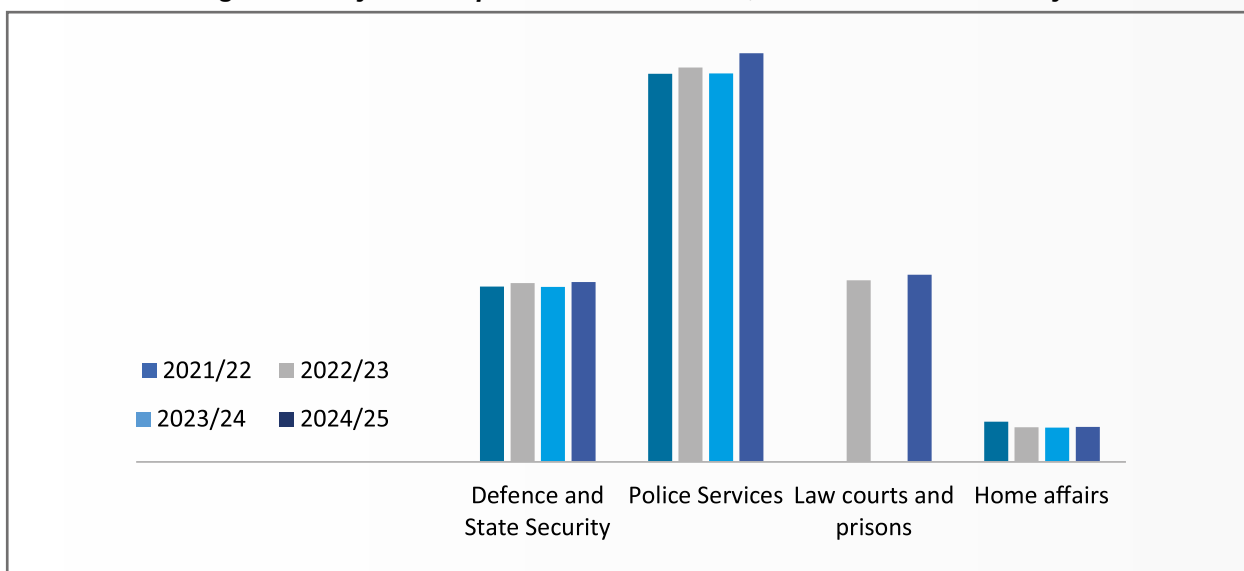
Departments	2023/24	2024/25	2026/26	2026/27	Percentage (%) of total MTEF allocation	Average annual MTEF growth
Defence and State Security	53 506	53 507	55 428	57 906	21.8%	2.7%
Police Service	117 094	125 007	131 230	137 108	51.4%	5.4%
Law courts and prisons	52 122	54 428	56 798	59 404	22.3%	4.5%
Home Affairs	14 106	11 098	11 032	12 041	21.6%	-5.1%

Source: National Treasury, Budget Review (2023)

Over the medium term, the National Prosecuting Authority has been allocated R1.3 billion to support the implementation of the State Capture Commission's recommendations and the findings of the Financial Action Task Force's assessment of South Africa's framework for combating money laundering and terrorism financing.

The funds will be used to hire 120 new employees in the National Prosecutions Service and the Investigating Directorate, to procure specialist prosecution services for complex matters (particularly financial crimes), to commission contracted forensic auditors and accountants to deal with high-priority asset forfeiture matters, to establish a digital forensic data centre, to provide close protection services and integrated security systems, and to finance increased staffing.

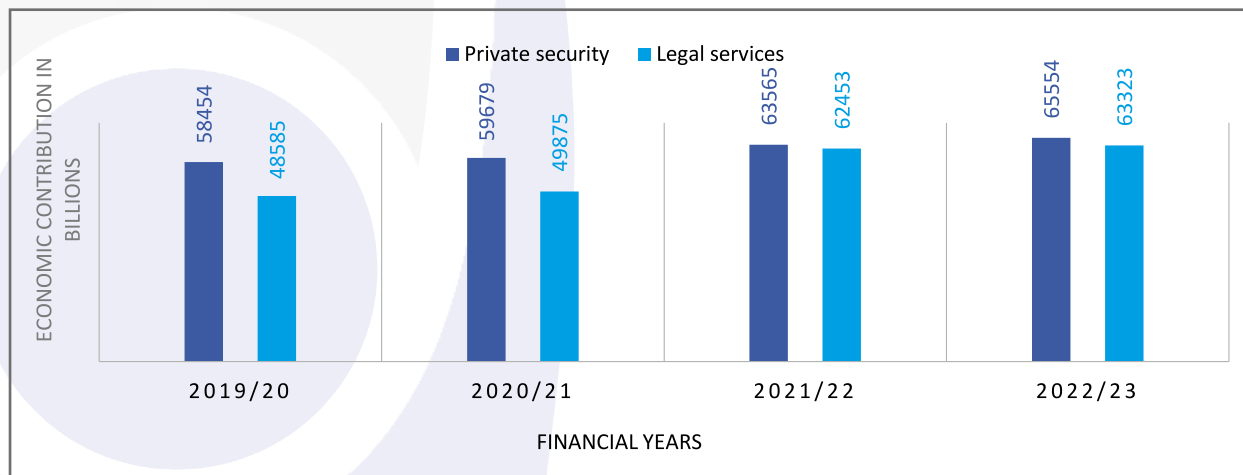
Figure 2: Projected Expenditure on Defence, Public Order and Safety



Source: National Treasury, Budget Review (2022)

The private security and legal sub-sectors have been realising steady growth, which contributes to the nation's GDP. The growth of these sub-sectors is linked to various factors, including good corporate governance, regulatory issues and the booming of the issues that require the services of these stakeholders. Figure 3 depicts the contribution of the private and legal sub-sector to the entire economy.

Figure 3: Economic contribution of the private security and legal service (in billion Rands)



Source: International Monetary Fund (2023)

The figure depicts a consistent increase in the two economic sub-sectors (i.e., private security and legal services). The private security industry seems to be more resilient compared to the legal services sub-sector. However, if these values are interpreted in a per-capital model, the legal services contribute far more than the private security services (IMF, 2021).

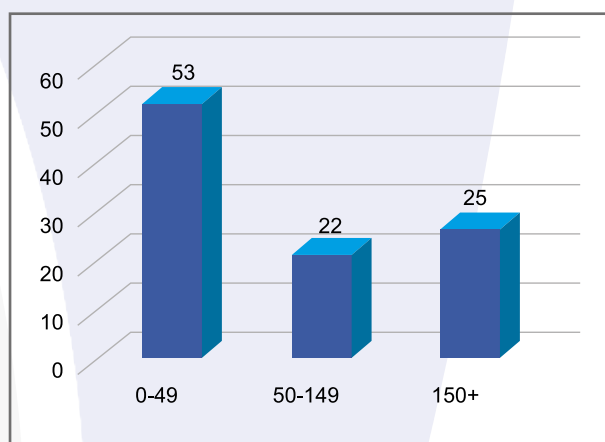


Figure 4: Organisations per Size

Source: SASSETA SSP data (2023)

Most employees in the Safety and Security sector are based in Gauteng (55%) followed by KwaZulu-Natal (12%) and the Western Cape (11%).

The least number of employees in the sector are based in the North West Province (2%). Gauteng is affected by the fact that all the government departments, and numerous civil society organisations as well as private sector companies have their head offices in the province.

Figure 4 illustrates the and security organisations per size. It reveals that small companies (0-49 employees) are in the majority (53%) in the sector, while medium-sized (50-149) companies are in the minority (22%).

It should be noted, however, that companies located in Gauteng are often larger, with higher numbers of employees. It goes without saying that the density of employers in the sector are in Gauteng, followed by KwaZulu-Natal and the Western Cape respectively.

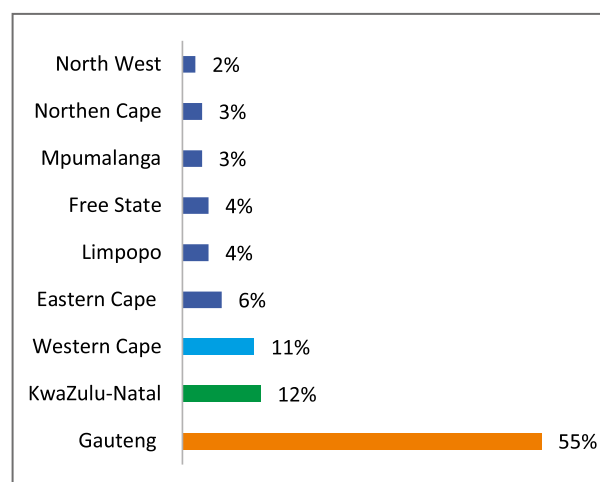
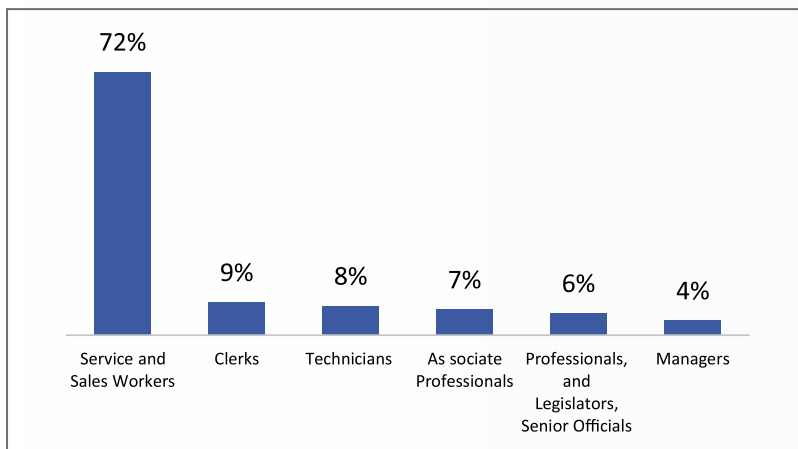


Figure 5: Labour Force Status Per Province

Source: SASSETA SSP data (2022)



Most employees (72%) in the sector are Service and Sales employees, followed by Clerks (9%) and Technicians (8%). The rest of the employees are Associate Professionals (7%), Professionals, and Legislators, Senior Officials (6%) as well as Managers (4%). This general representation is affected by the reality that the majority (90%) of employees in the Private Security subsector are categorized as Service and Sales Workers.

Figure 6: Occupational Classification in the Sector

Source: SASSETA SSP data (2023)

Figure 7 articulates the gender composition in the sector. It shows that 66% of the sector's employees are males whilst 34% are females. This representation is influenced by the profile of the Private Security subsector, where most employees (79%) are males, while in Policing, almost two thirds (66%) of employees are males, while the Corrections and Defence subsectors are at 69% and 71% male, respectively. In contrast to the picture painted above, females dominate in both the Justice (58%) and Legal Services (63%) subsectors.

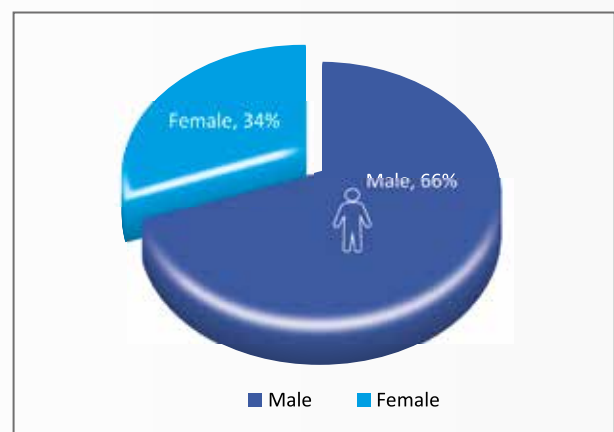


Figure 7: Gender representation

Source: SASSETA SSP (2022)

Africans (83%) are a major contributor in all sectors of the safety and security sector. The least contributing race is Indians (4%) in all sub-sectors however they are more represented in the legal services.

Education is the backbone of every country. A country will not be able to survive in the competitive world if its education system is not capable of contributing to its development. The South African education system is widely criticized in many dimensions for its failure to create employability in its students according to the industry requirements and its inability to contribute to inclusive growth to the nation.

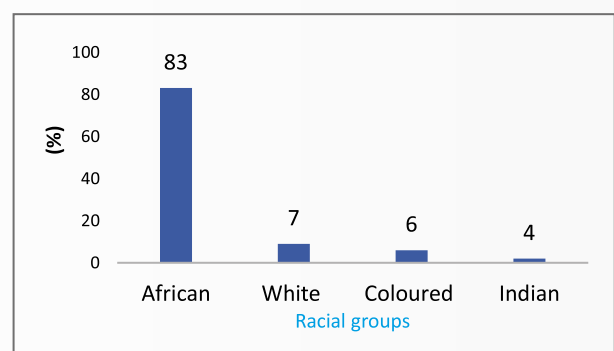


Figure 8: Demographic Composition in the Sector

Source: SASSETA SSP (2022)

Tables 2, 3 and 4 present the top 10 scarce skills and critical skills list for the sector respectively. Employability is a serious problem today. This is evident in people getting degrees and become unemployed or underemployed.

The quality of education is directly linked to the resources available, and it is important for the government to improve resource allocation to bring about qualitative changes in the field of education. SASSETA will be implementing learning programmes which address the needs of the

employers to enable learners who are trained to meet the requirements of the job market with more success.

Table 5: Top 10 PIVOTAL List for the Sector

No	OFO Code	Occupation	Specialisation	Intervention	NQF
1	2021-225101	Veterinarian	Veterinary Pathologist	Doctor of Veterinary Medicine Bursary	7
2	2021-252901	ICT Security Specialist	Cyber security specialist	National Certificate: IT Systems Support (Cybersecurity Specialization) Learnership	5
3	2021-252902	Software Developer	Software Engineer	ICT related Degree (Bursary) and Learnership	4-7
4	2021-242215	Fraud Examiner	Fraud Examiner	Forensic related qualification (Bursary)	5
5	2021-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	CCTV and Control Room Operator Course (Skills Programme)	4
6	2021-541501	Intelligence Operator	Police Intelligence Operators	Bursary	7
7	2021-242403	Assessment Practitioner	Assessor	Learnership	7
8	2021-341101	Conveyancer	Conveyancing Compliance Officer	Candidate Attorney programme	8
9	2017-355501	Detective	Forensic detective, harmful and occult investigator commercial crime, Counter narcotics, Car & truck, Anti-gang investigator	Occupation Qualification: National Certificate_ Resolving Crime	5
10	2021-341110	Associate legal professional	Legal Analyst and Legal Officer	Bachelor of Law (LLB) (Bursary)	8

Source: SASSETA, SSP 2026/26 Update

Table 6: Sectoral Priority Occupations (PIVOTAL) List

OFO Code	Occupation (Scare Skills)	Intervention Planned by the SETA	Specialisation / Alternative Title	Required number
2021-221101	Doctor	Medical Practitioner	Bursary	400
2021-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary	1200
2021-226204	Authorised Pharmacist Prescriber	Clinical Pharmacist	Bursary	520
2021-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills Programme	2562
2021-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary	50
2021-263403	Organisational Psychologist	Organisational Psychologist	Bursary	91
2021-311301	Electrical Engineering Technician	Electrical Engineering Technician	Bursary	10
2021-351101	Computer Operator	Computer Operator	learnership	100
2021-541201	Traffic Officer	Law Enforcement Officer	Learnership	1600

OFO Code	Occupation (Scare Skills)	Intervention Planned by the SETA	Specialisation / Alternative Title	Required number
2021-252901	Security Service Administrative Officer	Security Specialist	Learnership	15
2021-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship	120
2021-121908	Quality Systems Manager	Quality Systems Manager	Skills Programme	160
2021-351301	Computer Network Technician	Computer Network Technician	Bursary	51
2021-335501	Detective	Forensic Detective / Investigator	Skills Programme	1 200
2021-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Manager	Skills Programme / Bursary	36
		Radiation Protection	Bursary	30
2021-341103	Paralegal	Paralegal	Learnerships	151
2021-261101	Attorney	Patent Attorney, Trade Mark Attorney	Candidacy Programme	1570
2021-261905	Notary	Notary	Skills Programme / Bursary	5
2021-341107	Law Clerk	Legal Clerk	Skills Programme / Bursary	155
2021-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary	130
2021-334201	Legal Secretary	Legal Practice Manager	Learnership	450
2021-132402	Logistics Manager	Dispatch Logistics Manager	Bursary	7
2021-121903	Physical Asset Manager	Contract Manager	Skills Programme / Bursary	10
2021-341104	Clerk of Court	Clerk of Court	Learnership	20
2021-134914	Correctional Services Manager	Correctional Services Manager	Learnership	9
2021-541501	Intelligence Operator	Police Intelligence Operators	Learnership	23
2021-341101	Conveyancer	Conveyancing Compliance Officer	Learnership	13
2021-331201	Credit or Loans Officer	Financial Accounting Officer	Learnership	60
2021-341102	Legal Executive	Legal Executive	Learnership	6
2021-121905	Programme or Project Manager	Project Director	Learnership	3
2021-541904	Armoured Car Escort	Armoured Car Escort	Learnership	34
2021-351301	Computer Network Technician	Network Support Technician	Learnership	500
2021-133103	Data Management Manager	Data Processing Manager/ data analysts	Learnership	252
2021-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship	119

OFO Code	Occupation (Scare Skills)	Intervention Planned by the SETA	Specialisation / Alternative Title	Required number
2021-241104	External Auditor	Forensic Auditor/financial analyst / Investigator	Internship	300
2021-242215	Fraud Examiner	Fraud Examiner	Bursary	5
2021-651302	Boiler Maker	Boilermaker-welder	Apprenticeship	11
2021-641201	Bricklayer	Chimney Repairman	Apprenticeship	20
2021-641501	Carpenter and Joiner	Panel Erector	Apprenticeship	17
2021-643302	Chimney Cleaner	Chimney Cleaner	Training	25
2021-263401	Clinical Psychologist	Forensic Psychologist	Bursary	3
2021-251901	Computers Quality Assurance Analyst	Software tester	Learnership	41
2021-341105	Court Bailiff	Court Collections Officer	Training	2
2021-335101	Customs Officer	Customs Investigator	Learnership	4
2021-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership	91
2021-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership	87
2021-215201	Electronics Engineer	Communications Engineer (Army)	Learnership	100
2021-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary	20
2019-143901	Facilities Manager	Facilities Supervisor	Learnership	4
2021-862202	Handyperson	Handy Man	Training	8
2021-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership	56
2021-251101	ICT Systems Analyst	ICT Systems Coordinator	Learnership	5
2021-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership	3
2021-652203	Locksmith	Safe maker	Learnership	10
2021-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership	7
2021-643101	Painter	Painting Contractor	Learnership	12
2021-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary	351
2021-642601	Plumber	Sanitary Plumber	Learnership	11
2021-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary	12
2021-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary	152
2021-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	Learnership	150
2021-216402	Transport Analyst	Logistics Analyst	Bursary	6
2021-216604	Web Designer	Web Designer	Learnership	100
2021-718907	Weighbridge Operator	Licensed Weigher	Learnership	6
2021-732203	Driver	Advance/K53 security driver	Driving learnerships	204

OFO Code	Occupation (Scare Skills)	Intervention Planned by the SETA	Specialisation / Alternative Title	Required number
2021-263507	Adoption Social Worker	Occupational social worker/ Forensic Social Worker	Bursary	745
2021-6531	Motor Vehicle Mechanics and Repairers	Motor Vehicle Mechanics and Repairers	Learnership	76
2021-214401	Mechanical Engineer	Mechatronics Engineer	Bursary	14
2021-261106	Advocate	Advocate	Bursary	311
2021-134905	Judicial Court Manager	Judicial Court Manager	Learnership	12
2021-264301	Interpreter	Court Interpreter	Bursary	19
2021-341110	Associate legal professional	Legal Analyst, Legal Officer	Bursary	54
				49
2021-251203	Developer Programmer	ICT Programmer	Learnership	6
2021-331301	Bookkeepers	Financial Administration Officer	Learnership	9
2021-315305	Pilot	Attack Helicopter Pilot	Bursary	15
2021-542304	Armour Soldier	Armour Officer	Learnership	150
2021-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership	4
2021-225101	Veterinarian	Veterinary Pathologist	Bursary	7
2021-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary	9
2021-252901	ICT Security Specialist	Database Security Expert	Bursary	400
2021-221207	Pathologist	Forensic Pathologist	Bursary	21
2021-541202	Non - commissioned Police Official	Bomb Squad Officer	Learnership	500
2021-311901	Forensic Technician (Biology, Toxicology)	Forensic Technician (Biology, Toxicology)	Bursary	19
2021-242401	Training and Development Professional	Training Material Developer	Bursary	75
***	Computer Aided Drawing specialist	Drawing Specialist	Bursary	190

Source: SASSETA WSP data (2024 & 2024).

Table 7: Critical Skills and Planned Interventions

No	Critical Skills (or Skills Gap)	Intervention
1	Legislation drafting skills	Legislation Drafting Skills Programme
2	Adult Education and Training [AET]	Adult Education and Training [AET] Skills Programme
3	Risk Management Related Skills	Risk Management Related Skills Programme
4	Interpretation Law Skills	Interpretation Law Skills Programme
5	First Aid Skills	First Aid Skills Programme
6	Cyber Crime Skills	Skills Programme in Investigations and Management of Cyber Related Crimes
7	Firearm Trainer Skills	Firearm Trainer Skills Programme
8	Correctional Officer	Corrections Science Learnership
9	Contact Centre Skills	Contact Centre Skills Programme
10	Sheriffs Introductory course	Skills Programme
11	Negotiation Skills	Negotiation Skills Programme
12	Labour Relations Skills	Labour Relations Skills Programme
13	Defensive Driving Skills	Defensive Driving Skills Programme
14	Offensive Driving Skills	Offensive Driving Skills Programme
15	Public Sector Manager (Various specific Occupations)	Educational Degree/Continuing Professional Development
16	Maritime Law Skills	Maritime Law Skills Programme
17	Coaching skills	Coaching Skills Programme
18	Mentoring skills	Mentoring Skills Programme
19	Customary Law Skills	Customary Law Skills Programme
20	Law Business Finance Skills	Law Business Finance Skills Programme
21	Administration of Estate Skills	Administration of Estate Skills Programme
22	Insolvency Skills	Insolvency Skills Programme
23	Security Management Skills	Security Management related Skills Programme
24	Control Room Operations Skills	Control Room Operations Related Skills Programme
25	Report Writing Skills	Report Writing Skills Programme
26	Artisan: (Bricklayer, Electrician, Carpenter, & Plumber)	Artisans Development (Learnerships, apprenticeship)
27	Foreign Languages Skills	Foreign Languages Skills Programme
28	Case Management Skills	Case Management Skills Programme
29	Correctional Science	Corrections Science Learnership
31	Police Oversight Skills	Short course
32	Evaluate Loads on Vehicles Skills	Evaluate Loads on Vehicles Skills Programme
33	Sign Language Skills	Sign Language Skills Programme
34	Financial Management Skills	Financial Management Skills Programme
35	Alarms and Surveillance Monitoring skills	Learnership
36	Cybercrime investigating skills	Skills Programme
37	Bookkeeping	Skills Programme
38	General security officer	Learnership (or Skills programme)
39	Forensic analysis skills	Skills Programme / Learnership
40	Locksmith (Key Cutter skills)	Learnership

No	Critical Skills (or Skills Gap)	Intervention
41	Automotive Mechanic skills	Bursary
42	ICT Systems Coordinator	Bursary
43	Patrolman	Skills Programme
44	Financial Administration Officer	Skills Programme
45	Handling of hazardous snakes within academies, Snake Handlers	Skills Programme / Learnership Bursary
46	Crime Statistics and Research, Geographical information system, policy standards and Compliance	Skills Programme
47	Ballistics – Skills and Bomb technicians	Skills Programme
48	Giving Evidence-presentation skills, Crime scene reconstruction, Vehicle/ train accident reconstruction, plan drawing, Facial Composition, Facial Image Comparison	Skills Programme
49	Electronic Systems and Accessing to information skills.	Skills Programme
50	Archives and registry	Skills Programme
51	In-Service Police Development, Development Biological Assets – Socialisation (Horses and Dogs)	Skills Programme
52	Computer Network Technician	Skills Programme
53	Clinical Psychologist	Bursary
54	ICT Systems Analyst, ICT Business Analyst, ICT Programming	Bursary
55	Facilitator	Skills Programme
56	Artisans Aide Building Trade	Skills Programme
57	Intelligence Operator	Skills Programme
58	Statement Drafting/Taking	Skills Programme
59	Legal Practice Manager	Bursary
60	Technicians (Alarms Installations)	Skills Programme
61	Veterinarian	Bursary
62	ICT Security Specialist	Bursary
63	Technical ICT Support Services Manager	Bursary
64	Fraud Examiner	Bursary
65	Trademark Attorney	Learnership
66	Intelligence Operator	Learnership
67	Assessment Practitioner	Learnership
68	Conveyancer	Learnership
69	Detective	Occupation Qualification: National Certificate_ Resolving Crime
70	Associate legal professional	Bursary
71	Gender Based Violence (GBV)	Skills Programme

Source: SASSETA WSP data (2024)

Table 8 provides the PESTLE analysis of the external environment of SASSETA

Table 8: PESTLE Analysis

PESTLE	OPPORTUNITIES	THREATS	RESPONSE
Political	<ul style="list-style-type: none"> Amendments to election legislation Establishment of the GNU 	<ul style="list-style-type: none"> Increased political uncertainty due to the landscape. Change of government leadership structures Uncertain political climate because of poverty, inequality and unemployment which could jeopardise social and political stability. Tensions due to corruption and mismanagement of government funds leading to a lack of public confidence. Threat to international affiliations Civil unrest, service delivery protests (including #FeesMustFall), supply chain disruptions, and continued threats of looting. Possible changes to the SETA's landscape as a result of changed leadership Amendments to election legislation 	<ul style="list-style-type: none"> Work closely with training institutions to enhance their capacity and advance the production of occupations which are in high demand in the sector; and work closely with employers to fund the placement of unemployed youth. Continued compliance with all laws in the management of public funds and maintain the clean audit opinion that SASSETA obtained in the 2021/22 financial year. Continued support of the efforts of government to restore normalcy where there have been civil unrests. Increased partnerships with social partners Realignment of the organisational strategy to encapsulate the new vision of the new leadership
Economic	<ul style="list-style-type: none"> Government has developed and is implementing an Economic Reconstruction and Recovery Plan (ERRP). The DHET has in turn developed a Skills Strategy to support the ERRP. Presidential Youth Employment Initiative African Continental Free Trade Area 	<ul style="list-style-type: none"> Slow economic growth, with growth focus by the South African Reserve Bank of 0.4% for 2023, 1.0% for 2024 and 1.1% for 2025 Unemployment rate at 31.1% as at third quarter of 2024. Youth unemployment rates that are higher than older persons. In quarter three of 2024 records that youth aged 15-34 years recorded the highest unemployment rate of 45.5% The increasing cost of doing business. 	<ul style="list-style-type: none"> Focus on the production of skills required by the ERRP Skills Strategy in the sector. Implement the revenue enhancement strategy. Communicate to all stakeholders (above R500k) the benefits of paying levies and joining the skills development arena Enforce remedies available in legislation providing for recovery of funds via SARS

PESTLE	OPPORTUNITIES	THREATS	RESPONSE
		<ul style="list-style-type: none"> The increasing cost of living. Impact and higher stages of load-shedding, cable theft and inflation on businesses and society. Impact of illegal activities on economic infrastructure, and the economy as a whole (Economic sabotage) 	<ul style="list-style-type: none"> Roll out programmes to drive economic growth (support Small, Medium and Micro Enterprises (SMMEs), qualified and unemployed)
Social	<ul style="list-style-type: none"> A greater population of young people to be trained. Entrepreneurship 	<ul style="list-style-type: none"> Increased levels of crime. Inefficient and inadequate justice and correctional processes High unemployment levels Lack of employer capacity to host people with disabilities. Skills development in rural areas restricted due to digital divide. Undocumented foreign nationals putting strain on the justice system/safety and security services. Destruction of social and economic infrastructure. 	<ul style="list-style-type: none"> Implement the ERRP Skills Strategy. Benchmarking the justice system against global best practice Implement more targeted training to enhance employability. Implement inclusive targets to cater for people with disabilities, etc. Implementation of programme to address gender focused imperatives Funding framework will focus on South Africans Implement entrepreneurship training and support to create self-employment.
		<ul style="list-style-type: none"> Lack of adequate access to ICT and electricity, especially in rural areas. Rising levels of transnational crime, gender-based violence and femicide affect the political stability of the country. Impact of load shedding on livelihoods. Food and water insecurity Lack of inclusiveness (LGBTQ+ community) 	<ul style="list-style-type: none"> Finalise research into the SETA's readiness to implement e-learning. Continued support to the sector to produce the skills required to prevent and combat transnational crime, gender-based violence and femicide.

PESTLE	OPPORTUNITIES	THREATS	RESPONSE
Technological	<ul style="list-style-type: none"> New technologies such as 5G, Blockchain, Artificial Intelligence, Cloud Computing, Cybersecurity, etc. Increase in learning platforms Positive impact on processes due to machine learning Increase business intelligence Increased artificial learning resulting in more efficient processes 	<ul style="list-style-type: none"> High cost of infrastructure Increased incidents of cybercrime, prevent data breaches Inadequate infrastructure to deal with the advanced technological space Impact on the workforce as current roles will evolve from largely administrative functions to more analytical work and the implications to staffing models. Increase in organised crime syndicates 	<ul style="list-style-type: none"> Implement more training on ICT and awareness Basic and advanced ICT skills Invest in ICT infrastructure Implement the National Digital Future Skills Strategy in South Africa Implement e-learning platform within the sector on specific learning interventions
Legal	<ul style="list-style-type: none"> Clear legislative and policy mandate, as espoused in the Skills Development Act (SDA) and the National Skills Development Plan Credible and independent judicial system 	<ul style="list-style-type: none"> Delayed implementation due to funding constraints limits the impact of the legislative intervention (mandate). Uncertainty regarding Mandatory Grants (BUSA matter) Manual processing of legal documents The transition to occupational qualification and skills programmes. Litigation resulting non extension of existing qualification Delay in approving the new grant regulation and amendment of the SDA 	<ul style="list-style-type: none"> Implement revenue enhancement strategies. Intensify the inter-seta transfer process. Influence stakeholders to adopt more digital practices Repurpose employees and a moratorium on HR recruitment processes
Environmental	<ul style="list-style-type: none"> Increased calls for sustainability (King IV / SDGs / integrated Reporting) The Green Economy has been identified as sustainable development imperative with the potential for job creation 	<ul style="list-style-type: none"> Increase in natural disasters Negative impact of climate change – physical, operational, financial, and reputational risks as a result of climate change Disruptions caused by lack of proper infrastructure to deal with environmental issues (e.g., flooding, fires, greenhouse gas emission) Increased environmental activism Environmental crimes, e.g., illicit abalone trade, illicit mining trade (zama zama), stock theft and other low-profile crimes 	<ul style="list-style-type: none"> Forge relationships with employers in the Green Economy to open opportunities for the placement of youth with skills developed by our sector. Train the sub-sectors to assist in the enforcement of the environmental laws Just energy transition. To create transparency using King IV and other sustainability frameworks

5.2 INTERNAL ENVIRONMENT ANALYSIS

The Board was appointed in April 2020 for a period up to 31 March 2025, and under its guidance, SASSETA continues to align its contributions to conclude the implementation of the National Skills Development Plan 2030 primarily to support the achievement of the effectiveness and efficiency of skills development systems within the safety and security sector.

The Board brings a variety of skills and experiences that ensure effective leadership is provided in delivering the goals of the NSDP to effect an increase in the skills base in the safety and security sector. This will be achieved through the proactive allocation of discretionary grants to qualifying stakeholders, thus allowing the sector to respond to a clarion call as enshrined in the NDP to “ensure that the people of South Africa are and feel safe”.

The strategic framework of the SETA will continue to be positioned within the context of opportunities and risks, while also continuing to strengthen risk management capabilities. This would enable an effective response in facilitating the promotion of service delivery improvement and efficient utilisation of resources to ensure the fulfilment of the SETA mandate.

SASSETA is transforming its business operations, creating a new business model on the backbone of technology, as part of a broader digital transformation agenda. Over the next few years, the SETA will progressively be investing in technology to ease the way it delivers on its mandate.

The vision espoused in the White Paper for Post-School Education and Training seeks to ensure that the country achieves “A skilled and capable workforce to support an inclusive growth path” in a fair, equitable, non-racial, non-sexist, and democratic manner.

Central to the sector skills plan, SASSETA has identified the following skills priority actions which will be at the apex of the SETA agenda, namely:

- (i) Strengthening partnerships with sector training institutions and academies,
- (ii) Advance professionalisation and transformation of the sector,
- (iii) Support Information communication and technology (ICT),
- (iv) Support production of technical and specialised skills, and
- (v) Building active citizenry.

SASSETA will further:

- Facilitate and monitor skills development in the sector.
 - Re(up)skilling the workforce in the sector.
 - Support dynamic and impactful skills development in the sector.
 - Build and maintain competencies in the sector.
- Analysis of the skills supply and demand.
 - Hard - to - Fill- Vacancies.
 - Skills gap reported by employers.
 - Support better training and jobs match.

In pursuing our visionary goal ‘to be’ the leaders in skills development for safety and security”, we also aim to drive SASSETA into principles of intellectual excellence, be committed to providing high quality and competitive education founded on academic standards. The culture of good governance, administration and concomitant protocols should permeate the institution, rendering decision-making smoother, easier and more distributed.

This will be entrenched in the MTEF period by:

- (i) continuing to review business infrastructure and staff performance to support operational excellence,
- (ii) institutionalising a robust performance management system, and
- (iii) continuing to monitor organisational performance against the strategic objectives, risk management and high-level performance indicators. SASSETA is mindful of the fact that the success of the skills development interventions and financial sustainability is likely to come about because of, among other things, resilient strategic partnerships, and collaboration with other social actors for shared purposes.

Partnerships enable a combination of the distinctive aptitudes and resources of multiple actors to be brought to bear on common projects for shared purposes. The SSP will be strengthened and the skills programmes and learnerships will be aligned with sector skills needs as well as national imperatives.

The SETA will continue to implement the Broad-Based Black Economic Empowerment Act both in terms of its Supply Chain Management Policy and Discretionary Grant Policy. This is to ensure that previously disadvantaged individuals are the first to benefit in terms of services required by SASSETA. Skills development providers who are required to provide training to government departments and public entities will also be selected based on their B-BBEE status. As reflected above the SASSETA will be intensifying support towards women who are being trained to enable them to work in the sector over the next five years.

All categories of learning programmes will require that at least 54% of beneficiaries of learning interventions are women. Further to this, SASSETA will strive to ensure that at least 1% of learners with disabilities are trained on certain learnerships and skills programmes over the next five-year period. Companies allocated Discretionary Grants will be required to train at least 54% women in terms of the Discretionary Grant contracts they sign with SASSETA.

Due to the nature of most sub-sectors in the safety and security environment, not all the occupations are suitable to individuals with disabilities. As regards support to learners with disabilities, SASSETA has identified occupations that such learners can work in and will be partnering with employers to train individuals with disabilities to work in these areas. Employers will thereafter have to absorb a certain percent of learners trained into full time employment.

There will be focus on the following areas over the next few years:

- (i) Supporting SMMEs to get their businesses back into the market
- (ii) Supporting SMMEs via the economic stimulus programmes of government
- (iii) Training employees in the sector on Occupational Health and Safety issues
- (iv) Support to ensure that training takes place via virtual means and the necessary systems are in place to manage this.

We plan to implement learning programmes that are targeted at the youth over the next 5 years. On average 80% of beneficiaries will be youth – i.e., individuals less than 35 years.

Table 9: SASSETA internal environmental analysis using the PFLIMS framework

PFILMS	STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
Personnel	<ul style="list-style-type: none"> Vacancies are filled with personnel possessing the required NQF level and experience. 	<ul style="list-style-type: none"> Recent QCTO developments require revision of the Organogram. 	<ul style="list-style-type: none"> Revision of the Organogram to address ETQA functions can lead to better alignment with QCTO requirements. 	<ul style="list-style-type: none"> Uncertainty in the SETA landscape affecting job security may lead to low morale and staff turnover.
	<ul style="list-style-type: none"> Fair balance between youth and experienced personnel within the organisation. 	<ul style="list-style-type: none"> Uncertainty in the SETA landscape affects security of tenure of staff, causing anxiety and disengagement. 	<ul style="list-style-type: none"> Elevation of Employee Assistance Programmes (EAP) focusing on management referrals can improve staff well-being. 	<ul style="list-style-type: none"> Changes in the macro environment impacting staff well-being and productivity could lead to higher absenteeism and decreased output.
	<ul style="list-style-type: none"> Continuous staff development and competitive remuneration packages retain talent and encourage growth. 	<ul style="list-style-type: none"> Inadequate exposure for newly qualified staff limits their effectiveness and career growth potential. 	<ul style="list-style-type: none"> Reskilling and re-purposing staff to reduce the impact of digitisation could enhance the workforce's adaptability to future needs. 	<ul style="list-style-type: none"> The potential irrelevance of some roles due to digitisation could lead to redundancies and loss of skilled workers.
	<ul style="list-style-type: none"> High retention of staff – low turnover ensures organisational stability and continuity. 	<ul style="list-style-type: none"> No succession planning, which risks leadership voids and loss of institutional knowledge. 	<ul style="list-style-type: none"> Formalisation of procedures to enable exposure to workplace experience can improve staff readiness and competence. 	<ul style="list-style-type: none"> High retention of staff – low turnover ensures organisational stability and continuity.
Finance	<ul style="list-style-type: none"> Clearly defined revenue framework with predictable contributing sources of funds ensures financial stability. 	<ul style="list-style-type: none"> Limited flexibility in budget repurposing due to the current SETA Grant Regulatory framework restricts financial agility. 	<ul style="list-style-type: none"> Effective implementation of the approved revenue enhancement strategy can increase financial resources and sustainability. 	<ul style="list-style-type: none"> Late payments and contributions by some entities threaten SASSETA's ability to meet its financial commitments and programme targets.
	<ul style="list-style-type: none"> Adequate internal controls deployed for effective financial administration (clean audit opinion reflects this strength). 		<ul style="list-style-type: none"> Management of stakeholder relations to ensure compliance and timely contributions could enhance financial predictability. 	

PFILMS	STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
Infrastructure	<ul style="list-style-type: none"> Continuous improvement of ICT systems resulting in minimal downtime ensures operational efficiency. 	<ul style="list-style-type: none"> ICT strategy and digital roadmap pending approval delays the advancement of digital capabilities. 	<ul style="list-style-type: none"> Implementation of business automation projects can streamline operations and improve service delivery. 	<ul style="list-style-type: none"> Inadequate capacity to deal with cybercrime and the impact of load-shedding/ load reduction on infrastructure could disrupt operations and compromise data security.
		<ul style="list-style-type: none"> Inadequate integration of systems limits operational efficiency and data sharing across the organisation. 	<ul style="list-style-type: none"> Increase investment for ICT optimisation to meet changing business needs could improve agility and responsiveness. Digital transformation strategy in place could lead to more efficient operations and reduced long-term costs. 	<ul style="list-style-type: none"> Data silos and inconsistent data management Increased cost of operations
	<ul style="list-style-type: none"> Visionary, diverse leadership providing clear strategic direction ensures alignment with organisational goals. 	<ul style="list-style-type: none"> Insufficient resource capacity to execute the mandate hampers the ability to achieve strategic objectives. 	<ul style="list-style-type: none"> Leverage partnerships to deliver on the mandate could extend SASSETA's reach and impact. 	<ul style="list-style-type: none"> Limited continuity in leadership resulting from the institutional architecture could lead to instability and loss of direction during transitions.
Leadership	<ul style="list-style-type: none"> Improved governance and internal controls leading to a clean audit opinion builds trust with stakeholders. 	<ul style="list-style-type: none"> Inadequate organisation culture affecting communication strategy and decision-making could slow down progress and create disconnects. 	<ul style="list-style-type: none"> Continuous development of leadership capabilities at all levels could strengthen organisational resilience and adaptability. 	
	<ul style="list-style-type: none"> Strong policy framework enhancing oversight over risks ensures that the organisation remains compliant and risk-aware. 	<ul style="list-style-type: none"> Inadequate organisation culture affecting communication strategy and decision-making could slow down progress and create disconnects. 	<ul style="list-style-type: none"> Continuous development of leadership capabilities at all levels could strengthen organisational resilience and adaptability. 	

PFILMS	STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
Management	<ul style="list-style-type: none"> Approachable, hands-on, flexible, and collaborative management with a sound knowledge base supports effective operations. 	<ul style="list-style-type: none"> Management not fully diversified in terms of race and gender could limit perspectives and innovation. Performance management processes need improvement to cascade from organisational to individual levels to ensure alignment and accountability. Inadequate organisational culture to influence communication and decision-making could hinder the organisation's ability to act cohesively. 	<ul style="list-style-type: none"> Compliance with employment equity legislation in recruitment processes can enhance diversity and inclusivity. Streamlining of activities and change management initiatives could improve efficiency and reduce resistance to change. Development of a program from the employee climate survey to improve organisational culture could enhance employee satisfaction and engagement. 	
Systems	<ul style="list-style-type: none"> Well-researched policies with effective implementation provide a solid foundation for organisational operations. 	<ul style="list-style-type: none"> Lag in the recruitment process could delay the filling of critical positions, affecting operational efficiency. ICT systems lacking capacity to provide a holistic view of business performance limits strategic decision-making. 	<ul style="list-style-type: none"> Procurement of a system to shorten the time for data capturing could enhance productivity and data accuracy. Increase investment in ICT optimisation to meet changing business needs could lead to more informed and agile decision-making. 	<ul style="list-style-type: none"> High cost of implementing fully integrated ICT systems could strain financial resources and limit other investments. Cyber threats and potential penalties due to unauthorized or illegal software use could compromise data security and lead to financial losses.

SASSETA will implement a revenue enhancement strategy to ensure that levy contributions are sustained. Regarding, delayed implementation of projects, the SETA has amended its discretionary grants policy to enable the SETA to cancel any contract signed, should the recipients not implement training timeously.

5.3 HIGH-LEVEL ORGANISATIONAL STRUCTURE

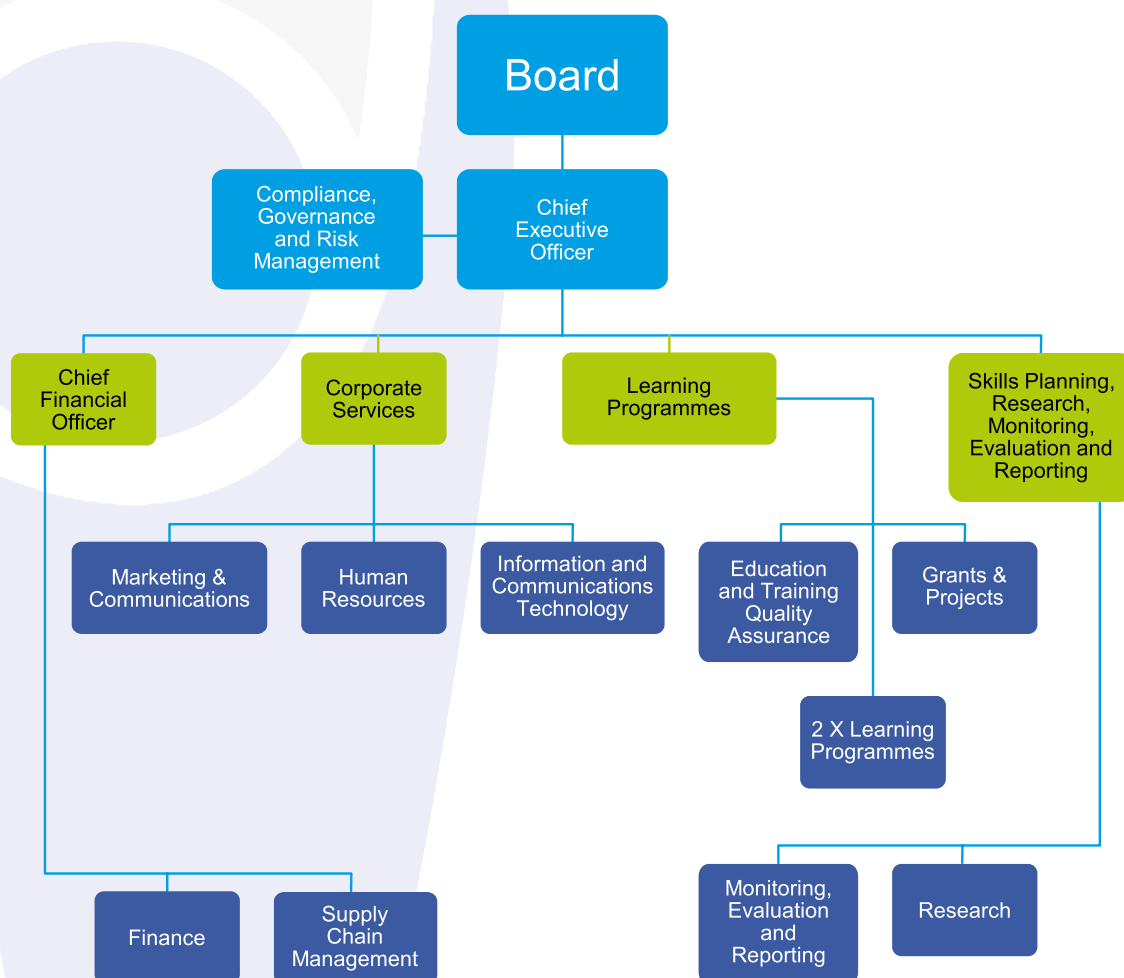


Figure 8: High-level organisational structure

5.4 SASSETA'S DEMOGRAPHIC VARIABLES FOR EMPLOYEES

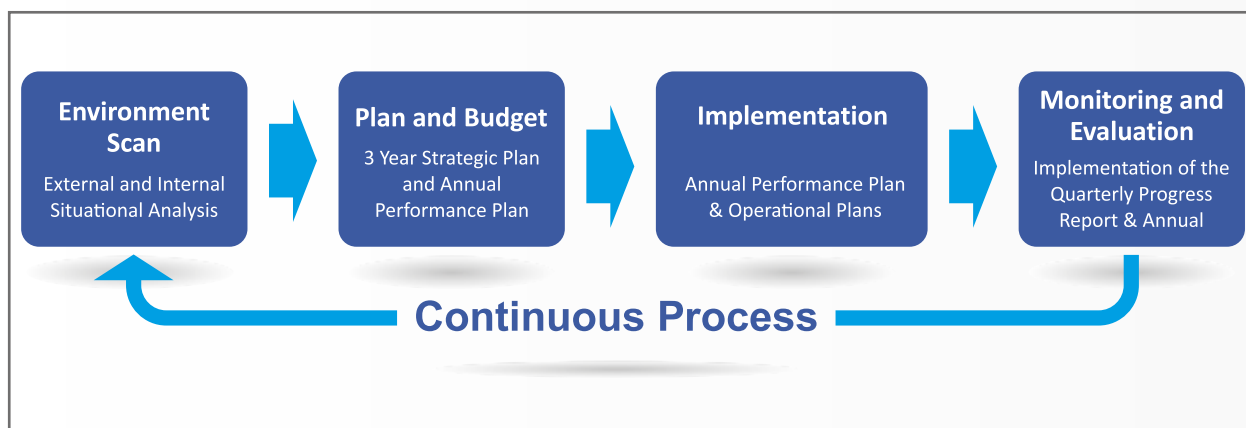
Table 10: SASSETA's employees demographic variables

Total Number of Employees	Male	Female	Youth	Disabled Employees
153	45	108	45	1
(This figure includes the interns and temporary employees)				

5.5 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

SASSETA follows National Treasury's planning and budgeting frameworks and guidelines as well as the government MTDP. The SETA's Strategic and Annual, Quarterly plans were drafted by the Management, in consultation with members of the Board. The process outlined in Diagram A.

Diagram A: Strategic Planning Process





Part

MEASURING OUR PERFORMANCE

6. INSTITUTIONAL PERFORMANCE INFORMATION

SASSETA's performance information shows the extent to which the institution is meeting its constitutional, legislative and policy mandates. Moreover, this information enables the SETA to determine which policies and processes are working. This information is also playing a pivotal role to inform budgeting, hence will be used to monitor service delivery.

The SETA utilises the developmental approach to planning as a means of achieving first and foremost, the national development goals set out in the NDP, i.e. to contribute towards a productive society, wherein citizens are and feel safe, and are well-educated. Secondly, Planning in SASSETA is geared towards ensuring the achievement of outcomes of the NSDP.

In addition to a developmental approach to planning, the SETA also applies capability-based planning (CBP). CBP is a planning technique that focuses on business outcomes. This technique copes well with the challenge of co-ordinating projects across corporate functional domains that together enable the enterprise to achieve that capability.

6.1 MEASURING THE IMPACT

The strategic focus of SASSETA for the 2025/2026 – 2029/2030 period is in terms of its impact and outcomes. The outcomes seek to respond to the challenges and key skills issues outlined earlier. These represent specific areas within which this plan develops outcomes and outputs that inform the programmes of the SETA. The SETA will utilise the theory of change as a tool of describing how it will bring about social impact through skills development planning and implementation of skills development initiatives.

Table 11: Measuring impact

Organisational Impact statement	Improving access and investing in quality education and skills provision, informed by industry priority needs, through the implementation of technical and professional learning programmes
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6.2 MEASURING OUTCOMES

Table 12: Measuring Outcomes

PROGRAMME 1: ADMINISTRATION			
Outcome	Outcome Indicator	Baseline	Five Year Plan
Strengthened collaboration with stakeholders to advance skills development within the sector	Number of new strategic partnerships with stakeholders to advance skills development which are implemented by 31 March 2030	20	20
Enhanced risk intelligence to promote good governance of the SETA	Sustained National Treasury risk management maturity level 5 coupled with achievement of + 90% of the SASSETA performance targets by 2030	National Treasury risk management maturity level 5 and +90% of the SETA targets achieved	Sustain the National Treasury risk management maturity level 5 and +90% of the SETA targets achieved
PROGRAMME 2: RESEARCH, SKILLS PLANNING & REPORTING			
Identified occupations in high demand	SSP annually updated with the list of occupations in high demand	Sector Skills Plan (SSP) 2024	Sector Skills Plan (SSP)
Established a skills planning mechanism to facilitate evidence-based planning and implementation through research, monitoring and evaluation of SASSETA interventions	Credible and integrated strategic plans developed	-	Approved SP, APP and SLA
PROGRAMME 3: LEARNING PROGRAMMES			
Increased access to occupationally directed programmes	Number of unemployed youth, funded by SASETA who become qualified and available to fill occupations in high demand by 31 March 2030	6493	9045
Linking Education and the Workplace	Number of funded partnerships with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes by 31 March 2030.	40	80
Improved level of skills in the Safety and Security Sector	Improvement in the skills level of employed learners that were funded through learnerships programmes by SASSETA for the period ending 31 March 2030	No Audited Information Available (New Outcome Indicator)	4 Employer Survey reports indicating an improvement in skills levels after the employed learners completed training on a SASSETA funded Learnerships.
Increased production of occupations in high demand	The percentage of Discretionary Grant Budget allocated towards high level skills for Bursaries for the period ending 31 March 2030	At least 9%	At least 9%

PROGRAMME 3: LEARNING PROGRAMMES			
Outcome	Outcome Indicator	Baseline	Five Year Plan
	Percentage of Discretionary Grant Budget allocated towards intermediate skills for learnerships and artisans training for the period ending 31 March 2030	At least 48%	At least 40%
	Percentage of Discretionary Grant Budget allocated towards elementary skills training for the period ending 30 March 2030	At least 0.1%	At least 0.1%
The growth of the public college system supported	Financial support provided to Community Colleges and Technical Vocational Education and training colleges for the training of unemployed learners by 31 March 2030	At Least R10 000 000.00	At least R50 000 000.00
Skills development support for entrepreneurship	Inculcating a culture and spirit of entrepreneurship and self-employment by funding unemployed youth through providing skills to enable them to establish businesses by 31 March 2030	At Least R10 000 000.00	At least R11 000 000.00
PROGRAMME 4: QUALITY ASSURANCE			
Ensured efficiency in the delivery of occupational qualifications for the safety and security sector	Number of occupational qualifications, which are developed by SASSETA and submitted to the QCTO, registered by South African Qualifications Authority on the National Qualifications Framework, by 31 March 2030	16	12 Occupational qualifications, which are developed by SASSETA and submitted to the QCTO, registered by South African Qualifications Authority on the National Qualifications Framework by 31 March 2030
Enhanced Quality Assurance efficiencies in executing QCTO delegated function of learner certification for the safety and security sector	Number of days taken for learner certification after receipt of the required quality assured results, by 30 March 2030	40 days	Up to 21 working days

6.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The outcomes listed above seeks to ensure that SASSETA does its part in contributing to the achievement of the medium-term development plan. As is evident from the disaggregation of the beneficiaries in both the Strategic Plan and Annual Performance Plan accompanying the Strategic Plan SASSETA has prioritised women, children and people with disabilities and provincial priorities.

The SETA will be closely monitoring its support to women, children and people with disabilities. As the SETA is one of the 21 Sector Education and Training Authorities the choice of outcome indicators are directly derived from the National skills development plan in line with the sector priorities, which is the key document that sets out the mandate of SETA's until 2030. All programmes for unemployed youth will include a work readiness component, subject to the availability of funds. While the SETA has many other programmes it would like to implement, however, due to budgetary constraints the SETA is limited to focus only on the outcomes listed above.

6.4 EXPENDITURE TRENDS

The levies received and related expenditure are allocated to the four SASSETA programmes, i.e., Administration, Skills Planning, Learning Programmes and Quality Assurance. This model supports the tracking of the allocation of these against three main segments of Administration, Mandatory and Discretionary Grants and is key to the achievement of the SETA objectives.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 1

Table 13: Reconciling performance targets with the Budget and MTEF: Programme 1

Programme 1: Administration	Audited Outcomes			Estimated Expenditure	Medium - Term Expenditure Estimate		
	(R'000)			(R'000)	(R'000)		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Human Resources	7,836	8,056	8,184	9,680	10,164	10,672	11,205
Marketing and Communication	5,366	12,284	8,105	10,220	10,731	11,268	11,831
Information & Communication Technology	10,206	15,169	12,588	18,421	19,342	20,309	21,325
Finance and Supply Chain Management	46,077	36,215	42,581	61,443	64,515	67,741	71,128
Office of the Chief Executive Officer	12,685	11,705	3,579	3,626	3,807	3,997	4,197
Office of the Board Secretariat	-	8,590	10,598	12,876	13,520	14,196	14,905
Governance, Risk and Compliance	7,515	7,736	7,274	12,120	12,726	13,362	14,030
Auxiliary	7,794	8,252	23,046	24,817	26,058	27,361	28,729
Provincial Offices	1,135	3,904	982	1,037	1,089	1,143	1,200
TOTAL	98,614	111,910	116,937	154,240	161,952	170,049	178,552

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 2

Table 14: Reconciling performance targets with the Budget and MTEF: Programme 2

Programme 2: Skills Planning, Monitoring and Evaluation including Research	Audited Outcomes			Estimated Expenditure	Medium - Term Expenditure Estimate		
	(R'000)			(R'000)	(R'000)		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Mandatory grant expenditure	62,875	78,421	85,073	93,248	97,911	102,806	107,947
Monitoring, reporting and evaluation	-	900	85	1,140	1,197	1,257	1,320
Conflict of interest and business intelligence	535	5,260	4,155	4,201	4,411	4,631	4,863
Research	1,091	799	2,999	3,980	4,178	4,387	4,607
Filing and archiving	13,965	15,709	3,702	5,820	6,111	6,417	6,737
Postage and registry	34	188	137	-	-	-	-
Evaluation (impact studies)	2,658	2,295	2,505	7,200	7,560	7,938	8,335
Roadshow and exhibitions	-	389	100	525	551	579	608
ATR/WSP verification	-	-	-	444	466	490	514
Sector skills plan	-	-	-	525	551	579	608
Other administration expenditure (payroll)	15,268	17,888	20,448	21,623	22,704	23,839	25,031
TOTAL	96,426	121,850	119,203	138,706	145,641	152,923	160,569

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 3

Table 15: Reconciling performance targets with the Budget and MTEF: Programme 3

Programme 3: Learning Programmes	Audited Outcomes			Estimated Expenditure	Medium - Term Expenditure Estimate		
	(R'000)			(R'000)	(R'000)		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Discretionary grants expenditure	210,401	221,752	293,235	329,330	345,797	363,086	381,241
Discretionary grants expenditure - prior year	-	-	-	-	-	-	-
Project administration costs - 7.5%	1,804	1,744	3,265	2,343	2,460	2,583	2,712
Non-pivotal grant expenditure	13,914	28,581	31,221	3,611	3,792	3,981	4,180
TOTAL	226,120	252,077	327,721	335,284	352,048	369,651	388,133

Programme 3: Learning Programmes	Audited Outcomes			Estimated Expenditure	Medium - Term Expenditure Estimate (R'000)		
	(R'000)			(R'000)	(R'000)		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Unemployed entering bursaries	17,456	16,723	25,100	54,376	57,095	59,950	62,947
Unemployed entering learnerships	21,840	46,234	68,785	57,510	60,386	63,405	66,575
Graduate internship placement	32,855	33,996	49,194	38,340	40,257	42,270	44,383
TVET student placement	54,586	45,676	44,848	49,275	51,739	54,326	57,042
Artisans	22,043	11,254	27,967	26,364	27,682	29,066	30,520
Candidacy placement	20,373	34,677	37,173	45,486	47,760	50,148	52,656
Workers entering learnerships	20,259	9,781	17,599	15,159	15,917	16,713	17,548
Workers entering skills programme	12,177	7,475	8,844	14,588	15,317	16,083	16,887
Workers entering bursaries	3,402	5,556	3,566	11,715	12,301	12,916	13,562
University of technology student placement	1,319	3,327	5,633	9,158	9,616	10,097	10,602
Unemployed entering skills programme	4,091	4,740	3,858	6,400	6,720	7,056	7,409
Centres of specialization support	-	-	-	533	560	588	617
Recognition of prior learning	-	-	208	426	447	470	493
Adult Education & Training			460				
Lecture development		140	-	-	-	-	-
University Placement		2,174	-	-	-	-	-
Project administration costs - 7.5%	1,804	1,744	3,265	2,343	2,460	2,583	2,712
Non-pivotal grant expenditure	13,914	28,581	31,221	3,611	3,792	3,981	4,180
Discretionary grants expenditure - prior year	-				-	-	-
TOTAL	226,120	252,078	327,721	335,284	352,048	369,651	388,133

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 4

Table 16: Reconciling performance targets with the Budget and MTEF: Programme 4

Programme 4: ETQA	Audited Outcomes			Estimated Expenditure	Medium - Term Expenditure Estimate		
	(R'000)			(R'000)	(R'000)		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
External verifiers	1,543	1,986	2,068	1,575	1,654	1,736	1,823
Programme evaluators	154	138	-	131	138	145	152
Delivery of learner certificates	-	-	-	105	110	116	122
Qualification development and learning material	571	2,222	1,203	3,833	4,024	4,225	4,437
External Integrated Summative Assessment	-	-	-	1,365	1,433	1,505	1,580
Capacity building workshop	-	-	-	131	138	145	152
Other administration expenditure (payroll)	9,470	11,542	14,049	11,711	12,296	12,911	13,557
TOTAL	11,738	15,889	17,320	18,851	19,793	20,783	21,822

7. KEY RISKS

Table 17: Key risks

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Programme 1: Administration			
Strengthened collaboration with stakeholders to advance skills development within the sector	a) Completeness of levies received. b) Lack of adequate rationalisation of the Standard Industry Classification Codes within various industries.	Inadequate levy contribution resulting in inability to fully address skills development mandate within the sector.	Improved revenue collection on a quarterly basis i.e. Implement the revenue enhancement strategy which includes stakeholder relations and revenue collection road map to ensure sustainable collection of levies. NB: The strategy outlines all activities to be executed for the realisation of the revenue enhancement strategy and progress is reported to the Board on a quarterly basis.
Enhance risk intelligence to promote good governance and an ethical environment	Lack of business process automation to enable integration	Ineffective and inefficient ICT function to support business objectives	Expedite the implementation of business automation projects by 31 March 2026
	Inadequate security control to identify and protect critical organisation assets, detect potential threats, respond and recovery from cyber security events	Possible loss of business information and operations due to cyber-crimes.	a) Implement the Security Policy for Incident Management and Response to enable the organisation to adequately respond to cyber security event b) Implement the ICT security risk register c) Monitoring of the vulnerability and patch management capabilities to ensure early detection of potential weakness d) Implement employee security training and awareness programmes

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Programme 1: Administration			
Enhance risk intelligence to promote good governance and an ethical environment	a) Inadequate integration of risk management into SASSETA's daily operations. b) Deficiencies in the adequacy and completeness of the incident's collation process.	Inability to timeously mitigate and identify emerging business risks.	a) Enhance integration of ERM with organisational processes through MANCO and EXCO performance reports (i.e., Risk-based Agenda at Performance Reporting) b) Continuous implementation of the incident management process and report to various structures
Programme 2: Research, Skills Planning & Reporting			
Identified occupations in high demand for the Safety and Security	a) Inadequate research that does not fully address the research agenda b) Inadequate stakeholder engagements in that stakeholders may give insufficient information leading to meaningful engagements	Inadequate labour market intelligence to inform business or evidence-based decision making.	a) Annual updated Sector Skills Plan. b) Annual update Top 10 PIVOTAL List & Scarce and Critical Skills List. c) Chambers & Board. d) Continuous improvement plan (CIP) - capacitating the department in line with the approved structure.
	a) Lack of key resources to adequately capacitate the M&E function as required. b) Inadequate implementation of the M&E Policy and Procedures due to limited capacity.	Inadequate monitoring and evaluation of the SETA programmes and objectives (i.e., Skills and human capacity)	a) Continuous implementation of the M&E Policy and Procedures and guidelines to ensure threat monitoring is conducted in a more effective manner. b) Capacitate MER Staff through continuous training c) Continue to hold monitoring meetings frequently to ensure that corrective action is timeously executed.

Outcome	Risk Factor	Key Risk Description	Risk Mitigation Strategy
Programme 3: Learning Programmes			
Increase production of occupations in high demand	a) Inadequate resources to support all stakeholders due to the capped administration costs. b) Some stakeholders have their own priorities that are not aligned with the SASSETA priorities therefore negatively affecting training interventions c) Other socio-economic factors due to the high unemployment rate.	Inability to achieve the SETA Learning Programme APP & SLA targets.	a) Compulsory submission of highest qualifications such that SASSETA can be certain that learners do meet the minimum entry requirements to do the learning program they are being enrolled for. b) Conduct quarterly meetings with recipients of discretionary grants to give necessary support and guidance. c) Intensify collaborations with all Stakeholder and Other relevant SETA's.
	a) Manual intensive processes are currently being used b) Limited human resource capacities and capabilities	Inability to rollout learning programmes due to the current manual systems and limited resources	a) Finalisation of the automation of the business process by 31 March 2026 b) Ongoing skills capacitation of the current staff quarterly
Programme 4: Quality Assurance			
Ensure efficiency in the delivery of qualifications in the safety and security sectors	a) The current organisational structure does not have the positions for the resources required.	Inability to fulfil the obligations in terms of the new QCTO SLA	a) Approval of the new Organogram by end of quarter 2. b) Filling of the critical posts



Part



TECHNICAL
INDICATOR
DEFINITIONS (TID)

8. TECHNICAL INDICATOR DEFINITIONS

8.1 PROGRAMMES 1: ADMINISTRATION

Table 18: Technical indicators: Programme 1

1. INDICATOR	
Indicator Title	Number of partnerships with stakeholders to advance skills development which are implemented or entered into with identified stakeholders by 31 March 2030
Definition	To ensure that the SETA enters and implements Strategic Partnerships with stakeholders within the sector
Source of data	Implementation reports, or contracts/SLA with specific deliverables
Method of calculation/ Assessments	A count of the number of Implementation reports, or contracts/ SLAs/ MOUs entered into with identified stakeholders
Assumptions	Stakeholders will enter and implement partnerships with SASSETA
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	20 Partnership agreements approved, signed, and implemented (4 Annually)
Indicator Responsibility	Office of the CEO

2. INDICATOR	
Indicator Title	Enhanced risk intelligence to promote good governance of the SETA by 31 March 2030
Definition	Sustained National Treasury risk management maturity level 5, coupled with the achievement of 90% of the SASSETA performance targets
Source of data	National Treasury Risk Assessment Maturity Report and draft Annual Report
Method of calculation/ Assessments	Annual National Treasury Risk Assessment Maturity Report and draft annual report showing the percentage of the achievement of the performance targets
Assumptions	National Treasury risk maturity assessment level and methodology have not changed
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annually
Desired Performance	Level 5 Risk Management Maturity Level and 90% organisational achievement against planned targets
Indicator Responsibility	Office of the CEO

8.2 PROGRAMME 2: RESEARCH, SKILLS PLANNING AND REPORTING

Table 19: Technical indicators: Programme 2

1. INDICATOR	
Indicator title	The number of research studies focused on skills development matters that are completed by 31 March 2030
Short definition	Research studies conducted to support the SSP whilst improving the identification and understanding of the scarce and critical skills needs in the safety and security sector
Source of data	Manual – Research Files
Method of calculation/assessment	Count the number of research study reports completed by 31 March 2030
Assumptions	The research agenda supports the SSP whilst improving the identification and understanding of the scarce and critical skills needs across the safety and security sector
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	20 research studies concluded
Indicator responsibility	Executive Manager: Research, Monitoring and Evaluation and Planning
2. INDICATOR	
Indicator title	The number of evaluations (tracer studies) and or impact studies focused on Skills development matters completed by 31 March 2030
Short definition	Evaluation, Tracer or Impact studies conducted to support the SSP, whilst improving the identification and understanding of the scarce and critical skills needs in the safety and security sector
Source of data	Manual – Research Files or reports
Method of calculation/assessment	Count the number of evaluation (tracer studies) or impact studies focused on skills development matters completed by 31 March 2030
Means of Verification	Completed evaluation (tracer studies) to test the impact of programmes implemented by SASSETA in previous financial years
Assumptions	The research agenda supports the SSP whilst improving the identification and understanding of the scarce and critical skills needs across the safety and security sector
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	20 impact studies concluded by 31 March 2030
Indicator responsibility	Executive Manager: Research, Monitoring and Evaluation and Planning

3. INDICATOR	
Indicator title	Update of the Sector Skills Plan (SSP) approved by SASSETA Board and submitted to DHET by the due date
Short definition	Updated SSP
Source of data	Manual – SSP
Method of calculation/assessment	Proof of Submission of SSP to DHET Proof of Approval from the SASSETA Board
Means of Verification	Updated SSP
Assumptions	Credible research data
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	SSP developed
Indicator responsibility	Executive Manager: Research, Monitoring and Evaluation and Planning

4. INDICATOR	
Indicator title	The Strategic Plan (SP) and Annual Performance Plan (APP) updated and tabled as per legislation
Short definition	The indicator measures the process followed in developing the strategic plans: and APP. For the process to be credible, it must be evidence-based on research, evaluation studies and findings, participatory and consultative. Consultations with SASSETA employers/ industry role players and management, ensure an integrated approach. The outcome will be the approval of the strategic plans by the Executive Authority.
Source of data	Manual – Research Agenda, SSP, SP and APP drafts
Method of calculation/assessment	Proof of Submission of SP and APP to DHET Proof of Approval from the SASSETA Board
Assumptions	Credible research data
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	SP and APP developed
Indicator responsibility	Executive Manager: Research, Monitoring and Evaluation and Planning

5. INDICATOR

Indicator title	Number of small firms WSP/ATR approved between 1 April 2025 and 15 August 2030.
Short definition	Firms in the sector with 49 or less employees submit a WSP/ATR by 30 April which result in the first payment of the Mandatory Grant once approval is granted within the financial year.
Source of data	SASSETA Management System.
Method of calculation/assessment	Each small firm is counted once the approval is granted in the financial year, following the approval of the associated WSP/ATR.
Assumptions	Small firms will submit WSP/ATR.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	At least 330 small firms WSP/ATR are approved
Indicator responsibility	Executive Manager: Research, Skills Planning & Reporting

6. INDICATOR

Indicator title	Number of medium firms WSP/ATR approved between 1 April 2025 and 15 August 2030
Short definition	Firms in the sector with between 50 to 149 employees submit a WSP/ATR by 30 April which result in the first payment of the Mandatory Grant once approval is granted within the financial year.
Source of data	SASSETA Management System
Method of calculation/assessment	Each medium firm is counted once upon the approval is granted in the financial year, following the approval of the associated WSP/ATR.
Assumptions	Medium firms will submit WSP/ATR.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	At least 151 WSP/ATRS approved for Medium Firms
Indicator responsibility	Executive Manager: Research, Skills Planning & Reporting

7. INDICATOR	
Indicator title	Number of large firms WSP/ATR approved between 1 April 2025 and 15 August 2030
Short definition	Firms in the sector with 150 or more employees submit a WSP/ATR by 30 April which result in the first payment of the Mandatory Grant once approval is granted within the financial year.
Source of data	SASSETA Management System.
Method of calculation/ assessment	Each large firm is counted once upon the approval is granted in the financial year, following the approval of the associated WSP/ATR
Assumptions	Large firms will submit WSP/ATR.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	At least 173 large firms submit their WSP/ ATR
Indicator responsibility	Executive Manager: Research, Skills Planning & Reporting

8.3 PROGRAMME 3: LEARNING PROGRAMMES

Table 20: Technical indicators: Programme 3

1. INDICATOR	
Indicator title	Number of unemployed youth, funded by SASSETA who become qualified and available to fill occupations in high demand by 31 March 2030
Short definition	To measure the number of unemployed youth, funded by SASSETA who become qualified and available to fill occupations in high demand by 31 March 2030
Source of data	Completion Certificates or Service Certificates or Trade Test Certificates for all unemployed learners funded by SASSETA who complete their studies under SASSETA-funded bursaries, learnerships, candidacy, internships and artisan programmes by 31 March 2030 Learner Files or the Learner Management System with the enrollment forms and Completion Certificates or Service Certificates or Trade Test Certificate
Method of calculation/assessment	A simple count of the Completion Certificates or Service Certificates or Trade Test Certificates for all unemployed learners funded by SASSETA who complete their studies under SASSETA funded bursaries, learnerships, candidacy, internships and artisan programmes by 31 March 2030.
Assumptions	Sufficient learners who successfully complete their programme
Disaggregation of Beneficiaries (where applicable)	488 Unemployed youth successfully completing studies under SASSETA funded bursaries by 31 March 2030. 1140 law graduates placed, completing candidacy programmes in strong partnerships with the industry by 31 March 2030. 1182 graduates and interns completed workplace-based learning programmes by 31 March 2030. 5065 unemployed learners completed learnerships by 31 March 2030
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	9045 qualified individuals available to fill occupations in high demand by 31 March 2030
Indicator responsibility	Executive Manager Learning Programmes

2. INDICATOR	
Indicator title	Number of funded partnerships with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes by 31 March 2030.
Short definition	To measure the number of funded partnerships with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes by 31 March 2030.
Source of data	Discretionary Grant Funding Agreement with TVET Colleges, Universities of Technology, Universities, and employers for the placement of learners on work integrated learning programmes by 31 March 2030.
Method of calculation/ assessment	A simple count of the number of TVET Colleges, Universities of Technology, Universities, and employers that SASSETA Provided discretionary grant for the placement of learners on work integrated learning programmes by 31 March 2030. Each institution to be counted once in the five-year period.
Assumptions	Sufficient TVET Colleges, Universities of Technology, Universities, and employers meet the requirements to be funded under partnerships.
Disaggregation of Beneficiaries (where applicable)	20 TVET 3 Universities of Technology 5 Universities 52 Employers
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	80 Funded partnerships for the placement of learners on work integrated learning programmes by 31 March 2030.
Indicator responsibility	Executive Manager Learning Programmes

3. INDICATOR	
Indicator title	Improvement in the skills level of employed learners that were funded through learnerships programmes by SASSETA for the period ending 31 March 2030
Short definition	To measure the Improvement in the skills level of employed learners that were funded through learnerships programmes by SASSETA for the period ending 31 March 2030
Source of data	Employer survey reports
Method of calculation/ assessment	A simple count of the number of Employer Survey reports
Assumptions	Employers availability to participate in the Survey
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	4 Employer Survey reports indicating an improvement in skills levels after the employed learners completed training on a SASSETA-funded Learnerships.
Indicator responsibility	Executive Manager Learning Programmes

4. INDICATOR

Indicator title	The percentage of the Discretionary Grant Budget allocated towards high-level skills for Bursaries for the period ending 31 March 2030
Short definition	To measure the percentage of Discretionary Grant Budget allocated towards high level skills for Employed Bursaries for the period ending 31 March 2030
Source of data	Commitment Register for each financial year up to 31 March 2030
Method of calculation/ assessment	Allocation of Discretionary Grant toward the funding of Bursaries
Assumptions	Sufficient applicants for bursaries
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	At least 9% of Discretionary Grant Budget allocated towards high level skills for Bursaries for the period ending 31 March 2030
Indicator responsibility	Executive Manager Learning Programmes

5. INDICATOR

Indicator title	Percentage of Discretionary Grant Budget allocated towards intermediate skills for learnerships and artisans training for the period ending 31 March 2030
Short definition	To measure the percentage of Discretionary Grant Budget allocated towards intermediate skills for learnerships and artisans training for the period ending 31 March 2030
Source of data	Commitment Register for each financial year up to 31 March 2030
Method of calculation/ assessment	Allocation of Discretionary Grant toward the funding of learnerships and artisans
Assumptions	Sufficient applicants for learnerships and artisans
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	At least 40% of Discretionary Grant Budget allocated towards intermediate skills for learnerships and artisans training for the period ending 31 March 2030
Indicator responsibility	Executive Manager Learning Programmes

6. INDICATOR	
Indicator title	Percentage of Discretionary Grant Budget allocated towards elementary skills training for the period ending 30 March 2030
Short definition	To measure percentage of Discretionary Grant Budget allocated towards elementary skills training for the period ending 30 March 2030
Source of data	Commitment Register for each financial year up to 31 March 2030
Method of calculation/assessment	Allocation of Discretionary Grant toward the funding of elementary skills
Assumptions	Sufficient applicants for elementary skills
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	At least 0.1% of Discretionary Grant Budget allocated towards elementary skills for elementary skills training for the period ending 31 March 2030
Indicator responsibility	Executive Manager Learning Programmes

7. INDICATOR	
Indicator title	Financial support provided to Community Colleges and Technical Vocational Education and training colleges for the training of unemployed learners by 31 March 2030
Short definition	To measure the financial support provided to Community Colleges and Technical Vocational Education and training colleges for the training of unemployed learners by 31 March 2030
Source of data	
Method of calculation/assessment	The sum of all funding allocated towards training of unemployed learners through Community Colleges and Technical Vocational Education and training colleges for the period ending 31 March 2030
Assumptions	Sufficient applications from Community Colleges and Technical Vocational Education and training colleges who qualify to be awarded funding.
Disaggregation of Beneficiaries (where applicable)	At least 2 rural colleges supported
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	At least R50 000 000.00 in support provided to Community Colleges and Technical Vocational Education and training colleges for the training of unemployed learners by 31 March 2030
Indicator responsibility	Executive Manager Learning Programmes

8. INDICATOR	
Indicator title	Inculcating a culture and spirit of entrepreneurship and self-employment by funding unemployed youth through providing skills to enable them to establish businesses by 31 March 2030
Short definition	To measure the financial support of entrepreneurship and self-employment by funding unemployed youth through providing skills to enable them to establish businesses by 31 March 2030
Source of data	Discretionary Grant Funding Agreements
Method of calculation/assessment	The sum of the total funds allocated for the support of unemployed youth towards entrepreneurship and self-employment
Assumptions	Sufficient qualifying applications from Skills Development Providers to provide entrepreneurship training for unemployed youth.
Disaggregation of Beneficiaries (where applicable)	100% Youth
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	At least R11 000 000.00 in support provided to unemployed youth towards entrepreneurship and self-employment by 31 March 2030
Indicator responsibility	Executive Manager: Learning Programmes

8.4 PROGRAMME 4: QUALITY ASSURANCE

Table 21: Technical indicators: Programme 4

1 INDICATOR	
Indicator title	Number of occupational qualifications, which are developed by SASSETA and submitted to the QCTO, registered by South African Qualifications Authority on the National Qualifications Framework, by 31 March 2030
Short definition	To measure the number occupational qualifications, which are developed by SASSETA and submitted to the QCTO, registered by South African Qualifications Authority on the National Qualifications Framework (NQF), by 31 March 2030
Source of data	Proof of submission of occupational qualification to QCTO A list of the SASSETA developed, reviewed and re-aligned qualifications that were submitted to QCTO and subsequently registered by the South African Qualifications Authority on the NQF The Qualification/s Notifications of Registration of Occupational Qualifications on the NQF
Method of calculation/ assessment	A simple count of the SASSETA developed, reviewed and re-aligned qualifications that were submitted to QCTO and subsequently registered by the South African Qualifications Authority on the NQF during the period 1 April 2025 to 31 March 2030
Assumptions	The sector submits requirements for occupational qualifications development
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	12 Occupational qualifications, which are developed by SASSETA and submitted to the QCTO, registered by South African Qualifications Authority on the National Qualifications Framework by 31 March 2030
Indicator responsibility	Executive Manager: Education Training and Quality Assurance

2. INDICATOR	
Indicator title	Number of days taken for learner certification after receipt of the required quality assured results, by 30 March 2030
Short definition	To measure the number days taken for learner certification after receipt of the required quality assured results, by 30 March 2030
Source of data	SASSETA Certificate Logbook Monthly certificate reports from 1 April 2025 to 31 March 2030 All certificates printed by SASSETA from 1 April 2025 to 31 March 2030
Method of calculation/assessment	A simple count of the number of days taken for the printing of learner certificates within the period from 1 April 2025 to 31 March 2030.
Assumptions	Sufficient certification paper/blank certificates and holograms available in stores at all times
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Annually
Desired performance	All certificates issued within Up to 21 working days from receipt of the required quality assured results
Indicator responsibility	Executive Manager Education Training and Quality Assurance



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