LOCAL GOVERNMENT SECTOR EDUCATION AND TRAINING AUTHORITY

ANNUAL PERFORMANCE PLAN
2016-2017

LGSETA
CREATING GREATER IMPACT

FOREWORD

This Annual Performance Plan that is being submitted by the LGSETA, has been prepared for the period 1 April 2016 to 31 March 2017. LGSETA is a public entity listed as Part A of Schedule 3 of the Public Finance Management Act 1 of 1999 (PFMA), as amended. Furthermore, LGSETA is established in accordance with Section 9 of the Skills Development Act 97 of 1998, as amended, which provides for its powers and from where its mandate is derived.

LGSETA is currently licensed for the period of 1 April 2011 to March 2016. The Minister has recently gazetted the extension of this licence to March 2018.

The National Treasury Framework for Strategic Plans and Annual Performance Plans (August 2010) has been used as a basis for the preparation of this Annual Performance Plan. It is submitted in accordance with the requirements of the Department of Higher Education and Training (DHET), the PFMA and National Treasury regulations. This Annual Performance Plan is informed by the Local Government Sector Skills Plan, as revised in 2015/2016, which also led to the revision of the organisation's own strategy document for 2016 to 2018. These three strategic documents form the core of the work that the LGSETA is committing itself to in the context of the NSDS III in its specific sector. In addition to these three plans, LGSETA has enhanced the 2015/2016 annual performance with the crossover plan which was designed to assist the organisation to move from the administration period into normalcy in 2016. This document is provided for reference purposes only as it gives a sense of the legacy matters that the new management at the LGSETA has to address after the administration period.

The implementation of this Annual Performance Plan takes place at a time that the organisation is only a few months in operation after the Administration period. There is no doubt that the 2015/2016 financial year is a year in which the organisation has had to deal with legacy issues, whilst at the same time repositioning itself for the next five years. This Annual Performance Plan has therefore been carefully crafted to align with the organisational strategic plan, as well as the Sector Skills Plan, in order to drive delivery in the organisation and mobilise its stakeholders towards a collective future of a skilled local government workforce across the country.

This submission is also made at the eve of the local government elections which are likely to take place in May 2016. There is no doubt therefore that this annual plan will need a radical intervention in its delivery given this context. It is in this context that LGSETA has adopted a dual strategy to implement its annual performance plan. The first strategy is the bottom-up approach where municipalities and LGSETA stakeholders are given the opportunity to work with the LGSETA to deliver certain projects. However, given the lag that is likely to be caused by the local government elections, LGSETA has also adopted a strategy of driving certain projects nationally under the leadership of the Board and in consultation with the relevant municipalities, in order to make sure, that as far as it is feasible, the targets in this Annual Performance Plan are achieved.
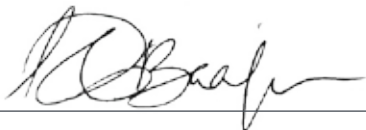
Essential aspects of the Annual Performance Plan include an updated situational analysis, revisions to the legislative and other mandates, and overview of the budget with specific reference to the medium-term expenditure framework estimates.

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the Management of the LGSETA in consultation with the Department of Higher Education and Training;
- was informed by the revised Local Government SETA Strategic Plan for the period 2013/14 to 2017/18;
- was informed by the Sector Skills Plan, as revised 2015/2016 and updated; and
- accurately reflects the performance targets which the Local Government SETA will endeavour to achieve within available funding for the 2016/17 financial year.
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Donovan Baatjies   Signature: _____
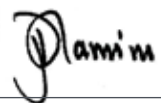
Chief Operations Officer

Khulekani Mkhize   Signature: _____

Chief Financial Officer

Gugu Dlamini   Signature: _____

Chief Executive Officer

Dr Michael Sutcliffe   Signature: _____

LGSETA Accounting Authority

10 November 2015

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CONTENTS

LIST OF ACRONYMS

AET	Adult Education and Training
AFS	Annual Financial Statements
APP	Annual Performance Plan
APR	Annual Performance Report
ATR	Annual Training Report
CBO	Community Based Organisation
CEO	Chief Executive Officer
CPD	Continuing Professional Development
DHET	Department of Higher Education and Training
DG	Discretionary Grants
ETQA	Education and Training Quality Assurance
HEI	Higher Education Institution
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRD	Human Resource Development
HRDC	Human Resource Development Council
HRDS	Human Resource Development Strategy
IPAP	Industrial Policy Action Plan
LGSETA	Local Government Sector Education and Training Authority
LPE	Levy-paying Employer
MoU	Memorandum of Understanding
MTC	Municipal Training Centre
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCV	National Certificate (Vocational)
NEET	Not in Education Employment or Training
NLPE	Non-levy-paying Employer
NQF	National Qualifications Framework
NSA	National Skills Authority
NSDS	National Skills Development Strategy
QCTO	Quality Council for Trade and Occupations
RPL	Recognition of Prior Learning
SDF	Skills Development Facilitator
SDA	Skills Development Act
SDLA	Skills Development Levies Act
SETA	Sector Education and Training Authority
SIC	Standard Industrial Classification
SIPS	Strategic Integrated Projects
SLA	Service Level Agreement
SMEs	Small and Medium-sized Enterprises
SMMEs	Small, Medium and Micro-sized Enterprises
SP	Strategic Plan
SPM	SETA Performance Management of the DHET
SSP	Sector Skills Plan
TVET	Technical Vocational Education and Training (Formerly FET colleges)
WSP	Workplace Skills Plan
WIL	Work Integrated Learning

1. Updated situational analysis

1.1 Performance delivery report

The Local Government Sector Education and Training Authority (LGSETA) plays a critical role in contributing to the development of a skilled and capable workforce in pursuit of a responsive, accountable, efficient and effective local government system. As outlined in the Sector Skills Plan (SSP), 278 municipalities are classified under the Local Government Sector. Additional to this number, as of 1 April 2012, there were 60 municipal-owned entities established by municipalities in terms of the Municipal Finance Management Act (2004), who support service delivery and are accountable to the municipality that established them in terms of governance, financial accountability and performance.

The table below provides an overview of the number of municipalities per classified category:

MUNICIPALITIES PER CATEGORY	TOTAL
Metropolitan municipalities	8
District municipalities	44
Local municipalities	226
Total	**278**

The Local Government Sector further differs from other sectors in that within the municipalities you find not only mostly economic sectors, but also political, community and social-based sectors. It is at the coal face of service delivery and therefore the impact of lack of skills is visible and felt by ordinary tax payers and general citizens. When Government talks about economic transformation, this is where it all begins and the Local Government SETA is therefore placed as a critical stakeholder of driving this economic transformation and poverty eradication.

The performance delivery environment has significant implications for planning. The number of role-players that the Local Government SETA is required to engage with, is substantial. The geographical spread of the municipalities creates a reliance on the Local Government SETA for stakeholders' collaboration and support in creating access to its services.

The number of learning programmes being implemented are often residing with other SETAs, compelling the Local Government SETA to also create an extensive and very responsive quality management mechanism that is not only based on its own mandate, but the mandate of other SETAs as well as for support in accessing mandatory and discretionary grants.

The SSP research identified and prioritised twelve occupational categories under the scarce skills section for which degrees/diplomas and learning programmes are most applicable. This plan provides for learner enrolment targets across all learning interventions to address those scarce skills and strategic focus areas of the sector. The prioritisation and representivity of service delivery should consider the performance delivery environment. The criteria for awarding Local Government SETA-funded discretionary grants to employers, should therefore be aligned to the sector needs and priorities articulated in the SSP.

1.2   Organisational environment

The LGSETA was placed under administration on 20 March 2013 by the Director-General: Department of Higher Education and Training, as directed by the Minister of Higher Education and Training. The administration period was aimed, among other issues, to facilitate the process of repositioning the organisation to make it more relevant and responsive to the needs of the local government sector. The period of administration ended on 19 September 2015. The appointment of the Chief Executive Officer took place in May 2015 and the appointment of a new Board was concluded by September 2015, to strengthen governance, leadership and accountability.

During the administration period, a number of significant changes were introduced, which include the development and implementation of a new organisational structure. The complement of this structure was not fully funded. In addition, the organisation experienced a high turnover of critical staff prior and during the administration period, which has left a vacuum in the institutional memory.

This risk is compounded by the high level of dependence on consultants for important operational functions, which meant that the organisation has to capacitate itself with the required skill base. A strategic planning process was undertaken to advance the repositioning of the organisation, which included consultation with all internal stakeholders as well as all strategic partners of the Local Government SETA. A key component of this process was the development of a Crossover Plan which is aimed at assisting the organisation to adopt the following critical strategies:

- Dealing with internal and external legacy issues; and
- Repositioning and driving the necessary change in the next five years.

The Executive Team had an opportunity to interact with and obtain feedback from some of the Local Government SETA's critical stakeholders, like the DHET and SALGA. The Crossover Plan was then developed by the Executive Team, taking into account the contributions of the next level of management of the Local Government SETA. The reflection and engagement during the process revealed major operational gaps that are being enhanced through the crossover plan, which is the foundation for the next financial year, and proper operational plans to address the challenges comprehensively.

The Crossover Plan contains the following Strategic Focus Areas:

- **Stakeholder engagement** - Deliberate, well-coordinated and targeted stakeholder engagement aimed at building mutually beneficial and collaborative relations;
- **Planning** - Ensure that all planning activities are informed by the realities of the Local Government SETA context and accurate, credible and up-to-date research information. Planning activities must further meet and comply with all statutory prescripts;
- **Legacy issues** - A clean break from the past, by dealing with internal and external organisational legacy issues and driving the necessary change in the next five years;
- **Operational performance** - Develop, implement and promote an organisational culture characterised by accountability, high performance and excellence in all areas. Work towards making the Local Government SETA the best performing SETA by the end of 2016;

- **Institutional capability** - Create institutional capability characterised by simplicity and transparency that delivers predictable measurable, integrated service consistently.

The Crossover Plan will be implemented concurrently with the approved 2015/2016 APP and should therefore be seen as an enabler to the achievement of the Local Government SETA 2015/2016 Predetermined Objectives. The Crossover Plan is included as Annexure C to this document. This plan has also been used to inform the development of the 2016/2017 Annual Performance Plan and associated Strategic Plan.

2. Revisions to legislative and other mandates

On 6 October 2015, the Minister of Higher Education and Training, Dr Blade Nzimande, officially gazetted the re-establishment of the Sector Education and Training Authorities (SETAs). This announcement by the Minister means that all SETAs have been given an extension of two years, to operate from 1 April 2016 until 31 March 2018. At the same time, the National Skills Development Strategy III (NSDS III) was extended for the corresponding period.

Key changes that drive the goals for this period are influenced by the Ministerial Delegations on QCTO 2014/15, within which certain functions were delegated to the SETAs. The impact of the delegations are related to the processes of the SETA. Given current inherent performance and operational challenges, this places additional burden on the organisation to improve its processes.

The court case by Business Unity South Africa (BUSA) against DHET on the 2013 SETA Grant Regulations was finalised in August 2015. The court ruled in BUSA's favour in respect of the SETA Grant Regulations providing for the Mandatory Grant decrease and the transfer of unspent SETA funds to NSF, were declared invalid and set aside. The effect of the Order of the Court was suspended until 31 March 2016. The Minister of DHET may apply for leave to appeal against the judgement and, pending his decision and directive, LGSETA will continue to apply the current SETA Grant Regulations.

3. Overview of 2016/17 budget and MTEF estimates

The Local Government SETA is a statutory body established in terms of the Skills Development Act of 1998 (as amended) with the aim of enabling its stakeholders to advance skills levels in the sector in accordance with Government's growth initiatives. The Local Government SETA initiates skills development projects and learning interventions aimed at the improvement and development of South African human resources. The Local Government SETA has an obligation in respect of its stakeholders to ensure that skills in the Local Government Sector are developed.

The MTEF Budget, which forms an integral part of the Annual Performance Plan, is approved by the Accounting Authority and then submitted to the Executive Authority, the Minister of Higher Education and Training.

3.1 Expenditure estimates

There were no significant regulatory changes over the MTEF period. In the current financial year the levy income is split as follows:

- Discretionary funds: 49.5%
    - 80% of the discretionary funds is earmarked for PIVOTAL programmes, while the remaining 20% will be applied for non-PIVOTAL interventions.
- Mandatory funds: 20%
    - Unclaimed mandatory grants will be transferred to the discretionary funds in line with the grant regulations.
- Administration: 10.5%
    - As regulated, 0.5% of the administration funds will be transferred to the QCTO.

3.2 Reconciling performance targets with budget and MTEF

R thousand	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
PROGRAMME	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18	2018/19
PROGRAMMES							
Administration	40 180	71 977	78 754	62 029	68 199	75 019	82 521
Governance	-	-	-	1 266	1 344	1 478	1 626
Strategy and Planning	19 856	6 993	3 784	8 000	8 500	9 350	10 288
Learning Programmes	41 395	66 571	163 917	270 393	297 347	327 082	359 790
Quality Management	5 470	150	1 139	20 000	22 000	24 200	26 620
Subtotal	**106 901**	**145 691**	**247 594**	**361 688**	**397 390**	**437 129**	**480 842**
Direct charges against the National Revenue / Skills Fund	-	-	267 546	-	-	-	-
FET College Infrastructure	-	80 867	-	-	-	-	-
Mandatory Grants	**240 154**	**96 365**	**107 390**	**120 563**	**132 463**	**145 709**	**160 280**
Total	**347 055**	**322 923**	**622 530**	**482 251**	**529 853**	**582 838**	**641 122**
Change to 2015/16 to 2018/19 budget estimate							
ECONOMIC CLASSIFICATION							
Current Payments	**40 180**	**71 977**	**78 754**	**62 029**	**69 543**	**76 497**	**84 147**
Compensation of employees	16 722	25 737	25 850	30 468	36 165	39 781	43 759
Salaries and wages	15 276	21 910	22 783	27 954	33 470	36 816	40 497
Social contributions	1 446	3 827	3 067	2 514	2 695	2 965	3 262
Goods and services	22 336	44 769	51 218	30 285	33 378	36 716	40 388
Agency and support/outsourced services	-	-	-	-	-	-	-
Communication	4 329	6 015	4 530	1 281	1 854	2 040	2 244
Computer services	-	-	-	-	-	-	-

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRI-ATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
R thousand	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18	2018/19
Consultants	2 322	8 569	15 911	9 392	4 161	4 577	5 035
Contractors	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-
Lease payments	2 681	3 417	4 745	5 072	7 361	8 097	8 907
Repairs and maintenance	2 470	870	284	233	168	185	204
Research and development	-	-	-	-	-	-	-
Training and staff development	239	-	45	264	305	335	368
Travel and subsistence	4 862	6 614	5 417	2 331	4 713	5 184	5 702
Other	5 433	19 284	20 286	12 977	14 816	16 298	17 928
Depreciation	1 034	1 471	1 557	1 276	-	-	-
Losses from:	88	-	129	-	-	-	-
Sale of fixed assets	88	-	-	-	-	-	-
Impairments and adjustments to fair value	-	-	-	-	-	-	-
Adjustments to fair value of financial assets	-	-	-	-	-	-	-
Impairments to non-financial assets	-	-	-	-	-	-	-
Other	-	-	129	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-
Transfers and subsidies	**306 875**	**250 946**	**543 776**	**418 956**	**460 310**	**506 341**	**556 975**

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
R thousand	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18	2018/19
Employer Grant (SETAs only)	**240 154**	**96 365**	**107 390**	**120 563**	**132 463**	**145 709**	**160 280**
Other government units	240 154	96 365	107 390	120 563	132 463	145 709	160 280
National government	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-
Municipalities	240 154	96 365	107 390	120 563	132 463	145 709	160 280
National Skills Fund	-	-	-	-	-	-	-
Public corporations and private enterprises (subsidies and other transfers)	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-
Households and non-government units	-	-	-	-	-	-	-
Discretionary Grant (SETAs only)	**66 721**	**154 580**	**436 386**	**298 393**	**327 847**	**360 632**	**396 695**
Other government units	40 986	154 446	430 288	208 875	229 493	252 442	277 686
National government	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-
Municipalities	40 986	154 446	162 742	208 875	229 493	252 442	277 686
National Skills Fund	-	-	267 546	-	-	-	-
Public corporations and private enterprises (subsidies and other transfers)	25 735	134	6 098	89 518	98 354	108 190	119 009
Public corporations	-	-	-	-	-	-	-
Private enterprises	25 735	134	6 098	89 518	98 354	108 190	119 009

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRI-ATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
R thousand	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18	2018/19
Households and non-government units	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
Social benefits	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-
Technical reserves (social security funds only)	-	-	-	-	-	-	-
Tax payment	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-
Total Expenditure	**347 055**	**322 923**	**622 530**	**482 251**	**529 853**	**582 838**	**641 122**

3.2.1 Discretionary grants

During the financial year 2015/16, R350 million worth of projects were approved, 30% of which was ringed-fenced for special projects. These special projects are nationally driven interventions where the Local Government SETA, at its discretion, has identified strategic skill gaps (critical or scarce) in the sector and where to implement required skills. These projects cater for special needs such as people with disabilities, rural and township economy projects and projects of interest to Local Government SETA's stakeholders.

3.2.2 Mandatory grants

Mandatory grants are paid to qualifying entities on a quarterly basis, as per the SETA Grant Regulations.

3.2.3 Administration expenditure

The New Skills Development Regulations limit the administration costs of SETA to 10.5% of levies actually received. The administration costs of the SETA are therefore limited to the projected levy income of R69.5 million for 2016/17.

3.3 Revenue

3.3.1 Levies

The budgeted levy income for 2016/17 is R529 million, broken down as follows:

ITEM	BUDGET
Administration	69 543
Discretionary grants	327 847
Mandatory grants	132 463
TOTAL	**529 853**

3.3.1 Investment income

Local Government SETA generates its investment income from funds invested in short-term, highly liquid investments that are held with registered banking institutions with the maturities of 3 to 12 months, and are subject to an insignificant risk of change in value. The investment income for the 2016/17 financial year is expected to be R33.7 million, which is an 8% increase from the prior year.

3.4 Reconciling performance targets with budget and MTEF

EXPENDITURE BY PROGRAMMES	EXPENDITURE OUTCOME			EXPECTED EXPENDI- TURE	MEDIUM-TERM EXPENDITURE ESTIMATE		
R THOUSAND	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18	2018/19
Programme 1: Administration	40 180	71 977	78 754	63 295	68 199	75 019	82 521
Programme 2: Governance	-	-	-	-	1 344	1 478	1 626
Programme 3: Strategy and Planning	19 856	6 993	3 784	8 000	8 500	9 350	10 285
Programme 4: Training Programmes	41 395	66 571	163 917	270 393	297 347	327 082	359 790
Programme 5: Quality Management	5 470	150	1 139	20 000	22 000	24 200	26 620
TOTAL	**106 901**	**145 691**	**247 594**	**361 688**	**397 390**	**437 129**	**480 842**

Conclusion

The fulfilment of this Annual Performance Plan lies in both the budgetary provision to correct the staff legacy issues as indicated in the crossover plan, as well as the ability of the organisation to change in line with its strategic intent for the next five years.

PART B:
PROGRAMMES

4. LGSETA Programmes

During the annual strategic review process, all LGSETA programmes were reviewed to ensure maximum impact and achievement of the performance targets. Revisions are aligned to the situational analysis that was conducted on the Local Government SETA.

The Local Government SETA has five programmes namely:

- Administration
- Governance*
- Strategy and Planning
- Learning Programmes
- Quality Assurance

Given the history of the LGSETA, emphasis is placed on governance as an area of priority in this financial year.

4.1 PROGRAMME 1: ADMINISTRATION

Purpose

The purpose of the Administration Programme is to enable the delivery of the Local Government SETA mandate through the delivery of administration and support services.

4.1.1 Strategic objective and annual targets for 2016/17

4.1.1									
STRATEGIC OBJECTIVE TITLE	To implement efficient, effective and transparent administration and governance in the LGSETA								
STRATEGIC OBJECTIVE ALIGNMENT	Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register								
			ACTUAL PERFORMANCE			**ESTIMATED PERFOR-MANCE**	**MEDIUM-TERM TARGETS**		
STRATEGIC ACTIVITY	**PERFORMANCE INDICATORS**		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Compliance with applicable statutes, regulations and LGSETA policies	1.1	Compliance with statutory reporting	100%	100%	100%	100%	100%	100%	100%
	1.2	100% compliance with applicable statutes, regulations and LGSETA policies	Compliance	Non-compliance	Compliance	100%	100%	100%	100%
Develop and submit the Strategic Plan and Annual Performance Plan for approval to DHET within the regulated time frame	1.3	Approved Strategic Plan (SP) and Annual Performance Plan (APP)	Approved SP and APP	Approved SP and APP	Approved SP and APP	Approved SP and APP	Approved SP and APP	Approved SP and APP	Approved SP and APP
Level of stakeholder satisfaction with the LGSETA	1.4	External stakeholder satisfaction rating in annual survey	-	No survey	60%	65%	70%	75%	80%
Build a sound and sustainable financial management system, in line with the provisions of the PFMA that ensures transparency and accountability	1.5	Unqualified audit opinion at the end of the external audit by the Auditor-General	Qualified Audit Opinion	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Clean audit	Clean audit

STRATEGIC OBJECTIVE TITLE		To implement efficient, effective and transparent administration and governance in the LGSETA							
4.1.1	STRATEGIC OBJECTIVE ALIGNMENT	Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register							
			ACTUAL PERFORMANCE			**ESTIMATED PERFOR-MANCE**	**MEDIUM-TERM TARGETS**		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Establish an integrated ICT service that promotes organisational efficiency and performance	1.6 Implement the LGSETA ICT Governance Framework		-	-	-	-	100%	100%	100%
Build career guidance and support in the local government sector	1.7 Number of new Local Government SETA offices opened		-	-	2	-	4	-	-
	1.8 Number of career guidance events per annum		-	-	-	10	12	15	20
	1.9 Number of career guides distributed		-	5 725	18 000	20 000	22 000	24 000	30 000

4.1.2   Performance indicators and quarterly targets for 2016/17

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
STRATEGIC OBJECTIVE TITLE							
To develop occupational qualifications, build quality skills development capacity and ensure certification of learners.							
4.1.2 **STRATEGIC OBJECTIVE ALIGNMENT**							
Increasing access to occupationally-directed programmes				1st	2nd	3rd	4th
Ensure compliance with statutory requirements and reporting	1.1 Compliance with statutory reporting	Quarterly	100%	100%	100%	100%	100%
	1.2 100% compliance with applicable statutes, regulations and LGSETA policies	Quarterly	100%	100%	100%	100%	100%
Develop and submit the Strategic Plan and Annual Performance Plan for approval to DHET within regulated time frames	1.3 Approved Strategic Plan (SP) and Annual Performance Plan (APP)	Annually	Approved SP and APP	-	-	-	Approved SP and APP
Level of stakeholder satisfaction with the LGSETA	1.4 External stakeholder satisfaction rating in annual survey	Annually	70%	-	-	-	70%
Build a sound and sustainable financial management system, in line with the provisions of the PFMA that ensures transparency and accountability	1.5 Unqualified audit opinion at the end of the external audit by the Auditor-General	Annually	Unqualified audit	-	-	-	-
Establish an integrated ICT service that promotes organisational efficiency and performance	1.6 Implement the LGSETA ICT Governance Framework	Quarterly	100%	100%	100%	100%	100%

STRATEGIC OBJECTIVE TITLE		4.1.2	To develop occupational qualifications, build quality skills development capacity and ensure certification of learners.					
STRATEGIC OBJECTIVE ALIGNMENT			Increasing access to occupationally-directed programmes					
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS				
				1st	2nd	3rd	4th	
Build career guidance and support in the local government sector	1.7 Number of new Local Government SETA offices opened	Quarterly	4	-	2	2	-	
	1.8 Number of career guidance events per annum	Quarterly	12	3	3	3	3	
	1.9 Number of career guides distributed	Quarterly	22 000	5 500	5 500	5 500	5 500	

4.2 PROGRAMME 2: GOVERNANCE

Purpose

The purpose of this programme is to enable the Local Government SETA to deliver on its mandate to comply with all governance imperatives.

The programme comprises the following sub-programmes:

1. Board (governance, oversight);
2. Enterprise risk management;
3. Compliance and regulatory framework; and
4. Stakeholder management.

	STRATEGIC OBJECTIVE TITLE	To implement efficient, effective and transparent governance in the LGSETA						
4.2.1	STRATEGIC OBJECTIVE ALIGNMENT	Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register						
		ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Governance and oversight	2.1 Ensure board effectiveness	–	–	–	–	Annual report and annual assessment of the board		
	2.2 Set the right tone and make effective decisions	–	–	–	–			
	2.3 Assess and implement ethics programmes, board training and fraud prevention plans	–	–	–	–			
Enterprise risk management	2.4 Implement and report on organisational risk management plan	–	–	–	–	Quarterly report on the identification, measurement, monitoring, reviewing, and reporting on risk		
Compliance and regulatory framework	2.5 Monitoring, assessment and effectiveness of compliance with applicable statutes, regulations and LGSETA policies	–	–	–	–	Quarterly report on design, monitoring, assessment and effectiveness of internal control systems		

STRATEGIC OBJECTIVE TITLE: To implement efficient, effective and transparent governance in the LGSETA

STRATEGIC OBJECTIVE ALIGNMENT: Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Stakeholder management	2.6 Convene annual general meeting for stakeholders	-	-	-	-	Annual	Annual	Annual
	2.7 Host stakeholder engagement seminars per annum	-	-	-	-	9	9	9

4.2.2 Performance indicators and quarterly targets for 2016/17

STRATEGIC OBJECTIVE TITLE: To implement efficient, effective and transparent Governance in the LGSETA

STRATEGIC OBJECTIVE ALIGNMENT: Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
Governance and oversight	2.1 Ensure board effectiveness	Annual	Annual report	-	-	-	Annual report
	2.2 Set the right tone and make effective decisions	Annual	Annual report	-	-	-	Annual report
	2.3 Assess and implement ethics programmes, board training and fraud prevention plans	Annual	Annual report	-	-	-	Annual report

STRATEGIC OBJECTIVE TITLE			To implement efficient, effective and transparent Governance in the LGSETA				
4.2.2 STRATEGIC OBJECTIVE ALIGNMENT			Governance structures and processes established, capacitated and maintained in accordance with all relevant legislation as per the legal register				
					QUARTERLY TARGETS		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	1st	2nd	3rd	4th
Enterprise risk management	2.4 Implement and report on organisational risk management plan	Quarterly	Quarterly report	Quarterly report	Quarterly report	Quarterly report	Quarterly report
Compliance and regulatory framework	2.5 Monitoring, assessment and effectiveness of compliance with applicable statutes, regulations and LGSETA policies	Quarterly	Quarterly report	Quarterly report	Quarterly report	Quarterly report	Quarterly report
Stakeholder management	2.6 Convene annual general meeting for stakeholders	Annual	Annual	-	-	-	1
	2.7 Host stakeholder engagement seminars per annum	Quarterly	9	3	3	3	3

4.3 PROGRAMME 3: STRATEGY AND PLANNING

Purpose

To ensure that all planning activities are informed by the realities of Local Government SETA context and accurate, credible and up-to-date research information. Planning activities must further meet and comply with all statutory prescripts.

The programme comprises the following functions:

1. Research and Sector Skills Planning;
2. Organisational Strategic Planning; and
3. Performance Monitoring and Evaluation, Reporting and Impact Assessment.

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
STRATEGIC OBJECTIVE TITLE — 4.3.1	Establish a credible institutional mechanism for skills planning and encourage better use of workplace-based skills development							
STRATEGIC OBJECTIVE ALIGNMENT	Research, sector skills planning, monitoring and reporting							
Workplace skills plans and annual training reports submitted per annum complying with the Grants regulations	3.1 Number of workplace skills plans and annual training reports submitted per annum	95.7%	96%	100%	100%	278	267	267
Implement a research agenda to inform the work of the SETA and influence the SSP, as well as validate WSP/ATRs received from municipalities	3.2 Number of the Local Government SETA research projects commissioned	2	4	5	12	10	10	10
Strengthen skills planning capacity of the local government sector to better respond to the sector's skills needs	3.3 Submit an updated sector skills plan to the DHET	1	1	1	1	1	1	1
Monitor and report LGSETA's performance against predetermined objectives	3.4 Monthly performance reviews conducted	-	-	-	-	12	12	12

STRATEGIC OBJECTIVE TITLE	Establish a credible institutional mechanism for skills planning and encourage better use of workplace-based skills development							
4.3.1								
STRATEGIC OBJECTIVE ALIGNMENT	Research, sector skills planning, monitoring and reporting							
		ACTUAL PERFORMANCE			**ESTIMATED PERFOR-MANCE**	**MEDIUM-TERM TARGETS**		
PERFORMANCE INDICATORS	STRATEGIC ACTIVITY	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
3.5 Number of skills development forums held	To build capacity to support the planning and monitoring of skills development at municipal level in provinces	0	32	36	36	36	36	36
3.6 Number of SDFs supported with capacity building initiatives per annum		-	-	26	200	220	225	250
3.7 Number of monitoring and evaluation visits per annum	Ensure monitoring and evaluation visits of grants and skills development initiatives at municipalities	60	121	556	556	556	534	534

4.3.2 Performance indicators and quarterly targets for 2016/17

4.3.2	STRATEGIC OBJECTIVE TITLE	Establish a credible institutional mechanism for skills planning and encourage better use of workplace-based skills development					
	STRATEGIC OBJECTIVE ALIGNMENT	Research, sector skills planning, monitoring and reporting					
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
Workplace skills plans and annual training reports submitted per annum complying with the Grants regulations	3.1 Number of workplace skills plans and annual training reports submitted per annum	Annually	278	278	-	-	-
Implement a research agenda to inform the work of the SETA and influence the SSP, as well as validate WSP/ATRs received from municipalities	3.2 Number of the Local Government SETA research projects commissioned	Annually	10	-	-	-	10
Strengthen skills planning capacity of the local government sector to better respond to the sector's skills needs	3.3 Submit an updated sector skills plan to the DHET	Annually	1	-	-	-	1
Monitor and report LGSETA's performance against predetermined objectives	3.4 Monthly performance reviews conducted	Quarterly	12	3	3	3	3
To build capacity to support the planning and monitoring of skills development at municipal level in provinces	3.5 Number of skills development forums held	Quarterly	36	9	9	9	9
	3.6 Number of SDFs supported with capacity building initiatives per annum	Quarterly	220	-	70	80	70
	3.7 Number of monitoring and evaluation visits per annum	Quarterly	556	90	170	160	136

4.4 PROGRAMME 4: LEARNING PROGRAMMES

Purpose

To improve the skilled workforce available in the local government sector through facilitating the provision of quality training.

The programme comprises the following functions:

1. Learning Intervention Facilitation;
2. Learning Intervention Implementation Co-ordination; and
3. Provincial Operations.

4.4.1 Strategic objective and annual targets for 2016/17

4.4.1	STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes						
	STRATEGIC OBJECTIVE ALIGNMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes						
		ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To facilitate access to occupationally-directed skills development initiatives through skills programmes for employees	4.1 Number of employees entered for skills programmes per annum	6 165	360	2 470	5 500	5 600	6 500	7 000
	4.2 Number of employees completing skills programmes per annum	6 165	360	295	4 000	4 500	5 000	5 500

STRATEGIC OBJECTIVE TITLE: Increasing access to occupationally-direct programmes

4.4.1

STRATEGIC OBJECTIVE ALIGNMENT: To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To facilitate access to skills programmes and increase work readiness of unemployed individuals	4.3 Number of unemployed individuals entered for skills programmes per annum	1 463	553	3 614	4 000	4 200	5 000	5 500
	4.4 Number of unemployed individuals completing skills programmes per annum	81	0	-	3 000	3 500	4 000	4 400
To facilitate access to occupationally directed skills development initiatives through learnership programmes for employees	4.5 Number of employees entered for learnerships per annum	1 119	1 031	2 872	4 000	4 500	5 000	5 500
	4.6 Number of employees completing learnerships per annum	1 302	503	796	2 000	2 500	3 000	3 300
To facilitate access to skills development programmes and increase work readiness of unemployed individuals through learnerships	4.7 Number of unemployed individuals entered for learnerships per annum	364	1 888	2 660	3 300	3 500	3 800	4 000
	4.8 Number of unemployed individuals completing learnerships per annum	72	384	14	2 200	2 800	3 000	3 200

STRATEGIC OBJECTIVE TITLE: Increasing access to occupationally-direct programmes

STRATEGIC OBJECTIVE ALIGNMENT: To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To facilitate access to occupationally-directed skills development initiatives through candidacy programmes	4.9 Number of individuals entered for the candidacy programme per annum	-	-	-	300	350	350	350
	4.10 Number of individuals completing candidacy programme per annum	-	-	-	-	-	-	240
To continuously improve the public TVET college system by improving the skills level of lecturers	4.11 Number of TVET college lecturers entered on the development programme per annum	-	-	-	15	20	25	30
	4.12 Number of TVET college lecturers completing the development programme per annum	-	-	-	12	12	18	22
To continuously improve the level of literacy and numeracy of employees in the sector	4.13 Number of employees entered in AET per annum	-	-	1 552	1 900	1 500	1 500	1 700
	4.14 Number of employees completing AET per annum	-	-	-	950	1 500	1 200	1 200

STRATEGIC OBJECTIVE TITLE: Increasing access to occupationally-direct programmes

STRATEGIC OBJECTIVE ALIGNMENT: To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes

4.4.1

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To continuously improve the level of literacy and numeracy of unemployed individuals to increase employability prospects.	4.15 Number of unemployed individuals entered in AET per annum	-	-	1 233	2 000	1 500	1 500	1 700
	4.16 Number of unemployed learners individuals completing AET per annum	-	-	-	1 600	1 600	1 200	1 200
	4.17 Number of e-AET programmes developed per annum	-	-	3	3	5	-	-
To facilitate access to occupationally directed skills development programmes through apprenticeship programmes	4.18 Number of employees entered as learner artisans per annum	112	125	16	300	250	500	550
	4.19 Number of learner artisans who qualify as artisans per annum	61	39	58	150	90	100	120
To facilitate access to skills development programmes and increase work readiness of unemployed individuals through apprenticeship programmes	4.20 Number of unemployed individuals entered as learner artisans per annum	188	404	788	600	100	200	350
	4.21 Number of unemployed individuals entered as learner artisans who qualify as artisans per annum	203	88	326	300	150	350	630

STRATEGIC OBJECTIVE TITLE: Increasing access to occupationally-direct programmes

STRATEGIC OBJECTIVE ALIGNMENT: To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes

4.4.1

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To facilitate access to further and higher education programmes through bursaries	4.22 Number of employees awarded bursaries per annum	321	123	30	150	200	250	300
	4.23 Number of unemployed individuals awarded bursaries per annum	127	436	135	350	700	750	800
To facilitate access to workplace-based training and development through internships	4.24 Number of unemployed graduates placed for internships per annum	344	121	350	400	500	550	600
To facilitate access to workplace-based training and development through internships	4.25 Number of placed graduates completing internships per annum	-	-	-	-	320	400	440
	4.26 Number of TVET graduates placed for work-integrated learning per annum (TVET N6)	-	1 292	400	3 600	1 000	1 500	2 000
	4.27 Number of placed TVET graduates completing work-integrated learning per annum	-	-	-	-	2 800	3 200	3 600
	4.28 Number of HEI graduates placed for work-integrated learning per annum	-	-	226	700	350	400	450

STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes							
4.4.1 STRATEGIC OBJECTIVE ALIGNMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes							

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
To facilitate access to workplace-based training and development through internships	4.29 Number of placed HEI graduates completing work-integrated learning per annum	-	-	-	-	550	650	680
Encouraging and supporting co-operatives, small enterprises, worker-initiated, NGO and community training initiatives	4.30 Number of co-operatives supported through skills development initiatives per annum	-	22	23	25	30	35	40
	4.31 Number of NGOs supported through skills development initiatives per annum	80	27	16	15	20	25	30
	4.32 Number of CBOs supported through skills development initiatives per annum	-	-	16	15	15	20	25
	4.33 Number of SMMEs supported through skills development initiatives per annum	-	-	29	15	20	25	30
	4.34 Number of NLPEs supported through skills development initiatives per annum	-	-	10	10	15	15	20

STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes						
4.4.1 STRATEGIC OBJECTIVE ALIGNMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes						

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Encouraging and supporting co-operatives, small enterprises, worker-initiated, NGO and community training initiatives	4.35 Number of trade unions supported through skills development initiatives per annum	2	2	2	2	2	2	2
	4.36 Number of councillors entered for skills programmes per annum	-	-	2 000	2 000	2 000	2 500	2 800
	4.37 Number of registered councillors completing skills programmes per annum	-	99	2 000	1 500	1 600	1 600	2 000
	4.38 Number of traditional leaders entered for skills programmes per annum	-	-	-	500	500	550	600
	4.39 Number of registered traditional leaders completing skills programmes per annum	-	-	-	400	400	400	440

4.4.2 Performance indicators and quarterly targets for 2016/17

	STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes					
4.4.2	STRATEGIC OBJECTIVE STATEMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes					
					QUARTERLY TARGETS		
			ANNUAL TARGET				
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	2016/17	1st	2nd	3rd	4th
To facilitate access to occupationally-directed skills development initiatives through skills programmes for employees	4.1 Number of employees entered for skills programmes per annum	Quarterly	5 600	-	600	4 000	1 000
	4.2 Number of employees completing skills programmes per annum	Quarterly	4 500	500	1 500	2 000	500
To facilitate access to skills programmes and increase work readiness of unemployed individuals	4.3 Number of unemployed individuals entered for skills programmes per annum	Quarterly	4 200	-	1 200	2 500	500
	4.4 Number of unemployed individuals completing skills programmes per annum	Quarterly	3 500	500	500	1 500	1 000
To facilitate access to occupationally-directed skills development initiatives through learnership programmes for employees	4.5 Number of employees entered for learnerships per annum	Quarterly	4 500	-	1 000	2 500	1 000
	4.6 Number of employees completing learnerships per annum	Quarterly	2 500	300	500	1 200	500
To facilitate access to learnership programmes and increase work readiness of unemployed individuals	4.7 Number of unemployed individuals entered for learnerships per annum	Quarterly	3 500	-	1 000	2 000	500
	4.8 Number of unemployed individuals completing learnerships per annum	Quarterly	2 800	350	650	2 000	800

STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes						
4.4.2 **STRATEGIC OBJECTIVE STATEMENT**	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes						
			ANNUAL TARGET	**QUARTERLY TARGETS**			
STRATEGIC ACTIVITY	**PERFORMANCE INDICATORS**	**REPORTING PERIOD**	**2016/17**	**1st**	**2nd**	**3rd**	**4th**
To facilitate access to occupationally-directed skills development initiatives through candidacy programmes for employees	4.9 Number of individuals entered for the candidacy programme per annum	Quarterly	350	-	150	200	-
	4.10 Number or individuals completing candidacy programme per annum	Quarterly	-	-	-	-	-
To facilitate access to candidacy programmes and increase work readiness of unemployed individuals	4.11 Number of TVET college lecturers entered into the development programme per annum	Quarterly	20	-	10	10	-
	4.12 Number of TVET college lecturers completing the development programme per annum	Quarterly	12	-	-	-	12
To continuously improve the level of literacy and numeracy of employees in the sector	4.13 Number of employees entered in AET per annum	Quarterly	1 500	-	500	1 000	-
	4.14 Number of employees completing AET per annum	Quarterly	1 500	500	500	500	-

STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes							
4.4.2								
STRATEGIC OBJECTIVE STATEMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes							
			ANNUAL TARGET	QUARTERLY TARGETS				
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	2016/17	1st	2nd	3rd	4th	
To continuously improve the level of literacy and numeracy of unemployed individuals to increase employability prospects	4.15 Number of unemployed individuals entered in AET per annum	Quarterly	1500	-	500	500	500	
	4.16 Number of unemployed individuals completing AET per annum	Quarterly	1600	200	600	600	200	
	4.17 Number of e-AET programmes developed per annum	Quarterly	5	-	-	5	-	
To facilitate access to occupationally-directed skills development programmes through apprenticeship programmes	4.18 Number of employees entered as learner artisans per annum	Quarterly	250	-	50	100	100	
	4.19 Number of learner artisans who qualify as artisans per annum	Quarterly	190	-	-	90	100	
To facilitate access to skills development programmes and increase work readiness of unemployed individuals through apprenticeship programmes	4.20 Number of unemployed individuals entered as learner artisans per annum	Quarterly	100	-	50	50	-	
	4.21 Number of unemployed individuals entered as learner artisans who qualify as artisans per annum	Quarterly	150	-	-	50	100	
To facilitate access to further and higher education programmes through bursaries	4.22 Number of employees awarded bursaries per annum	Quarterly	200	50	50	100	-	
	4.23 Number of unemployed individuals awarded bursaries per annum	Quarterly	700	100	100	400	100	

STRATEGIC OBJECTIVE TITLE: Increasing access to occupationally-direct programmes

4.4.2 STRATEGIC OBJECTIVE STATEMENT: To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
To facilitate access to workplace-based training and development through internships	4.24 Number of unemployed graduates placed for internships per annum	Quarterly	500	100	100	200	100
	4.25 Number of placed graduates completing internships per annum	Quarterly	320	–	–	–	320
	4.26 Number of TVET graduates placed for work-integrated learning per annum (TVET N6)	Quarterly	1 000	200	200	350	250
	4.27 Number of placed TVET graduates completing work-integrated learning per annum	Quarterly	2 800	–	–	400	2400
	4.28 Number of HEI graduates placed for work-integrated learning per annum	Quarterly	350	–	100	100	150
	4.29 Number of placed HEI graduates completing work-integrated learning per annum	Quarterly	550	–	–	150	400
Encouraging and supporting co-operatives, small enterprises, worker-initiated, NGO and community training initiatives	4.30 Number of co-operatives supported through skills development initiatives per annum	Quarterly	30	–	10	10	10

| STRATEGIC OBJECTIVE TITLE | Increasing access to occupationally-direct programmes | | | | | | |
| 4.4.2 STRATEGIC OBJECTIVE STATEMENT | To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes | | | | | | |

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
Encouraging and supporting co-operatives, small enterprises, worker-initiated, NGO and community training initiatives	4.31 Number of NGOs supported through skills development initiatives per annum	Quarterly	20	5	5	5	5
	4.32 Number of CBOs supported through skills development initiatives per annum	Quarterly	15	-	5	5	5
	4.33 Number of SMMEs supported through skills development initiatives per annum	Quarterly	20	5	5	5	5
	4.34 Number of NLPEs supported through skills development initiatives per annum	Quarterly	15	-	5	5	5
	4.35 Number of trade unions supported through skills development initiatives per annum	Quarterly	2	-	2	-	-
	4.36 Number of councillors entered for skills programmes per annum	Quarterly	2 000	-	-	1 000	1 000
	4.37 Number of councillors completing skills programmes per annum	Quarterly	1 600	-	400	600	600
	4.38 Number of traditional leaders entered for skills programmes per annum	Quarterly	500	-	100	250	150

STRATEGIC OBJECTIVE TITLE	Increasing access to occupationally-direct programmes						
4.4.2 STRATEGIC OBJECTIVE STATEMENT	To facilitate an annual increase in learner participation and completion in occupationally-directed learning programmes						
			ANNUAL TARGET	QUARTERLY TARGETS			
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	2016/17	1st	2nd	3rd	4th
Encouraging and supporting co-operatives, small enterprises, worker-initiated, NGO and community training initiatives	4.39 Number of traditional leaders completing skills programmes per annum	Quarterly	400	-	100	200	100

4.5 PROGRAMME 5: QUALITY ASSURANCE

Purpose

To develop and assure quality of new occupational qualifications, build capacity through training provider accreditations and ensure certification of learners.

The programme comprises the following functions:

1.1   Development of occupational qualifications and quality assurance;

1.2   Accreditation of training providers;

1.3   Quality assurance of learner achievements and certification; and

1.4   Recognitions of prior learning.

4.5.1 Performance indicators and quarterly targets for 2016/17

		ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	MEDIUM-TERM TARGETS		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
STRATEGIC OBJECTIVE TITLE — 4.5.1 — To develop occupational qualifications, build quality skills development capacity and ensure certification of learners								
STRATEGIC OBJECTIVE ALIGNMENT — Increasing access to occupationally-directed programmes								
Liaise with QCTO to ensure development of QCTO qualifications	5.1 Number of occupational qualifications developed and submitted to QCTO	1	0	0	5	5	5	6
Accredit training providers	5.2 Number of skills development providers issued with new accreditation (primary and secondary)	-	-	257	180	110	120	130
	5.3 Number of skills development providers issued re-accreditation (primary and secondary)	-	-	107	100	100	110	120
Register assessors	5.4 Number of assessors registered and re-registered	-	-	-	-	320	350	380
Register moderators	5.5 Number of moderators registered and re-registered	-	-	-	-	110	120	130
Building partnerships for a skills revolution	5.6 Number of new MOUs with SETAs, TVET, HEI and MTCs			22	5	5	5	5

STRATEGIC OBJECTIVE TITLE	4.5.1	To develop occupational qualifications, build quality skills development capacity and ensure certification of learners						
STRATEGIC OBJECTIVE ALIGNMENT		Increasing access to occupationally-directed programmes						
		ACTUAL PERFORMANCE			**ESTIMATED PERFOR-MANCE**	**MEDIUM-TERM TARGETS**		
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Monitor primary accredited providers	5.7 Number of monitoring visits conducted			223	212	230	250	280
Verify learner achievements	5.8 Number of verification audits conducted			-	-224	230	250	280
Endorse learners against unit standards	5.9 Number of learners endorsed against unit standards			37 639	10 000	15 000	17 000	19 000
Certificate learners against full qualifications	5.10 Number of learners certificated against full qualifications			2 012	2 000	2 200	2400	2 600
Develop RPL guidelines and toolkits	5.11 Number of RPL guidelines and toolkits developed	-	-	2	3	3	3	3
Establish assessment/RPL centres	5.12 Number of assessment/RPL centres established	-	-	0	2	3	4	4
RPL learners endorsed	5.13 Number of RPL learners endorsed	-	-	540	1 000	1 000	1 200	1 300

4.5.2 Performance indicators and quarterly targets for 2016/17

4.5.2	STRATEGIC OBJECTIVE TITLE	To develop occupational qualifications, build quality skills development capacity and ensure certification of learners					
	STRATEGIC OBJECTIVE ALIGNMENT	Increasing access to occupationally-directed programmes					

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
Liaise with QCTO to ensure development of QCTO qualifications	5.1 Number of occupational qualifications developed and submitted to QCTO	Quarterly	5	1	1	1	2
Accredit training providers	5.2 Number of skills development providers issued new accreditation (primary and secondary)	Quarterly	110	20	30	30	30
	5.3 Number of skills development providers issued re-accreditation (primary and secondary)	Quarterly	100	10	30	30	30
Register assessors	5.4 Number of assessors registered and re-registered	Quarterly	320	50	90	90	90
Register moderators	5.5 Number of moderators registered and re-registered	Quarterly	110	20	30	30	30
Building partnerships for a skills revolution	5.6 Number of new MOUs with SETAs, TVET, HEI and MTCs	Quarterly	5	-	1	2	2
Monitor primary accredited providers	5.7 Number of monitoring visits conducted	Quarterly	230	50	60	60	60
Verify learner achievements	5.8 Number of verification audits conducted	Quarterly	230	50	60	60	60

STRATEGIC OBJECTIVE TITLE	4.5.2	To develop occupational qualifications, build quality skills development capacity and ensure certification of learners

STRATEGIC OBJECTIVE ALIGNMENT	Increasing access to occupationally-directed programmes

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2016/17	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
Endorse learners against unit standards	5.9 Number of learners endorsed against unit standards	Quarterly	10 000	2 500	2 500	2 500	2 500
Certificate learners against full qualifications	5.10 Number of learners certificated against full qualifications	Quarterly	2 200	400	600	600	600
Develop RPL guidelines and toolkits	5.11 Number of RPL guidelines and toolkits developed	Bi-annually	3	-	1	-	2
Establish assessment/RPL centres	5.12 Number of assessment/RPL centres established	Bi-annually	2	-	1	-	1
RPL learners endorsed/certificated	5.13 Number of RPL learners endorsed/certificated	Quarterly	1 000	100	300	300	300

PART C:
ANNEXURES

5. Annexure A: Service level agreement with DHET and budget for 2016/17

LGSETA TARGET ANALYSIS 2016/17	DHET 2016/17 TARGETS		LGSETA 2016/17 TARGETS BASED ON AVAILABLE BUDGET	
ETQA	**TARGET**	**BUDGET**	**TARGET**	**BUDGET**
Number of QCTO qualifications developed per annum	5	5 000 000.00	5	5 000 000.00
Number of new accredited training providers per annum	110	1 000 000.00	110	1 000 000.00
Number of re-accredited training providers per annum	100	1 000 000.00	100	1 000 000.00
Number of assessors registered and re-registered	320	200 000.00	320	200 000.00
Number of moderators registered and re-registered	110	100 000.00	110	100 000.00
Number of new MoUs with FETs, HEIs and MTCs per annum	5	200 000.00	5	200 000.00
Number of monitoring visits conducted	230	700 000.00	230	700 000.00
Number of verification audits conducted	230	800 000.00	230	800 000.00
Number of RPL guidelines and toolkits developed	3	7 000 000.00	3	7 000 000.00
Assessment/RPL centres established	3	6 000 000.00	3	6 000 000.00
		22 000 000.00		**22 000 000.00**
LEARNING PROGRAMMES	**TARGET**	**BUDGET**	**TARGET**	**BUDGET**
Large firms	8	-	8	-
Medium firms	44	-	44	-
Small levy paying firms	226	-	226	-
Unemployed entered learnerships	3 500	145 600 000.00	**1 500**	62 400 000.00
Unemployed entered bursaries	700	35 000 000.00	**300**	15 000 000.00
Unemployed entered internships (TVET NVC)	500	16 125 000.00	**300**	9 675 000.00
Unemployed entered skills programmes	4 200	30 240 000.00	**2 000**	14 400 000.00
Unemployed completed learnerships	2 800	-	2 800	-
Unemployed completed internships	320	-	320	-
Unemployed completed skills programmes	3 500	-	3 500	-
Artisans entered	350	17 500 000.00	350	17 500 000.00
Artisans completed	240	-	240	-

LGSETA TARGET ANALYSIS 2016/17	DHET 2016/17 TARGETS		LGSETA 2016/17 TARGETS BASED ON AVAILABLE BUDGET	
LEARNING PROGRAMMES	TARGET	BUDGET	TARGET	BUDGET
Workers entered learnerships	4 500	90 000 000.00	**2 000**	40 000 000.00
Workers entered bursaries	200	7 000 000.00	**200**	7 000 000.00
Workers entered skills programmes	5 600	40 320 000.00	**2 550**	18 360 000.00
Workers completed learnerships	2 500	-	2 500	-
Workers completed skills programmes	4 500	-	4 500	-
Candidacy programme entered	350	21 000 000.00	**150**	9 000 000.00
Candidacy programme completed	-	-	-	-
Recognition of prior learning	1 000	5 000 000.00	**1 000**	5 000 000.00
TVET student placement entered (WIL TVET N6)	1 000	32 250 000.00	**1 500**	48 375 000.00
TVET student placement completed	2 800	-	2 800	-
Universities student placement entered (WIL)	350	16 100 000.00	**350**	16 100 000.00
Universities student placement completed	550	-	550	
SETA/TVET college partnerships	5	-	5	
SETA/universities college partnerships	5	-	5	
SETA/employer partnerships	3	-	3	
TVET college lecturers entered on development Programmes	20	100 000.00	20	
Lecturer development programmes completed	12	-	12	
AET programmes entered	3 000	15 000 000.00	**1 500**	
AET programmes completed	3 100	-	3 100	
Co-operatives supported	30	6 000 000.00	30	
Small business supported	20	4 000 000.00	20	
NGOs	20	4 000 000.00	20	
NLPE	15	2 437 000.00	15	
CBO	15	3 000 000.00	15	
Trade unions	2	2 000 000.00	2	
Number of rural development projects planned	5	5 500 000.00	5	
Sub-total	**25 270**	**498 172 000.00**	**13 720**	**297 347 000**

LGSETA TARGET ANALYSIS 2016/17	DHET 2016/17 TARGETS		LGSETA 2016/17 TARGETS BASED ON AVAILABLE BUDGET	
SKILLS PLANNING	**TARGET**	**BUDGET**	**TARGET**	**BUDGET**
Workplace skills plan submission	100%	-	100%	-
Research studies	12	5 000 000.00	12	5 000 000.00
Sector skills plan update	1	200 000.00	1	200 000.00
Scarce and critical skills guide	1	200 000.00	1	200 000.00
Annual provincial human resource development council training	9	500 000.00	9	500 000.00
Annual local labour forum training per municipality	278	1 000 000.00	278	1 000 000.00
Skills development facilitators forums	36	500 000.00	36	500 000.00
Monitoring and evaluation visits	556	500 000.00	556	500 000.00
Career guidance events	12	600 000.00	12	600 000.00
Numb er of career guides distributed to learners per annum	20 000	-	20 000	-
Sub-total		**8 500 000.00**		**8 500 000.00**
DG GRANT TOTAL		**528 672 00.00**		**327 847 000.00**

6.   Annexure B: Technical indicator descriptions

PROGRAMME 1: ADMINISTRATION

1.1   Performance indicator – 100% compliance with statutory reporting

Indicator title	100% compliance to statutory reporting
Short definition	Full compliance with all statutory requirements and reporting as required by the DHET and National Treasury by the LGSETA
Purpose/importance	Meeting all statutory regulations, requirements and reporting is necessary for the LGSETA to execute its mandate in facilitating skills development for the sector
Source/collection of data	DHET quarterly performance reports, proof of submissions of statutory reports/ documents/submission as per checklist for compliance
Method of calculation	Checklist for compliance indicating the areas of compliance on applicable statutes and LGSETA policies
Data limitations	No specific limitations
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	100% compliance to statutory requirements and reporting
Indicator responsibility	Chief Executive Officer

1.2   Performance indicator – 100% compliance with applicable statutes and LGSETA policies

Indicator title	100% compliance with applicable statutes and LGSETA policies
Short definition	Compliance with applicable statutes and LGSETA policies during the financial year
Purpose/importance	The purpose of this indicator is to minimise the negative audit findings
Source/collection of data	Checklist for compliance indicating the areas of compliance on applicable statutes and LGSETA policies
Method of calculation	Use the checklist for compliance to measure compliance applicable statutes and LGSETA policies
Data limitations	Lack of compliance system to measure percentage compliance with applicable statutes and LGSETA policies
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% compliance with applicable statutes and LGSETA policies
Indicator responsibility	Chief Executive Officer and Executive Team

1.3 Performance indicator – Approved Strategic Plan (SP) and Annual Performance Plan (APP)

Indicator title	Approved Strategic Plan and Annual Performance Plan
Short definition	These are the approved Strategic Plan and Annual Performance Plan by the DHET for the financial year under review
Purpose/importance	The LGSETA must have an approved and updated Strategic Plan and Annual Performance Plan for the financial year against which resources can be allocated and against which performance will be measured
Source/collection of data	Input from LGSETA Units/Departments, strategic workshops, reports of meetings and feedback from the DHET
Method of calculation	Approval of the Strategic Plan and Annual Performance Plan by Executive Authority
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Approved Strategic Plan and Annual Performance Plan by the DHET
Indicator responsibility	Executive Manager: Strategy and Planning

1.4 Performance indicator – External stakeholder satisfaction rating in annual survey

Indicator title	External stakeholder satisfaction rating in annual survey
Short definition	This is the level of stakeholder satisfaction with the LGSETA for the financial year under review
Purpose/importance	The effectiveness of implementing LGSETA-funded skills development initiatives, is in part dependent on the role of its stakeholders from a design, planning and implementation perspective. It is therefore essential for the LGSETA to enable stakeholders to provide feedback on a range of issues that have an impact on the delivery of LGSETA-funded interventions.
Source/collection of data	Completed stakeholder satisfaction surveys
Method of calculation	To achieve a predetermined stakeholder satisfaction score of 70% based on stakeholder survey commissioned
Data limitations	Dependent on stakeholder's participation and level of completeness of surveys by stakeholders
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Increase in the level of stakeholders
Indicator responsibility	Executive Manager: Corporate Services

1.5 Performance indicator – Unqualified audit opinion at the end of the external audit by Auditor-General

Indicator title	Unqualified audit opinion at the end of the external audit by Auditor-General
Short definition	An unqualified audit outcome for the financial year under review
Purpose/importance	Sound governance systems are important for the implementation of the Strategic Plan and Annual Performance Plan for the LGSETA to effect its mandate
Source/collection of data	Report by Auditor-General
Method of calculation	Report by Auditor-General
Data limitations	No specific limitations
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	An unqualified audit report is desired at the end of the financial year under review
Indicator responsibility (achievement)	Chief Financial Officer and Executive Management
Indicator responsibility (collation and quality assurance)	Chief Financial Officer

1.6 Performance indicator – Implement the LGSETA ICT Governance Framework

Indicator Title	Implement the LGSETA ICT Governance Framework
Short definition	Implementation of the ICT Governance Framework involves evaluating and directing the use of ICT to support the organisation and monitoring this use to achieve plans. It includes the strategy and policies for using ICT within an organisation
Purpose/importance	The purpose of implementation of the ICT Governance Framework is to make sure that governance is embedded in all ICT operations within LGSETA
Source/collection of data	Functionally ICT governance committees; approved ICT charter and policies; as well as approved ICT strategy
Method of calculations	Review of ICT governance committees' minutes and evidence of approved policies and strategy
Data limitations	Lack of resources such as ICT charter, policies and strategy
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To institutionalise the ICT corporate governance within LGSETA and ensure that ICT is an integral part of the corporate governance in a uniform and co-ordinated manner
Indicator responsibility	Executive Manager: Corporate Services

1.7   Performance indicator – Number of new local Government SETA offices opened

Indicator title	Number of new local Government SETA offices opened
Short definition	This refers to the number of provincial offices that will be established for effective service delivery
Purpose/importance	This indicator is to ensure that LGSETA takes services closer to the people
Source/collection of data	Provincial offices and stakeholders
Method of calculation	Number of offices opened/established
Data limitations	Budget constraints
Type of indicator	Efficiency
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Four provincial offices to be established as per set timelines.
Indicator responsibility	Executive Manager: Corporate Services

1.8   Performance indicator – Number of career guidance events per annum

Indicator title	Number of career guidance events per annum
Short definition	The number of career and vocational guidance events that the SETA arranges or attends to provide information about careers by distributing LGSETA career handbooks
Purpose/importance	Career guidance events are important to facilitate access to information and the distribution of career guides to new labour market entrants and learners pursuing a career in the local government sector
Source/collection of data	Invitation letters to host or to attend a career guidance event and attendance registers
Method of calculation	Number of career guidance events hosted or attended by the LGSETA in the financial year under review
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in the number of career guidance events hosted and/or attended
Indicator responsibility	Executive Manager: Corporate Services

1.9   Performance indicator – Number of career guides distributed

Indicator title	Number of career guides distributed
Short definition	The number of career guides that are distributed to new labour market entrants who include students at higher education institutions and technical vocational education and training colleges and school learners for the financial year
Purpose/importance	The distribution of career guides to new labour market entrants and learners is important for these individuals to learn about pursuing a career in the local government sector
Source/collection of data	Signed registers
Method of calculation	Number of career guidance distributed by the LGSETA in the financial year
Data limitations	Dependent on accuracy and completion of registers
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the number of career guides distributed
Indicator responsibility	Executive Manager: Corporate Services

PROGRAMME 2: GOVERNANCE

2.1   Performance indicator – Improve board effectiveness

Indicator title	Improve board effectiveness
Short definition	This refers to the board that is properly constituted in terms of the SETA constitution; governance board committees such as Audit and Risk Committee (ARC), Finance Committee (FINCOM), Remuneration Committee (REMCOM); and Stakeholders and Sustainability Committee. These committees must have charters which give rise to their mandates, defined roles and responsibilities. Both the Board and Board Committees must meet at least four times per year, keep minutes and record resolutions.
Purpose/importance	The purpose of the board is to exercise oversight by ensuring that it sets the right tone and implement good corporate governance
Source/collection of data	SETA constitutions, board minutes, board charter, quality of the resolution taken
Method of calculation	Review of minutes and board resolutions
Data limitations	Non-compliance by the Board to good corporate governance
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Quality of board resolutions
Indicator responsibility	Board

2.2   Performance indicator – Set the right tone and make effective decisions

Indicator title	Set the right tone and make effective decisions
Short definition	This refers to the board that is properly constituted in terms of SETA constitution; governance board committees such Audit and Risk Committee (ARC), Finance Committee (FINCOM), Remuneration Committee (REMCOM; Stakeholders and Sustainability Committee. These committees must have charters which give rise to their mandates, defined roles and responsibilities. Both the Board and Board Committees must meet at least four times per year, keep minutes and record resolutions.
Purpose/importance	The purpose of the board is to exercise oversight by ensuring that it sets the right tone and implement good corporate governance
Source/collection of data	SETA constitutions, board minutes ,board charter; quality of the resolution taken
Method of calculation	Review of minutes and board resolutions
Data limitations	Non-compliance by the Board to good corporate governance
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Quality of board resolutions
Indicator responsibility	Board

2.3 Performance indicator – Assess and implement ethics programmes, board training and fraud prevention plans

Indicator title	Assess and implement ethics programmes, board training and fraud prevention plans
Short definition	This refers to the board that is properly constituted in terms of SETA constitution; governance board committees such as Audit and Risk Committee (ARC), Finance Committee (FINCOM), Remuneration Committee (REMCOM; Stakeholders and Sustainability Committee. These committees must have charters which give rise to their mandates, defined roles and responsibilities. Both the Board and Board Committees must meet at least four times per year, keep minutes and record resolutions.
Purpose/importance	The purpose of the board is to exercise oversight by ensuring that it sets the right tone and implement good corporate governance.
Source/collection of data	SETA constitutions, board minutes, board charter, quality of the resolution taken
Method of calculation	Review of minutes and board resolutions
Data limitations	Non-compliance by the Board to good corporate governance
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Quality of board resolutions
Indicator responsibility	Board

2.4 Performance indicator – Implement and report on organisational risk management plan

Indicator title	Implement and report on organisational risk management plan
Short definition	This refers to the fact that the board must have a risk management system in the organisation
Purpose/importance	Oversight of the risk management in the organisation
Source/collection of data	Risk policy, risk framework, risk committee, audit and risk committee, internal audit and risk management plan
Method of calculation	Ensure that LGSETA has an established risk management system that identifies, measures, manages, monitors, reviews and reports on risks
Data limitations	Absence of risk management system
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	That the following are in place: A risk committee, internal audit and approved risk policy which encompass a risk framework, roles and responsibilities of all assurance structures; quarterly reporting to audit committee on risk mitigation plan; and the audit committee appraises the board on the risk profile of the organisation
Indicator responsibility	Board

2.5 Performance indicator – Compliance monitoring, assessment and effectiveness of compliance with applicable statutes, regulations and LGSETA policies

Indicator title	Compliance monitoring, assessment and effectiveness of compliance with applicable statutes, regulations and LGSETA policies
Short definition	This refers to the fact that the Board will ensure the design of an internal control system, will monitor, assess and ensure the effectiveness of this system within LGSETA
Purpose/importance	To improve the level of compliance and ensure accountable governance and management of LGSETA
Source/collection of data	Assessment of internal controls and a compliance regime by both internal and external auditors
Method of calculation	Records of assessment of internal controls and compliance regime
Data limitations	Non-assessment of internal controls and compliance regime
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Report from internal and external audit that confirms that: The design of the internal control is adequate; controls are effective; and the organisation is in compliance with its policies and applicable statutes
Indicator responsibility	Board

2.6 Performance indicator – Convene annual general meeting for stakeholders

Indicator title	Annual general meeting for stakeholders
Short definition	Convene annual general meeting for stakeholders
Purpose/importance	An annual performance report to all relevant stakeholders
Source/collection of data	Register, minutes, event advertised in terms of the SETA Constitution, proof of advertisement
Method of calculation	Annual general meeting convened
Data limitations	Non-attendance of stakeholders
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Table Annual Report and Annual Financial Statements
Indicator responsibility	Executive Manager: Corporate Services

2.7   Performance indicator – Host stakeholders' engagement seminars

Indicator title	Host stakeholders engagement seminars
Short definition	This refers to the stakeholders engagement seminars that will take place during a financial year
Purpose/importance	Share the performance of the organisation with all relevant stakeholders
Source/collection of data	Attendance registers and minutes
Method of calculation	The number of stakeholder seminars held during a financial year
Data limitations	Non-attendance of stakeholders on the organised seminars
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	9
Indicator responsibility	Executive Manager: Corporate Services

PROGRAMME 3: RESEARCH AND SECTOR SKILLS PLANNING

3.1 Performance indicator – Number of workplace skills plans and annual training reports submitted per annum

Indicator title	Percentage of compliant workplace skills plans and annual training reports submitted per annum
Short definition	This is the percentage workplace skills plans and annual training reports submitted that are compliant, based on meeting submission requirements communicated to levy payers
Purpose/importance	Workplace skills plans and annual training reports submitted are important input documents into the LGSETA's skills planning mechanism with compliant submissions further contributing to ensuring stakeholder involvement
Source/collection of data	Workplace skills plans (WSPs) and annual training reports (ATR) submitted
Method of calculation	$\dfrac{\text{Number of compliant WSP and ATR submissions}}{\text{Total WSP and ATR submissions}} * 100$
Data limitations	Dependent on submission by levy payer
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	100% compliant workplace skills plans and annual training reports submitted
Indicator responsibility	Executive: Strategy and Planning

3.2 Performance indicator – Number of the Local Government SETA research projects commissioned

Indicator title	Number of the Local Government SETA research projects commissioned
Short definition	The number of sectoral research projects implemented for the financial year
Purpose/importance	Sectoral research is important to inform skills planning for the sector as well as to strengthen the LGSETA's skills development interventions
Source/collection of data	Research output
Method of calculation	Number of research projects commissioned during a financial year
Data limitations	Research projects not completed within financial year
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Ten completed sectoral research studies
Indicator responsibility	Executive: Strategy and Planning

3.3   Performance indicator – Submit an updated Sector Skills Plan to the DHET

Indicator title	Submit an updated Sector Skills Plan to the DHET
Short definition	Sector Skills Plan update approved by the DHET
Purpose/importance	An approved Sector Skills Plan is important to inform skills planning and to identify strategic skills development priorities
Source/collection of data	Updated Sector Skills Plan
Method of calculation	Approval of Sector Skills Plan by Executive Authority
Data limitations	Input from stakeholders
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Approved Sector Skills Update
Indicator responsibility	Executive: Strategy and Planning

3.4   Performance indicator – Monthly performance reviews conducted

Indicator title	Monthly performance reviews conducted
Short definition	It refers to the monthly organisational performance reviews conducted during a financial year
Purpose/importance	To track the progress of performance on a monthly basis towards achievement of the set performance quarterly targets
Source/collection of data	Input from managers
Method of calculation	Simple count of the number of reports submitted
Data limitations	Non-submission of reports on the deadlines
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Twelve monthly performance reviews conducted
Indicator responsibility	Senior Manager: Monitoring and Evaluation

3.5   Performance indicator – Number of skills development forums held

Indicator title	Number of skills development forums held
Short definition	Number of skills development facilitator forums held by the LGSETA for the financial year under review
Purpose/importance	Building the capacity of skills development facilitators at the municipal level is important to ensure oversight and implementation of skills development interventions funded by the LGSETA and the municipality
Source/collection of data	Signed attendance register, workshop material
Method of calculation	Number of skills development forums held during the financial year
Data limitations	Dependent on availability of skills development facilitators to attend sessions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	36 skills development facilitator forums
Indicator responsibility	Executive Manager: Strategy and Planning

3.6   Performance indicator – Number of Skills Development Facilitators (SDFs) supported with capacity building initiatives per annum

Indicator title	Number of Skills Development Facilitators capacitated per annum
Short definition	The number of Skills Development Facilitators capacitated by the LGSETA for the financial year under review
Purpose/importance	Building the capacity of Skills Development Facilitators at the municipal level is important to ensure oversight and implementation of skills development interventions funded by the LGSETA and the municipality
Source/collection of data	Signed attendance registers and workshop material
Method of calculation	Simple count – number of SDFs attending capacitation workshops
Data limitations	Dependent on availability of Skills Development Facilitators to attend sessions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	200 Skills Development Facilitators capacitated
Indicator responsibility	Executive Manager: Strategy and Planning

3.7   Performance indicator – Number of monitoring and evaluation visits per annum

Indicator title	Number of monitoring and evaluation visits per annum
Short definition	This indicator refers to the number of monitoring and evaluation visits that are to be conducted in the municipalities
Purpose/importance	Monitoring and evaluation visits are important to ensure that SETA funded projects are being implemented efficiently and effectively or to provide other skills planning support to the municipality where there no SETA-funded projects are being implemented
Source/collection of data	Monitoring and evaluation reports
Method of calculation	Number of monitoring and evaluation visit reports in the financial year
Data limitations	Budget constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	556 monitoring and evaluation visits
Indicator responsibility	Senior Manager: Monitoring and Evaluation

PROGRAMME 4: LEARNING PROGRAMMES

4.1 Performance indicator – Number of employees entered for skills programmes per annum

Indicator title	Number of employees entered for skills programmes per annum
Short definition	Number of employees entered for a skills programme that can either be PIVOTAL or non-PIVOTAL for the financial year
Purpose/importance	To increase access to occupationally-directed skills programmes and encouraging better use of workplace-based skills development
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of employed learners entered for a skills programme during the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	5 600 employees entered for skills programmes
Indicator responsibility	Chief Operations Officer

4.2 Performance indicator – Number of employees completing skills programmes per annum

Indicator title	Number of registered employees completing skills programmes per annum
Short definition	Number of employees completing a skills programme that can either be PIVOTAL or non-PIVOTAL in the financial year
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications
Source/collection of data	DHET Quarterly Monitoring Report and certificate of attendance/completion or statement of results or certificate, learner registration form, funding agreement
Method of calculation	Number of employed learners that has successfully completed a skills programme in the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 500 employees completing skills programmes
Indicator responsibility	Chief Operations Officer

4.3 Performance indicator – Number of unemployed individuals entered for skills programmes per annum

Indicator title	Number of unemployed individuals entered for skills programmes per annum
Short definition	Number of unemployed individuals entered for a skills programme that can either be PIVOTAL or non-PIVOTAL for the financial year
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed learners entered for a skills programme in the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 200 unemployed individuals entered for skills programmes
Indicator responsibility	Chief Operations Officer

4.4 Performance indicator – Number of unemployed individuals completing skills programmes per annum

Indicator title	Number of registered unemployed individuals completing skills programmes per annum
Short definition	Number of unemployed individuals completing a skills programme that can either be PIVOTAL or non-PIVOTAL during the financial year
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications
Source/collection of data	DHET Quarterly Monitoring Report and certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of unemployed learners that has successfully completed a skills programme in the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 500 unemployed individuals completing skills programmes
Indicator responsibility	Chief Operations Officer

4.5 Performance indicator – Number of employees entered for learnerships per annum

Indicator title	Number of employees entered for learnerships per annum
Short definition	The number of employees entered for learnerships in the financial year
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of each employed learners entered for a learnership in a financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 500 employees entered for learnerships
Indicator responsibility	Chief Operations Officer

4.6 Performance indicator – Number of employees completing learnerships per annum

Indicator title	Number of registered employees completing learnerships per annum
Short definition	The number of employees completing a learnership in the financial year
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	DHET Quarterly Monitoring Report and completion certificate completion; learner registration form; funding agreement
Method of calculation	Number of employed learners successfully completing a learnership in the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	2 500 employees completing learnerships
Indicator responsibility	Chief Operations Officer

4.7   Performance indicator – Number of unemployed individuals entered for learnerships per annum

Indicator title	Number of unemployed individuals entered for learnerships per annum
Short definition	The number of unemployed individuals entered for learnerships for the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed individuals entered for a learnership in the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 500 unemployed individuals entered for learnerships
Indicator responsibility	Chief Operations Officer

4.8   Performance indicator – Number of registered unemployed individuals completing learnerships per annum

Indicator title	Number of registered unemployed individuals completing learnerships per annum
Short definition	Number of unemployed individuals completing a learnership in the financial year
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	DHET Quarterly Monitoring Report and completion certificate completion; learner registration form; funding agreement
Method of calculation	Number of unemployed individuals successfully completing a learnership in the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	2 800 unemployed individuals completing learnerships
Indicator responsibility	Chief Operations Officer

4.9 Performance indicator – Number of individuals entered for the candidacy programme per annum

Indicator title	Number of individuals entered for the candidacy programme per annum
Short definition	Number of individuals entered for the candidacy programme with a registered professional body
Purpose/importance	Facilitating access to mentorship, training and paying professional registration fees is important in building the professional skills required in certain occupations to support service delivery within the municipality
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of employed learners entered for the candidacy programme in the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	350 individuals entered for the candidacy programme
Indicator responsibility	Chief Operations Officer

4.10 Performance indicator – Number or registered individuals completing candidacy programme per annum

Indicator title	Number or registered individuals completing candidacy programme per annum
Short definition	Number of individuals completing the candidacy programme with a registered professional body
Purpose/importance	Facilitating access to mentorship, training and paying professional registration fees, is important in building the professional skills required in certain occupations to support service delivery within the municipality
Source/collection of data	DHET Quarterly Monitoring Report and proof of professional registration; learner registration form; funding agreement
Method of calculation	Number of employed learners successfully registered in the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Every three years
New indicator	No
Desired performance	Not applicable as the programme is for three years
Indicator responsibility	Chief Operations Officer

4.11 Performance indicator – Number of TVET college lecturers entered into the development programme per annum

Indicator title	Number of TVET college lecturers entered into the development programme per annum
Short definition	The number of TVET college lecturers entered into a development programme for the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.3 of the NSDS III which is to promote the growth of a public FET college system that is responsive to sector, local, regional and national skills needs and priorities where the lecturers play an integral role
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of TVET college lecturers entered into the development programme in the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	20 TVET college lecturers entered into the development programme
Indicator responsibility	Chief Operations Officer

4.12 Performance indicator – Number of registered TVET college lecturers completing the development programme per annum

Indicator title	Number of registered TVET college lecturers completing the development programme per annum
Short definition	The number or TVET college lecturers who complete the development programme for the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.3 of the NSDS III which is to promote the growth of a public FET college system that is responsive to sector, local, regional and national skills needs and priorities where the lecturers play an integral role
Source/collection of data	DHET Quarterly Monitoring Report; certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of TVET college lecturers successfully completing the programme in the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	12 TVET college lecturers completing the development programme
Indicator responsibility	Chief Operations Officer

4.13 Performance indicator – Number of employees entered into AET per annum

Indicator title	Number of employees entered into AET per annum
Short definition	The number of employees enrolled into AET for the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.4 of the NSDS III which is that of addressing the low level of youth and adult language and numeracy skills to enable additional training
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of employed learners entered into AET in the financial year under review
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	1 500 employees entered into AET
Indicator responsibility	Chief Operations Officer

4.14 Performance indicator – Number of employees completing AET per annum

Indicator title	Number of employees completing AET per annum
Short definition	The number of employed learners completing AET during the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.4 of the NSDS III which is that of addressing the low level of youth and adult language and numeracy skills to enable additional training
Source/collection of data	DHET Quarterly Monitoring Report; certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of employed learners who successfully completes AET during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 500 employees completing AET
Indicator responsibility	Chief Operations Officer

4.15 Performance indicator – Number of unemployed individuals entered into AET per annum

Indicator title	Number of unemployed individuals entered into AET per annum
Short definition	The number of unemployed individuals enrolled into AET for the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.4 of the NSDS III which is that of addressing the low level of youth and adult language and numeracy skills to enable additional training
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed individuals entered into AET during the financial year
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	1 500 unemployed individuals entered into AET
Indicator responsibility	Chief Operations Officer

4.16 Performance indicator – Number of unemployed individuals completing AET per annum

Indicator title	Number of unemployed individuals completing AET per annum
Short definition	The number of unemployed individuals completing AET for the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.4 of the NSDS III which is that of addressing the low level of youth and adult language and numeracy skills to enable additional training
Source/collection of data	DHET Quarterly Monitoring Report; certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of unemployed individuals who successfully completes AET during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 600 unemployed individuals completing AET
Indicator responsibility	Chief Operations Officer

4.17 Performance indicator – Number of e-AET programmes developed per annum

Indicator title	Number of e-AET programmes developed per annum
Short definition	The number of e-AET programmes developed during the financial year under review
Purpose/importance	The implementation of this indicator is in support of Goal 4.4 of the NSDS III which is that of addressing the low level of youth and adult language and numeracy skills to enable additional training through the use of technology
Source/collection of data	e-AET programmes on CD-ROM and supporting learner material
Method of calculation	Number of e-AET programmes developed during the financial year
Data limitations	No specific
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	5 e-AET programmes developed
Indicator responsibility	Chief Operations Officer

4.18 Performance indicator – Number of employees entered as learner artisans per annum

Indicator title	Number of employees entered as learner artisans per annum
Short definition	The number of employed individuals entered for artisan training for the financial year under review
Purpose/importance	To increase access to occupationally-directed programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of employed learners entered for an artisan trade during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	250 employees entered as learner artisans
Indicator responsibility	Chief Operations Officer

4.19 Performance indicator – Number of learner artisans who qualify as artisans per annum

Indicator title	Number of learner artisans who qualifies as artisans per annum
Short definition	The number of employed individuals who successfully completes artisan training to qualify as an artisan during the financial year under review
Purpose/importance	To increase access to occupationally-directed programmes
Source/collection of data	DHET Quarterly Monitoring Report; trade test certificate / certificate of completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	The number of employed learners who successfully completes artisan training and is certificated during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Every three years
New indicator	No
Desired performance	90 learner artisans who qualify as artisans
Indicator responsibility	Chief Operations Officer

4.20 Performance indicator – Number of unemployed individuals entered as learner artisans per annum

Indicator title	The number of unemployed individuals entered as learner artisans per annum
Short definition	The number of unemployed individuals entered for artisan training during the financial year under review
Purpose/importance	To increase access to occupationally-directed programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	The number of unemployed learners entered for an artisan trade during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100 unemployed individuals entered as learner artisans
Indicator responsibility	Chief Operations Officer

4.21 Performance indicator – Number of unemployed individuals entered as learner artisans who qualify as artisans per annum

Indicator title	Number of unemployed individuals entered as learner artisans who qualify as artisans per annum
Short definition	The number of unemployed individuals who successfully complete artisan training to qualify as an artisan during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; trade test certificate/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of unemployed learners who successfully completes artisan training and is certificated during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Every three years
New indicator	No
Desired performance	150 unemployed individuals entered as learner artisans who qualify as artisans
Indicator responsibility	Chief Operations Officer

4.22 Performance indicator – Number of employees awarded bursaries per annum

Indicator title	Number of employees awarded bursaries per annum
Short definition	The number of employees awarded bursaries per annum during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	The number of employees awarded a bursary during the financial year under review
Data limitations	Dependent on applications received and approved for the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	200 employees awarded bursaries
Indicator responsibility	Chief Operations Officer

4.23   Performance indicator – Number of unemployed individuals awarded bursaries per annum

Indicator title	Number of unemployed individuals awarded bursaries per annum
Short definition	The number of unemployed individuals awarded bursaries per annum during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement or bursary agreement for individual learner applications (not employer)
Method of calculation	Number of unemployed individuals awarded a bursary during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	700 unemployed individuals awarded bursaries
Indicator responsibility	Chief Operations Officer

4.24   Performance indicator – Number of unemployed graduates placed for internships per annum

Indicator title	Number of unemployed graduates placed for internships per annum
Short definition	The number of unemployed graduates placed for internships in a workplace during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed graduates placed in a workplace for internship during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	500 unemployed graduates placed for internships
Indicator responsibility	Chief Operations Officer

4.25 Performance indicator – Number of placed graduates completing internships per annum

Indicator title	Number of placed graduates completing internships per annum
Short definition	The number of unemployed graduates placed for internships in a workplace, successfully completing internship during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; letter of completion/release; learner registration form; funding agreement
Method of calculation	The number of unemployed graduates placed successfully completing an internship in a workplace during the financial year
Data limitations	Dependent on projects completed within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	320
Indicator responsibility	Chief Operations Officer

4.26 Performance indicator – Number of TVET graduates placed for work-integrated learning per annum (TVET N6)

Indicator title	Number of TVET graduates placed for work-integrated learning per annum (TVET N6)
Short definition	The number of technical vocational education and training (TVET) graduates placed for work-integrated learning during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed TVET graduates placed in a workplace during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 000 TVET graduates placed for work-integrated learning
Indicator responsibility	Chief Operations Officer

4.27 Performance indicator – Number of placed TVET graduates completing work-integrated learning per annum

Indicator title	Number of placed TVET graduates completing work-integrated learning per annum
Short definition	The number of TVET graduates completing work-integrated learning during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; letter of completion/close-out report; learner registration form; funding agreement
Method of calculation	Number of unemployed TVET graduates placed in a workplace, successfully completing work-integrated learning during the financial year
Data limitations	Dependent on projects completed within the financial year
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	2 800
Indicator responsibility	Chief Operations Officer

4.28 Performance indicator – Number of HEI graduates placed for work-integrated learning per annum

Indicator title	Number of HEI graduates placed for work-integrated learning per annum
Short definition	The number of higher education institution (HEI) graduates placed for work-integrated learning during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of unemployed HEI graduates placed for work-integrated learning during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	1 000 HEI graduates placed for work-integrated learning
Indicator responsibility	Chief Operations Officer

4.29 Performance indicator – Number of placed HEI graduates completing work-integrated learning per annum

Indicator title	Number of placed HEI graduates completing work-integrated learning per annum
Short definition	The number of higher education institution (HEI) graduates completing work-integrated learning placement during the financial year under review
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; letter of completion/close-out report; learner registration form; funding agreement
Method of calculation	Number of unemployed HEI graduates placed in a workplace, successfully completing work-integrated learning during the financial year
Data limitations	Dependent on projects completed within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	550
Indicator responsibility	Chief Operations Officer

4.30 Performance indicator – Number of co-operatives supported through skills development initiatives per annum

Indicator title	Number of co-operatives supported through skills development initiatives per annum
Short definition	Number of co-operatives supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; co-operative registration form; funding agreement
Method of calculation	Number of co-operatives successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	30 co-operatives supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.31   Performance indicator – Number of NGOs supported through skills development initiatives per annum

Indicator title	Number of NGOs supported through skills development initiatives per annum
Short definition	Number of NGOs supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; not-for-profit registration form; funding agreement
Method of calculation	Number of NGOs successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	20 NGOs supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.32   Performance indicator – Number of CBOs supported through skills development initiatives per annum

Indicator title	Number of CBOs supported through skills development initiatives per annum
Short definition	Number of community-based organisations (CBOs) supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; not-for-profit registration form; funding agreement
Method of calculation	Number of community-based organisations successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	15 CBOs supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.33 Performance indicator – Number of SMMEs supported through skills development initiatives per annum

Indicator title	Number of SMMEs supported through skills development initiatives per annum
Short definition	Number of SMMEs supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; company registration form; funding agreement
Method of calculation	Number of SMMEs successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	20 SMMEs supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.34 Performance indicator – Number of NLPEs supported through skills development initiatives per annum

Indicator title	Number of NLPEs supported through skills development initiatives per annum
Short definition	Number of NLPEs supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; entity registration form; funding agreement
Method of calculation	Number of NLPEs successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	15 NLPEs supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.35 Performance indicator – Number of trade unions supported through skills development initiatives per annum

Indicator title	Number of trade unions supported through skills development initiatives per annum
Short definition	Number of trade unions supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Purpose/importance	The implementation of this indicator contributes to Goal 4.6 of the NSDS III which is that of encouraging and supporting co-operatives, small enterprises, worker-initiatives, NGO and community training initiatives
Source/collection of data	DHET Quarterly Monitoring Report; trade union registration document; funding agreement
Method of calculation	Number of trade unions successfully supported on a PIVOTAL or non-PIVOTAL skills development initiative during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 trade unions supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

4.36 Performance indicator – Number of councillors entered for skills programmes per annum

Indicator title	Number of councillors entered for skills programmes per annum
Short definition	Number of councillors entered for a skills programme that can either be PIVOTAL or non-PIVOTAL during the financial year
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of councillors entered for a PIVOTAL or non-PIVOTAL skills programme during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 000 councillors entered for skills programmes
Indicator responsibility	Chief Operations Officer

4.37   Performance indicator – Number of councillors completing skills programmes per annum

Indicator title	Number of registered councillors completing skills programmes per annum
Short definition	Number of councillors completing a skills programme that can either be PIVOTAL or non-PIVOTAL during the financial year
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of councillors successfully completing a PIVOTAL or non-PIVOTAL skills programme during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	1 600 councillors completing skills programmes
Indicator responsibility	Chief Operations Officer

4.38   Performance indicator – Number of traditional leaders entered for skills programmes per annum

Indicator title	Number of traditional leaders entered for skills programmes per annum
Short definition	Number of traditional leaders entered for a skills programme that can either be PIVOTAL or non-PIVOTAL during the financial year
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; learner registration form; funding agreement
Method of calculation	Number of traditional leaders entered for a PIVOTAL or non-PIVOTAL skills programme during the financial year
Data limitations	Dependent on applications received and approved during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	500 traditional leaders entered for skills programmes
Indicator responsibility	Chief Operations Officer

4.39 Performance indicator – Number of traditional leaders completing skills programmes per annum

Indicator title	Number of traditional leaders completing skills programmes per annum
Short definition	Number of traditional leaders completing a skills programme that can either be PIVOTAL or non-PIVOTAL during the financial year
Purpose/importance	To increase access to occupationally-directed qualifications and programmes
Source/collection of data	DHET Quarterly Monitoring Report; certificate of attendance/completion or statement of results or certificate; learner registration form; funding agreement
Method of calculation	Number of traditional leaders successfully completing a PIVOTAL or non-PIVOTAL skills programme during the financial year
Data limitations	Dependent on projects completed and quality assurance if not accredited with the LGSETA, within the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	400 traditional leaders completing skills programmes
Indicator responsibility	Chief Operations Officer

PROGRAMME 5: QUALITY MANAGEMENT

5.1 Performance indicator – Number of occupational qualifications developed and submitted to QCTO

Indicator title	Number of QCTO qualifications developed per annum
Short definition	The number of occupational qualifications developed and submitted to the QCTO during the financial year under review
Purpose/importance	To develop fit-for-purpose occupational qualifications and to re - develop legacy qualifications within the Occupational Qualifications Sub-Framework (OQSF) to meet QCTO requirements
Source/collection of data	Qualification document, curriculum document, assessment specification document and process report
Method of calculation	Number of qualifications developed and submitted to the QCTO during the financial year
Data limitations	Dependent on stakeholders' participation and QCTO turnaround times in the processing of the qualifications and signing of contracts (SLA)
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	5 QCTO qualifications developed and submitted
Indicator responsibility	Chief Operations Officer

5.2 Performance indicator – Number of skills development providers issued new accreditation (primary and secondary)

Indicator title	Number of new LGSETA primary skills development providers awarded accreditation during the financial year
Short definition	The number of new training providers awarded primary accreditation by the LGSETA, during the financial year under review
Purpose/importance	To ensure quality and reliable provision of training and development in South Africa
Source/collection of data	Application form, evaluation report and accreditation letters
Method of calculation	Number of skills development providers issued new accreditation (primary and secondary) during the financial year
Data limitations	Dependent on applications by training providers submitted to LGSETA to be accredited as primary training providers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	110 new primary training providers are accredited
Indicator responsibility	Chief Operations Officer

5.3 Performance indicator – Number of skills development providers issued re-accreditation (primary and secondary

Indicator title	Number of LGSETA skills development providers awarded reaccreditation during the financial year
Short definition	The number of training providers awarded reaccreditation by the LGSETA during the financial year under review
Purpose/importance	To ensure quality and reliable provision of training and development in South Africa
Source/collection of data	Monitoring tool or letter from primary SETA
Method of calculation	Number of training providers awarded reaccreditation status during the financial year (primary and secondary)
Data limitations	Dependent on the number of training providers whose accreditation will be expiring during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100 training providers are reaccredited
Indicator responsibility	Chief Operations Officer

5.4 Performance indicator – Number of assessors registered and reregistered

Indicator title	Number of assessors registered and reregistered
Short definition	The number of assessors registered by the LGSETA during the financial year under review
Purpose/importance	To ensure quality and reliable provision of training and development in South Africa
Source/collection of data	Assessor application forms, assessor registration letters, CVs and certificates
Method of calculation	Number of assessors registered and reregistered during the financial year
Data limitations	Dependent on the number of assessor applications received during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	320 training providers are reaccredited
Indicator responsibility	Chief Operations Officer

5.5 Performance indicator – Number of moderators registered and reregistered

Indicator title	Number of moderators registered and reregistered during the financial year
Short definition	The number of moderators registered and reregistered by the LGSETA during the financial year under review
Purpose/importance	To ensure quality and reliable provision of training and development in South Africa
Source/collection of data	Moderator application forms, moderator registration letters, CVs and certificates
Method of calculation	Number of moderators registered and reregistered during the financial year
Data limitations	Dependent on the number of moderator applications received during the financial year under review
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	110 training providers are reaccredited
Indicator responsibility	Chief Operations Officer

5.6 Performance indicator – Number of new MoUs with SETAs, TVETs, HEIs and MTCs

Indicator title	Number of new MoUs with SETAs, TVETs, HEIs and MTCs
Short definition	The number of new of MoUs signed with SETAs, TVETs, HEIs and MTCs during the financial year under review
Purpose/importance	To increase skills training and development opportunities through partnership with the above-mentioned entities, for and within the local government sector
Source/collection of data	Signed memoranda of understanding
Method of calculation	Number of signed memoranda of understanding during the financial year
Data limitations	No specific
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Five MoUs with SETAs, TVETs, HEIs and MTCs
Indicator responsibility	Chief Operations Officer

5.7 Performance indicator – Number of monitoring visits conducted

Indicator title	Number of accredited training providers monitored
Short definition	The number of monitored primary LGSETA accredited training providers whose accreditation is to expire during the financial year under review
Purpose/importance	To ensure continuous quality provision is maintained by LGSETA accredited training providers
Source/collection of data	Primary accreditation database; accreditation documentation of primary training providers; monitoring reports and verification visit reports
Method of calculation	Number of monitoring visits conducted during the financial year
Data limitations	Budget constraints and human resources
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	230 accredited training providers whose accreditation expires within the financial year monitored as per ETQA/QCTO requirements
Indicator responsibility	Chief Operations Officer

5.8 Performance indicator – Number of verification audits conducted

Indicator title	Number of verification audits conducted
Short definition	The number of verification audits conducted by LGSETA during the financial year under review
Purpose/importance	To ensure continuous quality provision is maintained by LGSETA accredited training providers
Source/collection of data	Verification reports and endorsement letters
Method of calculation	Number of verification audits during the financial year
Data limitations	Budget constraints and human resources
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	230 training providers are audited
Indicator responsibility	Chief Operations Officer

5.9 Performance indicator – Number of learners endorsed against unit standards

Indicator title	Number of learners endorsed for unit standard achievement per annum
Short definition	The number of learners endorsed for unit standard achievement in LGSETA accredited qualifications, during the financial year under review
Purpose/importance	To provide evidence of unit standard achievements
Source/collection of data	Statement of results
Method of calculation	Number of learners endorsed for unit standard achievement during the financial year
Data limitations	Dependent on applications submitted for unit standard achievement
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	15 000 learners verified for unit standard achievement
Indicator responsibility	Chief Operations Officer

5.10 Performance indicator – Number of learners certified against full qualifications

Indicator title	Number of learners endorsed against full qualification certification, per annum
Short definition	The number of learners endorsed against full qualification certification in LGSETA accredited qualifications, during the financial year under review
Purpose/importance	To inform the local government of full qualifications achievements
Source/collection of data	Qualification certificates
Method of calculation	Number of learners endorsed for qualification certification during the financial year
Data limitations	Dependent on applications submitted for qualification certification verification
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	2 200 certificated against qualifications
Indicator responsibility	Chief Operations Officer

5.11   Performance indicator – Number of RPL guidelines and toolkits developed

Indicator title	Number of RPL guidelines and toolkits developed
Short definition	The number of toolkits developed to process recognition of prior learning applications, during the financial year under review
Purpose/importance	The number of toolkits developed to process recognition of prior learning applications, during the financial year under review
Source/collection of data	Actual toolkits developed
Method of calculation	Number of RPL guidelines and toolkits developed to process recognition of prior learning applications, during the financial year
Data limitations	Expertise to develop toolkits
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	3 RPL guidelines and toolkits developed to process recognition of prior learning applications
Indicator responsibility	Chief Operations Officer

5.12   Performance indicator – Number of assessment / RPL centres established

Indicator title	The number of assessment / RPL centres is established
Short definition	The number of assessment / RPL centres established to process assessment applications during the financial year
Purpose/importance	To ensure that assessment / RPL centres are in place
Source/collection of data	Assessment / RPL centres established
Method of calculation	Number of assessment / RPL centres established within the financial year
Data limitations	Budget constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	3 centres established
Indicator responsibility	Chief Operations Officer

5.13   Performance indicator – Number of RPL learners endorsed

Indicator title	Number of RPL learners endorsed per annum
Short definition	The number of RPL learners endorsed against Unit Standards and full qualifications
Purpose/importance	To assess RPL candidates within the local government sector
Source/collection of data	DHET Quarterly Monitoring Report; learner registration forms; certificates or statement of results
Method of calculation	Number of RPL learners endorsed
Data limitations	Dependent on applications submitted for RPL
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	1 000 learners endorsed
Indicator responsibility	Chief Operations Officer

7. Annexure C: Crossover Plan

7.1 Introduction

As an organisation that has just been through administration, the LGSETA has to look back on what it has done right under the administration period and begin to plan forward – this time, planning for a sustainable future. This crossover plan is designed to fulfil that purpose. It is a document that has been produced as a result of a number of stakeholder engagements, both internally and externally.

Internally, discussions held with the various units during the month of June 2015, highlighted some of the internal structural challenges and also pointed to the historical staff matters which needed to be completed and resolved. Furthermore, the internal discussions included a frank discussion with the internal labour stakeholder. A number of issues were raised which, on analysis, have been matters that require leadership attention and resolutions to address them in order to move the organisation forward. After these processes, strategic sessions with the top leaders in the organisation as well as the Executive Management were held to discuss how some of the issues can be resolved. Those which were identified as enablers to reposition Local Government SETA from administration to normalcy, were then placed into this crossover plan. This cross-over plan is not a replacement of the current APP, but it is a plan to give effect to the APPs so that in the 2016/2017 financial year and beyond, certain capabilities are unlocked.

Externally, the crossover report has been informed by a strategic process within Local Government SETA. The organisation invited major stakeholders to a strategic session which included the Department of Higher Education and Training (DHET), the Department of Co-operative Government and Traditional Affairs (CoGTA), and the South African Local Government Association (SALGA). Input was also received from various meetings the organisation had with stakeholders across the country during the month of July and August 2015, regarding the Sector Skills Plan (SSP), consultations which inevitably touched on the ability of the Local Government SETA to deliver on its mandate.

In the Northern Cape, the LGSETA executives were able to meet with members from the office of the Premier. The result of these engagements did not only inform us on the SSP, but also ensured that as an organisation, we received valuable input from the municipalities across the country on how we can improve our support to them. Performance was a key element of the discussions and the factors relating thereto.

7.2 Strategic Intent and Direction

The Local Government SETA finds itself at the cusp of a skills revolution at local government level. It must respond not only in general to the different needs of the municipalities, but it must respond with a unique understanding of the variations in municipalities.

For the local government system to be turned around, it will take more than skilling people. It will require the following critical factors throughout the whole system:

- **Alignment of vision and purpose, both horizontally and vertically.** Horizontal alignments talks to municipalities that need to share experiences across the land and if possible support each other to give effect to the targets that are set. Vertically, this means that the Local Government SETA must align its stakeholders from the national level to the local level towards a singular goal of certifying competent learners to enable them to advance economically in the future.

- **The Local Government SETA must become an agile, responsive and lean machine** able to disburse the grants in the shortest possible time and respond to any issue. The organisation has to put in place proper processes to be more efficient and effective in undertaking its task. This means that it must re-engineer its processes and modernise some of its activities and ensure that it addresses all legacy staff and capacity issues.

- **The municipalities as well as municipal entities must also be responsive within the timelines in the regulations.** It is not right that programmes only begin in September because proper documentation is not provided or municipalities are not raising the challenges early for trouble shooting teams to be sent to them to assist with their mandatory grant and discretionary grant applications.

- **The capacity and the functional location of the Skills Development Facilitators must take on a centre stage in the municipalities and should be located in the highest office in the municipality.** This will enable municipal skills plans to really take off. The skills programme of the municipality has to be driven by the Municipal Manager's office or the office of the Mayor in order for performance to be reviewed at the highest level. It is also important that each Skills Development Facilitator is capacitated to deliver. To this end, Local Government SETA is committing itself to assist in this regard.

- **The capacity of the TVET colleges and universities to deliver in support of the Local Government skills development revolution, cannot be undermined.** Both the public and the private institutions can help Local Government SETA to meet its targets. Professional bodies and Associations will also be a key component of this, as will the capacity of the individual lecturers to deliver on the skills programmes across the number of different interventions at hand.

- **A Local Government leadership that is not prepared for the task at hand will fail.** It is therefore important that in the next few months, before the end of the 2015/2016 financial year, a proper induction programme and leadership programme is developed. This programme must cover both political leaders and administrative management.

Vision

"To be the lead SETA by facilitating skills development at municipal level across South Africa."

The Local Government SETA would have achieved its vision when the following happens:
- Local Government SETA delivers learners beyond the expectations of the shareholder (DHET) year on year;
- Learners are certified within the prescribed time frames;
- The Local Government sector recognises Local Government SETA qualifications;
- Stakeholders collaborate with the Local Government SETA in the development of Local Government sector skills and new and relevant qualifications;
- Learners either gain meaningful employment or build businesses;
- Employees are satisfied;
- Operations is responsive and systems-led; and
- Local Government SETA has developed a cadre of staff serving the nation and delivering on its promises to the stakeholders.

Mission

We are on a mission to partner with our strategic stakeholders to create a pool of Local Government skills, relevant for effective and efficient service delivery and economic prosperity of our local communities across South Africa.

Values

Coming out of the administration period, the Local Government SETA is envisioning a greater future. The organisation is in the process of actively aligning itself with the strategic objectives of the Department of Higher Education and Training in carrying out its mandate. Critical to this alignment process is the need to drive and live a value system which will drive the necessary change in the organisation and in the way we engage our various stakeholders. A cultural change will be necessary and is in the process of being driven through the values listed below:

"SPICEE"		
Value	**Description**	**Associated behaviour**
Service Excellence	It is our commitment to consistently deliver services and programmes that address skills gaps in our sector.	– Responding to stakeholders within 48 hours
Passion	We have a compelling dream of a local government sector that has a skilled base which enables it to provide services and empower our people across the nation.	– Going beyond the call of duty – Being energised and propelled in doing our work
Integrity	We strive to be honest and our work is underpinned by strong moral principles.	– Doing the right thing even when we are not being watched – Fulfilling our promise – Keeping our word as our honour
Collaboration	We work with others by partnering with expert stakeholders thereby increasing organisational knowledge and confidence in Local Government SETA programmes and services.	– Looking for mutually beneficial opportunities
Engagement	We are on a mission to play an active role removing barriers that hinder or frustrate organisational performance internally and externally.	– Finding win-win solutions
Empowerment	We will do all we can to provide well-researched information to facilitate proper decision-making in and outside the organisation	– Sharing information to achieve desired actions and outcomes

7.3   Strategic Focus Areas

As a result of the strategic process alluded to in the introduction of this document, the Local Government SETA has adopted strategic focus areas that will drive the organisational efforts during the remainder of the 2015/16 financial year. These strategic focus areas are key to the turnaround of the Local Government SETA as they contain the bulk of areas that need significant improvement during this crossover period. This plan will be implemented concurrently with the 2015/16 APP and will also feed into the 2016/17 APP. The focus areas were defined as follows:

   i.   Stakeholder engagement;
   ii.   Planning;
   iii.   Legacy issues;
   iv.   Operational performance; and
   v.   Institutional capability.

The section that follows outlines the Crossover Plan.

7.3.1   Stakeholder Engagement (EM: Corporate Services)

Purpose

Deliberate, well-co-ordinated and targeted stakeholder engagement aimed at building mutually beneficial and collaborative relations to drive the skills revolution at Local Government level across South Africa.

Description

The key focus will be on developing stakeholder engagement framework, updating and confirming relevant stakeholders and developing a stakeholder management plan for the organisation.

Strategic focus area annual targets: Performance indicators and quarterly targets for 2015/16

1. STRATEGIC FOCUS AREA: Stakeholder Engagement

STRATEGIC FOCUS AREA STATEMENT:
Deliberate, well-co-ordinated and targeted stakeholder engagement aimed at building mutually beneficial and collaborative relations

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
1.1 Develop stakeholder engagement framework	1.1.1	Approved stakeholder engagement framework	31 December 2015	Communication Manager	-	-	-	Approved stakeholder engagement framework	Nil
1.2 Develop and implement a comprehensive stakeholder management plan with a value propositions per stakeholder and milestones	1.2.1	Approved comprehensive stakeholder management plan	31 October 2015	Communication Manager	-	-	Approved comprehensive stakeholder management plan	-	Nil
1.3 Compile and maintain an updated and relevant stakeholder database	1.3.1	Efficient stakeholder database	31 December 2015	Communication Manager and ICT Manager	-	-	-	Efficient stakeholder database	Nil
1.4 Integrated Marketing and Communication strategy	1.4.1	Approved integrated marketing and communications strategy	31 August 2015	Communication Manager	-	Approved integrated marketing and communications strategy	-	-	Nil

a.   Resource considerations

Since the stakeholder engagement is going to be much more robust than in the past, more resources will have to be used for this. Provision has been made for additional offices where Local Government SETA currently has no presence. This will require an additional R540 000 added to the administrative costs. Various options are being sourced to minimise this, especially if these costs can be shared in partnership with a TVET College in the provinces where Local Government SETA has no presence.

b.   Risk management

Local Government SETA has already prepared a risk matrix and will continue to improve this document.

7.3.1   Planning (EM: Strategy and Planning)

Purpose

Ensure that all planning activities are informed by the realities of Local Government SETA context and accurate, credible and up to date research information. Planning activities must further meet and comply with all statutory prescripts.

Description

This area looks at finalising and institutionalisation of a business cycle, research agenda, planning processes and the budgeting and monitoring processes.

Strategic focus area: Annual targets for performance indicators and quarterly targets for 2015/16

2. STRATEGIC FOCUS AREA: Planning

STRATEGIC FOCUS AREA STATEMENT: Ensure that all planning activities are informed by the realities of LOCAL GOVERNMENT SETA context and accurate, credible and up-to-date research information. Planning activities must further meet and comply with all statutory prescripts

STRATEGIC ACTIVITY		PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
2.1 Finalise and institutionalise the organisational business cycle / timetable	2.1.1	Business cycle confirmed	31 March 2016	CEO office	Business cycle confirmed	-	-	-	Nil
2.2 Define the LGSETA research, approach and methodology/ies to support the development of the Local Government SETA SSP, SP, WSPs, Ministerial Special Projects, and other LGSETA special projects	2.2.1	Number of research areas confirmed	31 March 2016	Strategy and Planning	-	12 research areas confirmed	-	-	
2.3 Define the LGSETA research agenda	2.3.1	Number of identified research areas annually	31 March 2016	Strategy and Planning	-	-	-	12 approved annual research areas	
2.4 Ensure integration of the Crossover Programme with the current APP and 2016/17 planning processes	2.4.1	Draft the crossover plan	Ongoing	CEO office	-	-	Plan approved and implemented	Exit report prepared	
2.5 Streamline and align budgeting processes with performance targets	2.5.1	Drafted budgets aligned to performance targets	31 March 2016	Planning and Finance and Operations	-	-	Drafted budgets aligned to performance targets	Drafted budgets aligned to performance targets	

2. STRATEGIC FOCUS AREA: Planning

STRATEGIC FOCUS AREA STATEMENT: Ensure that all planning activities are informed by the realities of LOCAL GOVERNMENT SETA context and accurate, credible and up-to-date research information. Planning activities must further meet and comply with all statutory prescripts

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
2.6 Integrate planning, reporting and monitoring processes	2.6.1	Prepared a business cycle document	31 March 2016	Strategy and Planning	-	-	-	Business cycle document adopted and approved	Nil
2.7 Develop effective planning mechanisms within the LGSETA	2.7.1			Strategy and planning	-	-	-	-	

Reconciling performance targets with the budget and MTEF

a.   Resource considerations

Financial requirements for these activities are already provided for in the current administration budget with the exception of additional staff which is discussed in the next section.

b.   Risk management

LGSETA has prepared a monitoring and evaluation framework that will assist with the risk management in this area.

7.3.3   Legacy Issues (CFO)

Purpose

Resolve and finalise all legacy issues, thereby affording the Local Government SETA a clean break from the past challenges of non-performance.

Description

The legacy issues entail assessing committed reserves, developing and implementing a monitoring mechanism and conducting audit action planning.

Strategic focus area annual targets: Performance indicators and quarterly targets for 2015/16

3. STRATEGIC FOCUS AREA: Legacy issues

STRATEGIC FOCUS AREA STATEMENT: Resolve and finalise all legacy issues, thereby affording the LOCAL GOVERNMENT SETA a clean break from the past challenges of non-performance

STRATEGIC ACTIVITY		PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
3.1 Conduct assessment of committed reserves and ascertain how far they are from realisation, develop an implementation plan and execute the plan	3.1.1	Commitments Schedule audited and accepted by the AG and correctly disclosed in the AFS	31 March 2015	Finance	-	-	-	-	Nil
. Expired contracts that still have deliverables attached to them (contingent liability) – redirect to non-pivotal projects	3.1.1.1	Disclose in the AFS contracts that are either expired or confirmation received from the contracting party that the contract is not valid	31 March 2015	Finance	-	-	-	-	Nil
. Signed contracts but inactive – contracts awaiting certification	3.1.1.2	Commitments Schedule audited and accepted by the AG and correctly disclosed in the AFS	31 March 2015	Learning Interventions	-	-	-	-	Nil
3.2 Develop and implement a monitoring mechanism (based on the commitment schedule / register / legacy contracts) and link it to predetermined strategic objectives	3.2.1	Monthly status of the commitments schedule is reported in the management accounts	Implemented since April 2015	Monitoring and evaluation		-	-	-	Nil
3.3 Institutionalise the process of audit action planning		Audit action plan is a standing item of the Audit and Risk Committee and the status is reported quarterly		Internal Audit	-	-	-	-	Nil

Reconciling performance targets with the Budget and MTEF

a.   Resource considerations

No major fund issues are anticipated here. What might be required, is adjusted budget allocation as well as a possible opening of the discretionary window based on current performance and disbursement of funds, as well as re-assessment of projects not performing.

b.   Risk management

The framework already exists to manage this and is constantly under improvement.

7.3.4 Operational Performance (COO)

Purpose

Develop, implement and promote an organisational culture characterised by accountability, high performance and excellence in all areas. Work towards making the Local Government SETA the best performing SETA by the end of 2016.

Description

Drive organisational performance; institute a culture and practice of knowledge sharing; and developing institutional capability to manage performance.

Strategic focus area and annual targets: Performance indicators and quarterly targets for 2015/16

4. STRATEGIC FOCUS AREA: Operational performance								
STRATEGIC FOCUS AREA STATEMENT: Develop, implement and promote an organisational culture characterised by accountability, high performance and excellence in all areas. Work towards making the Local Government SETA the best performing SETA by the end of 2016								
STRATEGIC ACTIVITY	PERFORMANCE INDICATORS	TIMELINE	PERSON RESPONSIBLE	QUARTERLY TARGETS				BUDGET
				1st	2nd	3rd	4th	
4.1 DHET approval of the organogram	4.1.1 Organogram fully funded Migration and placement matters completed and resolved with no person in the 'pool'. Grading processes completed and budgeted, to be submitted with the final budget to DHET	31 March 2016	HR	-	Grading process consulted and agreed to in the financial year	Migration and placement process complete	Fully funded structure by shareholder	Nil
4.2 Streamline the MANCO agenda and use MANCO to drive performance, leadership development and succession	4.2.1 Succession plan programme developed and approved	31 March 2016	Office of the CEO/HR	-	-	-	Succession plan programme	Nil
4.3 Inculcate a culture and practice of knowledge sharing across departments/organisation	4.3.1 Quarterly top management sessions Quarterly staff information sessions	31 March 2016	SM: Monitoring & Evaluation	1 1	1 1	1 1	1 1	Nil
4.4 Continuously stretch individual and organisational performance through initiatives like external benchmarking	4.4.1 Annual report benchmarked against the JSE annual reports and other SETAs	31 March 2017	Communication/ Marketing	-	-	-	Benchmarked annual report	Nil

4. STRATEGIC FOCUS AREA: Operational performance

STRATEGIC FOCUS AREA STATEMENT: Develop, implement and promote an organisational culture characterised by accountability, high performance and excellence in all areas. Work towards making the Local Government SETA the best performing SETA by the end of 2016

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		TIMELINE	PERSON RESPONSIBLE	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
	Performance Turnaround Plan in place		31 Oct 2016	COO/EXCO	-	-	Turnaround plan developed	Turnaround plan implemented	
Develop institutional capability to manage performance	4.4.2	Performance management system in place	31 March 2016	HR	-	-	Performance Management System approved		Nil
Recruit and retain best performing staff	4.4.3	Remuneration strategy and policy developed and approved Retention strategy developed and approved	31 March 2016	HR	-	-	Retention Strategy approved	Remuneration strategy approved	Nil

5. STRATEGIC FOCUS AREA: Institutional capability

STRATEGIC FOCUS AREA STATEMENT: Create institutional capability characterised by simplicity transparency that delivers predictable measurable, integrated service consistently.

STRATEGIC ACTIVITY		PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
1. Ensure a highly skilled workforce	5.1.1	- Skills audit report - Submitted Local Government SETA WSP - Percentage implementation of Training and Development interventions - Personal Development Plans developed		HR	-	-	- Skills audit report - Submitted Local Government SETA WSP - Percentage implementation of Training and Development interventions 100% Personal Development Plans developed	-	Nil
2. Empower and motivated staff	5.2.1	- Revised and approved Staff Wellness Plan - Quarterly staff engagement sessions		HR	-	-	Revised and approved Staff Wellness Plan Quarterly staff engagement sessions	Quarterly staff engagement sessions	Nil
3. Develop an Internship Strategy		- Approved Internship Strategy		HR	-	-	Approved Internship Strategy	-	Nil

Reconciling performance targets with the budget and MTEF

a.   Resource considerations

There are major activities that need to be undertaken in the HR environment as indicated above. These activities have financial implications as they will need some salary adjustments and corrections as a result of the migration and placement exercise conducted during the administration period. The process was not completed and resulted in three people being placed in a pool and a number of HR matters, including grading issues not being completed. The structure adopted, has not been approved by DHET although all internal processes were followed internally, including the consultation with labour. The correction needed to address some of the legacy issues, are estimated in the region of R27 749 931. In addition to this, the remuneration strategy of Local Government SETA will also have to be reviewed and corrections affected during the 2016/2017 financial year.

b.   Risk management

This process is being managed through MANCO as well as the monthly meeting with labour.

7.3.5   Institutional Capability (EM: Monitoring and Evaluation)

Purpose

Create institutional capability characterised by simplicity, transparency that delivers predictable measurable, integrated service consistently.

Description

The key focus is to develop and implement a delivery model, translate the value chain into business processes, implement systems to enable the structure and business processes, develop HR practices and inculcate the value-based culture, i.e. "the LGSETA Way!"

Strategic focus area and annual targets: Performance indicators and quarterly targets for 2015/16

5. STRATEGIC FOCUS AREA: Institutional capability

STRATEGIC FOCUS AREA STATEMENT: Create institutional capability characterised by simplicity and transparency that delivers predictable, measurable, integrated service consistently

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
5.1 Develop and implement a delivery model that is informed by a Local Government SETA value chain	5.1.1	Delivery model developed	31 March 2016	HR	-	-	Local Government SETA value chain developed and adopted	Approved service delivery model	Nil
5.2 Translate the value chain into business processes	5.2.1	Operational manual produced for each intervention	31 March 2016	Operations	-	-	-	15 operational interventions in place	Nil
5.3 Implement systems that enable the organisational structure and business processes to function optimally	5.3.1	Source and/or confirm IT systems to support HR and Operations	31 March 2016	IT	-	-	-	Approved and funded IT system for HR and Operations	Nil
5.4 Develop and implement compliance frameworks to refine Local Government SETA approval processes, organisational risks and standardising decision-making	5.4.1	Develop a Delegation of Authority (DOA) document and terms of reference for each of the committees established		Compliance	-	-	Approved ToRs for all the members of the committee of the Board and MANCO and committees of MANCO	-	Nil
5.5 Develop internal human capital capabilities to deliver on the LGSETA mandate effectively	5.5.1	LGSETA WSP approved and submitted	30 April 2016	HR	-	Qualifications audit across the organisation	Skills audit across the organisation	Individual Development plans	Nil

5. STRATEGIC FOCUS AREA: Institutional capability

STRATEGIC FOCUS AREA STATEMENT: Create institutional capability characterised by simplicity and transparency that delivers predictable, measurable, integrated service consistently

STRATEGIC ACTIVITY	PERFORMANCE INDICATORS		TIMELINE	RESPONSIBLE PERSON	QUARTERLY TARGETS				BUDGET
					1st	2nd	3rd	4th	
5.6 Develop and inculcate "a values-based" culture that will, amongst others, build a superior work ethic and deliver results consistently	5.6.1	Communicate the value system at all quarterly staff meetings	1 April 2016	HR	-	-	-	Approved Local Government SETA values	Nil
5.7 Define and inculcate the LGSETA Way!	5.7.1	Culture Blueprint developed and approved	31 March 2016 and ongoing (once license issue has been resolved)	HR	-	-	-	Aligned Local Government SETA values with Performance Agreements of the staff	Nil
5.8 Development and approval of all outstanding ICT Policies as per the approved ICT Policy Framework	5.8.1	All 18 Frameworks / Policies as per the ICT Policy Framework approved		ICT Manager	-	-	9 of the 18 policies approved	All 18 frameworks/policies approved	Nil
5.9 Development and approval of the ICT Strategy	5.9.1	Approved ICT Strategy		ICT Manager	-	-	Approved ICT Strategy	-	Nil
5.10 Completion of the Wide Area Network Infrastructure upgrade	5.10.1	WAN Infrastructure upgraded		ICT Manager	-	-	-	WAN Infrastructure upgraded	Nil
5.11 Business Applications upgrade	5.11.1	GP and VIP upgraded		ICT Finance HR	-	-	GP and VIP upgraded	-	Nil

Reconciling performance targets with the budget and MTEF

a.   Resource considerations

The organisation has to invest in ICT to improve the application platform for the municipalities as well as enhance its own administration and link to the provincial offices.

b.   Risk management

The organisation is reviewing its risks through MANCO and other management structures that are in the process of being established.

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